Analysis of Recruitment Practices in Tanzania:

A case of ministry responsible for recruitment in Zanzibar public sector

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Abstract—Failure in recruitment is the failure of employment industry as recruitment is the first part of filling job vacancy process. Recruiting the right people to fill the right job vacancy has been a crucial incident in any organization as recruitment has important implications for organizational performance. It is in this line therefore this paper attempts to analyze the initiatives, practices and performance of recruitment practices and explore challenges hindering appropriate performance of recruitment practices in Zanzibar public service. The methodology adopted by this study was 'Internet Search', document review and interpretive paradigm. The study found that, for the government to be the main employer in Zanzibar raise stakeholder's concerns over the likelihood of recruitment that being poorly practised. However, to have fundamental and sound recruitment practices in public service arena, transparency and openness is inventible. All institutions which are responsible with implementation of recruitment practices whether by following rules, regulations or directives, need to have best recruitment practices in the country as they are identified as role models under recruitment practical atmosphere in Tanzania especially in Zanzibar public service.

Keywords—recruitment; recruitment practices; employees; public service sector; Zanzibar

I. INTRODUCTION

Globally, large number of researchers and scholars has been working day and night in analysing and looking for better performance of recruitment policy and practices. Failure in recruitment is the failure of employment industry since recruitment is the first part of the process of filling job vacancy. Recruitment includes the assessment of the job position, availability of appropriate candidates and get in touch with them as well as attracting applications from them [1]. As pointed out by [2] that through recruitment is where an organization can look and obtain right candidate in a plenty number of qualified applicants so as to fill a needful vacant job position. Thus, it is only suitable recruitment policy with suitable implementation processes that allows organizations found under Zanzibar public sector, acquires the right number of employees at the right job with the right knowledge and skills under justifiable recruitment costs.

Also [3] declare that it is only through application of care and skills where an effective recruitment practices can allow an organization to employ potential people that could embarking on their career and hence embedding appropriate output in realizing organizational targets and objectives. However, [4] and [5] define recruitment as the progression of searching for potential candidates, inspiring and encouraging them to joining the particular organisation. Taking the words of Yoder as quoted by [6] that "recruitment is the process of looking for manpower grounds which is match with the organizational needs and demands. It is the process of utilizing effective measures in selecting proper labour force". Thus, an effective recruitment practices inevitable so as having healthier employment under a profitable organization.

Thou it quite often that is prompted by various needs including planned, anticipated and unexpected needs [7]. Since planning needs are always derived from changes in organisation performance and implementation of retirement policy and practices. Under critical analysis of previous definitions of recruitment with respect to organizational performance, it is obvious that an effective recruitment practices should be implemented as processes rather than a single event; should be linked with organizational budgetary plans so as to balance the needs of employers and those of job seekers (prospective employees); should seeks to develop a pool of eligible persons from which most suitable ones can be selected; should have a room to look for people who could meet job requirements as well as attracting such people to offer themselves for better organizational performance, people who could engage themselves in an organizational for long-term employment and not otherwise.

An effective recruitment practices should be a two-way process which effectively favours both recruiter and a recruited since recruiter has a choice of who to recruit while recruited has ability to select proper organisation for him to apply for employment. It should also play a pervasive role since all organisation activities are connected with recruiting function however the volume and nature of recruitment varies with the size, nature and environment of the particular organisation.

As pointed out by [1] and [7] that recruitment can be rooted form internal or external sources. For example, retired and retrenched employees who want to return to the organisation can be internal sources for present employment within an organization. Vacancies may be filled up from such employees through promotions, transfers, upgrading and even demotion. Hence helps to retain talented and ambitious employees. Also

present employees are already familiar with the organisation and its policies. Therefore, orientation time will be lowered and cost effective. As results, morale and motivation of such employees are improving especially when they assured that they would be preferred in filling up vacancies at higher levels. Hence, a sense of security is created among employees [8,9]. This study therefore attempting to analyse the initiatives, practices and performance of recruitment practices and explore challenges hindering appropriate performance of recruitment practices in Zanzibar public service.

II. METHODOLOGY

The methodology adopted by this study was 'Internet Search', document review and interpretive paradigm methods. The researchers consulted different sources on the Internet to generate evidence, facts and lessons that they hoped to be significant with respect to the study. The websites of the specific resource were also visited. These including websites of some journals which only put materials in html format rather than pdf or documents. However most of reviewed literatures are found on Internet.

An interpretive paradigm was also employed in this study since it is a qualitative approach which can be used to explore better understanding, clear meaning and the reality of issues under study especially when the studied issue is highly impacting the community. In this case therefore where necessary, a small survey of 95 people has been undertaken. The study was conducted at President's Office, Justice, Legal Affairs, Public Service and Good Governance, Zanzibar, Tanzania the eastern region of African continent. According to Ministry's Strategic Plan [10], President's Office, Justice, Legal Affairs, Public Service and Good Governance has overall mandates to execute recruitment practices in Zanzibar Public Sector. The execution has also given legal mandates by Public Service Act No.2 of 2011 [11]. Such condition provides the target population refers to the large group to which the researcher wishes to generalize the results of the study [12].

III. OVERVIEW OF RECRUITMENT CONCEPT

Recruiting the right people to fill the various job vacancies has been crucial to many organizations, including the hospitality industry, because recruitment has important implications for organizational performance [13]. Recruitment practices are basically impelled by various aspects including organizational planning, anticipating and unexpected organizational needs and results. [14] defined recruitment as the process used to attract a pool of job applicants where the most suitable person for the job requirements will be selected and shortlisted. It is the process which usually starts with the production of the specifications based on the job description and end with the appointment of the successful applicant. A well-planned and effective recruitment process simplifies the selection job candidates [15]. Therefore, when becomes necessary to fill a particular job vacancy by right candidate it needs the respective organization to undergo a well-planned recruitment and selection process so as to attract the right calibre applicants who has potentiality of the job which needs to filled.

There are more scholars like [16] who matching recruitment and selection. On their side for example, they address the match between the two when addressing them as it is single function which represents the most important part when the management of particular organization is looking for right people under more scholarly conducted work as compared with other functional aspects of human resources management. [17] identified objective of selective hiring as to get the most suitable applicant to fill the vacant position. In doing so [18] insists that the processes of recruitment and selection are closely linked. Both activities are intended attaining appropriate skilled and competent candidates whereas recruitment activities are used to set the groundwork for the selection process by providing the pool of applicants from whom the selector may choose [18].

Mostly recruitment and selection valued as an emblem for the rational planned activities within an organization as compared to organizational linked phase under recruitment processes so as resourcing of an employee which may be located within a wider human resources management practices.[19] prominences that recruitment and selection are amongst initial steps of psychological contract between applicants and organizations whereas information is mutually exchanged; roles conferred and organizational responsibilities expectations are clarified. Thus, it is a central core of all activities that underlying human resource management practices within a particular organization.

On the other side, some scholars are not satisfied with the matching of recruitment and selection. In their book titled "*Human Resource Management: theories and practices*" [13]differentiates the two and establishing a clear link between them by emphasizing that "recruitment is the process of creating a pool of competent individuals who can apply for employment to a particular organization" while "selection is all about the assortment and placing of right, qualified applicant (given with the management goals and legal requirements) from the pool of applicants; the activity which is mostly done by managers using specific instruments".

Also [20] insisting the difference in their arguments that selection is one of the last stages in recruitment. It is the process itself which includes the choice of methods by which an employer reduces a short listed group following the recruitment stage, leading to an employment decision. According to [21], selection is the process of assessing job applicants using one among variety methods with the aim of finding the most suitable person for the organization. The criteria for selection is usually based on relevant knowledge, skills, attitudes and physical ability to do the job as described in an up-to-date job description and person specification. Increasingly many writers argue that the selection of staff may well be the most important aspect of human resources management as staffs are increasingly expected to become effective immediately.

Despite this recognition there is none universally approach that can be recognized as the best method of selecting the right person for the job. Therefore, organizations need to adopt a variety of techniques to address questions of recruitment practices especially when the issue of selection is concerned.

Since the methods of selection are influenced by the organization's view hence [22] concludes this issue by wrap up that what is required to provide a satisfactory basis for organizational decision making process is based on organizational awareness specifically on the appropriateness of particular techniques that is opted to be used so as providing what is really missing and needed at the moment.

IV. RECRUITMENT STRATEGIES

Failure and success of recruitment practices is solely depending on recruitment strategies used. Best recruitment practices should covers two kinds of recruitment strategies. Scholars like [23] named them as internal and external recruitment factors while [24] clarifies external recruitment factor as is about the looming undersupply of workers and increasing fewer qualified candidates. Also [25] clarifies recruitment internal factor as is about the consistency of the organizations recruitment efforts with its strategic goals. We therefore conclude that organizations must tailor their recruitment strategies to the specific positions they are seeking to fill since internal and external recruitment factors might differ from one organization to another depending on the level of the position(s) in which recruitment practices is undergoing at the particular moment.

A. Internal Recruitment

Internal recruitment is when an organization selects existing employees to fill vacant or newly created positions in the organization rather than employing someone from outside the company [26]. Recruitment can be performed internally via promotion, transfer or referrals of existing employees. It is a method that can be used to fill job vacancies in which required job positions are advertising through postings, internal memo and notices, office memoranda, company newsletters as well as manual and electronic bulletin boards [27]. Referrals are usually word-of-mouth advertisements that are a low-cost-per-hire way of recruiting. When it comes to internal recruitment does not provides required competent and skilled personnel, the organization should recruit from external and at the same time encouraging walk-in applicants; or doing the same as advertising through postings, internal memo and notices, office memoranda, company newsletters as well as manual and electronic bulletin boards. However, this time advertisement can also be done through Internet and other social media platforms.

B. External Recruitment

External recruitment is the case where an organization recruits staff from outside the organization. Normally an organization may use another recruiting organization for hiring new staff. External recruiting methods can be grouped into two classes thus informal and formal [26]. Informal recruiting methods tap a smaller market than formal methods. This method includes rehiring previous workers or the use of "walk-in" idea whereby applicants' retained resumes had been recalled, revised and hence those that belong to qualified ones are processing for employment. However, the use of referrals may also be among the types of informal hiring method and are

mostly preferred ones due to its tendency of being relatively inexpensive and fastest in its implementation.

The external recruiting strategies necessitate incisive the labour market more broadly for applicants that previously have no connection to the organization [25]. This strategy usually includes newspaper, magazine and journal advertising, as well as the use of employment bureau college recruitment and executive search firm. Nowadays e-Recruiting career/job is reaching the job market seeker. Redeployment vacancies via different forms of the media and employment agencies externally, reaches a wider number of audiences and may turn on potential number of candidates that the organization can choose [28]. On the other hand, this kind of method for somehow is relatively costly and time-consuming. Moreover, there is no assurance that the outcome will be pleasing to the organization, since the advertising cost often limits the rate and time of the job posting, as well as the thoroughly amount of required of information, this make it difficult for a job seeker to correctly adjudicator the attraction of the position being offered.

V. INITIATES TAKEN IN ESTABLISHING RECRUITMENT PRACTICES

Availability of limited resources and fiscal constraints made different countries to have different ways and organs of managing their recruitment practices in their public service arena. In between the year 1979 and 1989 for example, countries like USA, Japan, Netherlands and United Kingdom had to look back on their ways and means of curbing public spending on the Public Service [29]. In all these countries, the immediate response was to "cut-back" the management and staffing levels in the Civil Service through recruitment slow-downs or freezes, natural attritions, early retirement, reorganization and/or privatization of government activities and, to a lesser extent, by involuntary employment reductions [29].

In Tanzania there have been a series of initiatives and reforms with the aim of improving recruitment practices in public sector. Since independence for example, there were moves of reforming the inherited a public service system which was designed and serves under colonial interest. The reform therefore, entailed to build an institution with human resource capacity which able to respond to the needs of the new nation of Public Service delivery. During 1991 there were initiatives of establishing and implementing the Civil Service Reform Program (CSRP) which ran until 1999 when the Public Service Management and Employment Policy were formulated. The Public Service Management and Employment Policy outlined guidelines for recruitment and selection. Public Service Reform programmes Phase one and Phase two then followed in the course of implementing the Policy in 2003 and which were expected to run up to 2012[30 –34].

Recruitment practices in Zanzibar were also conducted soon after 1964 revolution not only with the aim of filling vacant positions but also bring new employees in public service sector so as to improve people's livelihood. Since then, several initiatives were taken to improve recruitment practice. The first initiative was the establishment of the Ministry

responsible with regulations of people's welfare followed by enactment of the Security of Employment Act of 1984, followed by the establishment of the Civil Service Commission Act of 1986 as stipulated by the Zanzibar Constitution of 1984 [35 – 38].

It is the Civil Service Commission Act of 1986 that provides the mandate to its commission to undertake recruitment process and practices in Zanzibar Public Service. It was then followed by enactment of the Labour Act of 1997 which set guidelines on recruitment. The law introduced meritocracy in recruitment but the guidelines were not fully enforced as recruitments were not conducted according to the set guidelines. After that the government reviewed all the labour related laws which resulted into enactment of the Employment Act No 11 of 2005 which sets guidelines for recruitment, prohibits recruitment segregation for people with disabilities and forbids recruitment of children [35 – 39].

VI. RECRUITMENT PRACTICES UNDER NEW PUBLIC MANAGEMENT APPROACH

New Public Management is the artefact of variety of administrative reforms [40] which comes as the solution to the weaknesses that faced preceding public administration approaches [41]. New Public Management is a gigantic and multifaceted term which can be used to describe the new wave of world's public sector reforms. Besides, [41 - 43] viewed it as an approach which is used in reforming or shifts the emphasis from traditional public administration to public management in which its key elements include various stages of decentralizing management within public services, increasing use of markets and competition in the provision of public services, and increasing emphasis on performance, outputs and customer orientation. It is argued that New Public Management emerged as a problem-driven solution to bureaucratic rigidities, inefficiencies and poor public services.

In his book titled "*Human Resource Management*", [7] portrays that any recruitment practices must consists five elements namely a recruitment policy, recruitment program and techniques, an identified organization which assigned with recruitment implementation, developing recruitment resources and recruitment assessment. In this book, he also argues that recruitment practices differ from one organisation to another. That some organisations adopt centralised recruitment whereas other organisations resort to decentralised recruitment. Under centralised recruitment, the human resource department at the head office performs all the functions of recruitment. On the other hand, each department/unit carries out its own recruitment in case of decentralised recruitment. Since both centralised and decentralised recruitments have their own merits, the choice between the two will depend on the management philosophy and needs of the particular organisation. Though, in some cases, a combination of both the systems is used.

VII. RECRUITMENT PRACTICES IN TANZANIA

For [44] recruitment is a process of developing an applicant pool. As an important aspect to recruitment, human resource planning believed to builds block of a good recruitment practice. The purpose of human resource planning according to [1] is to help management in making decisions in different areas including recruitment. They revealed that, human resource planning helps management in making proper recruitment decisions since it attempt to forecast how many and what kind of employees will be required in the future, and to what extent this demand is likely to be met [1].

Human resource planning involves the comparison of an organisation's current human resources with likely future needs followed by the establishment of recruitment programs including hiring, training, redeploying and possibly discarding of employees [45, 46].

The Tanzania government report on Human Resource Inspection [47] indicates that there is about 67 percent adherence of recruitment procedures in the public service sector. However, the report shows that record keeping was very poor and there was a significant lack of documentation in decision making process and results. The report further reviled that shows that recruitment is practically as non-competitively and lacking transparency. For example, there was evidence of poor recruitment advertisement which covers only 42 percent of the cases that the reports were inspected. The report also shows that recruitment process takes longer long time in its implementation phase. For example, it took an average of 2.7 months to have an employment permit approved and 3.4 months between the time of the last interview and the employee's appointment.

Review from [30 – 34] shows that Tanzania's New Public Service Management is based on the Public Service Management and Employment policy of 1999 in which it's specific objectives are as follows:

- Right-size the public service to affordable levels, and as necessary to perform the core roles and functions of government;

- Increase public servants' skills and competence to levels required to manage and perform the roles and functions of Government;

- Ensure the availability of attributed competent skilled personal that are recruited and retained in Public Service employment;

- Enhance quality leadership of among those who occupy, or shall in future occupy in executive positions in the Public Service sector;

- Recognize, encourage and appropriately reward good performance and conduct, and penalize poor performance and unsatisfactory conduct among public servants;

- Inculcate high standards of integrity and professional ethics in public servants at every level;

- Enable different Public Service organisations to develop human resource management practices which are tailored to their individual circumstances, within a single, common framework of principles and standards;

- Encourage the Public Service sector management to facilitate and promote private sector development and community participation in the delivery of essential services;

- Encourage a greater interchange of employees between the public and private sectors; and

- Promote modern management practices in the public service, including emphasis in delegation and decentralisation in the delivery of public services.

VIII. PERFORMANCE OF THE MINISTRY RESPONSIBLE WITH IMPLEMENTATION OF RECRUITMENT PRACTICES IN ZANZIBAR PUBLIC SECTOR

Since after 2010 general election, President's Office, Justice, Legal Affairs, Good Governance and Public Service has mandated to undertake recruitment issues in Zanzibar Public Sector [35]. In this case, therefore the researcher felt the importance of analysing stakeholder's views and perceptions with respect to the performance of recruitment practices under President's Office, Justice, Legal Affairs, Good Governance and Public Service.

A small survey of 95 people has been undertaken and the general results were granted to good performance. Specifically, 71 respondents (75%) satisfied with the performance of ministry responsible with the implementation of recruitment practices while 17 respondents (18%) show moderate satisfaction. However, 7 respondents (7%) shows unsatisfactory tendency (see figure 1).
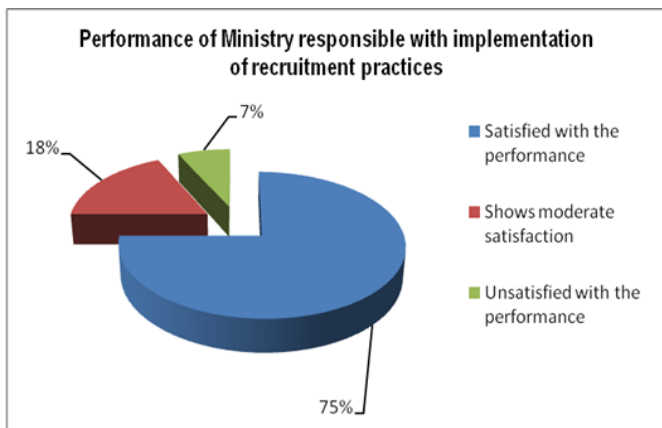

Fig. 1. Response on performance of institution concerned with implementaion of recruitment practices.

A. Reasons for Unsatisfactory Response

Although it is a minor value for unsatisfactory response of 7%, the researcher went further and looking for factors/causes/reasons that made their unsatisfaction. The following reasons have been mentioned as sources for stakeholder's unsatisfactory analysis with respect to the performance of ministry responsible with implementation of recruitment practices (see table 1).

TABLE I.   REASONS FOR UNSATISFACTORY RESPONSE

Mentioned factor for Unsatisfaction	Frequency	Percent
Poor stakeholders' involvement	2	29
Inadequate of material resources	2	29
Poor implementation of top leaders' commitment	1	14
Complexity of the Ministry's structure	1	14
Staff's Insensitivity	1	14
TOTAL	7	100

B. Justification for Satisfactory Performance

The external stakeholders had rated satisfactory performance in the context of overall responsibilities of Ministry concerned with implementation for recruitment practices since ministerial staffs are fairly worked or collaborated with them in different undertakings on one hand and service delivery on the other specifically by looking into how the Ministry doing its basic activities in implementing recruitment practices. By looking at performance through different reports produced by the Ministry (such reports included quarterly, bi-annual, and annual progress reports) it has been revealed that although there is impressive narration, the Ministry is still facing with problems including being unable to fully implement its annual budget because of insufficient allocated funds.

IX. CHALLENGES AND RECOMMENDATIONS

A. Lack of National Recruitment Policy

Different scholars are differently defining the term policy. Their definitions in one way or another agreed that in any policy there must be patterns in which actions should be undertaken regarding too instead of having ad-hoc decisions or directions [48 -51]. Unlike [52] who defines the term policy as the purposive courses of action taken by those in power in pursuit of certain goals or objectives. However, the researcher found that the ministry responsible with the implementation of recruitment practices in Zanzibar public sector does not have proper policy which guides her implementation processes and activities. This made the researcher to look further on reasons of such situation.

When asked about reasons of lacking recruitment policy at Ministry responsible with implementation of recruitment practices, executive offices replied that since its independence, Zanzibar lacks national recruitment policy however all recruitment practices are implementing under the government directives, directives from Public Service Commission and the requirements of Public Service Act No.2 of 2011 with its regulations commonly known as "Kanuni za Utumishi wa Umma za mwaka 2014 (Public Service Regulations of 2014)". They further revealed that in early 2000s there has been motion of developing national recruitment policy conversely in 2008 the move stopped due to fact the whole sector of public service starts to be reformed.

B. Theoretical and Empirical Challenges

Assessments of recruitment practices have been conducted by different scholars and researchers at different aspects. In his study titled "*Assessment on the Effectiveness of the Recruitment Process in the Public Service: A Case of the*

National Audit Office (NAO) Headquarters, India" [53] found that out of 496 recruitment advertisements published, 33.6 percent of public sector and 20.7 percent of private sector advertisements provided necessary information about job responsibilities, tasks and reporting relationships. He also found that, it took up to 33 percent of pending time for the whole financial year to the National Audit Office seeking for recruitment permit. The reason for such delay, as indicated, is the existence of the only one organ responsible with recruitment practices in general which is also responsible with processing and issuing the permits in the Public Service.

On his side [54] outlined that external and internal factors affect recruitment practices. He further address that in this affects, external factors influence nature of competition for human resource, legal factors, socio-cultural factors while internal factors influence organisational image, size of organisation, type of personnel to be recruited and recruitment past practices.

Besides, [7] identifies organisational objectives, human resource policies, governmental employment policy, preferred sources of recruitment, organisational recruitment needs, recruitment costs and financial implications, selection criteria and preferences as among factors affecting recruitment policy and practices.

However, in their studies [28,55-56] suggests that pitfalls experienced by departments regarding recruitment and selection will continue as long as there are no clear policies on monitoring and evaluation of recruitment and selection. Policies and procedures are critical for tracking the process and ensuring that problems can be identified and addressed timorously. This study also reveals that despite the availability of patent legislative requirements which concerned with recruitment, departments are unsuccessful in adhering recruitment practices effectively hence inadequately put them practically in their internal policies. Recruitment and selection are significant in guaranteeing the availability of competent and skilled personnel in the public service arena however flawed appointment processes can undermine the development goals as well as slow down the transformation process.

Also [57] argues that to achieve its full potential the Public Service must improve its ability to recruit and select staff more effectively. This means that both HR sections in departments and managers themselves must enhance their skills in performing this crucial function. A need exists to improve the HR capacity of managers so that they are able to maximise the human potential outsiders influence in their charge and thus get more positive results from their staff. Recruitment of the best qualified and competent candidates should at all times be the goal oriented and public sector concern.

In looking for empirical challenges, a small survey has been conducted with 95 respondents whereas the researcher asked about recruitment information, practices and challenges.

When asked about empirical challenges, majority of respondents (80%) mentioned difficulty in availability of recruitment information specifically concerning with advertisements for public sectors staffing while 15% of respondents mentioned biasness as is a solely challenge facing

implementation of recruitment practices in Zanzibar public service sector. However, 5% of respondents mentioned affiliating behaviour as another challenge that blockage proper implementation of recruitment practices (see figure 2) which they emphasized to occur when someone treated less favourably just because of a protective characteristic which including political beliefs, origins and social classes.
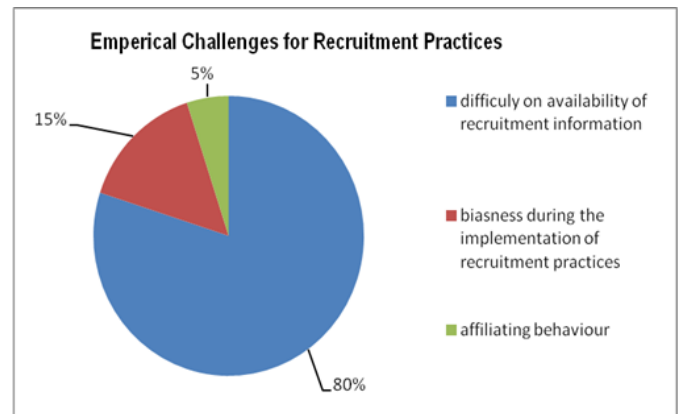

Fig. 2. Response challenges for recruitment practices.

During interview, respondents revealed that the tendency of government for having single source is really impediment proper implementation of recruitment practices in Zanzibar. They further urged that currently public sector recruitment information is advertised in two Government broadcasting institutions (Zanzibar Leo and ZBC Radio and Television which operating under Zanzibar Broadcasting) who operating in single premise under single management and outdated modes of operation. As results, many people are not convinced to follow their broadcasting programs hence they miss out the full information about the recruitment information and practices.

Besides, one respondent was quoted commenting about government regulations regarding with recruitment practices by articulate the statement that:

"*Zanzibar's individuals must be considered first for employment and training in any project executed by any operator or project promoter in Zanzibar*"

In his argument, he addresses the difference between what have been written governmental documents, what has always been directed and reality in the field by pointing out a vivid example on tourist sector. He further comment about Companies that operating in the Tourism sector especially hotels and restaurants that they are not practicing recruitment policy directives since majority of indigenous who has fundamental qualifications for holding different positions in this industries are expelled out and hence misses the opportunity of being employed in tourism industry.

Another respondent goes beyond and commented about biasness as another challenge for effective implementation of recruitment practices. He was quoted saying that "*despite the aim of nationalization on Recruitment practices, nationalization taken hence the practices becomes as a decoy for capital accumulation and that is why it remains on top of*

the agenda for the indigenous dominant classes. If the parents of the applicants were dominated higher rank/position in the public sector, then his or her son/daughter is in good position to be employed no matter how much the qualification he/she possess".

Document review shown that Zanzibar is one among the least developed countries in the world where its economy is struggling thus the perceived security of employment in the public sector becomes increasingly appealing to both those already working in the public sector and those who are looking for an employment. Public sector employers are enjoying a much larger pool of people to select from, but a downside has also emerged. The volume of applications for each role has been raised which cause high competition and challenge on the recruitment process to take place properly [58-60,35,10,30].

Additionally, that educational standard in Zanzibar has caused the peoples to fight for public sectors employment this cause the government to be fine-tuning, and some times over hauling their recruitment and selection procedures, conducting a variety of aptitude and psychometric tests during the selection process [58-60,35,10,30].

X. CONCLUSION

The aim of recruitment in the staffing process is to attract a pool of qualified applicants with the right qualifications to fill the vacant positions. These right and qualified people are then employed to work for an identified organisation.

Recruitment in the New Public Management approach should be oriented to address inefficiency, poor public service and earmark management reforms by downsizing and decentralization which involves reducing public service, decentralisation of financial budgets and contracting-out. Thus recruitment in New Public Management should be directed to get people in the public service that would bring efficiency and effectiveness and managers who are capable to bring about the expected results.

Apart from number of good initiatives taken by Government of Zanzibar in ensuring proper implementation of recruitment practices in Zanzibar public sector, the situation that the government was the main employer raised another concerns over the likelihood of recruitment being poorly practiced which could result into over employment as well as having poor employment practices which results to the employment of people with inappropriate qualifications due to nepotism or favouritism. If the situation remained un-rectified Zanzibar, being part of the United Republic of Tanzania, would be left further behind in development and would not be able to compete in regional and international competitive employment and development integrations.

In order to have fundamental and sound recruitment practices in public service arena, transparency and openness is inventible. All institutions which are responsible with implementation of recruitment practices whether by following rules, regulations or directives, they need to have best recruitment practices experience in the country since they are identified as role model under recruitment practical atmosphere

and public service as in concern. However, their failure might depict a bad picture of governance within the country.

Above all, recruitment policy is highly needed. It is not possible to have best recruitment practices without recruitment policy in place. It is the policy which definite course, provides general directives on the main lines of action to be followed or shows processes that should be pursued by government, institution, group or individual from among alternatives in the light of a given conditions to guide so as to determinate present and future decisions.

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