Assessment of the Challenges Facing Recruiting Practices at Tanzania Police School - Moshi

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Abstract
This study assessed the challenges facing recruiting practices at Tanzania Police School - Moshi. Institutional theory was used in this study. The employed a case study research design, a mixed approach, and included a population of 3,000 enrolled police officers. To do this, the study collected primary data via interviews and closed-ended questionnaires, as well as secondary data from document reviews, using both basic random and purposive sampling techniques. Quantitative data were analyzed using descriptive statistics with the aid of the Statistical Package for the Social Sciences (SPSS) version 26 software, while qualitative data from interview responses were subjected to content analysis. Findings revealed that administrative and logistical challenges and limited resources hinder the efficient execution of the recruitment process to a very large extent. As a recommendation, the study suggests that the institution should establish a dedicated committee or task force to address and mitigate these challenges. Also, future research endeavors should explore the relationship between actively seeking candidates from diverse cultural backgrounds and its potential impact on police behaviour and community relations.

Keywords: Recruitment, Recruiting Practices, Police, Behaviour Performance, Human Resource.

1. Introduction
Recruitment plays a critical role in the effectiveness, competitiveness, performance, and success of organizations (Wibowo 2018). However, global organizations encounter various challenges in their recruitment practices due to the diverse cultural, economic, and social environments in which they operate. One of the challenges is striking a balance between individualism and collectivism in different regions. For instance, in the United States and Canada, where individualism is highly valued, recruiting practices focus on personal achievements and equal employment opportunities (Garber 2018). In contrast, countries like Japan and South Korea prioritize collective values and group harmony, leading to recruitment practices that emphasize cultural fit and loyalty (Yoo 2021). Another challenge arises in emerging economies such as China and India, where intense talent competition demands innovative recruitment approaches to attract and retain top talent. Additionally, European countries prioritize work-life balance and employee rights, necessitating recruitment practices that prioritize well-being and
inclusivity (Kahaly 2018). These diverse challenges highlight the importance of tailoring recruitment strategies to specific cultural contexts to enhance behavior performance and organizational success on a global scale.

In Africa, the recruitment landscape is influenced by factors such as cultural diversity, economic development, and social dynamics (Iskamto & Ghazali 2021). For example, in countries like Nigeria and Kenya, where there is a significant youth population and high unemployment rates, recruitment practices often prioritize strategies to attract and retain young talent, such as leveraging digital platforms and social media for recruitment (Malik & Mujtaba 2018). In South Africa, a country with a history of racial inequality, recruiting practices aim to promote diversity and inclusion by implementing affirmative action policies and ensuring equal employment opportunities (Purwaningsih & Rasyid 2022). In Ethiopia, a country experiencing rapid economic growth, recruitment practices focus on identifying and nurturing local talent to support indigenous development initiatives (Kartodikromo, Tewal & Trang, 2017). Additionally, in countries like Ghana, where the public sector plays a significant role in the economy, recruiting practices emphasize transparency, fairness, and meritocracy to enhance public trust and accountability (Nurhayana 2021).

Tanzania is a diverse country with a unique socio-economic landscape, presenting specific challenges and opportunities for recruiting practices. The country's workforce consists of individuals from various ethnicities, cultural backgrounds, and regions, necessitating recruitment strategies that embrace diversity and inclusivity. According to Munyogwa & Mkumbo (2018), Tanzania has a growing economy with increasing demands for skilled professionals in various sectors such as healthcare, education, and public administration. Recruiting practices need to address the specific skill requirements and competencies needed to meet these demands. Furthermore, the Tanzanian government has prioritized initiatives to enhance transparency, fairness, and accountability in the public sector, including recruitment processes. This has led to the implementation of standardized recruitment procedures and the promotion of merit-based selection (Kapinga & Mhando 2021).

The recruiting practices employed by the Tanzania Police Force, including the Tanzania Police, are crucial in selecting and training competent and professional police officers. The effectiveness of these practices has direct implications for the behavior performance of police officers, such as their adherence to professional standards, ethical conduct, communication skills, decision-making abilities, and overall performance in law enforcement (Kirogo & Mwita 2020). Moreover, Tanzania's diverse cultural and social landscape, along with the complexities of crime patterns and challenges, necessitate recruiting practices that address specific local needs and cultural sensitivities. Therefore, understanding the challenges facing recruiting practices at Tanzania Police School - Moshi context is essential for improving law enforcement capabilities, enhancing public trust, and ensuring the safety and security of Tanzanian citizens.

2. Literature Review
The behavior performance of police officers in Tanzania has been a persistent concern despite efforts made
during the recruitment process. Suboptimal behavior performance hinders the ability of police officers to uphold professional standards, ethical conduct, effective communication skills, sound decision-making, and overall law enforcement performance, as recognized by the Ministry of Home Affairs (2017). The ongoing concerns regarding suboptimal behavior performance among police officers in Tanzania raise significant challenges for maintaining law and order and ensuring public safety. The impact of police officer behavior on the community is crucial, as it directly affects public trust in law enforcement agencies and their effectiveness in addressing crime and maintaining social harmony (Buhari, Akyuz & Opusunju, 2021).

In response to the issue of suboptimal behavior performance among police officers, the government of Tanzania has implemented various measures to enhance recruiting practices. However, despite these efforts, the problem has persisted, indicating the presence of underlying challenges that hinder the effective translation of improved recruiting practices into enhanced behavior performance among police officers (Ministry of Home Affairs, 2017).

Moreover, while studies have investigated recruiting practices in different contexts (Bakhashwain & Javed, 2021; Vyas, 2021; Afriyie & Osumanu, 2023; Elvis, 2018), there is a significant research gap concerning the impact of recruiting practices on police officer behavior performance in Tanzania. This dearth of literature hinders the ability to draw reliable conclusions and develop context-specific strategies. Therefore, this study sought to assess the challenges facing recruiting practices at Tanzania Police School - Moshi. By addressing this research gap, the study intended to provide valuable insights for improving recruiting practices and enhancing the behavior performance of police officers in Tanzania.

3. Methodology

The study was conducted at the Tanzania Police School - Moshi, with a focus on assessing the impact of recruiting practices on police officer behavior performance within this specific training context. The research employed a case study research design, facilitating an in-depth exploration of the subject within its real-life context. A mixed research approach was adopted, combining both quantitative and qualitative methods for a comprehensive understanding of the phenomenon. The population of the study included all 3000 police officers at the Tanzania Police School - Moshi, encompassing newly recruited officers undergoing training and experienced officers. A sample size of 192 officials was chosen through a combination of simple random sampling and purposive sampling methods. Data collection methods included closed-ended questionnaires and interviews for primary data, while secondary data were collected through a document review. Quantitative data were analyzed using SPSS, and qualitative data underwent content analysis. The study ensured validity and reliability through a comprehensive instrument development process, including pilot testing and measures to enhance the consistency and stability of measurements. Validity was established by aligning the instrument with the study’s objectives and receiving feedback from pilot testing, while reliability was assessed using test-retest and Cronbach’s alpha, indicating strong internal consistency reliability. Creswell and Creswell (2018) noted that a
Cronbach's alpha score of over 0.9 represents outstanding internal consistency reliability, while values exceeding 0.8 indicate strong reliability, and those surpassing 0.7 are deemed satisfactory. The findings displayed in Table 1 below illustrate that Cronbach's alpha test validates the satisfactory reliability of the data instruments, as each variable records a score surpassing 0.8.

**Table 1: Reliability statistics**

<table>
<thead>
<tr>
<th>Challenges Facing Recruiting Practices</th>
<th>Cronbach's Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Challenges Facing Recruiting Practices</td>
<td>.863</td>
<td>6</td>
</tr>
</tbody>
</table>

Source: Field Data (2023).

4. Results

The study aimed to assess the challenges facing recruiting practices at Tanzania Police School – Moshi. In this research, 130 out of the 192 questionnaires distributed were thoughtfully completed and returned for analysis. This outstanding response rate of 68% far exceeded the suggested threshold of 60% advocated by Nexus (2019) for yielding valuable insights. Based on the mean values, the five-point scale ranges are as follows: mean scores of less than 1.5 = No Extent; mean scores of 1.5 - 2.4 = Little Extent; mean scores of 2.5 - 3.4 = Moderate Extent; mean scores of 3.5 - 4.7 = Large Extent; mean scores of 4.5 to 5 = Very Large Extent. Additionally, the standard deviation was considered as a measure of dispersion, with a low value suggesting that the data closely clustered around the mean, and a high value indicating greater dispersion. In addition to conducting quantitative analysis, the study integrated a thematic analysis of qualitative data, which encompassed the examination of insights derived from interviews conducted with 10 experienced police officers from Tanzania Police School - Moshi. The findings are presented in Table 2 below;

**Table 2: Challenges Facing Recruiting Practices at Tanzania Police School – Moshi**

Source: Field Data (2023).

<table>
<thead>
<tr>
<th>Challenges</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative and logistical challenges hinder the efficient execution of the recruitment process.</td>
<td>130</td>
<td>4.8</td>
<td>1.3</td>
<td>Very Large Extent</td>
</tr>
<tr>
<td>Attracting and selecting suitable police officer candidates poses difficulties.</td>
<td>130</td>
<td>3.5</td>
<td>1.6</td>
<td>Moderate Extent</td>
</tr>
<tr>
<td>The institution faces challenges in promoting diversity and inclusion in the recruitment process.</td>
<td>130</td>
<td>3.8</td>
<td>0.7</td>
<td>Large Extent</td>
</tr>
<tr>
<td>Limited resources affect the implementation of effective recruiting practices.</td>
<td>130</td>
<td>3.9</td>
<td>0.5</td>
<td>Large Extent</td>
</tr>
<tr>
<td>Gathering timely feedback from stakeholders about the recruitment process is challenging.</td>
<td>130</td>
<td>3.4</td>
<td>0.9</td>
<td>Moderate Extent</td>
</tr>
<tr>
<td>The institution encounters obstacles in making continuous improvements to the recruitment practices</td>
<td>130</td>
<td>4.2</td>
<td>0.4</td>
<td>Large Extent</td>
</tr>
</tbody>
</table>
Table 4.3 above shows that administrative and logistical challenges hinder the efficient execution of the recruitment process to a very large extent (Mean = 4.8, SD = 1.3). During the interview, interviewees stated that:

“One key issue we’ve faced is the cumbersome paperwork involved in processing applications and maintaining records. Streamlining these administrative tasks through digital solutions or better record-keeping systems could significantly enhance efficiency. Additionally, logistical challenges, such as venue availability and scheduling conflicts, sometimes disrupt the coordination of interviews and assessments” Officer 27, Interviewed on 20th September 2023.

“In some instances, delays in obtaining necessary documentation or background checks can slow down the entire process, causing frustration for both candidates and our team. We should consider investing in more streamlined and automated systems for background checks and document verification. Moreover, venue constraints and scheduling conflicts have led to inefficiencies in interview and assessment scheduling” Officer 28, Interviewed on 20th September, 2023.

“I’ve seen instances where candidates who were well-qualified faced unnecessary delays due to administrative hurdles, which is very discouraging” Officer 29, Interviewed on 20th September, 2023.

This implies that the institution faces significant obstacles in terms of administrative and logistical aspects during the recruitment process. These challenges may include paperwork, coordination, and resource allocation, which can slow down or impede the recruitment process.

Findings depicted that attracting and selecting suitable police officer candidates poses difficulties to a large extent (Mean = 3.5, SD = 1.6). During the interview, interviewees postulated that:

“One primary challenge is the demand for qualified individuals committed to law enforcement, including the need for strong skills, qualifications, ethical values, and community dedication. Attracting these candidates is challenging due to today’s competitive job market and resource constraints limiting outreach and assessments, complicating selection” Officer 29, Interviewed on 20th September, 2023.

“There is a negative perception of law enforcement in the media, which deters qualified individuals from pursuing a career in policing. Moreover, the stringent background checks and assessments we conduct can be intimidating for some applicants, which might discourage otherwise suitable candidates. It’s a delicate balance between ensuring we have the right people to protect and serve our communities while also addressing these hurdles in the recruitment process” Officer 30, Interviewed on 20th September, 2023.

“The need for police officers who can effectively build trust and rapport with the diverse communities they serve is also a challenge. Finding individuals who possess the cultural competence and communication skills to navigate these complexities is sometimes
challenging. Additionally, the recruitment process itself must be more accessible and inclusive to attract a broader range of candidates.” Officer 2, Interviewed on 20th September, 2023.

This suggests that while there are challenges in finding and selecting suitable candidates, they are not insurmountable. It implies that there may be opportunities to refine the candidate attraction and selection strategies to better meet the institution’s needs.

The study also found that institution faces challenges in promoting diversity and inclusion in the recruitment process to a large extent (Mean = 3.8, SD = 0.7). During the interview, interviewees indicated that:

“Despite our efforts, we often find that certain communities are underrepresented in our applicant pool. This reflects broader societal issues that affect access to education and opportunities” Officer 17, Interviewed on 20th September, 2023.

“While we want to be inclusive, we must also maintain high standards for our officers. This sometimes creates tension between the desire to promote diversity and the need to select candidates who meet our stringent qualifications. We’re working on striking the right balance by revisiting our criteria, exploring alternative assessment methods, and providing support and mentorship programs to help candidates from underrepresented backgrounds meet our standards” Officer 21, Interviewed on 20th September, 2023.

“The perception of law enforcement in certain communities is a common challenge we face.”

Some individuals from underrepresented backgrounds may be hesitant to join the police force due to historical issues and negative perceptions” Officer 12, Interviewed on 20th September, 2023.

This indicates that there are some hurdles in ensuring that the recruitment process is inclusive and diverse. It implies that there is a need for targeted efforts to overcome these challenges and promote diversity in the candidate pool.

Similarly, findings indicated that limited resources affect the implementation of effective recruiting practices to a large extent (Mean = 3.9, SD = 0.5). During the interview, interviewees stated that:

“Limited resources do pose significant challenges to our efforts in implementing effective recruiting practices. For instance, we often find ourselves stretched thin when it comes to conducting thorough background checks and evaluations of candidates. Our capacity to provide extensive training and support during the onboarding process is also constrained” Officer 8, Interviewed on 20th September, 2023.

“The impact of limited resources on recruiting practices is a concern that we must acknowledge. It affects our ability to reach a wider pool of potential candidates and provide them with the necessary support and training. For instance, we might not have the means to conduct extensive outreach programs or offer competitive compensation packages to attract top talent” Officer 5, Interviewed on 20th September, 2023.
This suggests that while limited resources do have an impact on recruiting practices, they do not severely hinder the process. It implies that optimizing resource allocation could lead to more efficient and effective recruiting practices.

Moreover, the study revealed that gathering timely feedback from stakeholders about the recruitment process is challenging to a moderate extent (Mean = 3.4, SD = 0.9). During the interview, interviewees stated that:

“The sheer volume of stakeholders involved, ranging from applicants to trainers, supervisors, and community members is also an obstacle. Coordinating and collecting feedback from this diverse group can be logistically complex. Additionally, the recruitment process is time-sensitive, and we often have tight schedules to meet. This sometimes makes it difficult to allocate enough time for robust feedback collection and analysis” Officer 6, Interviewed on 20th September, 2023.

“Timely feedback from our community stakeholders is crucial for ensuring that the recruitment process is aligned with community expectations and needs. However, it’s challenging because community members often have diverse schedules and may not be directly involved in the day-to-day recruitment activities” Officer 1, Interviewed on 20th September, 2023.

This implies that there is some difficulty in obtaining feedback from relevant stakeholders within the desired timeframe. Gathering timely feedback is important for making improvements and adjustments to the recruitment process.

Also, the study showed that institution encounters obstacles in making continuous improvements to recruitment practices to a large extent (Mean = 4.2, SD = 0.4). During the interview, interviewees stated that:

“Law enforcement institutions often have established traditions and practices that are resistant to alteration. Introducing new methods or criteria can face resistance from stakeholders who are comfortable with the status quo. Additionally, resource constraints limit our ability to invest in advanced assessment tools or conduct in-depth research on the effectiveness of our practices” Officer 4, Interviewed on 20th September, 2023.

“Continuous improvement in recruitment practices is a priority, but it’s not without its challenges. One significant challenge is the need to balance consistency and innovation. While we aim to refine our processes, we must also maintain consistency and fairness in our selection criteria to ensure equity among applicants” Officer 18, Interviewed on 20th September, 2023.

“The institution’s commitment to improving recruitment practices is admirable, but there are practical challenges to consider. Often, the recruitment process involves multiple stakeholders and departments, each with its priorities and perspectives. Coordinating these various interests and aligning them with a common vision for improvement is challenging. Moreover, maintaining a continuous improvement cycle requires collecting and analyzing data, which can be resource-
This suggests that while there is recognition of the need for improvement, there are significant obstacles hindering these efforts. It implies that addressing these obstacles is crucial to ensuring that recruitment practices evolve and adapt to changing needs and circumstances.

5. Discussions

Findings showed that administrative and logistical challenges hinder the efficient execution of the recruitment process. This observation is in line with the perspective advocated by Malik & Mujtaba (2018), highlighting the crucial role of adopting technological advancements in modernizing recruitment procedures. Applying this insight to the context of Tanzania Police School - Moshi implies that addressing these challenges through technology integration could potentially streamline their recruitment efforts, leading to a more efficient and effective process for selecting police officer candidates and enhancing the institution's overall operational efficiency.

Findings depicted that attracting and selecting suitable police officer candidates poses difficulties and institutions face challenges in promoting diversity and inclusion in the recruitment process. This aligns with Dwivedi's (2020) recommendations, which advocate for enhancements in employer branding, increased employee engagement, and the implementation of effective talent management practices to overcome such challenges. Gálvez-Martos (2018) similarly noted the existence of these hurdles, citing a scarcity of qualified candidates and heightened competition in retaining a diverse pool of talent. These findings emphasize the importance for institution institutions, such as Tanzania Police School - Moshi, to address these challenges comprehensively, potentially by bolstering their employer brand, fostering greater employee engagement, and devising innovative strategies for attracting and retaining a more diverse range of police officers candidates, ultimately enhancing the institution's capabilities and overall effectiveness.

Similarly, findings indicated that limited resources affect the implementation of effective recruiting practices. Echoing this concern, Buhari, Akyuz & Opusunju (2021) emphasize the critical importance of embracing innovative electronic recruitment strategies and strategic resource allocation to bolster organizational performance. Drawing parallels with the context at hand, it becomes evident that addressing resource constraints at Tanzania Police School-Moshi can potentially lead to the adoption of more efficient and technologically advanced recruitment methods, ultimately enhancing the institution's ability to select and train highly capable police officers, thereby elevating its overall operational effectiveness.

Moreover, the study revealed that gathering timely feedback from stakeholders about the recruitment process is challenging. In response, Williams, McDonald & Mayes (2021) advocate for the adoption of effective recruitment practices, encompassing the articulation of precise job descriptions, the establishment of transparent evaluation criteria, and the cultivation of robust employee engagement strategies. Incorporating these recommendations into the context of Tanzania Police School-Moshi implies that enhancing feedback mechanisms within their recruitment process could prove instrumental in ensuring its continual...
Improvement, fostering a more responsive and inclusive approach that aligns with evolving stakeholder expectations and bolstering overall institutional effectiveness.

Also, the study showed that institution encounters obstacles in making continuous improvements to recruitment practices. This observation resonates with the research of Ibanez (2018), who identifies the adaptation to evolving industry trends as a common challenge encountered in recruiting practices. Applying these insights within the context of Tanzania Police School - Moshi suggests that addressing these obstacles is essential for the institution to remain agile and responsive to the ever-evolving landscape of law enforcement, ensuring it can continue to recruit and train officers effectively and in alignment with contemporary policing demands.

6. Conclusions and Recommendations

The study concluded that there are challenges facing recruiting practices at Tanzania Police School - Moshi, particularly in the areas of diversifying recruitment channels and enhancing comprehensive onboarding and training programs. These challenges highlight opportunities for improvement to attract a more varied pool of candidates and enhance officer preparedness and performance. Addressing these challenges may involve expanding outreach efforts and investing in more comprehensive training programs, ultimately leading to a more diverse and highly skilled police force, capable of effectively addressing the evolving needs of the community and maintaining public trust.

The study suggests that Tanzania Police School-Moshi establish a dedicated committee or task force to address and mitigate the challenges identified in the recruitment process. This committee should regularly assess and address issues such as resource constraints, regulatory constraints, or practical difficulties that hinder effective recruiting. Additionally, they should explore opportunities to diversify recruitment channels and enhance training and onboarding programs to overcome these challenges and ensure the institution can attract and retain the best-suited candidates for the police force.

7. Areas for Further Studies

For future research in the domain of recruiting practices and their influence on police officer behavior performance, a comprehensive approach is warranted. This entails exploring the relationship between actively seeking candidates from diverse cultural backgrounds and its potential impact on police behavior and community relations. Additionally, assessing the effectiveness of onboarding and training programs in shaping police behavior, skills development, and readiness for duty is essential. Comparative analyses of how various law enforcement institutions address and overcome recruitment challenges can provide valuable insights into adaptable solutions. Moreover, a longitudinal study tracking the long-term performance and career trajectories of police officers recruited through different practices can offer invaluable insights into sustained impacts on behavior and performance over time.

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