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Master's Thesis of Public Administration

**The Impacts of E-recruitment on
Human Resources Management:
A Comparative Case Study of Tanzania Central and
Local Government**

**전자채용(E-recruitment)이 인적자원
관리에 미치는 영향:
탄자니아 중앙정부와 지방정부에 대한 비교 사례 연구**

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in Tanzania**

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Abstract

The Impact of E-recruitment on Human Resources Management: Comparative Case Study of Central and Local Government in Tanzania

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Due to the advancement of science and technology there is a rapid increasing changes in the world of today economy in the 21st Century, for the organization to remain competitive in the market there is a need of having talented manpower with enough experience, skills, knowledge, innovation while much concern is in human resources, each organization need to have these important elements for the successful of any organization. Competitiveness organizations of today need to recruit and retain the most potential people with outstanding knowledge and skills so as to survive in the competitive market. The study illustrates electronic recruitment with strong support from the literatures, to explains the important of e-recruitment in decision making during the recruitment process in the organization. In present, one of the most thing to be considered as valuable resource for competitiveness in the organization is based on manpower resources effort by ensuring they remain and attracted by any cost those best outstanding and skilled personnel in an organization. The use of Internet as a recruitment source play a very great role in attracting very talented employees in the organization, in other word known as electronic recruitment or online recruitment. In today, the process of filling vacancy through websites and job

portals has tremendously increased. This study therefore aimed at describing e-recruitment practices and trend in Tanzania particularly in Public sector, to identify the impact of using it and its effectiveness and benefit which are portals has tremendously increased. This study therefore aimed at describing e-recruitment practices and trend in Tanzania particularly in Public sector by comparing Central and Local Government, and to identify the impact of using it and its effectiveness and benefit which are being experienced by organization using this method especial in making decision on how to recruit the best candidates in the public sectors for both Central and Local Government.

Key Words: E-recruitment, Human Resources Management, e-HRM, Effectiveness of HRM

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List of Abbreviation

E-HRM: Electronic Human Resources Management

GMPA: Global Master of Public Administration

GSPA: Graduate School of Public Administration

HRM: Human Resources Management

HRO: Human Resources Officer

KOICA: Korea International Cooperation Agency

LGA's: Local Government Authorities

MDA's: Ministries, Department and Agencies

OPRAS: Open Performance Review Appraisal System

PO-PSM&GG: President's Office, Public Service Management and Good Governance

PSRS: Public Sector Recruitment Secretariat

SNU: Seoul National University

URT: United Republic of Tanzania

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Dedication

This work is dedicated to my department Directorate of Human Capital Management (DHCM) and the entire Public Sectors in Tanzania with highly dedication to (PO-PSM&GG) as the overall in charge office of HR management in the entire Public Service in Tanzania and the Public Service Recruitment Secretariat (PO-PSRS) which is in charge of recruitment practices on behalf of the Public Institutions.

Chapter I: Introduction

1.1 Background of the Study

“Recruitment as a part of human resources management functions in the organization whereby its activities impacts most critically on the organization’s goals. Recruitment is one of the most considerable component to ensure the organization achieve its intended goal by having the potential people to carry out all activities in the organization. (Boxall & Purcell, 2003; Singh& Finn, 2003, Galanak, 2003). Recruitment of staff is the key element of human resources management, as important resource that forms foundation of the organizations. So as to retain and attract the most and best candidate it need strategic plan to facilitate it, hence gain competitive advantage (Malinowski, 2005; Perry &Tyson, 2008) The organization in order to attain its future succeed, highly depending the availability of best employees recruited through recruitment process. According to Boxall & Purcell, (2003) they add by arguing that recruiting the potential people with the right knowledge, skills and competent reinforces the attaining of the organizational goals.

Electronic recruitment refers to the process of employee recruitment using electronic source, in particularly Internet. By using internet as recruitment source to employee and attract those potential manpower with necessary required skills and knowledge to an organization including the use their own organization’s websites. Electronic recruitment is under e-HRM (Electronic Human Resources Management) it is known as one of the most popular e-HRM applications used by Organizations (Bartram, 2000; Chapman & Webster, 2003; Lee, 2005). The first article about e-recruitment was published in early 1990’s. (Fisher, 1995; Appleton, 1995; Wilson, 1996; Stacker, 1996; Ojala, 1997; Ganalaki, 2002). Since then the use of electronic recruitment has rapidly grown. (Lee, 2005) Different prominent scholar in the literature defines Electronic-recruitment as practicing where by advertisement are posted through internet. Electronic recruitment as defined by Maurrer and Liu,

(2007) that refers to the environment through online which enhance both employer and jobseekers to interact each other. Cappeli, (2001) as cited in Lievens, (2003). E-recruitment is the advanced instrument to attract and get most and highly talented candidates who will ladder to attain organization goals. The adoption of online recruitment through the use of online or websites as a source for recruitment and testing candidates has rapidly grown in nowadays. There is a need for organizations to have human resources planning by assessing not only quality but also quantity of the current labour force as to attain the intended organizational goals. Sharma, (2011) argued that online recruitment considered to be the modern hiring instrument. Rapidly development of science and technology especially website technology facilitated the jobseekers and organization's websites easily to interact, since applicants can send applications faster at the same time the employers match the qualifications with the available open vacancies. In the 21st Century the development of science and technology become gear for changing the traditional way of doing activities in the organization. This trend have being seeing in most public and private organization which already adopted new technology in their daily activities especially Human Resources Management culture, custom and belief, reduce number of employee as much as they can to increase efficiency and effectiveness.

1.2 Statement of the Problem

The use of internet has been increased tremendously in 21st Century especially the use of electronic recruitment through the support of websites, the use of internet to recruit, select and test the applicants online bring a lot of changes in the field of human resources management. The online recruitment which geared by the advancement of science and technology has shifted the paradigm from traditional to modern recruitment. From this advancement of technology, lead to e-Human Resources Management which implied to act as the transformation to improve Human Resources Management services which make Managers and line officers to focus more on strategic issues such as to determine the portfolio of right candidates with skills and knowledge and reward systems so as to attract, retain and motivate talented workers in the organization for overall performance.. (Lengnick & Moritz, 2003)

Although the findings about the effectiveness of e-recruitment has been keep added to the academic body of knowledge concerning this electronic system,, to elaborates further findings about the domain. Although the evidence shows that, perceived advantage and success of online recruitment may be mixed, but still there is no empirical evidence to support that. (Parry &Tyson, 2008). Most organizations have been decided to use this new technology but still loopholes has been existed in the whole procedures of online recruitment which raise the question of validity of e-recruitment in term of perception in mind of the jobseekers as well as Human Resources Officers and Practitioners.. (Bauer et al, 2006) Driven from above statement, there is a need to fill the existing gap which will contribute to scientific research body of knowledge, although government of Tanzania has undergo the transformation departure from traditional paper based recruitment to web based e-recruitment system since 2010, there have no prior studies conducted concerning the impact of electronic-recruitment on Human Resources Management in relation to the cost and time for acquisition of applicant and quality of applicants during the recruitment process in public sector in Tanzania in regards to perception between Central and Local Governments.

1.3 Purpose of the Study

The purpose of this research is to assess the impacts of electronic-recruitment practices on Human Resources Management functions in the Public Sector in Tanzania Mainland: (Perception of Public Officials), A Comparative Case Study of Tanzania Central and Local Government and recommend best solutions of improving it for better service delivery in the Public Sector. This study aimed to find out whether there is a need of continuing using e-recruitment or not by comparing the Central and Local Government HRO's views, their perception will help in making policies which will help to improve the e-recruitment systems in Tanzania especially in rural areas where there is no access of internet.

1.4 Significant of the Research Study

This research will be conducted to acquire new knowledge on the impacts of e-recruitment arena and provide recommendations to the President's Office, Public Service Management and Good Governance (PO-PSM&GG) my employer, Local Government Authorities and its agencies which is Public Services Recruitment Secretariat (PSRS), e-Governance and Human resources practitioners for further research study in the area of e-recruitment development and its sustainability in the future. Also to have better and clear understanding on the impacts of e-recruitment practices on Human Resources Management functions in the organization, and the findings will give the recommendations concerning the best way of improving the entire system used for the betterment of public service in Tanzania Mainland.

1.5 Broad Objective

This study's main objective is to examine the impacts of e-recruitment practices on Human Resources Management Functions in the Public Organization particularly in the Public Service Recruitment Secretariat (PSRS) which is responsible for conducting recruitment on behalf of public organizations in Tanzania. Therefore the main objective of this study is to assess the impact of electronic recruitment in Human Resources Management functions in the

public services in term of time and cost saving and suitability of the candidates in the organization that is by comparing Central and Local Government. Whoever, it is well known that electronic recruitment has many advantages than disadvantage when it comes to save time and cost, availability of skilled and talented applicants, but still there is a need for empirical evidence to understand the impact of electronic-recruitment especially in the Public Sector in Tanzania. The perception from HR practitioners from both Central and Local government will contribute a lot to this study since they are expert and are part of the implementation and user of this systems.

1.6 Specific Objectives

The study aimed to achievement the following objectives:-

1. To examine the impacts of e-recruitment in term of suitability of the candidates in both Central and Local Government
2. To examine the impacts of e-recruitment in term of cost and time for the whole recruitment process in the organization.
3. To compare the impacts of e-recruitment between Central and Local government to see whether e-recruitment is effective or ineffectively
4. To identify how the e-recruitment process has impacts on Human Resources Management functions in the Public organization.

1.7 Research Questions

1. What are the Impacts of e-recruitment on Human Resources Functions?
2. What are the advantages of e-recruitment on Human Resources Functions?
3. Does e-recruitment save time and cost in the organization?
4. Does e-recruitment has impact on the suitability of the candidates?

Chapter II: Literature Review

2.1 Conceptual Definition

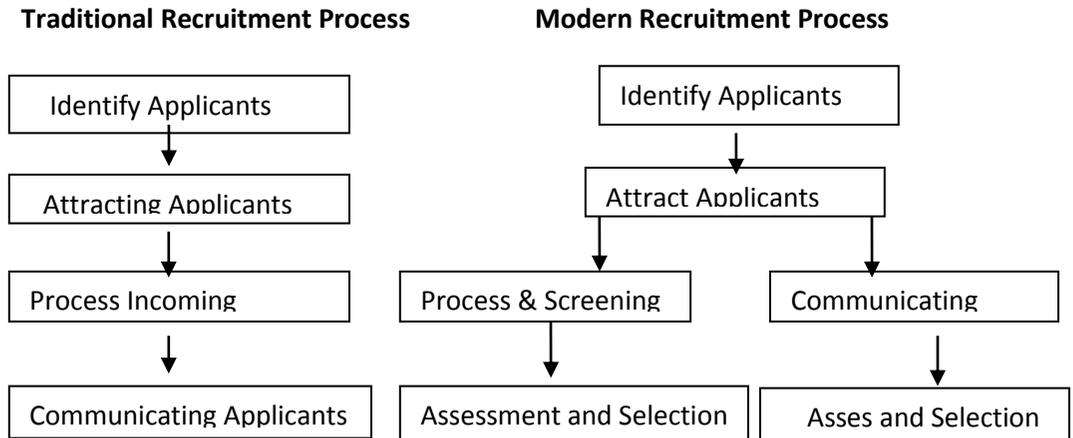
2.1.1. Recruitment

Is the process of identify the applicant and select the best candidate who matches the available vacancy qualification required for that position. Recruitment is one of the most important core functions in the organization which facilitate the organization to achieve its goal by increasing manpower to achieve those intended organizational goals. The old or traditional methods of recruitment its structure is in linear form as shown in the figure 1 below, and it shows all activities undertaken during the recruitment process by identify and select the talented applicants who are knowledgeable and skilled for that position applied for (Holm, 2012). As argued by Bartram, (2000) that recruitment process has divided into three phases that is attraction phase, screening phase and the last one is selection of the best suitable candidate for the open vacancy. In details phase one deal only with identifying the talented applicants who are knowledgeable and skilled regarding the organization needs. The second phase which is screening deals with filtering and shortlist the best applicant for interview, who fit the position, according to key criteria considered crucial to the job profile. The final stage is all about selecting the best candidate ho suit the open vacancy.. Figure 1 below gives more information about the recruitment process for traditional recruitment and new recruitment the modern one which refers as e-recruitment (Holm, 2012).

For any organization so as to survive in the competitiveness era there should be enough manpower with required knowledge and skills to carry all activities in the organization so as to achieve the intended goals. In other word recruitment is the most important function for any organization. The old recruitment method was cost fully compared to the modern one with long procedures, the introduction of new method which is electronic recruitment came to replace the old way due to the fact that it is user friendly as well as it

save cost and time in the organization. E-recruitment is the best, effectively and efficiency way of getting the best candidates who will carry out activities in the organization.

Figure 1: Designing and Sequence task in Traditional vs Modern Recruitment



The design and Sequence task in traditional paper based recruitment process vs.(new) recruitment process using e-recruitment (Holm, 2012)

2.1.2 E-recruitment

Electronic Recruitment is the use of internet to advertise jobs so as to attract the jobseekers to apply. E-recruitment has been defined by different scholars according to the context applied or used; it is also known as online recruitment. Online recruitment has been defined as the action of using website or internet to advertise jobs and information related to it through internet. (Galanaki, 2002) in Marr, (2007) As defined by Rouse, (2012) e-recruitment also known as online recruitment is the process whereby internet is used especially websites as the means of attracting, assessing, testing as well as interviewing and lastly hiring candidates in the organization.

The use of internet technology has thoroughly changed all functions concerning recruiting under recruiter (Employers). (Dhamija, 2012). Kim&

O'Connor (2009) defines electronic recruitment as any recruitment activities conducted by the organization through web based tools. Therefore recruitment process can be defined when there is a support of internet, and the mentioned three phases previously are the key recruitment phases may become online or web based recruitment. Online job posting such as on corporate website and job portals like receiving applications from applicants, screening, testing, response and status management all can be done online (Singh & Narang, 2008). So as e- recruitment to be more effective and efficient it should not considered to work itself, but it need internet support which is integrated with recruitment and selection methods. The integration level of electronic-recruitment can easily achieved if the parts of web-based recruitment are automated by the organization's related human resources information systems. The types of human resources information system which used to store personnel's records in the organization are called different names according to context but with similar meaning such as Human Resources Information Systems and Human Capital Management Information Systems (HCMIS) and part of the e-HRM. Human Capital Management Information System (HCMIS) and Human Resources Information Systems (HRIS) are the advanced systems that allows to support the organization in its everyday Human Resources functions which involve recruitment of internal and external applicants, testing candidates by using online questionnaires and use electronic assessment methods, to manage candidates and employee's information which will be used as a meaningful decision making tool support.(Malinowski, Kim & Wetzel, 2005; Dhamija, 2012).

2.2 Development of Recruitment Activities in Human Resources Functions.

The traditional online based tools to the recruitment process have brought drastically changes which marked as evolution to its role and activities in Human Resources Management history. As Maurer and Liu (2007) described this change from "batch mode" to "continuous mode" that allows a firm to

constantly collect and process information such as entering job applications, status change or statistical data. Furthermore, they argue that the introduction of online recruitment methods enables a reciprocal communication facilitated by internet support which happens earlier than in the traditional recruitment process. In fact, internet tool has become a mostly and the fastest widely spread source for employment searches and job seekers. The decrease use of traditional channels such as printed media like newspapers and employment agencies have turned toward online recruitment that is modern way of recruitment.

2.3 Electronic Human Resources Management (e-HRM)

Hegemony of e-commerce in the business brings the term e-Human Resources Management into use for the first in the world (Kovach, Hughes, Fagan & Maggiti, 2002; Martinsons, 1996; De Alwis C, 2010). E-Human Resources is the administrative support of HR functions in the organization supported by using internet technology (Yussoff, Ramayah & Ibarahim, 2010) Recently in the world of today technological advancements have created competitive market conditions for both private and private sector and “a real time” information based, interactive work environment which reduce the paper works and made ‘paperless office’ a reality (Voermans and van Veldhoven (2007),. Similarly E-Human Resources Management is a fully integrated, organization-wide electronics network of HR related data, information, services, databases, tools, applications, and transactions that generally accessible at any time by employees, managers, and HR professionals in the given organization.(Hussain, Wallace & Cornelius, 2007; De Alwis C,2010). So e-HRM systems, consisting of ERP software (Enterprise Resources Planning), IVR (Interactive Voice Responses), managers-employee web portals and applications, allows employees to control their own personal data to some extent, and allow managers to access relevant information and data, conduct analyses, make decisions and communicate with others without face to face consultation with HR Professionals(Martisons, 1996). For this reasons,

some scholars consider that the use of e-HRM would reduce cost and the number of employees(Awazu & Desouza, 2003; Ball,2001; Nura & Osman, 2012)

Ruel (2007) define e-HRM ‘as a way of implementing Human Resources Management strategies, policies and practices in the organization through a conscious and directed support of web technology-based channels’. The word “implementing” in the e-HRM context has a broader meaning, such as making something work, putting something into practice, or having something realized but so as to implement there must be implementation tool like resources both financial and human resources. From this point of view, electrical human Resources Management (e-HRM) is a concept- a way of “doing or implementing” Human Resources Management (Ruel, 2007; De Alwis C., 2010)

Electronic Human Resources Management (e-HRM) due to its wide range used it support particular HR activities in the organization such as recruitment and selections, performance management, compensation and benefits, training and development, health and safety, employee relations, retention and policies on work-life balance (Enshur *et al.*, 2002) and may be used to manage employees information across the entire employment cycle (Perry, Tyson, 2011).

The adoption of e-HRM have been categorized into organization level, whereby there are factors which based on organizational characteristics that support e-HRM adoption and those factors that influenced by role of Human Resources Functions in the adoption of e-HRM (Panayotoulou, Ganalaki & Papalexandris, 2010). One of the most influential role of Information Technology (IT) is to enable creation of IT based workplace, which enhance bringing out strategic competence management in the organization. The advancement of technology seems to be one of the predictor to meet many HR challenges such as retention, motivation and attraction of employees in the organization. The introduction and development of IT create more strategic

HR functions pave the way into virtual HR which managing the “human element” of technology changes in the future (Mishra & Akman I, 2010)

Thite & Kavanagh (2009) they argued that Human Resources Management activities can be divided into two groups that is first transaction group and the second one is transformation. Transaction activities involves day to day transactions and record keeping that is traditional Human Resources Management such as recruitment and selection, planning, training and development, compensation and performance management whilst the transformation it involves activities that add value to the organization such as organization development, talented management and learning. Some of the HR professionals and experts thinks that e-HRM system present number of key benefits to the organization like some of researchers and practitioners have argued that these online information systems enhance HR efficiency, reduce cost, decrease administrative burdens, they facilitate HR planning and allow HR professionals to become more strategic in the organization (Batram, 2006; Guetal & Stone, 2005) A tremendously shift that have been happened in the delivery of transaction HRM from approach that is ‘labor intensive’ to one that is ‘technology intensive’ (Florkowski & Olives-Lujan, 2006), the results of using e-HRM has rapidly increased over recent years (Parry & Tyson, 2011). Due to the development of science and technology, no one has left behind in the world of today, the adoption of e-HRM has many advantages than disadvantages hence most of organization either private or public have been adopted it for the betterment of organization goals.

Electronic Human Resources (e-HRM) has many benefits in the organization such as reduces time spent on routine administrative tasks by HR staffs and decreases paper transactions (Shilpa, 2011). Indeed, e-HRM creates the competitive environment for the organization, the thinking capacity, idea generation and customer servicing Human Resources which together will improve effectiveness and efficiency of HR functions in the organization. Electronic Human Resources Management (e-HRM) reduces redundant activities, provides more accurate and timely personnel information and enhances less time consuming. E- HRM assist HR Managers and other HR

practitioners to focus more on strategic tasks and manage better the organization's most valuable resources which are human resources (Shilpa, 2011)

2.4 Effectiveness of Human Resources Management Functions

Effectiveness refers to doing things right or in a right way. Effectiveness of Human Resources Management can be defined as the doing HR functions efficiency way which aim to save cost and time at the same time to achieve the organization's goals. Most of the Scholars illustrate effectiveness of HR functions in different ways. So as to measure the effectiveness of HR functions, the literature have been divided into different categories of explaining it. Effectiveness of HR functions firstly can be evaluated in term of relative productivity and cost effectiveness. This mainly focus on generating a meaningful set of measures, such as absenteeism, labor turnover, employee attitude, healthy and safety records which can be tracked overtime. Then these criteria are used to evaluate the effectiveness of HR functions in term of performance and cost (Stone, 2005).

Another category of evaluating the effectiveness of HR is evaluating in term of value that adds to business performance in the given organization. There are so many benchmarking studies such as the Price House of Coopers (PWC) consulting group studies, the Saratoga Human Capital group studies and the Watson Wyatt Human Capital Index studies are example of this approach (Naves, 2002). These research studies are more likely focused on value adding HR practices such HR staffing which involves recruitment and selection, cost and remunerations, absence and retention of employee, training and development. For the most recently study, the effectiveness of HR functions was not evaluated in term of specific measure or benchmarking criteria, but rather in term of customers or stakeholders expectations. The effectiveness of HR functions was evaluated with intention to its ability to suit stakeholder's expectations. So these literatures in the latest study tried to

illustrate the stakeholder expectations such as to meet the targeted goals in the organization.

Stakeholder's expectations are grounded in the latest trends in HR transaction as per the available literature (Bonineli, 2004; Pfau & Kay, 2002; Ulrich, 1997).

Basing on the above mentioned categories on effectiveness of Human Resources functions in the organization, the main intention of organization is to accomplish the organization goals as well as to minimize the operational cost and time.

Electronics recruitment is the best practice to facilitate this when it come to staffing, reduction of training cost by employing people who have already acquire the minimum qualification as well as it save time for the whole recruitment process. E-recruitment help the organization to acquire the best and right candidates to fill the vacancy in the organization hence leads to effectiveness of HR function. In this point of view there is no doubt that e-recruitment practices are best for the betterment of the organization to achieve its goals in efficiency and effectively manner.

In ideal with an appropriate adoption of electronic Recruitment under the umbrella of e-HRM, less people should be needed to perform HRM functions and more time would be made available for HR managers and HR Officers to assist at strategic level of the organization. The future is bright for E-HRM as it create new path for human resources practitioners and professional as well as for the organization that effectively use it. One study even goes as far as to suggest that there is evidence that Human Resources Information Systems can improve shareholders value in business oriented organizations (Brown, 2002: Nuran &Osman)

2.5 The effects of Recruitment Sources

The most important area of research interest is on the recruitment sources by which organizations use to reach the potential applicants to fill the position vacant such as newspaper advertisement, referrals, direct applications, employment agencies and internet sources.(Rynes &Schmidt, 1983) The

fundamental element of the active job search is much related with the recruitment sources by which the organization uses to advertise their job vacancies and reach the large number of suitability applicants. Information is very important at this stage. Job choices begins with an applicant's evaluation of a range of information about the organization and the job itself, commencing with information obtained from recruitment sources of recruitment (Gate wood et al.,1993). There have been many research conducted time to time on recruitment source and the primary objective is to attempt ascertain the superiority of different recruitment sources (Rynes, 1991) The underlying theory of recruitment superiority sources in that certain sources are more effectively than the others in searching the qualified and talented applicants. The criteria for the effectiveness of recruitment sources has been predominantly post-hire situation as most researchers measure labour turn over, job satisfaction, absenteeism, commitment, intention to quit and job performance of the employees (Rynes, 1991)

For the majority of the research studies on the recruitment superiority sources, the findings seems to support the hypothesis whereby sources deemed to have more information by nature, such as internet, newspaper, job referrals and re-hire, this generates superior appointees to those candidates who were recruited by using newspaper, internet and employment agencies or campus recruitment sources (Barber, 1998)It has been acknowledged that post-hire outcomes are more important criteria for evaluating the effectiveness of recruitment sources, there is a need to investigate another parameter for recruitment process (Rafael. Simons, 2005)

The use of Internet as the recruitment component and more specifically as recruitment sources for HR practitioners for recruitment practices has been occurred within a very short period of time but has been increasingly rapidly and become more popular, the primary concern is due to its reach in formerly untapped market with minimal cost (Smith et al.,2004) The question which has been raised is that the increase reliance on and use of this source is whether e-recruitment is worthwhile investment for organizations or we should go back to the traditional recruitment sources such as newspaper

advertisement, and recruitment agencies? The cost which incurred during the recruitment of staffs can be extensive and burdensome, and the choice for recruitment sources may have a direct impact on monetary and resources cost in term of effectiveness in reaching the manageable target market of suitability candidates (Courtis, 1994) So the assessment of sources of recruitment for organization will have an impact on the successfulness on the organization's ability to prosper and grow accordingly.

The researchers conducted on recruitment sources effectiveness predominantly has been based on one theoretical explanation's that is Realistic Information Hypothesis Theory.

There have been many recruitment studies which aimed to identify which information has greatest significant to make Applicants making job/organization choice. The results for this studies has been predominantly supported the hypothesis that information that directly related to the organizations locations and jobs such as salary or career development opportunities is greater important than the organization or recruiter factors (Barber & Rynes et al..1994). The research which undertaken by Gatewood et al., (1993) come out with the results which indicate that exposure to information is the fundamental to applicant's perception of job and organization image. Indeed their research also reveals that longer recruitment messages which incorporated with positive statement about the organization increase the level of attractions and number of the applicants.

In order to explore and explain the process underlying the observed on this theory in term of source and outcomes and the relevance of the information provided by the source. The Realistic Information hypothesis theory tells about the differences in the types of information conveyed by various recruitment sources and the second one is Individual differences hypothesis, which tells about the differences in the person characteristics of the individuals recruited through various sources like gender, qualifications, race and disabilities or other job offers (Rynes, 1991)

Literature review about this theory will be discussed much in details.

2.6 Realistic Information Hypothesis Theory

This theory based on the same assumption that underlies the realistic job preview research by Breugh (1983) and other earlier researchers. The realistic Information Hypothesis Theory holds that the individuals who are presented by realistic information whether positive or negative about the job and an organization through recruitment sources will survive and stay longer in the job because their expectations are more likely to be met. This obviously will increase their commitment to the job and ultimately trigger anticipatory coping mechanisms (Dugoni et al., 1981; Kirnan et al., 1989)

To make clear the concept of Realistic Information Hypothesis Theory, to better comprehend on the classification of recruitment sources as either formal or informal is required. Recruitment sources as categorized formal including campus recruitment, employment agencies, newspaper advertisement, radio, television or professional journals while informal recruitment sources include referrals, direct applications and rehires based on the amount of realistic information given to the jobseekers (Decker et al., 1979, Kirnan et al., 1989)

The tendency of promoting only positive information about the organization will lead to decrease of job satisfaction and increase labor turnover due to the fact that new employees will fail to copy with real situation of negative side which they were not aware before starting their applications. (Breugh, 1984). While on the other side, promoting realistic information will reduce the labor turnover and increase commitment of the employees towards the job (Thorsteinson et al., 2004)

The research on formal visa vie informal sources of recruitment can be traced back in the years 1960's when Ulman published the first articles on which he found that informal recruitment sources that are employment referrals and direct applications had lower rate of labor turnover than the more formal sources of recruitment like newspaper and employment agencies.(Ulman, 1966).

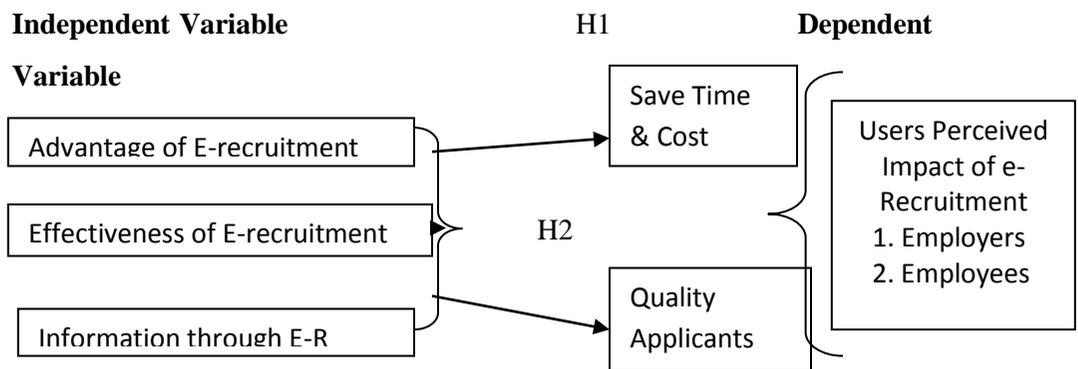
Research results of the investigation about what recruitment sources are employed by most jobseekers are surprisingly consistent across and within the studies. Research conducted by Rosenfield (1975) and come out with the findings report with managerial and professional employees, in which half of the results found that their recent employment through direct application or through friends. Subsequently research findings support this results and indicates that job seekers generally use and obtain employment through informal sources such as friends or relatives rather than formal sources such as employment services (Judge & Cable, 1997)

Based on the organization perspectives, the use of formal recruitment sources such as newspapers, radio, and television and recruitment agencies as opposed to informal recruitment sources has been attributed to the size of the organization (Hausdorf & Duncan, 2004). Most researches done on this suggested that large firm or organizations tend to use more formal recruitment sources and formal recruitment practices that are more bureaucratic and resources intensive, while the small firm or organizations uses informal practices and recruitment sources (Barber, 1999). This has been accredited to three components differences between small and large organization firm or organizations. First key element is that large organization employs more employees which ultimately leads to higher number of open vacancies than the small organizations. Secondly, Big or large organizations generally they have higher level of brand recognition than the small organizations or firms and are more likely to generate higher number of applicants. Finally is that Larger or big organizations have large budget for recruitment and facilities than the small organization (Hausdorf et al.,2004). There are so many research conducted concerning the formal and informal recruitment sources, but most of them came out with the findings which supports the theory that informal recruitment sources mostly preferred by applicants, therefore it can be concluded that informal recruitment sources are more superior to formal recruitment sources in attracting quality candidates in the organization.

2.8 Conceptual Framework

Till to date there have not been a formal theoretical framework designed to assess the impact of e-recruitment that is (advantage of e-recruitment, information through e-recruitment, effectiveness of e-recruitment) has impact in term of time and cost saving and quality applicants on the effectiveness of HRM functions in the organization particularly public organizations. The purpose of this study therefore is to propose a framework that will assess the variables, with particular forms of the impact of e-recruitment on the HRM functions in the organization. The framework is presented in the conceptual modal shown in the figure 2 below.

Figure 1 : Conceptual Framework of the Study



The framework includes perceived significant advantage as one of the source of e-recruitment, which refers to the degree to which an employee and employer perceive that the use of technology based methods would improve the effectiveness of HR functions in the organization, while on the other hand the job seeker in general, like to get details information about expected salaries, benefits, rewards and other practices and policies forms of job posting to make rightful judgments about the potential employer, (Fountain, 2005)

2.8 Study Operationalization Definition.

HRM: A variety of process in all areas of the organization that helps HR Managers to recruit, select, retain and develop member of the organization.

E-HRM: An electronic information system within the HRM department to store and manage HR resources and process, such as HR Planning which involves recruitment, selection, hiring, training and development as well as layoff for the purpose of achieving organization goals.

Advantage of E-recruitment: Refers to all benefits of e-recruitment such as access to job seekers, effective and efficiency, reach large pool of applicants, spread to whole geographical area within a short period of time.

Information through E-recruitment: Information through internet, access of internet to the applicants, spread of information about the job, relevant information about specific job position and description.

Effectiveness of E-recruitment: Refers to the electronic hiring process of finding and highlighting the best-qualified candidates from within or outside of an organization for organization, for job opening in timely and cost effectively manner.

Effectiveness of HRM: Setting right roles and responsibilities to individuals members as the HR department process the request quickly and its additional capacity to build new and improve hr process and procedures with effectiveness in saving time and cost.

Suitability of Candidates: Information provided about the organization helps the job seekers.

Time and cost: Is the time spent for the whole process of recruitment from job position advertised to the end result which is selection of suitability candidate to fill that open vacancy while time involve all the necessary cost

spend for whole recruitment that is advertisement and annual expenditure on recruitment through internet recruitment.

2.9 Hypothesis Formulation

By using the existing conceptual framework, this study attempts an empirical examine the analysis of electronic recruitment practices and their relationship with perceived its importance in term of time and cost together with the availability of quality applicants and the resources been utilized during the recruitment process and provides wide choice for top management and employees as well as to give then the benchmarking for decision making during the recruitment practices. The Hypothesis formulated in this study is;

- i) H1** There is no different perception about e-recruitment (Advantage, Information through e-recruitment and Effectiveness of e-recruitment) has significant impacts on suitability of the Applicant between Central and Local Government HR Officers.
- ii) H2** There is no different perception about e-recruitment (Advantage, Information through e-recruitment and Effectiveness of E-recruitment) has significant impact on the cost and time saving for acquisition of an applicant between Central and Local Government HR Officers..

2.10 Research Variables

This study employed two variables to be studies that is Independent and Dependent Variables as explain here under.

2.10.1 Independent Variables

i) Advantage of E-Recruitment

The endogenous research conducted all over the world by different researchers on this topic of the impact of e-recruitment depicts the findings in a contradictory way as some researchers present the positive aspects of electronics recruitment while others argue and highlight some of the

drawbacks. E-recruitment is one among the most used tool in the 21st Century in the most of the organization such as private and public ones, the increase use of this system has been geared by the advancement of technology which rapidly spread all over the world.

Both private and public organization adopted this recruitment tool due to the fact that it has many advantages than disadvantages as some of prominent scholars argued in detail as presented here bellow.

Faliagka *et al*, (2012) argue that online recruitment performs the prescreening which comes in interview step in traditional method recruitment. So this means that e-recruitment save time than the traditional whereby was not necessary to perform prescreening before interview. Cappelli, (2001) explores that electronic-recruitment save cost, enhance wide open market, uncontrolled by individual companies, unconstrained by geographical boundaries', speed up the process of tracking and contacting applicants and creates image of relationship marketing as product marketing. Galanaki, (2000) he understood that e-recruitment based agencies provide cost effectives fewer but quality applicants than traditional recruiting agencies and provide the access to passive job seekers and organization image building as well.

Verhoeven & Williams, (2008) they argued that e-recruitment provides quicker turnaround time, increase number of suitable applicants and it makes recruitment process easy and cost saving. E-recruitment is most effective and efficient way of recruiting employees in the organizations since it suit two demands at once that is ensure availability of quality applicants with reasonable cost hence the accomplishment organization goals and effectiveness of HR functions. Chapman and Webster, (2003) claim that technology based recruitment tool improved efficiency, new assessment tool to reduce cost, standardize systems and expand applicant's pool. E-recruitment facilitates the companies to reach a greater number of job seekers in less time and with low cost (Matta & Sardana, 2012, Depardieu & Islam, 2008; Smith & Rupp, 2004). This means that e-recruitment is the fastest way of getting large number of applicants and reaches wide geographical area

within a short period of time. Being easy to be accessed encourage many applicant to apply which may result to large pool of applicants.

Access to the people on the wider geographical context, reduce the number of undesired candidates by providing reach to better passive job seeker (Prasad, 2011). According to Rebecca, (2008) she comments that e-recruitment has enhanced the employers brand by improving the application experience. Cho et al, (2001) perceived that e-recruitment is easy to use, technological self efficiency and attitude towards websites, corporate image and intention to apply.

As explained above by different researcher shows evidence that the adoption of e-recruitment has many advantages in the organization, since it is user friendly both for job seekers and employers, easy to be accessed by many as well as geographical spread which insure the availability of large pool of applicants. Besides the advantage of e-recruitment the drawbacks are inevitable as explained by other researchers such as risk of overload applicants, applicant's data privacy and extra effort required discrimination of applicants, as supported by Verhoeven and Williams (2008) indicate higher number of unqualified applicants, relocation expenses and discriminate applicants who do not have internet access.

Disadvantage of E-Recruitment

There is no double that e-recruitment has not only many advantages in Human Resources Management functions since it save time and cost, it ensure the availability of qualified and competent employees, but also there are disadvantages or challenges to the source which warrant to be discussed to ensure that the public organizations utilizes the sources to the maximum for the positive organization results. Below are the related disadvantages of e-recruitment to be discussed in details;

A major concern in the perception of the HR professionals and practitioners is that internet or e-recruitment will generate a high quality of applications with required skills to perform a certain job in the organization hence the

achievement of organization goals at a given time. Therefore most of HR Managers and HR practitioners made assumption that, the number of applications received by an organization through internet advertisement will increase tremendously hence will make a wide range of choice for employer to select best candidates who will fit the qualification required for a certain job vacancy. The increase number of applications allows the organization to have wide choice of selecting the best candidates with highly knowledge and skills required to perform a certain job in the organizations, whoever an increase in the size of the applicant pool allows the organization to be more selective, potentially resulting in superior candidates being hired and subsequent improvements in organizational performance, a large applicants pool can also have the negative impacts of increasing cost of administering recruitment and selection system (Carlson et al, 2002; Dessler, 2002).

The increase of quantity of applicant does not ensure the quality of applicants, the fact is that small application pool give an organization time to concentrate with few applicant pool hence it reduce the burden of administrative cost, while the large number of applicants pool may lead to burdens on the organization's administrative cost and facing the challenge of overlooking for applicants which may result to employing unqualified personnel in the organization. Thus the primary and the most objective of the recruitment process is to identifying and attracting an applicant's pool to a pre-determined ideal number of candidates who possess the right attributes (Moser, 2005)

According to (Bartram, 2000; Boehle, 2000) they argued that the increasing volume of general job boards will results in increased difficulties for applicants to locate vacancies that match their requirements. One strategy being used by many organizations is to issue by pointing job website page on the organization's own website which is cheaper and enables all position for the organization to be listed in the one location (Lee, 2005)

Hinton & Schapper, (2000)they point out another concern that when applying for jobs online where the applicants were regularly asked to select from pre-determined job categories that did not fit with their skills, experience and abilities, this create a kind of confusions and frustration for the job seekers.

This confusions and negativity was also noticed whereby the participants allude to the difficulty in distinguishing job classifications and used the example of manager searching for a position in a technical profession and under which job category they should search in “engineer”, “technical” or “professional”(Feldman & Klaas’s, 2002)

According to Bartram, (2000) high levels of dissatisfaction were reported from applicants who encountered some degree of failure in applying for jobs online, while for companies which had tested and implemented more sophisticated systems, there were high level of satisfaction and positive reaction to experience by the applicants. In regards to jobs advertised, there is still concern with the information posted by internet sources about the jobs and the organization, therefore the organization which adopted e-recruitment need to have clear information to avoid confusion among the applicants.

According to Gale, (2001) argued that concern has been expressed about the potential for the information to be not of high quality, for it to be perceived in a negative way, or for too much information to confuse potential applicants and cause disinterest in the job or organization. Whilst the diversity of e-recruitment is a positive element to recruiting through the internet, there is still the concern that organizations will breach equal employment opportunity legislation and diversity in organization may be affected (Flynn, 2002; Lee, 2005; McCurry, 2005; Mullich, 2004). For this fact many job seekers, the internet is still not the first recruitment source used and there is potential that a “digital divide” will be created between people who will be readily access computer and those who are unable to particularly between developed and non developed countries (Flynn, 2002; Mooney, 2002; Mullich, 2004)

In additional to that, people who are from minority of identified groups like Disabled or Indigenous people or who are geographically dispersed, may not use this medium to source job vacant either because they don’t have access to internet or are not comfortable with such technology (Bartram, 2000; Galanaki, 2002; Mooney, 2002)

Another concern raised in numerous papers are privacy and security issues expressed by candidates regarding the personal details provided in resumes

and applications posted through the internet, and potential for this information to be used for unethical purposes (Bartram, 2000; Feldman et al, 2002; Galanaki, 2002 & Smith et al, 2004)

Other important and key issues that have been identified with e-recruitment include difficulties in posting resume and applications, poor navigated links within and between sites, network problems in web searches, and difficulties in accessing relevant information about jobs on web-sites (e.g. Job descriptions, salary level, location of job and travel requirement) and lack of follow up from the organization concern about the status of the job (Anonymous, 2000; Feldman et al, 2002 & Galanaki, 2002). On top of that e-recruitment required people with basic knowledge of how to use this new technology, still in most places especially in developing countries is a challenge so this will lead to low pool of applicants if will be adopted without prior research on how many job seekers has knowledge on how to use it during application.

Ms D. Shakila (2013) published an article which helps to explain challenges of e-recruitment that faced by organizations or companies adopted online recruitment, I this article it address issues like online recruitment is facing challenges from both employers and job seekers, the article also covers pint like how the employers face difficulties in finding the suitable applicants, competition with other organizations for good candidates, transparent of the system used, negotiation and difficulties in judging organization working culture. Moreover both job seekers and employers they need enough knowledge on how to use this new technology, failure to manage usage of online recruitment may results to lose than gain in the organization.

Avinash S. Kapse (2012) also published an article about e-recruitment which states that “online recruitment has many advantages to companies like low cost, less time, quick, wide area, better match and along with this study they have highlighted some disadvantages of online recruitment like scrutinizing application is a problem, lack of internet awareness in most places and they said employers want face to face interactions with candidates”. Still most of job seeker they don’t trust online recruitment that why they want interaction

with employers face to face to learn more and get experience about recruitment practices.

ii) Effectiveness of E-Recruitment

Every organization has their main goals to be achieved in an effectively and efficiency manner. The adoption of e-recruitment in most organization remain to be a gear toward achievement of those goals by ensuring the availability of talented, skilled and experienced applicants in the organization to perform better hence organization goals met at reasonable cost and time. There so many research study done to support this as presented here bellow;

From the relevant literature, there is an argument that e-recruitment is needed to be used in conjunction with other techniques that means there is a need of mixing e-recruitment and traditional methods to enhance effectiveness. This point of view has been argued by (Caggiano, 1999; Borck, 2000) that internet based recruiting will not replace traditional practices in recruiting but a well-implemented e-recruitment strategy can help the recruitment process become more successful. According to Cullen (2001) also supports that e-recruitment is not treated as a stand-alone tool but is integrated into an overall recruiting and selection strategy.

According to (Fletcher, 2011) he defined effectiveness recruitment as the ability to effectively recruit and select good quality people stems from an organizational effort to hire the best people. The word electronic recruitment, online recruitment or cyber recruitment they are synonymous can be used interchangeably. They implies formal source of job online Galanaki, (2002) As (Breaugh & Starke, 2000) defined recruitment as a set of activities which organizations accomplish in order to find the right people for their vacancies, mainly mechanism is to attract potential employees.

According to (Breaugh, 2008) it become obvious that recruitment is critical to organization success, and employee recruitment has become a highly discussed topic in recent years. Previous research has shown that recruitment

decision have a significant impact on different factors of recruitment outcomes, like the diversity of applicant. Recruitment includes various activities and it is a process which characterized by different steps that is starting with identifying the recruitments job interviews and so forth (Breaugh, 2008).

It is a complete process which includes job advertisements, receiving resumes and building human resource database with candidates and incumbents. With employers use the internet in some form to aid conventional recruitment processes, has a number of important advantages compared to more traditional forms of recruiting, Smith and Rupp (2004). He argued that Firstly, it allows companies to shorten hiring times through an increase in information flow and an acceleration of recruitment processes. Secondary, it can help reduce recruiting cost, hiring time and employee turnover as processes are generally job-specific and offer computer assisted screening interviews and statistical predictions. Vidot (2000) suggested that e-recruitment is the use of internet to attract highly quality candidates, screening of suitable profiles, streamlining the application and selection process. Internet has made an impact on the human resource field as Bussler & Davis, (2002). The organizations which using e-recruitment effectively makes far steps ahead by recruiting the best candidates who perform well in their organization hence achievement of the organization goals. Organizational recruitment efforts have increasingly relied on computer technology and one area that evolved in recruitment via internet, otherwise known as e-recruitment, Mottl, (1998). So as the e-recruitment to be more effectively there is a need of having strong management support as well as huge coverage of internet is required.

iii) Information Through E-Recruitment

Information is the most useful tool for communication in the organization as well as outside the organization. Effective e-recruitment depends highly on the effectiveness of means or channels of information to flow. Recruitment is just one element of human resources management and development though it

is significant important to this success as it the method used to acquire the human capital for the organization. Recruitment and Selection is very important resources process initiated by organization where the constant balancing and it is to find and retain quality staff that meet the need of position and the organization whilst minimizing expenditure in the process of hiring manpower.

The majority researchers agree that recruitment is not a one way process, but rather a complex, two way-processes whilst employer focus on looking attractive to potential job applicants, the applicants is continues from the initial recruitment process through to the final appointment outcomes.

Archana L. (2000) discussed about recruitment through social media area. As online recruitment include use of social networking for recruitment in companies this article gives us fact about how to use social networking sites has increased rapidly for staffing purpose in companies. It shows that social sites like facebook, LinkedIn, Google, twitter are contributing increasingly in recruitment as these sites and 36-50% of the users are collages graduates who are best to contact for job opportunities. Social networking is also playing a great role in recruitment in recruitment these days. The information provided through social media has great impact on the quick spread of online recruitment which facilitate many people to apply hence it save cost and time, the use of social media like Whatsap become the most popular means of sharing information in a quickly way.

Smith (1999) had worked upon e-recruitment where he tried to conceptualize that internet helps employer's better target prospective employees. The author mentions that the career web, which small companies may consider expensive, could still less costly than multiple, newspaper ads. Therefore there e-recruitment is more suitable in the huge organization since it save cost and time than in small organization which will be expensive to install the systems and still the number of employee required is low. Chapman & Webster (2003) in their research survey on the use of technology in recruiting, screening and selection process for job candidates conducted in USA found that most organization implemented technology based recruitment and selection tool to

improve efficiency, enable new assessment tool, reduce cost, standardize system and the applicant pool.

2.10.2 Dependent Variables

i) Quality of Applicant/ Suitability of the Applicant

E-recruitment is one of the best method of recruitment where by the quality of applicant is assured, there are so many empirical research on this which prove that, the following are some of studies empirical conducted to support this.

A study conducted by Berger and Ghei, (1995) his study on the facet of hospitality hiring concluded that the success of the hotel industry depends on the quality of its employees and their effective management in order to assist the organization to achieve its objectives.

A study conducted by Cannerley, Carlson & Mecham (2003) on the evidence of differences in applicant pool quality addressed the research need by examining the attraction outcome of firm competing head to head for recruits for similar positions. Their research of an analysis suggests that applicant quality can vary substantially within and across job families it is not like one quality fit all, that means it depend how quality have been defined by a given organization.

Mencken & Winfield (1998) they explored the advantage and disadvantage of informal and formal recruitment practices in external labor market. In their research they found that quality was a strong motivation than cost for informal recruitment. Smith (1999) conducted research on e-recruitment where he tried to conceptualize that internet helps employee's better target prospective employees. The author of this research mentioned that the career web, which small companies may consider expensive, could still be less costly than newspaper ads.

A research conducted by Matthews (2006) on the recruitment of law students by United States Internal Revenue Service (USIRVS) described how by moving up the start date of its campus recruitment effort it was able to fill jobs more easily and with better quality individual.

ii) Time and cost taken for acquiring an Applicants.

E-recruitment save time and cost for the acquisition of an applicant in the organization, there are so many empirical evidence of research conducted by different researchers. In the world of today, the most obviously advantages of e-recruitment would be the time and saving they generate (Kim & O'Connor), Indeed the whole recruitment process is considerably cut down due to the advancement of information technology which enhance the fastest exchange of information in a huge geographical area. The quickly spread of information by internet through using job portals as an intermediary this save time to both employer and job seekers. Moreover, the cost of posting job by electronic means always is cheap compare to the advertisement by using newspaper or printed media or employment agencies and other traditional method of recruitment means (Malinowski, Kim & Weitzel, 2005). There are so many research conducted on this area to show the empirical evidence of this study.

A study conducted by Martinez and Martineau (1998) about rethinking of human resources stated that when reform takes place always aims at efficiency saving or overall cost reductions, most of organizations they go by changing the way in which staff are employed.

Galanaki, 2002) also conducted a descriptive study on the decision to recruit through online recruitment, the study involves 99 UK Information Technology companies whose shares were traded in London Stock Exchange (LSE). A survey was carried out, in the form of a postal questionnaire, followed by interview by which about 34 companies replied. The author found that one of the most influencing factor that influenced a companies' decision making cost effectiveness and high response rate come first,

followed by access to passive job seekers and marketing purpose of online recruitment.

Boswell, Roehling, LePine & Moynihan, (2003) they conducted a study which was focused on opportunities to meet people and site visit arrangements. In term of timeliness of action taken by an employer during the recruitment process, Boswell and other authors documented the importance of timely recruitment actions. Their results revealed that receiving prompt responses from HR managers resulted in job candidates having more positive view of the employer.

A conceptual paper on Managerial challenges of e-recruitment extend the life cycle of new economy employee by Smith and Rupp, (2004) they examined the application of technology to recruiting and retaining knowledge workers in a e-commerce, information intensive environment. The author reported that e-recruitment as a general process is a job specific and job offers computer-assisted screening interview and statistical prediction to aid in reducing cost, time to hire and employee turnover.

Hadass, (2004) in his research he conducted on the effect of internet recruiting on the matching of workers and HR managers developed a model of recruitment in which job seeker have private information about their qualification for different jobs and firms possess imperfect screening technologies. The implication of the model were empirically examined using personnel data from United States based multinational manufacturing firm with more than 1500 employees. The adoption of e-recruitment was modeled as reducing application costs to workers and improving screening technology to firms. Then he concluded that firms may adopt e-recruitment strategies because of the direct cost reduction in recruiting and because of competitors among the HR managers for qualified hires.

The meta analysis of research conducted by Chapman, Uggerslev, Carroll, Piasentin & Jones, (2005) they conclude that time responses from HR

managers were linked to great applicant attraction to job with an organization. All authors such as Vinky Sharma, JBS & JIIT, (2011) unanimously agreed that using Application Tracking System(ATS) significantly reduced the time spent on each recruitment activity, and additionally smoothed the recruitment process.

A research conducted by Verhoeven and Williams, (2008) reports on a study about internet recruitment and selection in United Kingdom. Also a survey study conducted by Williams (2009) on e-recruitment showed that dwindling recruitment spends focused on web based recruitment at the expense of traditional methods. The author also reported that e-recruitment method proved far more popular, as two third (66%) of HR professionals surveyed said that the job section of their own company's website was used as a recruitment tool for most jobs.

2.11 Recruitment in Tanzania Context

Labor market in Tanzania has become a paramount importance as increase of number of investors and dynamic nature of human resources environment. According to UNDP, (2013), Tanzania Foreign Direct Investment (FDI) in 2013 increases for 39% compared to 2012. This has lead to human resources managers to focus on the best way to recruit their employees for job vacancies and to retain the best existing ones in their organizations. The increase of foreign direct investment aid creates a lot of jobs in Tanzania both in private and public organization. Noel et al, 2007; assert that, all companies have to make decisions in three areas of recruiting that is personnel policies which incite on position to be filled, recruitment sources incites the kind of job reaches, and characteristics and behavior of the recruiter aspire both applicants and vacancies.

In the past three decades, Tanzania government had no clear and well defined policies administering the recruitment and selection procedures rather it was in heritage from colonial era (President's Office, Public Service Commission, 2009). During that time graduates from secondary school and universities

were recruited by direct employment through manpower allocation committee of the central establishment. Under specific criteria and procedures for filling the vacant posts, up the middle level employees was accredited to local government service commission, civil service commission and teacher's service commission (President's Office, Public Service Commission, 2009). On other side internal recruitment, this was done through promotion and transfers. To govern recruitment and selection process, the government established different statutes like Public Service Regulations 2003, Public Service Scheme 2003 and Public Service Act No.18 Of 2007.

Since Independence of Tanzania by then Tanganyika in 1961, all recruitment matters was decentralized, where by Central government was responsible for recruiting all positions for central government and Local government also was responsible for recruiting all position for local government. In 2009 the government of Tanzania took back the responsibility of recruiting staff from the Local Government Authorities to the central government under the Public Service Recruitment Secretariat.

The Public Recruitment Secretariat was established in January, 2009 in accordance with the Public Service (Amendment) Act, 2007 under Section No. 29. The Secretariat was established as a special body responsible for all recruitment matters in civil service under the President's Office, Public Service Management Office which now is President's Public Service Management and Good Government (PO-PSM&GG). The secretariat is responsible for seeking for professionals and a database to simplify recruitment process, prepare a list of all graduate for the purpose of simplifying the staffing process; advertise vacant posts; conduct interview in collaboration with other experts; prepare and conduct induction courses and verify recruitment permit whether is from President's Office, Public Service Management (URT, 2007)

The decision of Government to centralize recruitment came after failure of the decentralization systems and the following are the main factors fort that

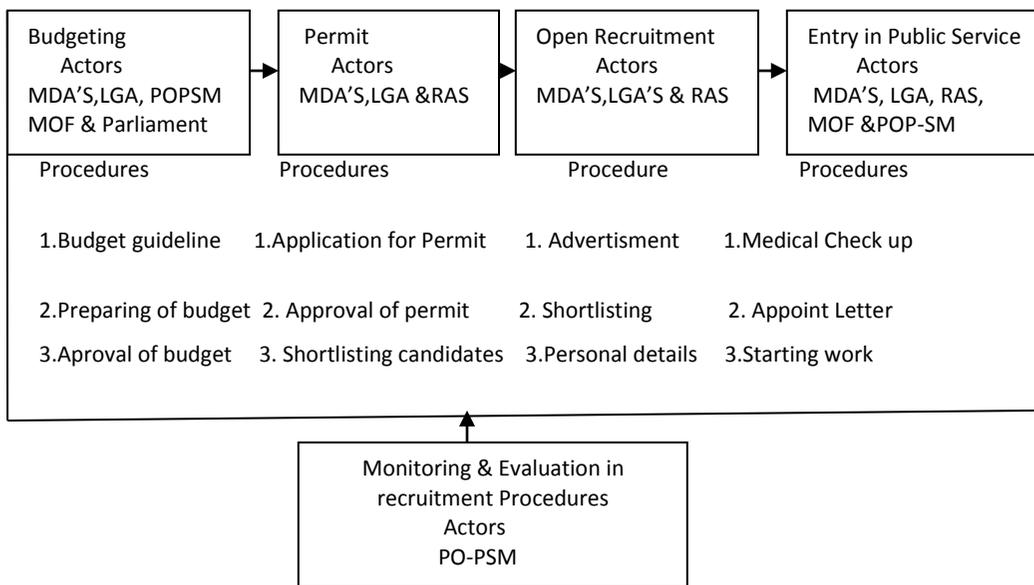
failure of the decentralization system in Tanzania that is lack of important recruitment information (e-information) when needed, Lack of meritocracy, lack of qualified applicants to some areas in the country due to lack of information, lack of ethics during the process, budget constraints, nepotism, tribalism and corruption in civil service, lack of induction course to new employees which is essential for ethics in public service. All these facilitated centralization of recruitment process so as to improve the situation (URT, 2012)

Through centrally recruitment all government institutions including Local Government Authorities receive new employees of different cadre as per their request from the central government under Public Service Recruitment Secretariat. The role of Local government and other government Institutions remained only to identify vacant posts, set budget and ask permit from President's Office, Public Service Management before sending to the secretariat.

After receiving requests from employers such as Local Government Authorities, the Secretariat advertise the posts through recruitment website which is www.ajira.go.tz and other medias such as www.zoomtanzania.com, www.kazibongo.com, news papers, shortlist applicants followed by interviews which is conducted 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 candidates are posted to their new working station sometimes considering their choices but most of the time without considering the choices due to reasons like most applicants selecting one place (URT, 2007).

The figure 3 below show the recruitment procedures as per Public Service Regulations of 2003, all steps from budget preparation, permit, opening of the recruitment as well as the last step which is hiring process in the public sectors

Figure 2 Recruitment Procedures as per Public Service Regulations of 2003.



Source: United Republic of Tanzania, President's Office, Public Service Commission, (2009).

2.12 Internet Recruitment in Tanzania

Information Communication Technology policy in Tanzania aimed to promote and improve the e-governance in Tanzania by www.ega.go.tz. , this was the key and main component of the Public Service Reform Program which was intended to improve service delivery through the frame work of Information Technology(ADI, 2006;International Records Management Trust, 2007). The vision and the mission of Information Technology is to encourage the economy growth by promoting investment, social development and spread the knowledge within and outside the country through the Information Technology.(National Information and Communication

Technologies Policy, 2003) Under this objective, the ICT policy was aimed to reach the Tanzania society so as to transform the citizen into knowledge based society by ensuring that they acquire information about the country and the rest world. The advancement of Information and Communication Technology has lead to great changes in management especially information management together with human resources development in Tanzania as well as the world wide. It made universal communication flow broaden, facilitate easy learning and enhance acquiring knowledge and make smooth the way business conducted.(SIDA, 2001 & Kamuzora, F. 2006). The Information Communication Technology policies and strategic planning had recognized the good governance can be effectiveness and efficiency by being strengthened through the application of Information Communication Technology in management and knowledgeable, skills development of human capital for e-governance.

According to United Nations Development Program (2006). The use of Information Communication Technology strengthening delivering of service from the government, which enhance the effectiveness and efficiency of government functions.

Even though Information Communication Technology policy and e governance has are strengthened and encouraged the adoption of ICT and transformation but still there is little achievement attained from implementing e-HRM system (United Republic of Tanzania, 2003). The e-governance strategy there are some issue that been a obstacles to implement and adoption of e-governance system have been highlighted which are lack of proper policies, strategies and strategies and institutional frameworks to support e-governance initiatives at institutional level (e-governance, 2008)

Public Service Management and Employment Policy were given legal base for explain the key process in human resources management which are recruitment and selection, staff appraisal, selection, discipline action and termination etc. (PSM, Act.,2002).

In this reform Human Resources Management transformation was conducted through HR business to reengage and decentralization. To mention the few, these are some process which was reviewed, includes HR personnel action such as budgeting and filling the posts, Recruitment and Development, Open Performance Review Appraisal System, Training and Development, Transfer, Annual leave, Sick Leave, Promotion, Disciplinary Actions and other leave Entitlement such as Sabbatical, Secondment and leave without pay as well as termination (PSRP II Annual report)

Therefore from the above mentioned changes my study want to examine to what extent the use of these system enhance the effectiveness of human resources functions in public sector.

Chapter III: Methodology and Research Design

This chapter describes the rationale for the procedures applied and show strategies used to identify, select and analyze information and describe the way researcher answer the research questions for clear understanding thus, allowing the reader to critically evaluate and judge the study's overall validity and reliability, Kallet, (2004).

3.1 Research Methodology

As the examination of impact of e-recruitment on Human Resources Management in Public Sector in Tanzania is deeply researched element of the impact of e-recruitment, the most accurate methodology employed was survey study and Interview. This study focused on an in-depth analysis of the research topic on Public Sector that is Public Service Recruitment Secretariat (PSRS) which is the recruitment agent on behalf of entirely public service in Tanzania. The following Comparative Case study between Central and Local Government will have an explanatory character as it examines the impact of e-recruitment in the effectiveness HRM functions in the Public sector. (In general, an explanatory research concerns the Human Resources Practitioners' perception on the impacts of e-recruitment on time and cost saving as well as on the availability of the candidates).

3.2 Target Population

The targeted population of this study was 120 people, and it was comprised of the management, subordinates and government employed officials at the President's Office, Public Service Management and Good Government (PO-PSM&GG), Public Service Recruitment Secretariat (PSRS), E-government Ministries and Local Government in Tanzania Mainland.

3.3 Sampling Design and Sample size

The Research sampling method used was non-probability sampling (Judgment/ Purposive Sampling). The study adopted purposive sampling

technique to gather the needed information data for being analyzed. The purposive sampling technique was used due to the fact that it is the best means of getting respondents who are using e-recruitment as the means of filling the vacancy in the public organizations and therefore was knowledgeable and well informed about the subject matter. The selection of this procedure was guided by the proportion by Neuman (1997) that purposive sampling is a non-probability sampling technique where the researcher selects units to be sampled based on their knowledge and professional judgment. In line with purposive sampling method, Directors of Human Resources Management, Human Resources Managers, Head of Human Resources Management Department, Human Resources Officers and Administrative Officers were contacted to participate in the study through online survey by emails and social Medias.

3.4 Sample size

A required sample size of 120 was selected which comprised of the management and subordinates working at the President's Office, Public Service Recruitment Secretariat (PSRS), President's Office, Public Service Management and Good Governance (PO-PSM-GG), E-government, Ministries, Local Government Authorities, Independent Departments and Agencies's employees in Tanzania Mainland, out of 120 workers. Specifically the sample was drawn from the departments of recruitment and selection, administration and human resources department.

3.5 Data collection Methods

Both qualitative and quantitative methods have been used in the following dissertation in order to collect data. First, the research used online survey whereby was design questionnaire and distribute to the Management of Public Service Recruitment Secretariat (PSRS), President's Office, Public Service Management, E-government, Ministries and Local Government Authorities to the HR department, Managers and line managers through social medias

such as what sap, twitter and face book since am working at President's Office, Public Service Management and Good Government (PO-PSM&GG) I have access of the data for all government offices especially phone numbers so for me was easy to send to them the online questionnaires. The questionnaires were created as a method to collect the data. Most of the questions were closed ended and it will make easy to respondents to answer the question and send back to researcher.

Online survey has been used to get primary data, and secondary data came from reviewing previous research, official government reports, websites information and other documents related to the study.

Secondly, the researcher conducted interview so as to give out in depth analysis of the case study that is Comparative one. The interview was conducted between the HR professional of both Central and Local government, who using daily the recruitment system that is e-recruitment, especial in the department of Human Resources, among the question which was asked are what are the impact of e-recruitment in term of time and cost saving as well as in term of acquiring suitability candidate.

3.6 Data Measurements

The research used the standardized questionnaire which was developed by other researchers who studied the relationship between the impact of e-recruitment and the effectiveness of HR functions such as Vinky Sharma, JBS & JIIT, (2011). These Questionnaires was modified to suit the context of Tanzania. E-recruitment and HR functions are widely studies variable and likert scale has widely been used to measure these variables. This research adopted the Matrix Questionnaires which was developed to measure the response from the respondents. The responses was then measured on a 5 point scale anchored on 1-“Strongly Agree”, 2-“Agree” ,3-“Neutral”, 4-“Disagree” and 5-“Strongly Disagree”, so the respondent was requested to indicate the

extent that each statement characterized them using the likert scale format from 1(Strongly Agree) to 5(Strongly Disagree).

3.7 Instrument Validity and Reliability

Validity

To make sure there is both internal and external validity in this study, the researcher believes that the use of the most accurate and up-to-date literature, feasible data collection methods, and the tools to analyze the data have been taken into consideration to be accurate so as to ensure valid results are produced. According to Joppe, (2000) Validity mean and extract how far the research measures what exactly expected to measure. Also validity as explained by Saunder, (2007) is the way of determines what is definitely mean to be. The research therefore at all time strived to achieve high level of validity both internal and external validity to ensure what he intended to do become realistic. In order to achieve this, the researcher was ensured that the research findings are what were intended and the results focused on the main theme of the study. In this research the conclusion of findings based on the measurement and research design helped to estimate the conclusion of the casual relations between the independent and dependent variables. In order to ensure both internal and external validity the researcher strived to ensure that the sample understudy is representative to all population so that the results of study can be generalized to the whole population.

Reliability

The term reliability as defined by Joppe, (2000) means that the extent to which the research findings are reliable and precise to all set of population under study and ensure generalization and reproduced under the same research methodology. Also Kline (2011) explained further by defining term reliability as the extent to which the scores in particular sample are free from random measurement error and it is the inter-correlations of indicators which measure the same construct.

Hull, (1999) explained two ways of measuring the reliability in social science research, which are indicator reliability and Cronbach's alpha reliability. In this case, indicator reliability measures the outer loading of factors which must be $\geq .7$ while the cronbach's alpha measure the internal consistency reliability which is measured at $\geq .6$ and $\geq .7$ respectively. This research have been employed the Cronbach's alpha reliability which is the widely used reliability measure as it measures the consistency of the findings in the research. Litwin, (1995) said that most used reliability assessment in the Cronbach's Coefficient Alpha is the best used to measure internal consistency reliability and it found to reflect the homogeneity of the scale. Whoever, reliability is now preferred and may lead to higher estimate of true reliability because it recognizes the different indicator loadings (Henseler et all, 2009). There is much debate among researchers as to the placement of the appropriate cut-off points for reliability.

3.8 Data Analysis and Presentation

Quantitative research method was carried out to analyze the data from questionnaire with the aid/through the use of descriptive statistical analysis technique by using statistical package for social scientist (SPSS) software. The descriptive statistic has been presented in the form of the frequency distribution and simple percentage which was more valuable to establish the study demographic trend and other values. On other hand both Qualitative and quantitative was performed in order to test the view of two group's perception on the impact of e-recruitment (Advantage, Effectiveness and Information through e-recruitment), on cost and timesaving in acquisition of applicants and on suitability of the applicants. T-Test was used to test the views of two groups whether are the same or not that are HR Practitioners from Central and those from Local Government while Interview was used so as to get in-depth explanations about their views, whether positive or negative and why e-recruitment has impact on saving time and cost as well as availability of the suitable candidate.

Chapter IV: Analysis and Interpretation of the Results

4.1 Introduction

This chapter contains the results, analysis and the evaluation of the data collected through administering questionnaire to the public officials which includes the senior and junior's officials in the Ministries, Local Government Authorities and Independent Department. The section also seeks to describe and discuss the contents and the characteristics of the data collected in the study. Tables were used to presents the findings in percentage, average mark and standard deviations to make a clear understanding and evaluation easy from the reader's perspectives. The area to be considered for discussions are questionnaire respondents rates, analysis of demographic characteristics and presentation and interpretation of findings as well as the limitation of the study, evaluation and conclusions.

4.2 Demographics of Respondents

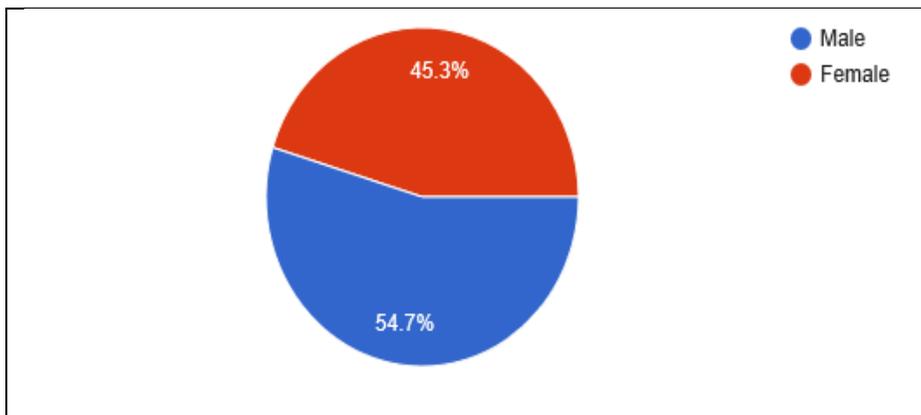
The respondents of the study were selected on non-probability sampling criterion in this study. According to Ritchie et al (2003), he defines non probability methods such as convenience and judgment sampling enable the researcher to select sample set who can provide the required information. In view of technical nature of the researcher, this criterion was employed to select respondents who have considerable knowledge about the subject matter. The probability of selecting respondents was not premeditated. The data was collected from Ministries, Local Government Authorities, Independent Institutions and Agencies namely President's Office, Public Service Management and Good Governance, President's Office, Public Service Recruitment Secretariat, and E-governance.

A total of 120 questionnaires were distributed of which 106 were received, representing 95% response rate. Analysis of data was however based on a sample size of 120 because 14 questionnaires received were incomplete.

4.3 Descriptive Statistics for Demographic Information

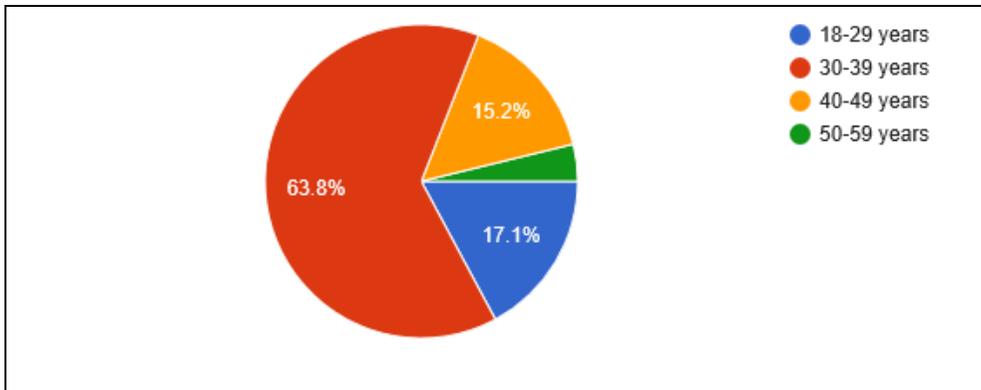
Within this chapter we will carry out the analysis with the description of a single category of respondents' demography into simplest form of quantitative analysis. First we look at gender distribution from the sample Figure 4 illustrate that out of 106 respondents who participated in the survey, we find 54.7% of respondents are male and the 45.3% are female as shown in the table 4 below.

Figure 3 Respondent Demography (Gender)



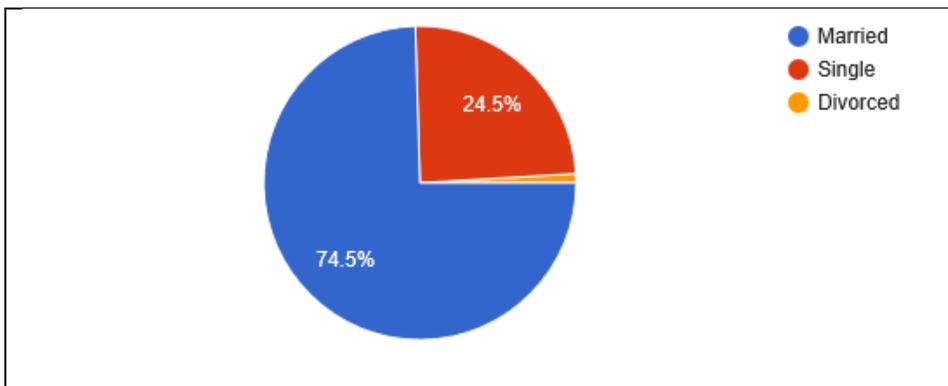
The Participants of this survey consist of different range of ages, where 17.1% of the 18-29 years old group, 63.8% of the 30-39 years old group, 15.2% of the 40-49years old group and 1% Respondent is on the 50-59 years old group.

Figure 4 Respondents Demography (Age Group).



Also the participation of this survey consists of different marital status, where by 74.5% of the respondents are married, 24.5% are single and 1% of the respondent is divorced as shown in figure 6 below.

Figure 5 Respondents Demography (Marital Status)



Given the sample size, respondents can also be classified according to the organization where they belonging. A number of 30.2% among respondents are from the Ministries, 31.1% of them are from the Local Government, 23.6% are from the Agencies and Independent Departments and 15.1% are from other public organizations as shown in figure 7 below.

Figure 6 Respondents Demography (Working Organizations)

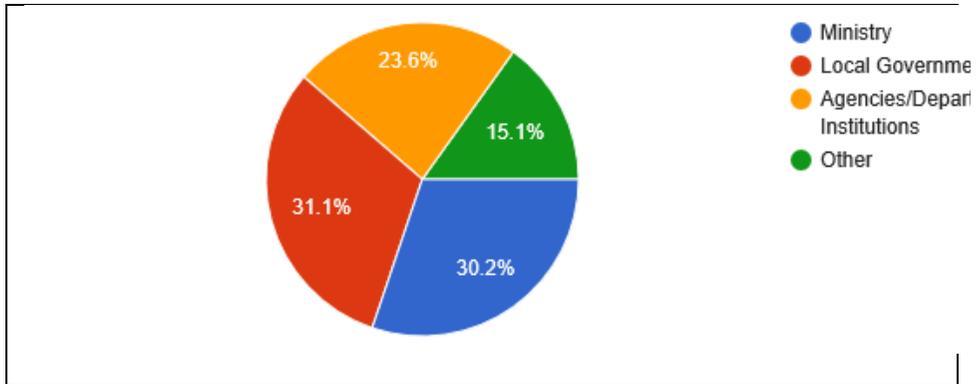


Figure 8 below shows the job position of the sample. From the 106 survey respondents, 51.9% are in the position of HR/Administrative Officers, 1% of the respondent is HR/Administrative Manager, 9.4% of respondents are Head of HR department and 35.8% are other public officials including seniors and junior officers.

Figure 7 Respondent Demography (Job Position)

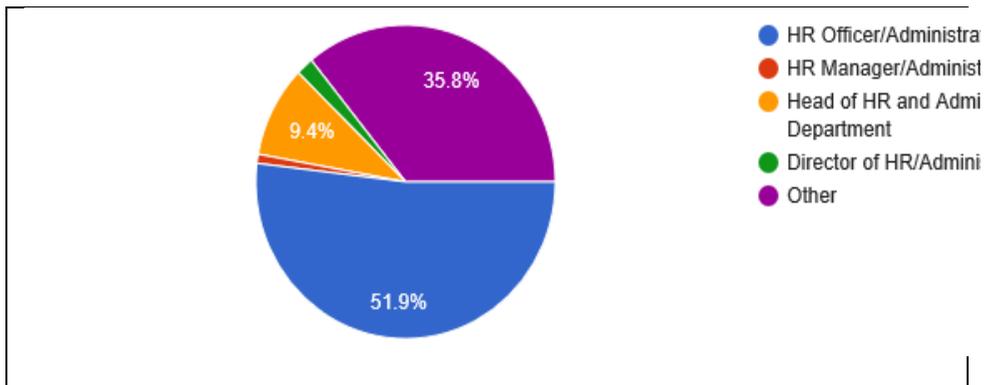
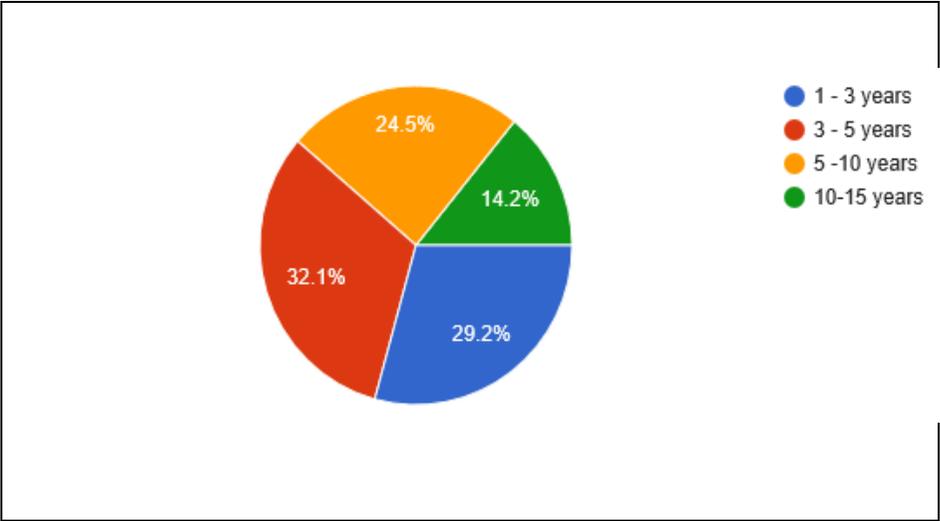


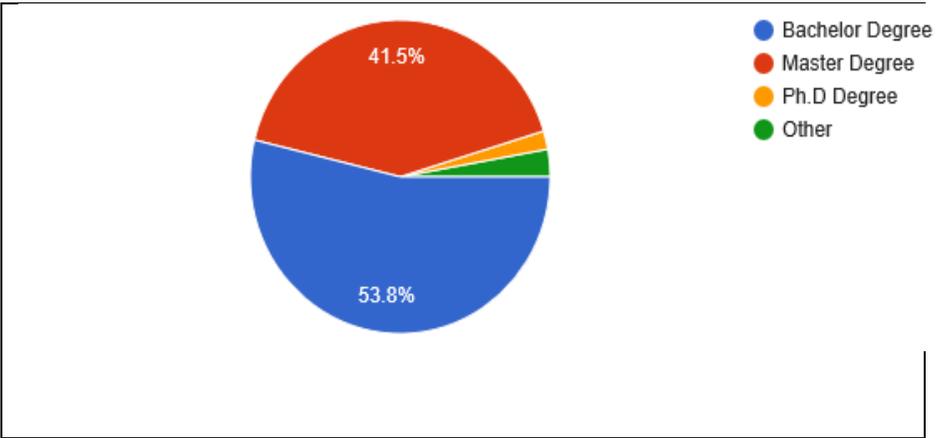
Figure 9 below shows the work experience of the respondents as per distribution of sample. From the 106 survey respondents, 29.2% have 1-3 years experience, 32.1% have 3-5 years of experience, 24.5% have 5 -10 years experience and 14.2% have 10 -15 years of experience.

Figure 8 Response Demography (Work Experience)



Given the sample size, respondents can be classified based on their level of Education. A number of 53.8% among the respondents have Bachelor Degree, 41.5% of them have Masters Degree, 1% has Ph.D. while 1% marked others as shown in the figure 10 below.

Figure 9 Respondent Demography (Education Level)



4.4 Survey Responses' Multivariate Descriptive Statistics Analysis

Descriptive statistics of the survey responses including mean and standard deviation value of all variables included in this research is presented in the table no 2 .For multivariate analysis purpose; we first generate composite data of each latent variable, where the value of all the factors associated certain latent variables.

Table 1: Mean and Standard Deviation of the variables

Descriptive Statistics			
	Mean	Std. Deviation	N
SUI_CAND	11.9245	2.16332	106
COST-TIME	11.7621	2.23342	106
ADV_ECTR	11.8774	2.37728	106
INF_ECTR	10.5094	1.73614	106
EFT_ECTR	12.0283	2.45515	106

As shown in the table 2 above, Suitability of the candidates (SUI-CAND) has the means of 11.9245, Cost and Time (COST-TIME) has mean of 11.7621, Advantage of E-recruitment (ADV-ECTR) has 11.8774, Information through Internet (INF-ECTR) has 10.5094 and Effectiveness of E-recruitment (EFT-ECTR) has mean of 12.0283. All four variables have an average Standard Deviation of 2.2 and only Information through E-recruitment has the lowest Standard Deviation of 1.73614.

4.5 Descriptive Analysis

Table 2: Verification of Reliability

Reliability Statistics	
Cronbach's Alpha	N of Items
.646	22

In this study, Cronbach's was used to test reliability of the data used in this research. Reliability is defined as the possibility of being able to obtain identical measured values when measurement is repeated for identical concept applied in the given research work. Therefore, a reliable measured item in this research study means that in the case of an identical or similar results should be found. Therefore in this study I do apply to verify the reliability of all variables that comprised in the research modal, internal persistence was performed. In general as shown in table 3 above the reliability of the meaning tool is considered to be high when the coefficient is over 0.6, which validates the reliability of the measuring tool so Cronbach's alpha was 0.64 meaning that the data was reliable.

From Table 3 to table 6 below, these the results for Central Government, and Local Government responses for the impacts of e-recruitment in term of the suitability of the candidates and time and cost saving.

H1 *There is no different perception about e-recruitment (Advantage, information through e-recruitment and effectiveness of e-recruitment) has significant impacts on the suitability of the candidates between Central and Local Government HR Officers.*

H2 *There is no different perception about e-recruitment (Advantage, information through e-recruitment and effectiveness of e-recruitment) has significant impacts on saving time and cost between Central and Local Government HR Officers.*

Table 3: T-Test Results for Impact of e-recruitment on Suitability of the Candidate

Group Statistics

	Public Organizations	N	Mean	Std. Deviation	Std. Error Mean
E-recruitment has impacts on suitability of candidates	Local Government	33	3.97	.951	.166
	Ministries	31	4.55	.723	.130

Table 4: Independent Samples Test for the suitability of the candidates

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
E-recruitment has impact on suitability of candidates	Equal variances assumed	2.310	.134	-2.726	62	.008	-.579	.212	-1.003	-.154
	Equal variances not assumed			-2.750	59.461	.008	-.579	.210	-1.000	-.158

The results of Independence t-test as shown in the table 4 above were significant, $T(62)$, $DF=62$, $p=0.008$, this indicating that there is different perception between two groups that is Central and Local Government. The Perception of Central Government (Mean=4.55, $SD=.723$, $N=31$). The perception of Local Government (Mean=3.97, $Std=.951$, $N=33$). The 95% Confidence interval for the difference between the mean was -1.003 to -154. So we can conclude that the null Hypothesis is rejected that there is no different perception on the impact of e-recruitment on the suitability of the candidates between two groups that is Central and Local Government. This means the HR practitioners from Central and Local Government have different views on the impact of e-recruitment in term of suitability of the candidates.

Table 5: T-Test Results for Impact of e-recruitment on Time and Cost saving

Group Statistics

	Public Organizations	N	Mean	Std. Deviation	Std. Error Mean
E-recruitment has impact on time and cost saving	Local Government	33	3.94	.827	.144
	Ministries	31	4.06	.727	.131

Table 6: Independent Samples Test for time and cost saving

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
E-recruitment has impact on time and cost saving	Equal variances assumed	1.231	.272	.641	62	.524	-.125	.195	-.515	.265
	Equal variances not assumed			.644	61.743	.522	-.125	.194	-.514	.263

The results of Independence t-test as shown in the table 6 above were significant, $T(62)=.641$, $DF=62$, $p=.272$, this indicating that there is no different perception between two groups that is Central and Local Government. The Perception of Central Government (Mean=4.06, $SD=.727$, $N=31$). The perception of Local Government (Mean=3.94, $SD=.827$, $N=33$). The 95% Confidence interval for the difference between the mean was -.515 to .265. So we can conclude that the null Hypothesis is accepted that there is no different perception on the impact of e-recruitment on the Time and Cost saving between two groups that is Central and Local Government. This means the HR practitioners from Central and Local Government have the same views on the impact of e-recruitment in term of time and cost saving.

4.6 Interview Analysis

The interview was conducted from different ten (10) public organizations, Human Resources Officers (Practitioners) from both Central and Local Government were interviewed, there HR practitioners from range of the organizations who involved in the recruitment process for the organization perspectives. The interview was conducted through emails, whereby questionnaire was designated to ascertain the HR professional's view on the key consideration for the effectiveness of e-recruitment in term of internet as the recruitment source whether has impact on time and cost saving as well as availability of the suitable candidates also without denying its utility and e-recruitment value as opposed to other recruitment sources. The data collected from HR practitioners are very important source of data for the entirely this study since they are developed based on the purely assessment of both negative and positive results of e-recruitment practices and all process implemented by the public organizations. The HR practitioner's opinions are fundamental to the development and implementation of future Human Resources Planning on e-recruitment strategies for public organizations.

The interview was undertaken and analyzed so as to test the Hypothesis one and Hypothesis two and to answer the research questions at the same time to test the perception's of human resources practitioners if they reflected practices and the theory. To build trust and report with Hr professionals, research self-identified himself as a Human Resources practitioner who had experience with recruitment practices and process. The research questions were explanatory in nature which aimed to get true experience and knowledge of the HR practitioners in relation to the broad research questions of the study undertaken. The respondents of the research questions were analyzed to see whether there were common views among the organizations or if there is different view between Central and Local government.

Varieties of questions were distributed to the respondents to explore the perceived utility and value of e-recruitment. ("What kind of recruitment

source does your organization use to attract applicants”) This question related directly with the type or recruitment sources employed by an organization. The perceived advantages and disadvantage of using internet as a recruitment source to attract applicants to apply different position advertised, can organization rely only on using e-recruitment as a recruitment source or use both traditional and e-recruitment and general whether e-recruitment add value to the recruitment process.

4.7 Results for the Interview

The interview results will now discussed in details, whereby the name of the participants have changed so as to protect their identity and for the seek of privacy, the bellow conversation are the perception of HR practitioners concerning the impacts of e-recruitment in Central and Local government in Tanzania.

Research Question 1

What are the opinions does HR practitioners involved in the recruitment process have about the value and the internet as the recruitment sources?

This question tries to explore the perception of human resources officers who are involved in recruitment process on whether e-recruitment by using internet as a recruitment source is effective in attracting quality applicants. The effectiveness of e-recruitment was assessed in term of value and utility of it. The effectiveness of internet as a recruitment source will discussed followed by the components of effectiveness.

Utility of e-Recruitment

The analysis of the qualitative data in term of the utility of internet used as recruitment source has been identified two major views. The first view consisted of the perceived easy to use for both organizational and applicants perspectives. Interviewee from Central Government responses

Anna: “*..The internet is the best source of recruitment, on top of that is less cost and easy to upload CV and it reaches many people within short period of time than newspaper..*” (Interview-HR Officer from Central government)

The other view of ease to access was related to demographic reach of the internet, this means the internet as recruitment source reach larger population as proposed by the consensus of the HR practitioners. There is no source effects related to gender, though study findings indicated that age was related to the use of internet as the source of recruitment whereby older people were less compared to young generation. As urged by the HR Officer from Local government as he urged that e-recruitment reduce the number of old people.

Katuma....”*E-recruitment for sure help a lot though not 100% as we see less number of old people who have experience enough can not apply due to lack of knowledge on how to use online staffs, so as to get enough number of applicant we need both youth and old generation, having this combination will help to increase the organization performance*” (Interview-HRO from Local Government)

The utility of internet as the recruitment source for applicant, as perceived by the HR professionals is that, it is easy whereby individual can apply job since they have access of information about the job vacancy at any time because their CV is mostly in electronic form they can easily attach and send immediately to apply for an open vacancy.

Ally: “*..Most of the applicants saved their CV electronically, so this makes them easy to fill the field online and attaché the CV with application letter then forward to the organization for applying the given advertised job*”(Interview-Human Resources Officer-Agency)

Value of e-recruitment

This is another important component of this research question related to the HR practitioner's perception on the value of e-recruitment by using internet as recruitment source. In this analysis of the qualitative data it try to identify the theme related to HR practitioner's perceived value of e-recruitment. The data that has been provided shows that all HR professionals perceived the internet as a source of recruitment to be cost effective method of recruitment. They perceived e-recruitment through internet advertisement is low cost compared with high cost associated with other means of advertisement like news papers which involved additional cost for printing, correction of error as well as time spending.

Another issue that emerged within the qualitative data was the consensus among the HR professional is that as internet perceived to be cost-effective and useful source to employ in advertising the open position, still there is a need to examine the position or organization's target market. It was acknowledged and well known that not all applicants could apply through internet. This was evident by the respondent from Local government.

Alpha: "...In war of talented people, you need to reach many people as you can..Most of the people especial in local government areas they prefer other sources such as referrals, friends and newspapers, we will continue to use other recruitment sources." (Interview-Human Resources Officer-Local Government)

The findings tend to shows that the quality of applicants for all recruitment sources employed by the public sector organizations tend to differ whereby Central Government support much compared to Local government HR Practitioners. But still the result has been supported the common perceptions as cited by researchers concerning the need for organizations to develop different strategies which utilizes a range of recruitment sources (Berry, 2004: Feldman & Klaas, 2002)

Research Question 2

Is Internet as a recruitment source makes e-recruitment to be more effectively in the organization?

The perception of the effectiveness of the e-recruitment based on HR practitioners from Both Central and Local Government on the impact of e-recruitment on the organization perspectives in term of quality of applicants and cost effectiveness together with time spent in the whole recruitment process. The overall findings of the study shows that e-recruitment by using internet as a source of recruitment in the organization particularly the public organization has both positive and negative side impacts. Starting with positive side it indicates that e-recruitment has both cost effectively as well as time saving during the recruitment process. On the negative side the HR practitioner's perceived that e-recruitment it is highly to cause few number of applicants in the rural areas where there is no internet accessibility, so this will lead to few number of applicants which is opposite to the real intention of using internet as a recruitment source. The researchers such as(Berry, 2004;Fredman & Galanaki 2002) they conducted a research about e-recruitment and came out with the findings which indicate that the use of only internet as a recruitment source cannot be effective.

Juma "...so as recruitment to me more effectively, to reach many people there should be better to employ both e-recruitment method and traditional one so as to get large number of CV especial from Local Government areas where there is inadequate access of internet"
(Interview-HR from Local Government)

Therefore the recruitment to be more effective, both the Central and Local Government should apply recruitment strategies which will reach wide range of suitability candidates by using both modern recruitment method that is internet recruitment as well as traditional one that is newspapers and recruitment agencies as well in order to reach many people especially in the upcountry and rural areas where still there is no access of internet.

Research Question 3

Does e-recruitment save time and cost during the recruitment process?

Time and cost are very important factors that can be measure by effectiveness and efficient of the whole recruitment process in the organization. Time and cost most valuable resources when it comes to planning of human resources issues. In the view of time and cost there are persistence answers for both Central and Local Government officers.

Anna “..Since the government adopted e-recruitment, for sure it save time and cost, it is the fastest mode of recruitment and reaches huge number of people within a short period of time, before in the previous years we where suppose to pay a lot of money for advertisement but nowadays we just put in our website” (Interview-District Human Resources Officer)

The District officer perceived that the use of e-recruitment has positive impact in saving time and cost which is persistent to Director of Human Resources Development and Training from Central Government that before introducing e-recruitment the recruitment process was expensive but now they are enjoying the fruit

Ibrahim “ The adoption of e-recruitment it save time and cost for now, but by the time when we started to implement it was costful, remember internet service was expensive and still the government was supposed to train Human Resources who are going to use it. (Director of Human Resources Development and Training from Central Government)

The Director of Training and Development agree that e-recruitment that it saves time and cost, so the government should continue to use it. Still there is consistent of positive view on the impact of e-recruitment on saving time and cost between HR practitioners from both Central and Local government.

Nasib “*..It is true that e-recruitment saves time and cost, I remember by the time when we were using traditional or manual work it was headache and it was difficult to sought out the best CV on time, but by using e-recruitment it become more easy within a short period of time you can prepare a shortlist and call them for oral interview*”
(Interview- Recruitment Officer, President Office, Public Service Recruitment Secretariat)

Question number 4

Doest e-recruitment has impact on the availability of suitability candidates?

The perception on the impacts of e-recruitment in term of suitability of the candidates tends to differ between HR practitioners from Central and those of Local Government. Internet is very important tool to facilitate the whole process of e-recruitment to go smooth, so as to make recruitment more effectively the government should ensure internet infrastructure to cover the entire country, especial rural areas. The final results of recruitment process is to get the suitable candidates, here is the perception of HR practitioners from both Central and Local Government.

Mwanjelwa “*..on my side I don't think if e-recruitment real facilitate or have impact on suitability of the candidates, this is due to the fact that still we have the problem of internet coverage especial in rural areas so this infringe the right of best people from those areas who are well talented, so as to have impact on suitability of candidate first the government should insure the availability of internet in both rural and urban areas in order to give equal chance for both people from rural and urban areas*” (Interview-Head of Human Resources Management-Agency)

The main issue which has been raised is internet coverage which denied access from the people of rural areas, as per Head of Human Resources Management view is, in order to get suitable candidates we need to have large

pool of applicants from both rural and urban areas. The internet access is inadequate in rural areas so this cannot guarantee the availability of suitability of the candidates.

Miriam “*..since we adopted this online recruitment system in 2010, it helps a lot to get the best candidates who suit the open vacancies which we do advertise, most of the people have been applied through this system which I can say it bring a lot of CV’s of well talented candidates so I can say e-recruitment is the best means of getting the suitable candidates by giving us a wide range of selection*”
(Interview-Director of Recruitment and Selection-PO-PSRS)

As per Director of Recruitment and Selection from Central government, she agrees that e- recruitment has great impact on the availability of suitability of the candidates. In this category I see HR practitioners they do differ when it comes to perception on the impacts of e-recruitment on the suitability of the candidates to fill the open vacancies advertised, on the side of HR practitioners from Central Government they do agree that it has impact since it facilitate the availability of suitable and talented applicants while on the side of HR practitioners from Local Government they deny that it does not, the main reason here is the internet coverage in rural areas still remain to be an obstacle.

Research Question 5

What are the advantages and disadvantages of e-recruitment in the recruitment process?

This research questions aimed to explore the advantage and disadvantage of using internet recruitment in the organization especially in the public organization, also to see if there is persistence of view between HR Practitioners from Central and Local Government. Here are the view of HR practitioners from both Central and Local Government

Ilumbo.. *“Internet recruitment it has many advantages than the disadvantages, it save time, cost effectiveness and it increase performance in the organization since it facilitate the availability of talented man power who carry out organization activities in effectively way”*(Interview-HRO from Central Government)

The theme here is to see whether e-recruitment has advantages and disadvantages, but it seem to have many advantages than disadvantages. Here is the view of HR practitioner from Local Government, he mention issue of baby-boomer, number of old generation they can not apply since they don't have enough knowledge and skills on how to use computer.

Zuberi *“..E-recruitment real it has many advantages but still there are some disadvantage like, it need people with knowledge on how to use computer, also it need internet coverage and it can lead to less old age applicants since most of them they don't have computer knowledge though they have enough experience and the do qualify but they can not apply.”*(Interview-HRO-Local Government)

E-recruitment it has both advantages and disadvantages, so there is consensus argument between HR practitioners from both Central and Local Government concern the advantages and disadvantages of e-recruitment. There is an important issue which has emerged here which is the old generation will not have access since they have not computer skills so this make them difficult to apply through online recruitment. But as all HR practitioners agree that there is many advantages than the disadvantages like e-recruitment save, cost and increase performance by ensuring the availability of suitable candidates who carry out the organization activities in the organization.

The main concern here is what the government should do to ensure that e-recruitment become more important by having more advantages than disadvantages, the issue raised here is generation gap whereby the old people who are skilled and have knowledge enough to carry activities will have not

access to apply, people from rural areas also they not have access to apply due to the fact that there is no internet access.

All HR practitioners they do agree that the government should use internet recruitment but without neglecting the arisen issues like internet coverage in the rural areas as well as the application of both e-recruitment as well as traditional method so as to fill the generation gap as well as to reach those applicants from rural areas where there is no internet coverage.

Chapter V: Discussions, Conclusion and Implication of the results

5.1 Discussion

The aim of this study was to explore the perceptions of HR practitioners from both Central and Local Government who are actively involved in the recruitment process, they know deeply how effectively of recruitment sources utilized by the public sector organizations. The main idea here was to test whether there are common perceptions among the HR practitioners both from Central and Local government or there is not about the recruitment sources in general and also to test whether the use of e-recruitment in term of internet as a recruitment source can add value in recruitment process or not. The question was developed from the quantitative data findings to see whether the findings are similar concerning the perception of the HR practitioner in term of cost effectiveness, speed, geographical spread. The finding will be discussed in details

Regarding to question 1 the aim of these questions was to explore whether e-recruitment can add value to the organization or not, whether the public sector can continue to use it or not. The findings shows that there is persistence in view between the HR practitioners concern the e-recruitment to add value, both HR practitioners from Central and Local Government agree that e-recruitment add value to the recruitment process since it is easy to use, cost effectiveness as well as can reach huge number of applicants compare to the traditional methods.

Regarding to question 2, the aim of this question was to explore whether the use of internet as recruitment sources can make recruitment process more effectively or not. The findings show that there are different views between the HR practitioner from Central Government and those from Local Government. HR practitioners from Central Government they do support that e-recruitment leads to effectiveness of recruitment process since it is cost

effectively, can reach large population and can facilitate the availability of suitability of the candidates whilst the HR practitioners from Local Government their view differ, they argue that e-recruitment does not make recruitment process to be more effectively since it reach few people who are living in the urban areas where there is internet access, also it leads to generation gap whereby the old generation will not apply through it, the baby boomers they don't have skills and knowledge on how to use online recruitment so this will infringe their right to apply since they have enough experience and skills to performs different tasks as per their specialty.

Regarding to question 3, which aimed to explore whether e-recruitment save time and cost during the recruitment or not, also to test if there is different views concerning this between HR Practitioners from central and local government. The result shows that there are consistence views that both HR practitioners agree that e-recruitment save time and cost during the recruitment process. E-recruitment save time and cost and it reach many people within short period of time. Traditional recruitment method is cost full it involves a lot of cost in printing and advertising through news papers, also it takes time to reach number of the people.

Regarding to question 4, this aimed to explore whether e-recruitment has impact on availability of suitable candidates or have not. Also to test whether there is consensus between the HR practitioners from Central and Local Government. The finding shows that there is no persistence answers between the two. On the side of Central government HR practitioners they agree that e-recruitment has great impact on the availability of suitable candidates since it reach huge number of people whilst the side of Local Government they do deny that e-recruitment is not a good source for suitability of the candidates, they suggest that the government should apply both internet and traditional recruitment so as to get large population since there are so many people in rural areas whom they qualify and well talented but they don't have internet access to apply online.

5.2 Conclusion

The first objective of this study was to compare and examine the impacts of e-recruitment between Central and Local government in term of the suitability of the candidates during the recruitment process and Cost and time spent in the whole recruitment process, the results shows that there is different perception between Central and Local government on the impact of e-recruitment in term of Suitability of the Applicant whilst there is no different perception on the impacts in term of the time and cost saved during the recruitment process. On the Central government side the impact of e-recruitment on the quality of applicants is totally accepted while in Local government is rejected. Quality is receiving much attention from the public sector employees. People as human resources are one of the most valuable and expensive in term of costs and also one of the main potential assets of the contemporary organizations. In today world, business environment, customers are demanding quality and the organization must provide it. Organizations especial Public Organizations needs to know the cost of providing quality services and the impacts on their bottom line. This becomes one of the main reasons for the increase use of the internet to support Human Resources Management.

Due to the advancement of science and technology, leads to drastically changes which thought to increase the ability of HR practitioners to monitor workforce, utilize employees' skills effectively and even reduce labor cost. The extent to which Organization's success in term of its survival and competitive position is determined by worker's quality. Quality candidates produce a real competitive advantage due to the fact that they are highly committed employees who render quality services to the customer in the public sector.

The analysis of the second objective demonstrates that the impact of e-recruitment on cost and time for applicant acquisition is accepted for both Central Government and Local Government. That means both in Central and Local government the HR officers agree that e-recruitment allows

organizations to reach the large number of applicants in less time and for lower cost than the traditional methods of recruitment. As a consequence, resumes are being received in the organization at a rapid rate. Most of the organization which already aggressively use the Internet for recruiting experience a reduction to hire, which save recruitment cost and eventual affect productivity and operational continuity.

There are numbers of common theories recurring within the literature on e-recruitment related to its cost effectiveness, speed, and geographical reach and easy to use from both employers and individual perspectives compared to traditional recruitment sources such as newspapers and recruitment agencies. (Galanaki, 2002; Smith et al., 2004). By using this useful information provided by the organization which use E-recruitment, they can then decide if they wish to contact the organization to be considered for the position. This reduces the number of unqualified applicants that was supposed to be processed by HR Officers. The results for Local government are different whereby it seems that e-recruitment has negative impact due to the fact that lack of having internet coverage and still having the traditional recruitment syndrome it become very difficult for them to agree that there is impact of e-recruitment on time and cost saving during the recruitment as well as Suitability of Candidates, most of them prefer referral and friends who works in the Local government to give them information. Internet Recruitment is expensive and it need special budget to implement especial in local government.

Therefore conclusion drawn from the research findings that, the prevailing different perception about the impacts of e-recruitment on Suitability of the candidates and Cost and time spent during recruitment process between Central and Local government is due to uneven distribution of resources. Central government is much wealthier than Local government in term of facilities such as Budget, Computer, Internet infrastructures as well as having the competent HR practitioners whilst Local government has less internet coverage, lack of budget as well as lack of competent HR to conduct e-recruitment, so this make this different to exist.

5.3 Policy Implications

This study conducted to analyze the relationship of research variables, it found out that there is highly relationship between Advantage of E-recruitment, Information through E-recruitment and Effectiveness of E-recruitment on Suitability of candidate together with saving time and cost during recruitment process in Central government public official perception while in Local government there is negative relationship as per Local government Officials perception. The Tanzania public sector has to keep using this new technology though there is a highly need for training among the HR practitioners on how to utilize this systems to make more efficiency and effectively in a reasonably cost for the case of central government. In Local government side there is a need of investing on Internet coverage so as to make e-recruitment more effectively, also to decentralize local government and give them mandate to recruit all cadres, this will give them strength since they will have much budget to implement the e-recruitment. Furthermore the government should invest more on Information technology to ensure the availability of internet to cover the whole entire country so as to reach the huge population. So as to reach the high level of effectiveness in e-recruitment as a recruitment source, the Government should highly committed herself in making good sound Information and Technology policies which will be a gear toward the implementation and facilitation of this systems in Tanzania. Internet recruitment it need strongly support from the government so as to survive, neglecting internet services to private companies leads to cost in term of service, this may discourage the internet users to copy with new technology. Therefore the government should provide subsidies to the internet providers in Tanzania so as to lower the service of internet in order to reach large population of people in both urban and rural areas.

Also the government should make friendly IT policies to encourage the Local government to use e-recruitment and encourage the use of website to advertise their job vacancies and all staff concerning their development as well as disclosing their information to adhere the transparence theme as well.

5.4 Concern for the Further Research

The research study conducted in Tanzania context in the Public sector which consists of Central and Local Government. It highlights recruitment practices in the Public Sectors which include Ministries, Local Government Authorities, Departments and Agencies in Tanzania Mainland. This research brings new results that help the corporate (Management) to improve the quality of employee's acquisition and lowering the cost and time from the initial stage to the end of recruitment process. New knowledge generated by this study helps in theory building efforts in the Human Resources Management field linking Human Resources inputs and practices to meaningful organizational outputs and to have a competitive advantage which will leads to competence management in the organization.

This study also is useful to Human Resources practitioners in making recruitment decisions in a reasonable manner especially in developing countries like Tanzania. Human Resources Professionals can focus on productive ways to maintain and develop the best talented database with qualified candidates linked with recruitment practices to ensure the effectiveness of HR functions is met hence the accomplishment of organizational goals at large. HR Professionals they can design and implement better recruitment decisions that ultimately influence important organizational positive results especially in the Public organizations as well as Private. There is a need to conduct more research in Tanzania especially to test the theory of Technology Acceptance Modal (TAM) to access what could be the factor for the successful of e-recruitment in Tanzania especial in Local Government.

5.5 Limitation of the Study

The study has some few limitation which should be considered if the future studies. The main limitation of this study was time constrain, time was so short to collect the data so this make my research to get few respondent due to time available. The intended sample was 120 but only 106 responds, this lead to shortage to cover the reliability and accuracy of the data estimated also the

delay to respond survey questionnaire. In this study mainly respondents were males than females which may lead to bias hence the generalization of the population.

Another challenge encountered in this study was most of the respondents were not much aware about the topic so this reduce the validity of the findings. Last limitation was lack of internet coverage especially in Local government make the collection of data to be difficult. Also bureaucracy processes towards interview and surveys creates barrier to acquire information in depth about the effectiveness of e-recruitment especially in public sector.

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Appendix I: Survey Research Questions

The Impact of E-Recruitment in Human Resources functions in the Public Sector Tanzania.

Dear Respondent,

I am a candidate for the Master degree of Public Administration at Seoul National University (SNU)-South Korea. I am undertaking research on “The impact of e-recruitment on the effectiveness of HR functions in the Public Sector in Tanzania” The research is purely for academic purpose and your participation will be appreciated. The information you provide will be treated as confidential. Please assist me by attending to this questionnaire.

If you have any question please do not hesitate to contact me through the following means:

Phone No. +821092278432

Email: abraham2016@snu.ac.kr, abrahammwakasungula@gmail.com

Section A: Independent Variable

Effectiveness of e-recruitment

(Strongly Agree 5 4 3 2 1 Strongly Disagree)

E-recruiting helps in improving the efficiency of recruitment process
()

E- recruiting helps in developing positive image of the organization
()

E-recruitment improve the efficiency and effectiveness of HR functions
()

Advantage of E-recruitment

1. E-recruitment facilitate easy building and managing database of received applicants ()
2. E-recruitment leads to restructuring of recruiting process to enhance efficiency ()
3. E-recruitment ensures the availability of quality applicants ()

Information through E-recruitment

4. Public Recruitment Organization websites deals with employment related inquires of the candidates ()
5. E-recruitment maximizes the effectiveness of information which is useful for applicants ()
6. E-recruitment provide relevant information about the job to the applicants ()

Section B: Dependent Variable

1. Time and Cost

Please rate the following questions in the likert below;

(5. Strong Agree 4. Agree 3. Neutral 2. Disagree 1. Strong Disagree)

- i) E-recruitment ensure well trained applicants hence it reduce training cost ()
- ii) E-recruitment save time and cost during the recruitment process ()
- iii) E-recruitment though portal advertisement save time and cost than the use of newspapers ()

2. Suitability Candidates

- i) E-recruiting reduces number of less qualified applicants
()
- ii) E-recruitment helps in locating better candidates with high quality
()
- iii) E-recruiting helps in maximizing the job match to ensure a good fit of employees with your organization
()

Section C

Demography Information

6. Your Gender

- Male
- Female

7. Which age group you belong?

- 18-29
- 30-39
- 40-49
- 50-59

8. Marital Status

- Married
- Single
- Divorced

9. Job Position

- Director of Human Resources and Administration
- HR Manager
- HR/ Administrative Professionals
- Non HR/Administrative Professional

10. How long have you been working for your current organization?

- Less than two years
- 3-5 years
- 5-10 years
- 10-15 years

11. Current level of Education

- Undergraduate Degree
- Masters Degree
- PhD
- Others

12. Which Organization are you working with?

- Ministries
- Local Government Authorities
- Agencies/Independent Institute & Department
- Others

Thank you for your valuable time and quickly response

Appendix II: Interview Research Questions

The Impact of E-Recruitment in Human Resources functions in the Public Sector Tanzania.

Dear Respondent,

I am a candidate for the Master degree of Public Administration at Seoul National University (SNU)-South Korea. I am undertaking research on “The impact of e-recruitment on the effectiveness of HR functions in the Public Sector in Tanzania” The research is purely for academic purpose and your participation will be appreciated. The information you provide will be treated as confidential. Please assist me by attending to this questionnaire.

If you have any question please do not hesitate to contact me through the following means:

Phone No. +821092278432

Email: abraham2016@snu.ac.kr, abrahammwakasungula@gmail.com

1. Why your organization does adopted e-recruitment?
2. What are the opinions does HR practitioners involved in the recruitment process have about the value and the internet as the recruitment sources?
3. Is Internet as a recruitment source makes e-recruitment to be more effectively in the organization?
4. Does e-recruitment save time and cost during the recruitment process?
5. What are the advantages and disadvantages of e-recruitment in the recruitment process?

Thank you for your valuable time and quickly response

Appendix III: Abstract Translation in Korean

국문초록

전자채용(E-recruitment)이 인적자원 관리에 미치는 영향: 탄자니아 중앙정부와 지방정부에 대한 비교 사례 연구

Abraham Nehemia Mwakasungula
서울대학교 행정대학원
글로벌행정전공

과학 기술의 발전으로 인해 21 세기의 경제는 빠르게 변화하고 있다. 조직이 시장에서 경쟁력을 유지하기 위해서는 충분한 경험, 기술, 지식 능력을 갖춘 유능한 인재가 필요하다. 혁신은 인적 자원에 많은 관심을 두지만, 각 조직은 조직의 성공을 위해 앞서 제시한 인적자원의 중요한 요소를 필수적으로 갖추어야 한다. 오늘날 경쟁시장에서 생존하기 위해 경쟁력 있는 조직은 뛰어난 지식과 기술을 갖춘 재원을 모집하고 고용해야 한다. 본 연구는 근래 연구에서 강조하는 전자채용(electronic recruitment)을 기술하고, 조직 채용 의사결정과정 내에서 전자채용의 중요성에 대해 설명하고자 한다. 현재, 조직의 경쟁력을 위해 중요한 요인 중 하나는 인적자원이다. 인적자원의 확보는 뛰어난 우수인력 및 숙련된 인재를 채용하고 유지하는 것이다. 전자채용 또는 온라인채용으로 알려진 인터넷을 사용하는 채용은 유능한 인재를 채용하는데 매우 중요한 역할을 한다. 오늘날 웹사이트와 직업포탈을 통해 결원을 보충하는 사례는 매우 증가하였다. 따라서 본 연구는 공공분야에서 탄자니아의 전자채용 사례를 기술하는 것을 목표로 한다. 전자채용 사용 결과를 분석하고, 효과성과 장점을 확인하고자 한다. 특히 중앙정부와 지방정부 차원에서 어떻게 최고의 지원자를 선발하는지 의사결정과정방법 차원에서 영향을 분석하였다.

주제어 : 전자채용, 인적자원, 전자채용 효과성, e-HRM

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