

An Over-view of Online Recruitment: The Case of Public and Private Sectors in Tanzania

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Abstract:

The online recruitment has been a motivating method for many Organizations around the globe for employees' recruitment. The purpose of this paper is to provide an overview of the online recruitment and selection system in the public and private sectors in Tanzania, by analyzing the general ICT situation, the current online recruitment methods, the challenges on effective operation on online recruitment, the steps taken by government to ensure the favorable environment on ICT sector and the recommendations for future research. According to different surveys as we will discuss later, Tanzania lacks adequate data on online recruitment. For this case, I will use the data about recruitment in general from the study done by Egbert et al, (2009), the available data on corporate websites and other researches related to the internet usage in Tanzania. The results depict that online recruitment is used by different companies in Tanzania though in low rate compared to other sources of recruitment.

Key words: recruitment, online recruitment, corporate websites, job boards and Internet

1. Introduction

Over the past one decade there has been a tremendous increase in the use of internet including online recruitment specifically the web technology to recruit, select and test the applicants. It has been taken as the modern instrument to get highly qualified and effective talented employees who will act as a ladder to achieve the Organizational goals. Cappelli, (2001) as cited by Lievens, (2003) argues that the use of the Internet for recruitment and testing has grown very rapidly in recent years. Organization has to make a plan for human resources by assessing the quality and quantity of the present labor force so as to achieve the organizations objectives. Also internet recruitment has been considered as the latest hiring tool (Sharma, 2011). The internet technology has enabled the job seekers and corporate websites to interact more easily as the job seekers can upload their resumes in the corporate websites so that recruiters can match their qualifications and the present job vacancies.

Online recruitment has been explained differently by different authors according to the context and content to be used. According to Galanaki, (2002) cited by Marr, (2007) defined the online recruitment as the action of advertising jobs through internet and the other sources of information about jobs online. Online recruitment is also known as e-recruitment, is the practice whereby the online technology is used particularly websites as a means of assessing, interviewing, and hiring personnel (Rouse, 2012).

Many companies advertise their jobs on corporate websites. iLogos Research, (2000) cited by (Haas et al, 2001) asserted that, a survey which involved Global 500 companies in 2000, about 79% recruit their employees through their websites. According to Fortune magazine, (2013) the Global 500 companies are the world biggest companies with high gross revenue. The survey conducted by Taleo, (2003) for the use of companies' website for recruitment show that in 1998 was 29% which rise to 94% in 2003. Besides using corporate web sites there is also on-line job boards. Job seekers post their resume in on-line job board to match their qualification with available post. The famous job boards encompasses of monster.com, hire.com, headhunter.net, HotJobs and career builder (Carl et al, 2001 and Noe et al, 2007).

An online recruitment has great potential to any organization as it's up to date recruiting method provides current information; open up geographical borders searching for talents and is time and cost saving (Pin et al, 2001; Ensher et al 2002; Sharma 2011 and Gopalia →). A newspaper may charge the company \$50-\$100 to print while jobs in the internet my cost as little as \$10 a piece (Dessler, 2000, p. 154). It has reduced the hiring cost from \$1383 for traditional system to 183\$ e-recruitment system (Lee, 2005 & Haas et al, 2001).

2. The ICT Situation in Tanzania

2.1. ICT Policy

According to African Development Indicators 2006, as cited by International Records Management Trust, (2007) the key component of Tanzania Public Service Reform Program was to promote and improve the e-governance and service delivery through aggrandizing the underlying frame work of ICT¹ so as to deliver the required

¹ ICT – Information and Communications Technology

services in new technology. The national ICT policy was approved by the cabinet in 2003 and developed by ministry of communications and transport [ibid].The general mission of ICT policy is to facilitate the economic growth, encouraging investments, social development and knowledge partake within and outside the country through ICT (National Information and Communications Technologies Policy, 2003).

Through this objective, the ICT was intended to reach the Tanzania society to transform them into knowledge based society by acquiring information about the country and the external world. The ICT system brought the great changes in information management and communication together with Human resources development in Tanzania. It has broadened the universal communication flow, enhanced easy learning and acquiring knowledge and sophisticates the way business is conducted (Kamuzora, 2006 and Sida, 2001).

Table 1: ICT Infrastructure Statistics 2008 – 2009

| Year | 2008 | 2009 |
|--|------------|------------|
| Number of voice mobile operators | 6 | 6 |
| Fixed line providers | 2 | 2 |
| Number of ISP/ data operators | 60 | 62 |
| Number of fixed Network Subscriptions | 123,809 | 179,849 |
| Number of Mobile Network Subscriptions | 13,006,793 | 14,723,175 |
| Teledensity (Penetrations) | 32% | 36% |

Source: Swart & Wachira (2010: 23) cited from Tanzania Communication Regulatory Authority.

Table 2: Key ICT statistical Indicators in Tanzania from Independence, At the Start of the Major Reform 1993 and 2002

| Indicators | 1961 | 1993 | 2002 |
|---|--------|---------|---------|
| Population (in millions) | 12.3 | 26.7 | 33.6 |
| Fixed line exchange capacity | 11,300 | 125,703 | 234,640 |
| Mobile operators | | 1 | 4 |
| Mobile subscribers | | 1,500 | 700,000 |
| Tele-density (line per 100 people) | 0.10 | 0.32 | 1.22 |
| Data communication operators | | | 16 |
| Internet service providers | | 1 | 23 |
| Internet subscribers (dialup accounts and wireless) | | 10 | 14,000 |
| Internet capacity (Total bandwidth Kbits) | | 64 | 44,000 |
| Television licenses | | 1 | 24 |
| Radio Broadcast licenses | 1 | 2 | 18 |

Source: National information and communications technologies policy (2003).

2.2. ICT Challenges

Besides, all efforts which have been made by Tanzania communication commission to provide licenses to more than 10 companies to provide web services including internet, but still the services are too expensive and unreliable. Most of the connections are in small dimension international links that connect to the global internet such as in country like America (Ministry of Communications and Transport, 2003). Additionally, Sife, (2013) asserted that Tanzania is suffering from ICT poor infrastructures, illiteracy in computer usage and unreliable electricity power supply. Computers and its hardware are imported from abroad. This situation caused high price in both computers and internet services which reduces the number of internet users.

2.3. Internet Accessibility

The internet system in Tanzania has brought the terrific changes in communication system. This is because Tanzania has been connected to the international fibre-optic cable (SEACOM) in Dar es Salaam July, 2009 (SubTel Forum, 2009), which contributed enormously in the internet development. These changes have been brought through the increase of the cellular phones usage and the increase in internet cafes especially in big cities like Dar es Salaam, Mwanza and Arusha. The main reason is that many telephone companies provide internet services to customers to enable them to access different internet services like internet banking(example, NMB mobile and CRDB mobile banking), utility bill pays(DAWASCO water bill payment, LUKU electricity bill payment), and connecting them with many people through social media. On the other hand the introduction of mobile data and 3G broadband services have extended the utilization of internet services national wide(Swarts & Wachira, 2010 and BuddeComm, 2013). By the mid of 2009, there were about more than 20 registered companies as internet provider and Internet services has been increased about 1.3%, accounted for 520,000 users(Behitsa & Diyamett, 2010).

From 2003 to 2009 the fixed line and mobile customers increased from about 1.5 million to 17million respectively accounting for 59%, and as of March 2013 the subscribers increased to 27 million, equals to 61% penetration who subscribed as users of mobile phones in the popular mobile service providers such as Airtel, Tigo, Vodacom, Zantel, Sasatel, Benson and TTCL (Behitsa & Diyamett 2010, TCRA, 2013 and Genuchten et al, 2012). This change was attributed more with the liberalization of Tanzania telecom sector after the establishment of Tanzania Communications Regulatory Authority (TCRA) as an independent entity in 2003 for regulating all communication industries including broadcast and postal which ultimately led to the lowering the dialing costs. Example for internet subscribers TTCL reduced the prices by 50% for the medium and small business (Behitsa & Diyamett, 2010). The following table shows the internet users from 2000 – 2011.

Table 3: Internet Usage and Population Growth

| YEAR | USER | POPULATION | PENETRATION % |
|------|-----------|------------|---------------|
| 2000 | 50,000 | 14,712,000 | 0.3% |
| 2002 | 500,000 | 13,874,610 | 3.6% |
| 2005 | 820,000 | 12,247,589 | 6.7% |
| 2009 | 520,000 | 41,048,532 | 1.3% |
| 2011 | 4,932,535 | 42,746620 | 11.5% |

Source: International Telecommunication Union (ITU): Usage and Population Statistics (2011)

3. Recruitment in Tanzania

Labor market in Tanzania has become of a paramount importance as the increase of the number of investors and the dynamic nature of human resource environment. According to UNCTD¹, (2013), Tanzania (FDI) in 2013 increases for 39% compared to 2012. This has led the human resources managers to focus on the best way to recruit their employees for job vacancies and to retain the existing ones in their organizations. Recruitment comes from the word 'recruit', means any activity which is conducted by an organization so as to identify and attract potential job candidates (Noe et al, 2007; Byars & Rue, 2004). In other words means searching and attracting a pool of qualified people to fill job vacancies in an organization.

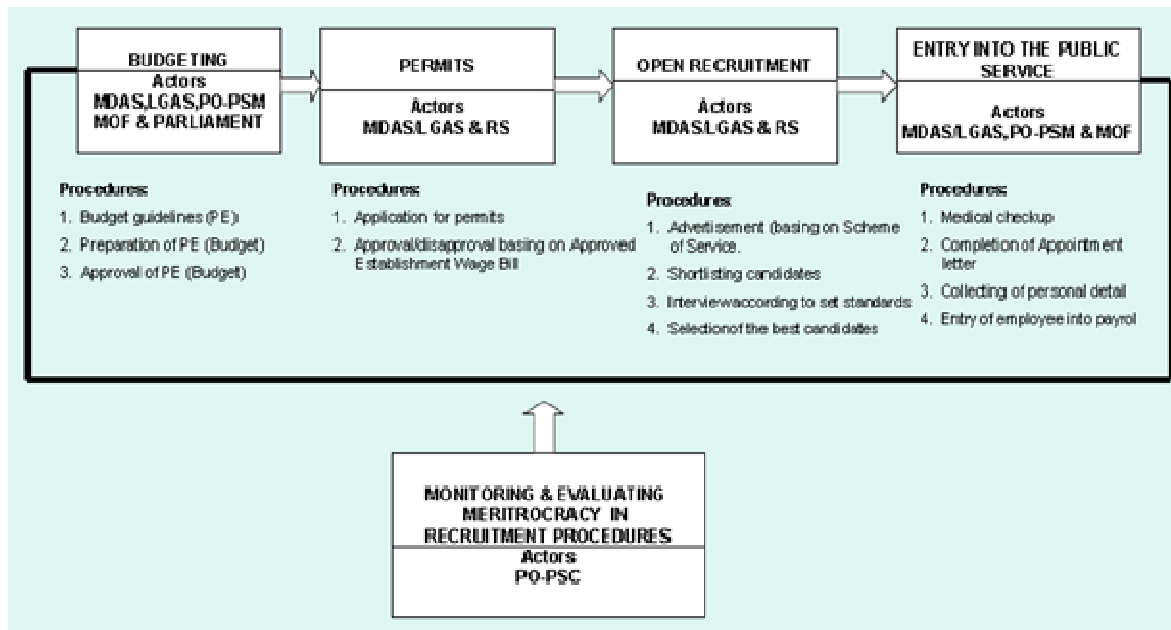
On the other hand, due to different organization culture and diversity, every organization may have different emphasis on recruitment issues. Noe et al, (2007) assert that, all companies have to make decisions in three areas of recruiting; personnel policies which incite on position to be filled , recruitment sources incites the kind of job reaches, and the characteristics and behavior of the recruiter aspire both applicant and vacancies. But the decision will be made by the characteristics of the job to be filled and that of the applicant.

In the past three decades, Tanzanian government had no clear and well defined policies administering the recruitment and selection procedures rather it was inherited from colonial era (President's Office Public Service Commission, 2009). Secondary school leavers and graduate from universities were recruited by direct employment through manpower allocation committee of the central establishment [ibid].

Under specific criteria and procedures for filling the vacant posts, up to the middle level employees was accredited to local government service commission, civil service commission and teachers' service commission. On the side of internal recruitment, this was done through promotion and transfers [ibid]. 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[ibid]. Figure 1, describe the function of National Actors in Recruitment and Selection as per Public Service Regulation 2003; Ministry, Department and Agencies (MDAs), President Office Public Service Management (PO-PSM), Local Government Authorities (LGAS), Ministry of Finance (MOF) and Regional Secretariat (RS).

¹ UNCTD - United Nations Conference on Trade Development

Figure 1: Recruitment Procedures as Per Public Service Regulation 2003



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

In figure 1 above the procedures to be followed were; Issuing guidelines on recruitment matters, conducting Human resource Compliance inspection and Receiving and handling complaints associated with recruitment and selection practices.

Currently, both formal and informal methods of recruitment have been utilized to get employees depending on the nature of organization. The recent survey of large companies portrays that the biggest number of the employees hired about one-third (1/3) came from referrals which is informal recruitment (Noe et al, 2009 p.158).

3.1. Internet Recruitment in Tanzania

Internet recruitment as we have discussed before is the method of using internet or web based technology for posting job vacancies, searching, attracting, interviewing and hiring qualified candidates from the pool of applicants. Internet recruitment is becoming more popular and useful in so many organizations because it is more efficient and effective in terms of time management and cost saving. It is among the external sources of recruitment (Noe et al, 2007, p. 157). To mention a few among others are direct applicants and referrals, newspapers and magazine, public and private employment agencies, colleges and universities.

Generally, there is very little research which has been conducted and published about recruitment in Tanzania and African in general (Egbert et al, 2009), and the present publications on recruitment are not discussing directly about online recruitment in Tanzania. In my observation the development of online recruitment in organization is still at low rate though internet services were available in Tanzania for more than one decade. Different efforts have been made by public and private institutions by launching the web based recruitment programs, but the response from the job seekers is quite low. Most of the institutions use both formal and informal method of recruitment though the informal method seems to attract many job seekers (Egbert et al 2009). The public sector in Tanzania has introduced the application of ICT in recruitment and selection process basing on online job advertisement (CLKnet, 2012). This will intensify the efficacy of recruiting process by amputating the cost and save time. Employers are bound to use formal recruitment regulation system when searching for employees (Egbert et al, 2009).

There are five approaches for online recruitment such as companies' web sites, job boards, e-recruiting, surreptitious approaches and relationship recruiting (Lievens, 2003). The most popular approaches in Tanzania are three, which are company's web sites, job boards and e-recruiting.

3.1.1 Companies Websites

Company's websites is the most popular approach for employees' recruitment in many organizations. In Tanzania many organizations and or institutions have websites which are also used for recruitment. Some of the companies may recruit themselves or outsource to other specialize recruitment companies. Many macro and microfinance institutions such as banks are very popular with website recruitment. Examples: Bank of Tanzania (BOT), CRDB Bank Limited, National Microfinance Bank (NMB) National Bank of commerce). In addition, some of commercial companies like Vodacom Tanzania, Zantel, Mohammed Enterprises Tanzania Limited (METL), Coca-Cola Tanzania, social institutions and Non Government Organization NGOs are also among other

institutions which employ recruitment methods through websites. These institutions and companies used to post the job vacancies in their website home pages searching for job seekers. Tanzania Public sector is centralized under one organ which is Tanzania Public Service Recruitment Secretariat responsible for advertising all jobs vacancies available in all government sectors like ministries (<http://www.ajira.go.tz>). In reference to Sida, (2001) the government has a website which withstands all ministries by providing them with updated information.

3.1.2. Job boards

Job board is another method of internet recruitment available in Tanzania. These are boards which often allocated in the recruitment agencies, universities or posted in the internet showing the list of jobs. In these boards the employers can submit the jobs and relevant information so that the job seekers match the available jobs with their qualifications. This is done by job seekers submitting their resumes for the employers to work on. Examples of the world famous boards are HotJobs, Monster and CareerBuilder which attract many job seekers (Noe, 2007). In Tanzania there are also varieties of popular job boards like Zoom Tanzania (zoomtanzania.com), Radar recruitment (radarrecruitment.com), Jobs Tanzania (jobstanzania.org), Tanzania Online Gateway (www.tzonline.org/dbjobs/jobsearch.asp) and PricewaterhouseCoopers (PWC). PricewaterhouseCoopers information board, in 2012 employed 31 graduates, recruited from various reputable universities in the country. These job boards for Tanzania display the list of the available jobs and the job seekers match them with their qualifications.

3.1.3. E-recruiting

The third method used for recruitment is e-recruiting. The recruiters goes online searching for candidates by using special jobs websites and special words like “flipping” (Lievens & Harris, 2003) when they inserts them into the search engine it brings up the varieties of contents needed by them like resumes, emails and the background of the employees from the companies websites. In Tanzania there are some recruitment agencies that deal with e-recruiting to get employees. Few of them are Business online (T) Limited (<http://sadbiz.com/countries/tanzania/index.htm>), Erolink (<http://www.erolink.co.tz/>), Deloitte & Touch (<http://jobs.deloitte.com/tz/dar-es-salaam-jobs>). Many of them in their pages instruct candidates to write their email address and their names so that they can start recruitment procedures. The study conducted in some Regions in Tanzania found that 30.7% of internet users in Morogoro Region (Sife, 2013) and 64% in Dar es Salaam (Nnafie, 2002) were searching for jobs.

3.1.4. The Use of Social Media

Another important and current source of recruitment adopted by organization and or companies is the use of social media especially LinkedIn, Twitter and Facebook, and viadeo. Social media is an online based communication system which allows people to interact widely and connect with others more easily (Nielsen company, 2010; Jobvite 2010 as cited by Nigel writer recruitment, 2011). Social media has become a commencing point for professional life rather than chatting and other circumstances. It has broadened the recruitment process by making it free and fair as well as clarifying the policies and practice across organizations. In Tanzania there is also an increase use of social media platform for different communicative purposes. This has been simpler due to the availability of internet services both for computer and mobile users provided by mobile communication companies. Social media such as Facebook, Tweeter, Jamii forums, LinkedIn and others are currently utilized by institutions, companies and/ or organization not only suitably advertise their visions to the societies but also searching for qualified candidates to fill job vacancies available. Example, CRDB Bank Tanzania use LinkedIn (<http://tz.linkedin.com/in/crdbbank>), Vodacom Facebook (www.facebook.com/VodacomJobs), Tigo on twitter (https://twitter.com/Tigo_TZ) and Airtel on LinkedIn (www.linkedin.com/company/airtel-tanzania). But for my knowledge there is no any published research paper to indicate to what extent does social media has contributed in online recruitment process.

However, beside the presence of the above method of recruitment the available few researches shows that the internet recruitment is still low compared to other sources of recruitment. According to Trulsson, (1997) and Egbert, (2001), in their researches which involved 26 and 76 business owner in Mwanza and Tanga region respectively as cited by Egbert et al, (2009) claimed that most of the interviewees when searching for employees confide mostly on friends because it is easy to find someone who is trusted and much known. Some companies in Tanzania use both formal and informal recruitment to recruit their employees, “The CRDB Bank recruit its personnel both from within the bank and from outside but it is only when the Bank fails to fill a vacancy internally that it initiates an external search” (CRDB Bank Tanzania human resource Department). Consider the following table about formal recruitment done in Mwanza,

Table 4: Formal Recruitment Results in Mwanza Region

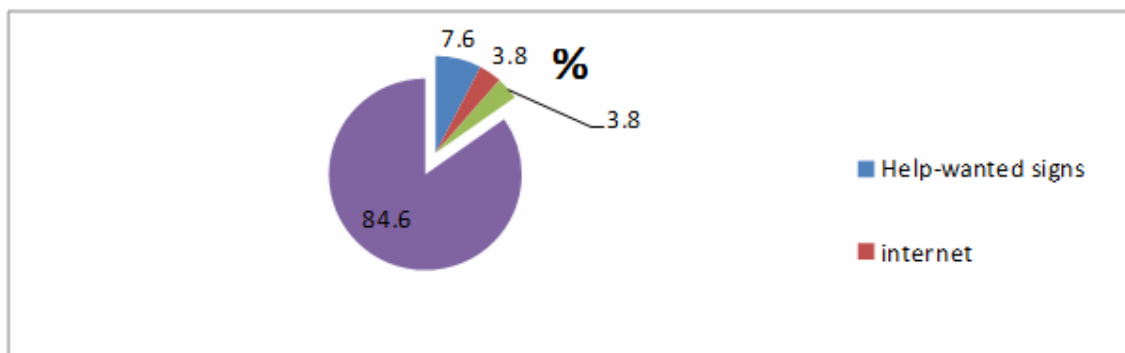
| METHOD | EMPLOYED CANDIDATES |
|---|---------------------|
| Internet | 1 |
| Employment agency | 1 |
| Advertisements on magazine and newspapers | 22 |
| Helped-wanted sing | 2 |
| Total | 26 |

Source: Egbert et al (2009).

The study which was conducted in Mwanza city in Tanzania by Egbert et al, (2009), affirm that companies widely use different ways in recruiting their employees. Formal methods like advertisements in newspapers and internet are mostly used to recruit high ranking and or highly qualified candidates and the informal method like walk-ins used to recruit the candidate in low position.

Generally, according to that study, online recruitment in Mwanza region is approximated at 4% compared to advertisements in magazines and newspapers which accounts for 84.6%.

Chart 1: Formal recruitment done in Mwanza City (Internet recruitment compared to other sources)¹.



This means that including among other factors, the internet recruitment in many organizations is not yet of great importance. Researches have to be done to examine the reasons for that situation and the way forward.

3.2. Challenges Facing Internet Recruitment in Tanzania

3.2.1. Lack of Enough Human Capital Workforces

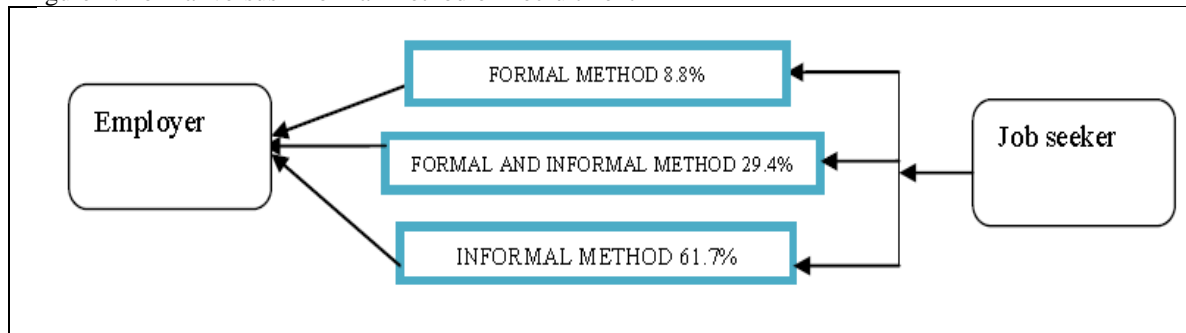
Human capital is among the production element which intended to increase the value by utilizing them effectively (Dae-Bong, 2009 & Weatherly, 2003). It contain unprecedented potentials in public administration as it place ICT into proper use (Tanzania Public Service Management, 2012; CLKnet, 2012). In Tanzania the ICT experts are not enough to accommodate the emerging problems in human resource sector (Behitsa & Diyamett, 2010). So when job seekers face the problems of poor web designs and complicated when accessing companies or organization websites, makes them desperate of seeking jobs. Pastore, (2000) as cited by Maurer & Liu, (2007), asserted that more than 20% of people who are searching for employment surrender employment opportunities due to website problems. The problem of IT expertise also exists in public sectors in Tanzania as after receiving many applications the short listing is done manually (President Office Public Service Commission, 2009).

3.2.2. Informal Recruitment

Another great challenge for internet recruitment is informal recruitment system which is featured by referrals from friends, business partner, current employees, referral from school and walk-ins. Many employers prefer this method because it is cheaper and faster compared to formal method. This argument is also supported by Roper (1988), Gorter, Nijkamp and Rietveld, (1996) as they were cited by Egbert et al, (2009).Based on the study which was conducted in Mwanza region, 20 companies (29.4 %) utilized both methods of recruitment, 42 (61.7 %) used informal method and only 6 companies used formal method (8.8%) include internet recruitment Egbert et al, (2009). Consider the following figure

¹ Chart 1 was made from the data drawn from Egbert et al (2009).

Figure 2: Formal versus Informal Method of Recruitment



3.2.3. Illiteracy in ICT Education

The ICT education is not taught to all schools in Tanzania, although it is already in pre-primary, primary schools and secondary school curriculum (Swart & Wachira, 2010). Many students finish their education without getting the basic knowledge of computer and internet usage. Beside, all government efforts to integrate the education system with ICT from primary level to higher learning Institution and Vocational training, Introduction of ICT Policy in Education 2006 to rehabilitate the ICT infrastructure in education system and also by launching ICT Policy for basic education 2007 but still many people have not yet benefited from this program [ibid]. Some of the students' learn it while they are at university level. So, for my observation when they find any technical problem it becomes tough for them to resolve it, and finally they hesitate to such for jobs. In reference to Sife, (2013) in Morogoro region in Tanzania found that 42.1% of people did not have basic knowledge on internet application. (See also Behitsa & Diyamett, 2010).

3.2.4. Operating Cost for Internet

People who are using their own computer or from cyber cafes pay for operating cost either prepaid or post paid. For those who are using personal computers they can subscribe to different internet providing companies like TTCL and Zantel and / or pay the bundle system through CDMA Network in mobile companies operated in Tanzania like Vodacom, Tigo, Airtel and Sasatel. To my cognition of the different telecommunication companies, the reliable internet bundle which is mostly used is between 3G and 4G. Sasatel company charges \$ 75 USD for individual require high speed internet 4GB data volume for three months (<http://www.sasatel.co.tz/products/data-bundles.html>), Tigo charge \$ 75 USD month Extreme for 30 days (<http://www.tigo.co.tz/node/130>) and Airtel \$ 50 USD provide 8GB for one month (<http://www.africa.airtel.com>). The mentioned cost for normal Tanzanian person who's GDP per Capita in 2011 excluding Zanzibar is \$ 526.0 USD is still high(United Nation, 2011). Many people do not have their own computers hence they use cyber cafés where surfing price is between \$ 1 USD and \$ 2 USD per hour. According to the World66, (2013), the highest rated internet cafés in Tanzania charges between \$ 1 USD to \$ 1.5USD per hour. These costs for most of the citizens are still a big burden, and it is very difficult for someone to trace jobs daily. In Morogoro Region 60% of internet users claimed for internet cost (Sife, 2013), (also see Carlsson & Pettersson, 2004, p.40; Sida, 2001; Swart & Wachira, 2010; Tanzania Public Service Management, 2012).

3.2.5 An Unreliable Internet and Low speed services

According to CLKnet, (2012) the preeminent factor that alters the use of ICT in employment procedures among others is the inaptness of infrastructure. Moreover, Sife, (2013) asserted that 41.9% of the respondents about internet services were complaining about connectivity. These make job seekers to spend much time searching for one website and sometime cannot allow them to upload their Curriculum Vitae. Therefore many of them missing a lot of job opportunities within and outside the country.

3.3. Measures Taken by the Government

3.3.1. Increase ICT Student Enrolment

The government increases the number of students in higher education institutions and colleges who are studying ICT in engineering and related field together with establishment of training centers so as to reduce the gape of the human resources in the field. For example, university enrolment in engineering, Science and ICT rose from 3,334 in 2001 to 6,404 in 2005(Behitsa & Diyamett, 2010). Additionally there was introduction of ICT policies for basic education in 2007 which include among other things the integration of ICT with education from pre-primary schools to teacher education centers. The recruitment of ICT experts is among the steps for the government to unveil the obstacle of its development in the country, therefore the ICT basic knowledge is one of the most important criteria for a person to be employed in public service (President Office, Public Service Commission, 2012)

3.3.2. Landing of the Marine Fibre Optic Cable (SEACOM)

The fulfillment of the National backbone project by landing of the marine fibre Optic Cable (SEACOM)by 2011

was among the greatest revolution in ICT programs in Tanzania (Behitsa \$ Diyamett 2010). Among its advantages was the expansion and availability of internet services across the country, increases of speed and reduction of running cost from the companies to the small users [ibid]. The TTCL reduced the price for small and medium customers including internet cafés for 50%, which enable them to buy 10 GB for \$200 [ibid]. Weighted average prepaid tariff for voice telecom without tax, On Net tariffs in 2005 was 219 while in 2012 is 89. And off Net tariffs in 2005 was 292 compared to 2012 which was 182 (TelCom Statistics Dec, 2012).

3.3.3. Liberalization of the Tanzania Telecommunication Regulatory Authority

The government liberalization of the Tanzania Telecommunication Regulatory Authority in 2003 as an independent entity for regulating all electronic communication industries, broadcasting and postal acted as a catalyst which started to boost the whole Information and Communication sector (Ministry of communications and Transport, 2003). It enhanced the open competition which at last benefits both the customers and the government as it lowers the costs of communication, increases the consumers' choices and opened up the channel for more investment in communication industry.

3.3.4. Removing Value Added Tax and Duty on Electronic Devices

The government allowed new market and services in telecommunication sector by reducing and or removing Value Added Tax and duty on electronic devices like computers and its peripherals in 1999 so as to facilitate and enhance more importation of ICT facilities so as to enable user to get it at a bargaining price (Kamuzora, 2006).

3.3.5. Establishment of the Public Service Recruitment Secretariat

Establishment of the Public Service Recruitment Secretariat as a government strategy to address the recruitment and selection challenges. Among other functions it is responsible for the recruitment and selection in all government sectors by advertising vacant posts through internet by using its website (<http://www.mot.go.tz>) and in magazines and newspapers like Daily News and The Guardian. It was established in accordance with section No. 29 (1) of the Public Service (Amendment) Act, No. 18 of 2007 (Public Service Recruitment Secretary, 2012).

3.4. Findings and the Way forward

3.4.1. Many Institutions, Organizations and Companies have Online Recruitment Programs.

These programs have been initiated in their websites but have not yet utilized well for intended purposes. Many of them use internet to clarify their mission and vision statements, advertisements, promoting bands and related marketing issues. Due to the global changes which track human resource departments and the increase of foreign investment in Tanzania, online recruitment is an important tool for hiring process as it saves time and cost. Therefore the corporate websites should not only be analyzed and evaluated through other companies' activities like corporate social responsibility but also how worth the online recruitment to the company as the potential thing many job seekers opt first in corporate website when searching for jobs.

3.4.2. Insufficient Knowledge on Online Recruitment

In Tanzania many companies and job seekers seems to be unaware about the value of internet recruitment. Different studies have portrayed the potency of internet recruitment especially as time and cost saving. Companies have variety of choices as the online recruitment open up the geographical borders and limitation to secure candidates. It becomes easy for the job seekers to load their personal work profiles in any part of the world to match the recruiters' qualifications. There is a need for the institution and companies to restructure their recruitment policies by not relying solely on informal method of recruitment but also open doors on internet recruitment as a modern recruitment method.

3.4.3. Lack of ICT Knowledge

Internet is playing the great role on community development as it provides an access to different search engines and allows interaction between the societies. For Tanzania this great opportunity is limited to specific people and places where ICT infrastructure is available. The internet is more accessed in town and cities leaving many places especially rural areas which contain more than half Tanzanian population with no access to internet. This makes many rural dwellers especially job hunters fails to get information for jobs. The government has to initiate different measure like establishment of community centers to make the rural people updated about development matters including employment in general. Also the government through its ICT policy has to put the practical measure to enforce and encourage telecommunication companies to extend their internet services to the rural areas for them to access different information.

3.4.4. High Cost for Internet

Internet use in Tanzania is still attributed to high cost beside the government effort to refurbish its infrastructure and landing of Internet Fibre Optic cable (SEACOM), the service has not reach the majority of Tanzanian. The current charging price for personal users which range between \$ 47 USD and \$ 75 USD per month, and the cyber internet cafés which range from \$1 USD and \$2 USD per hour is still high cost for many Tanzanian as per capita income. The government has to intervene to the arrangement of prices by considering the income of majority which will enhance many Tanzanian to benefit with the internet services by utilizing it for other development purposes.

4. Recommendation for Future Research

The outcomes of this paper have generated some important key issues to be researched so that the institutions, the communities and companies increase use of internet recruitment as the best solution for the present and the coming generation;

More research with large sample need to be done to examine the reasons why most of the companies in Tanzania prefer non online recruitment method in acquiring candidates while different studies have portrayed online recruitment benefits?

To find the real/actual number and percentage of the candidates who are recruited through online recruitment, their perceptions and opinions on the general process. If the percentage is high or low what are the reasons and the practical solutions.

A comprehensive analysis on contributions of corporate websites, Job boards and e-recruiting on online recruitment has to be made and the expectations for the coming years.

Online recruitment is more popular for time and costs saving. Therefore the study is needed to analyze and evaluate its potentials in terms of cost and time saving.

Last but not least is to evaluate the roles of social media in employees' recruitment in Tanzania as emerging platforms which puts varieties of societies together and which are highly usefully for transforming information.

5. Conclusion

The aim of this paper was to provide an overview of online recruitment in Tanzania by showing the current internet situation through the existence of different online recruitment methods such as corporate websites, Job boards and e- recruiting. Online recruitment has furnished the process of recruitment for Companies, Institutions and job seekers with plain, faster and reliable way to meet their expectations. It has provided the companies with qualified talents, saved time and unnecessary expenses. Also the job seekers have been able to interact well on corporate websites, Job boards and through internet by sending their resumes or uploading their profiles so as to fit the qualification needed by recruiters.

Online recruitment in Tanzania is still at a low rate compared to developed countries which is accompanied by higher running and user costs, slow connectivity, power interruption, lack of enough and reliable internet infrastructure all over the country and lack of adequate ICT skills for job seekers. Different corporate websites and job boards show that the online recruitment is done but the actual recruited figure is not indicated, when exactly it is taking place and how beneficial when recruiting for an institution or company.

More effort has to be made to refine the companies and or institutions to understand the benefits of using online recruitment in effectiveness and efficiency in recruitment processes. Due to the rapid changes in technology and the inflow of Foreign Direct Investment in Tanzania, the online recruitment is an immediate solution so as to cope with those changes. This situation calls upon for more practical ways and empirical researches on online recruitment in Tanzania to make the society grasp the online recruitment and their potential for employment.

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