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Best Recruitment and Selection Practices Among Tanzanian Commercial Banks

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Abstract: Employees are viewed as significant resources who may help an organization's operations in a variety of ways. To prevent "brain-drain" from the public to private sectors while preserving a healthy human capital. The purpose of this article is to investigate the best recruitment and selection practices across Tanzanian commercial banks. The study used a mixed research technique, which involves delivering questionnaires to respondents to obtain primary data and analysing secondary data. A case study for Tanzania Post Bank (TBP) is being undertaken to identify the elements that may influence the effectiveness of recruiting and selection procedures. The results suggest that Tanzania Post Bank's recruiting and selection methods were still ineffective due to a variety of difficulties such as nepotism, corruption, favouritism, gender, and procedural violations. The study recommends that Tanzania Postal Bank management allocate adequate funds for recruitment and selection; this will help Tanzania Postal Bank become more appealing in the job market by attracting a larger number of competent candidates applying for vacant positions; and provide training for its human resource officers and heads of departments in order to equip them with relevant skills and expertise for competency-based recruitment and selection processes.

Keywords: Recruitment; Selection; Practices; Commercial; Banks

JEL Classification: 015

1. Introduction

Human resources are an organization's most valuable asset. They evaluate an organization's performance, efficiency, and overall service quality. This is why numerous Human Resource Policies have been put in place to maintain and increase the organization's efficiency and performance (Hunkenschroer & Luetge, 2022). These rules must be based on a clear set of guiding principles, which may include recruiting and selection. A consistent recruiting and selection process would attract new employees while keeping the existing staff (Abbasi et al., 2022). Tanzania's government developed the Public Service Management and Employment Policy 2007 to address concerns about

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delayed and bureaucratic recruiting procedures. Other concerns were a lack of information technology skills and experience conducting open recruiting (Lee & Mao, 2023).

In general, based on the viewpoints presented above, human resource management is one of the most fundamental and significant departments in every firm, particularly in terms of managing, recruiting, and choosing employees. According to Mori et al. (2025), in human resources, we think that recruiting is the process of hiring a diverse variety of qualified individuals for positions.

Failure to comply with laws, rules, and processes led in the regulation of merit-based employment and selection. The policy's ultimate purpose was to combine ethics and best practices that would guide the development of Tanzania's public sector, including meritocratic principles. Selection also refers to Human Resource Management's technique for selecting competent and talented workers from a large pool of candidates (Ore & Sposato, 2022). Furthermore, according to Al-Hawary and Abdallah (2023), the kind and quality of a company's human resources decide whether or not it will have a competitive edge over its competitors.

Organisations utilise these methods to raise the chance of employing people with the necessary skills and talents to succeed in their professions. Selection is also the process by which Human Resource Management employs techniques to select qualified and capable employees from a large pool of applicants. Resource Management must ensure that all procedures are followed. As a result, the selection process varies from one business to the next, one job to the next, and one country to the next. Recruitment and selection methods are used to save excessive costs and save time by hiring talented applicants who will assist the firm achieve its objectives (Rathore, 2023). According to Alam (2022), the major purpose of the recruitment approach is to ensure that a sufficient number of quality individuals apply for available jobs in the firm. In contrast, the major purpose of selection activities is to identify the best applicants and persuade them to take a position inside the firm.

Companies that can find and hire skilled workers who are willing to step into their positions and are knowledgeable will be motivated to take risks and compete in their operational environments in a way that other companies that are constantly fighting to expand and retain their employees will not be able to do.

Tanzanian Postal Bank (TPB) and other financial institutions must ensure that proper recruiting and selection procedures are implemented to improve service delivery. This is because if the selecting process is not carried out properly, the organization will pay needless costs and lose time. Furthermore, employers are constantly being held accountable for negligent hiring by the courts; they will be able to capitalise on opportunities and deal with risks and competition in their operational environments in a way that other companies that are constantly fighting to expand and retain their employees will be unable to do by hiring workers with criminal records and having them work in companies as employees; this is known as negligent recruiting. As a result, the ineffectiveness of the recruiting and selection process becomes increasingly crucial (Hunkenschroer & Kriebitz, 2023). In certain organisations, once an employee is employed, he or she is expected to stay with the firm until the age of 60, assuming great behaviour and moral conduct. This means that effective recruiting and selection processes are required to attract a large number of individuals. Several studies contend that the efficacy of an organization's recruiting and selecting methods influences its survival (Chindengwike, 2025). According to circumstantial evidence, most Tanzanian organisations fall short in terms of effective recruiting and selecting methods. For example, the Human Resource Division can contact the candidate two days ahead of time to invite them to an interview. However, most research on Tanzanian recruitment and selection practice Chindengwike (2026), focused on business-related recruiting and selection activities. There has been no investigation into the hiring and selecting processes of financial companies like TPB Bank. As a result, it is useful to investigate the recruiting and selection methods of Tanzania's financial institutions.

However, preliminary investigations revealed that, in addition to government activities aimed at improving recruitment and selection procedures' effectiveness, transparency, and openness, and therefore obtaining well-qualified applicants, there are a lot of complaints from various persons over the process. Some are concerned that the process, from start to finish, is taking too long. Some of the complainant's express concerns regarding the quality of the interviews done. Other public workers claim that public agencies seek and choose new employees who know nothing about their field of work (Chindengwike, 2026). Despite this clear understanding of recruiting and selection methods, a number of complaints have been received from individuals from various public and commercial institutions, including bad design on job advertisements. Some of the flaws that have led to complaints include applicants' age limits, which are in violation of the Age Discrimination Regulations, 2006; unclear job descriptions and specifications; favouritism in selection based on ethnicity or nepotism; poor shortlisting; a poor interviewing schedule; and the use of a single interviewer. The objections, in some way, agree with Chindengwike (2025), finding that when only one interviewer is utilised, there is a higher risk of making a biased or superficial choice.

Furthermore, untrained interviewers are involved in the procedure, causing a rating difficulty. Interviewers with poor interview skills are more likely to ask questions that do not cover the necessary Knowledge, Skills, and Abilities (KSAs). Even in the public sector, the presence of lengthy and complicated recruiting procedures is a source of dissatisfaction. The question to ask is if human. Furthermore, the technique involves unskilled interviewers, which makes rating problematic. Interviewers with poor interview skills are more likely to offer questions that do not address the requisite Knowledge, Skills, and Abilities (KSAs). Even in the public sector, slow and difficult hiring processes are a cause of unhappiness. The question to ask is if they are human.

The study's goal was to uncover vulnerabilities in the recruiting and selection processes from start to finish, as well as to offer the best choices for finding qualified applications and job seekers. Nepotism and corruption dominate the whole recruiting and selection process. As a consequence, it was important to examine and review the overall effectiveness of the recruiting and selection procedures, as well as identify where things went wrong.

2. Literature Review

2.1. Theory of Recruitment

According to the hypothesis, the more effective the recruitment phase is, the less important the actual selecting technique becomes (Roberts, 1997). When a company decides to recruit to fill a vacancy, the first step is to perform a thorough work evaluation, which may have previously been completed as part of the human resource planning process, especially if recruiting is a common occurrence. Following a work review, the firm will have a greater grasp of the job's unique needs, as well as how the job fits into the wider organisational structure, and will be able to start the recruitment process to discover suitable individuals for the position. Smith's theory of criteria tries to inform financial institutions and other organisations about the importance of this procedure throughout the period of filling the vacancy for the new employee. According to Smith, a successful recruitment process makes the selection process less difficult since it draws a pool of high-quality prospects from which to choose the best. This theory may be used by TPB Bank to learn about and grasp the value of the recruiting process when filling vacancies. The idea holds that good employees in an organization are gained through good recruiting and selection criteria, and that employees become competent and sustainable over time if they are recruited through appropriate recruitment and selection methods.

This is the theory's weak point since the theory states that the more successful the recruitment stage is, the less important the actual selecting technique becomes. When a company decides to recruit to fill a vacancy, the first step is to perform a thorough job review. Employees are not obtained just via good recruiting; additional aspects such as management policy, employee motivation, recognition, and national policy must be considered.

2.2. Empirical Literature Review

This is the theory's weak point since the theory states that the more successful the recruitment stage is, the less important the actual selecting technique becomes. This is firsthand observation or experience, also known as empirical proof, which may be analysed statistically or qualitatively. The empirical literature review that guided this study is presented below. Furthermore, according to Chindengwike (2024), his findings emphasise the need of a successful organisational recruiting system, which involves hiring employees based on their qualifications and skills in the sector of employment. The introduction of SAP in the 1980s resulted in downsizing (a reduction in the number of employees in businesses) in most industrialised nations.

An organization had been too productive for the number of employees they hired. The majority of human resource issues (poor results, resignation) begin when the recruiting process is performed incorrectly as a result of incorrect procedures. According to the Rathos (2025), people are the lifeblood of any organization and agents of change in Financial institutions. The knowledge, values, and attitudes of employees are at the heart of state performance; hence I think effective recruitment and selection will help to bring development in a state if well-practiced. A study conducted by Rathos (2025), on preferences in recruitment and selection in a sample of Australian organisations revealed that managers, recruiters, and migrants preferred face-to-face interviews (65.9% and 66.7%, respectively). Written applications and recruitment agencies were the most common selection methods. Interviews and written applications are the two most common selection procedures in Australia, according to reports from other nations.

In addition to these studies on recruiting, Mujtaba and Mahapatra (2024), in South Africa discovered that organisations must build skills that would allow them to fulfil the expanding and changing needs of the workplace. According to a research performed by Mujtaba and Mahapatra (2024), on recruiting and selection methods, the majority of organisations make extensive use of applications. They employ 89 percent manual resumes (80 percent) and 75 percent reference reviews in their screening processes. Many organisations (97%) utilise behavior-based interviews in some way when hiring new employees, and almost half (49%) plan to use them more frequently in the future.

Different research in China on recruiting procedures have focused on the theoretical level of the recruitment system. Mujtaba and Mahapatra (2024), conducted an in-depth system study and recommended that real workplace behaviour be studied theoretically, and that the human resources department be able to prevent dangers encountered during the recruiting process. Furthermore, the author said that the recruitment and selection process should be successful when carried out, while ensuring that a theoretical method is put into reality in order to achieve a win-win scenario during recruiting. Roshanaei (2024), contends that led recruiting is a company development approach based on job openings. The author focuses on building a plan to fill gaps by discovering suitable roles, which involves taking key actions during recruiting, such as screening and hiring potential personnel. Roshanaei (2024), recommended that the human resources department work with other departments to ensure that recruiting is done properly. In this situation, the author considered recruiting as a virtuous loop that requires feedback throughout time rather than simply on the surface. According to Stoner et al. (2023), a successful recruitment requires the firm to be able to execute recruiting in accordance with the job description and competency model. China views recruiting as practical, emphasising the importance of both quantity and quality of service to clients. The labour market has grown in importance as the number of investors has increased and Tanzania's human resource system has become more competitive. It has climbed by 39% during 2012, according to Stoner et al. (2023), as a result, human resource managers are focusing on the best strategies to acquire new employees and retain existing ones in their organisations. The word "recruitment" refers to any action taken by a corporation to discover and retain new employment candidates (Dianti, 2022). In other words, it is the process of establishing and recruiting a pool of qualified applicants to fill employment positions in a firm.

2.2.1. Steps of Recruitment Process.

The recruiting campaign is designed to generate a big number of applications, so that as long as the number of applicants is high, a firm will have more opportunities to select the best candidate (Bobek et al., 2022). The recruiting process is divided into five stages, all of which are interconnected:

Figure 1. Represent steps of recruitment process source

2.3. Selection Process

According to Syafaruddin (2024), the selection process is the process of identifying and shortlisting qualified individuals with the necessary credentials and skill set to fill open positions in a firm. The selection procedure varies by industry, business, and even division within the same firm. According to Syafaruddin (2024), "the process of choosing the best candidate for a current or future position from a pool of candidates, either from within or outside the organization, is known as selection." While Yoder (1942) stated, "Selection is the procedure by which job searchers are separated into groups that will be given job and those who will not."

According to Chindengwike, (2025), "the selection process is a managerial decision-making process that determines which job applicants will succeed if employed," while Chindengwike (2026) "selection is the mechanism in which an enterprise selects the candidates who best meet the requirements for the available positions." Many managers face one of the most difficult and critical management decisions of their careers: employee selection. This approach entails making a choice based on the applicant's fit with the company. The following are the selecting methods to be followed.

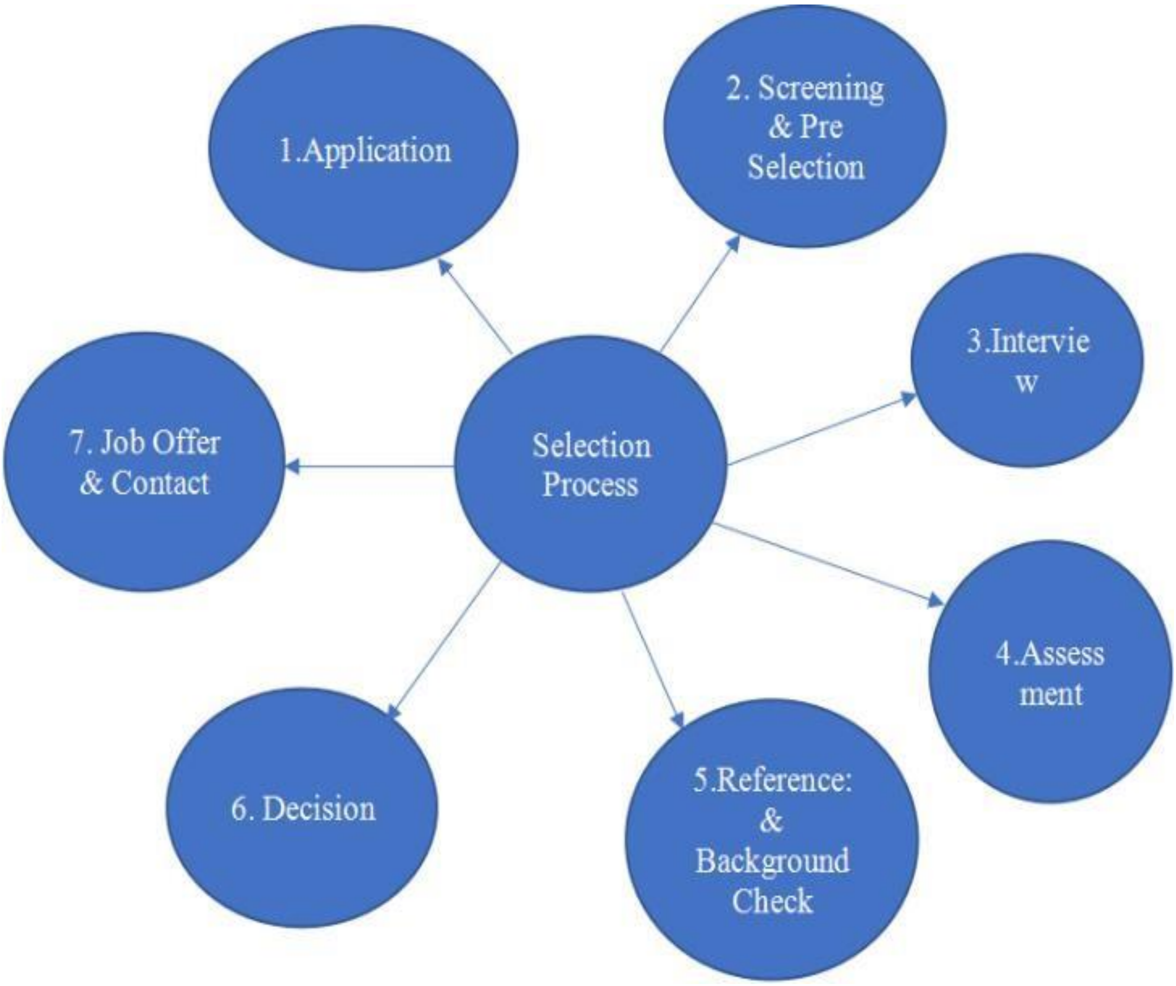

Figure 2. Represent selection procedures

Conceptual Framework

A research context displays the structure of the research plan and supports in the development of key research questions. This structure is made up of the study subject's major concepts as well as the assumptions about their connections. Furthermore, the structural framework illustrates the interaction between variables, which include dependent and independent variables (Chindengwike, 2025). The research on the efficacy of the recruiting and selection process consisted of one independent variable and three dependent variables. The dependent variables in this study were recruiting techniques, selection procedures, and recruitment sources.

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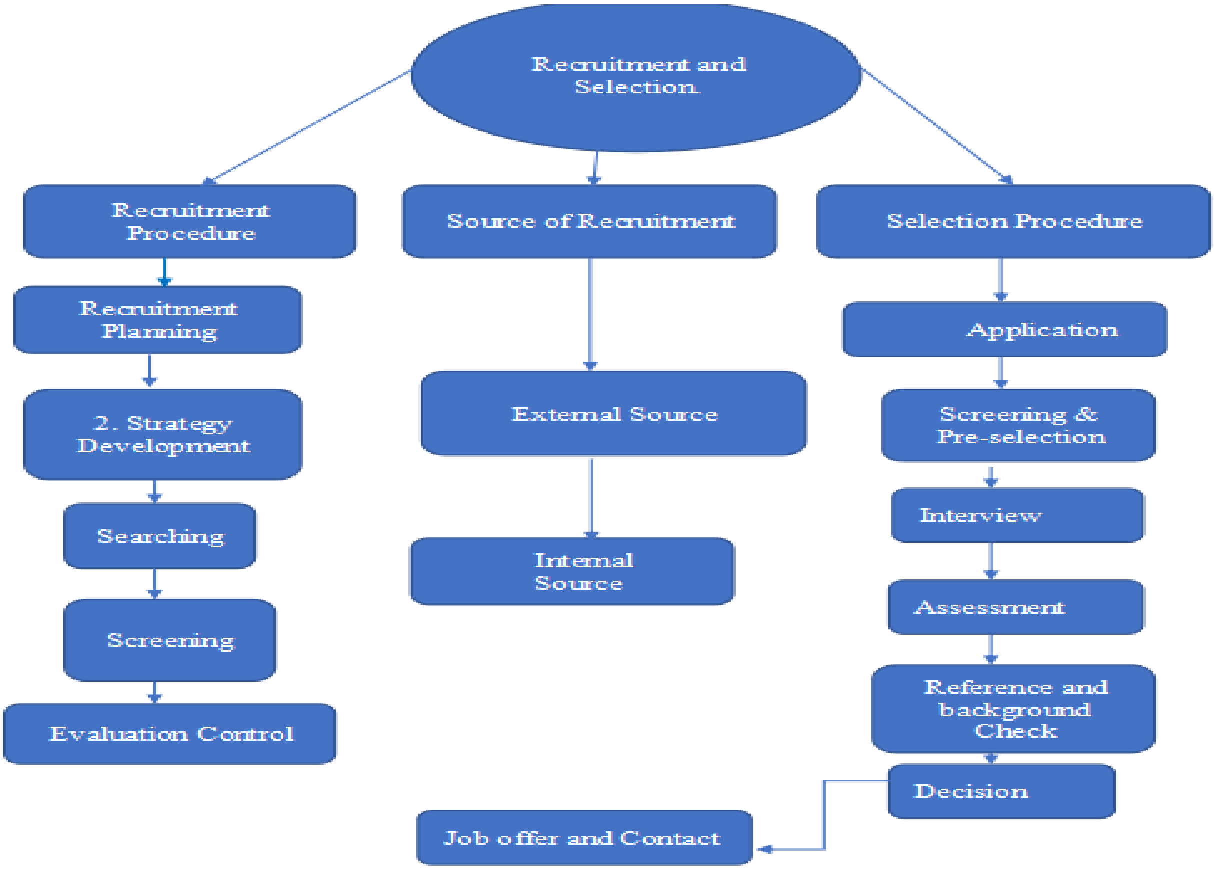

Figure 3. Conceptual framework

3. Research Methodology

The research focused on the Human Resources, Accounting, and Finance departments, Procurement, Planning, and Employee Registration departments, which totalled 70 individuals. The data was collected using a mixed-methods approach, which necessitated the use of both qualitative and quantitative data processing techniques. The study used a cross-sectional research design. Because data collecting was done one at a time and much of the design was done for university courses with time limitations, the reason for the choice was determined by the nature of the topic under consideration. The data utilised to analyse this study was acquired from both primary and secondary sources. The data were collected using a mixed-methods approach, which necessitated the use of both qualitative and quantitative data processing techniques.

According to Chindengwike (2026), TPB-Bank employees are expected to number 1,000 in total. The sample size for 1,000 thousand workers is 100. From following computations.

$Actual\ Sample\ size = Sample\ Size\ /\ percentage\ of\ response\ rate$

$= 70\ /\ 70\%$

$= 1{,}000\ estimated\ population$

$\mathbf{100\ of\ the\ 70\ questionnaires\ are\ distributed\ through\ Google\ Forms}$.

Table 1. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.688=68.8%
Bartlett's Test of Sphericity	Approx. Chi-Square df Sig.	58.596 10 .000

Source: Field data (2026)

4. Results and Discussion

4.1. Demographic Information/ Respondents Characteristics

Sex of Respondents	**Frequency**	**Percent**
Male	55	79
Female	15	21
Total	70	100.0
Age of Respondents		
18-24 years	1	1.9
25-34 years	44	61.5
35- 44 years	24	34.6
45-54 years	1	1.9
Total	**70**	100
Work Experience		
Diploma	10	14.3
Undergraduate	30	42.0
Masters holder	25	35.7
PhD level	5	8.0
Total	**70**	**100**

Source: Field data (2026)

4.2. Assessment of Sources of Recruitment Applied and Their Effectiveness at TPB Bank

The researcher conducted a study to better understand the recruiting sources used and how effective they are at attracting applicants, with the goal of demonstrating transparency and knowledge to the public. Here are the findings that the researcher saw or uncovered.

Based on section 4.4.1 above (Source of Recruitment employed in TPB Bank), the findings revealed that the techniques or procedures used by TPB Bank to invite applicants are those allowed by the human resource department, with a focus on the qualifications required. The investigation revealed that 70% of respondents acknowledged that, TPB Bank uses her website to advertise the job vacancies, 3% said that, frequently the job opportunities of TPB Bank they see in the government newspaper, 2% mentioned only e-recruitment, while 25% of respondents confirmed that, TPB bank use website for external advertisement, newspaper and TPB intranet for internal, also they mentioned headhunting and outsourcing, however, headhunting and outsourcing is used when TPB bank decides to satiate high-level posts in an organization. As a result, TPB Bank is using both internal and external recruitment sources, as suggested by the responder above.

Advertisement Steps

According to TPB Bank documentary review and respondent's suggestion in this research investigation, they confirmed that more than 75% of the bank uses her website and government Guzzetti to announce the different job opportunities, the main aim is just to inform the public that, there were new vacancies in the organization. During this investigation, we are observed that the requirement of each post announced and instructions on how to apply the post were found on their website of bank. The participant (respondents) of this study confirmed that 81% of both internal and external advertisements released by TPB Bank through its website were self-explanatory. Job content: a realistic explanation of working conditions, especially if they are unusual; job location; compensation includes fringe benefits; job requirements (for example, level of education and experience required); and to whom the applications were addressed were all included.

4.3. Assessment on Selection Procedure

Based on the research objective, the goal of the study was to assess the effectiveness of the recruitment and selection process in public financial institutions by verifying how it is done and to what extent it is evenhanded, as well as to analyse a number of steps and techniques used in the selection process. Several questions were asked to meet the researcher's desire for knowledge on the subject.

According to the data, 86 percent of respondents believe that the first phase in the selection process is to prepare for the interview process, which involves setting criteria. The requirements development process includes deciding which information sources to utilise during the interview and how to rank those sources. The position analysis and job requirements should be directly related to the criterion.

Certain features of the TPB bank's work analysis and employment requirements might be used as criteria. Include personality and cultural compatibility, since they will be addressed during the specification creation process. This generally requires debating which skills, abilities, and personality attributes are required for professional success. The HR manager or manager must be fair in selecting candidates to interview by creating criteria before examining any résumés. Certain organisations require a biographical information sheet or an application. Most of them are done online, and they include information about the candidate's history, education, and previous job experience.

4.3.1. Selection Techniques Involved

The research discovered that in TPB bank, oral interviews were the only method or methodology used to conduct and continue the selection process. It was also observed that when there are a small number of candidates, written interviews or both, as well as professional examinations, are used for individuals who operate on a contract basis.

If the applicants were many compared to the number of vacancies advertised, TPB Bank outsources the process of selection to a recruitment consultant. The consultant screened the applicants through both written and oral interviews and then submitted the clear list to TPB Bank selection committee which sat again to test the quality of the selected candidates. The study revealed that at TPB bank, oral interviews were the only approach or methodology employed to conduct and continue the selection process. It was also discovered that when there are a limited number of candidates, written interviews or both, as well as professional tests, are employed for contract employees.

Furthermore, the study discovered that the TPB bank selection team or committee, which was subject to change every five years, included some Human Resource department staff, particularly those in the recruitment section, directors, senior officials, and department heads for a specific post, in order to avoid biases. Before conducting the interview, the panel was given a brief briefing to remind them of the protocols.

According to the study's findings, a large proportion of workers employed between 2018 and 2020 had a combination of oral and written interviews as part of the screening process.

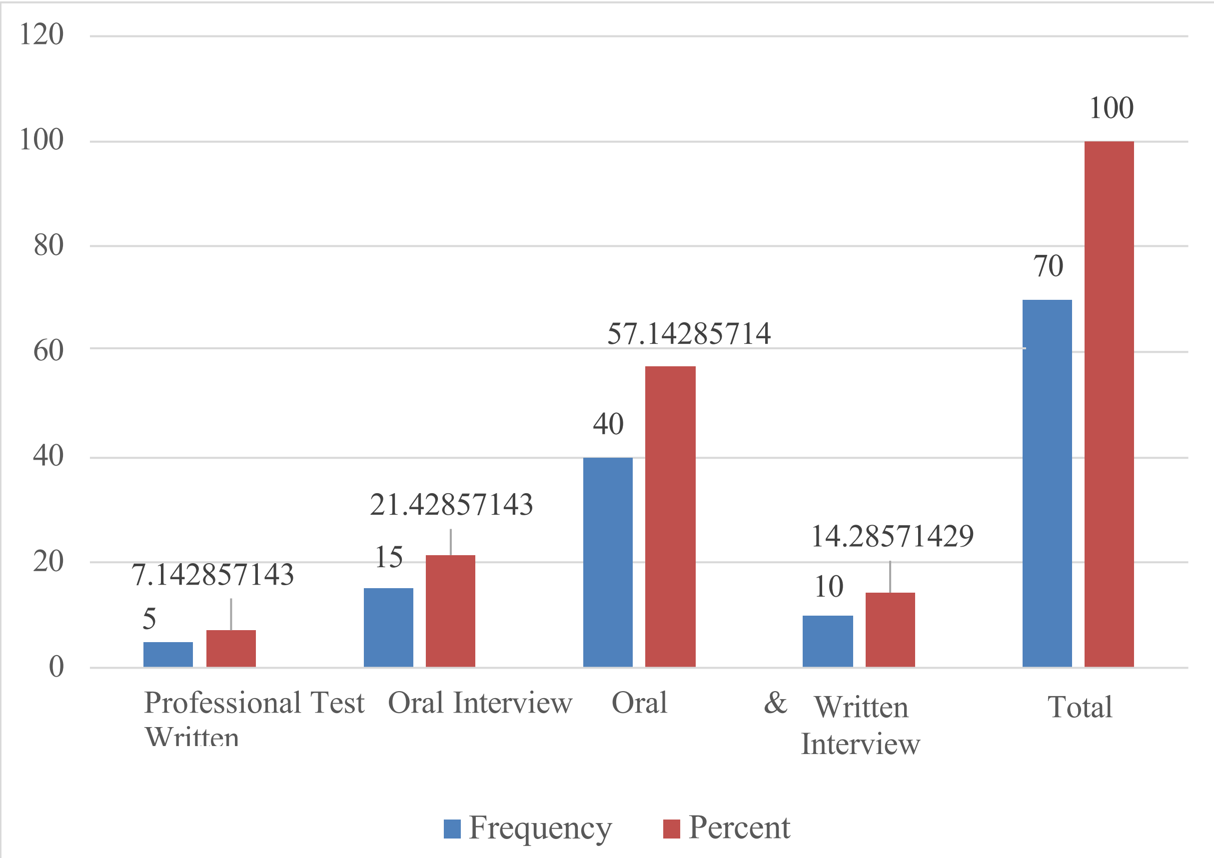

Figure 4. Indicate the type of interview the Conductor or selectees underwent

The findings revealed that 57% of respondents in this study confirmed that TPB Bank, for the most part, still used oral and written interviews with job seekers, whereas only 21% of respondents in this study stated that some of the vacancies advertised by TPB Bank were interviewed solely through oral interviews. A study conducted by Chindengwike (2018), confirmed that the oral interview was often utilised since it was straightforward, cost-effective, and provided a true image of the individual in terms of physical expression, competency, as well as behavioural expression, were at ease throughout the interview, whereas a research by Chindengwike (2026) confirmed that the written interview was frequent since it provided a true image of a person's competency in writing and reading.

Approximately fifteen percent (14%) of respondents were unsure why oral and written interviews were regularly utilised. However, it was observed that 5 (7%) out of 10 (14%) of respondents who had previously been interviewed were dissatisfied with their interview. Their unhappiness stemmed from the fact that both oral and written interviews lacked the interviewers' earnestness, and the interview questions were extremely difficult and outside of their field of expertise.

The interviewer acknowledged that during an interview session, each panel member was expected to mark every question asked of each candidate. The ratings from each member were then added together to calculate the overall scores for each candidate. The final score was determined by calculating the percentage for each contender. Scores were then graded from highest to lowest. 50% or above was required to pass. Candidates for the positions were chosen based on their performance, which was determined by the number of open vacancies. The successful candidates were subsequently contacted via phone and email. Of the 20 (100%) interviewees, around 3 (15%) complained that, despite the fact that the selection was based on pass mark, unqualified individuals were picked. This was due to corruption, specifically bribery, favouritism, and nepotism. The data indicated that the recruiting and selection techniques utilised at TPB bank were ineffective.

The flaw was not caused by ignorance or a failure to follow the protocol, but by a faulty system. The recruiting and selection procedures were intentionally manipulated in order to safeguard the interests of a few Bank executives who employed their relatives regardless of their qualifications.

4.3.2. Effectiveness of Selection Procedure at TPB-Bank

The researcher discovered that 14% of the respondents generally had a positive perception or attitude about the procedure they went through while 86% of respondents asked had a negative attitude towards the procedure. This implies that to some extent there is un fairness in the selection exercise however there some modification which must be done to improve the quality of the process.

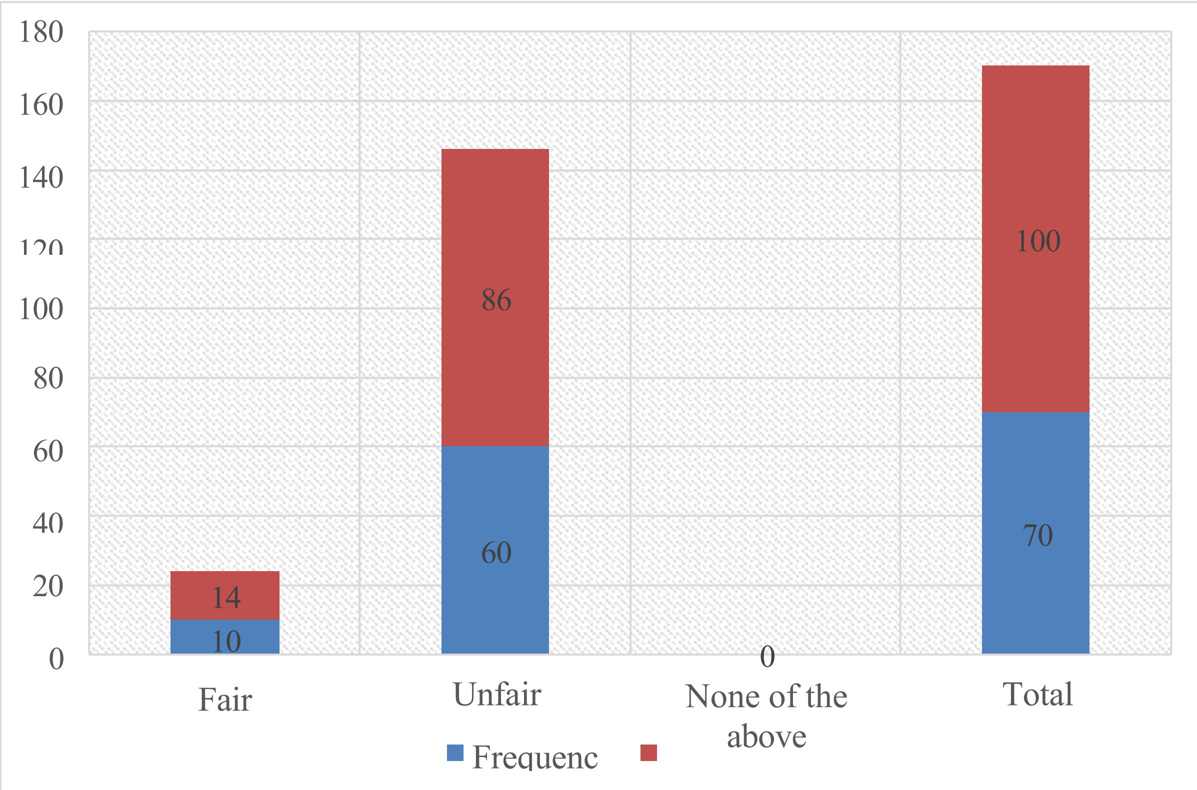

Figure 5. Indicate the effectiveness of selection procedure in TBP-bank

Figure 5 above depicts the results of the efficacy of selection criteria in TPB-bank, with 10 (14%) of respondents stating that there is a fair selection of applicants and they are happy. While 60 (86%) of the participants felt that the selection procedure was unfair owing to nepotism and favouritism.

Furthermore, the processes and laws governing the recruiting process at TPB-Bank are only those specified or governed by the TPB personnel regulations of 1990. The researcher was given various questions to determine the procedures involved in the recruiting process and how vacancies are created.

4.3.3. Steps Followed in Recruitment

Some employees and department heads in human resource management were given conceptual or structured research questionnaires, with the primary goal of determining if the organization's recruiting method is followed. During the data collection period, 31% of respondents mentioned all of the steps involved in the selection process, including a preliminary interview, an application blank, a selection test, a selection interview, a medical examination, a reference check, and final approval, three of which came from the Human Resources Department.

Almost 25% listed four steps: preliminary interview, interview, medical examination, and final approval. However, just 31% identified only three steps: initial screening, interview, and final clearance. Finally, 13% of respondents mentioned planning, ads, shortlisting, invitations to interviews, recruitment consultant procurement, appointment approval, regrets, HESLB, and quality management system reports. However, 88% out of 70 respondents did not identify the planning stage of identifying gaps within departments and attraction of candidates as part of the recruitment process, they ignore it and claim that they do not participate in the process at all.

It was noticed that all selectees clearly articulated the processes and steps that should be followed, but a greater percentage of them skipped some phases owing to ignorance of the process, with the exception of a few others who mentioned the missing steps in their chat, which accounted for just 2% of the total replies. This indicates an issue with awareness of the process.

4.3.4. Establishment of the Vacancies

The inquiry tries to determine how vacancies are created at TPB-Bank, as well as the time required to complete that process. Basically, this topic was answered by a documented study of TPB-Bank recruiting records from 2011 and 2013. The vacancies at TPB are established quarterly in a year by identifying the jobs that need to be filled with reference to the necessity and the importance of the vacant post. The gaps are identified by the heads of departments and filled out on staff requisition forms, which are then presented to the Human Resources department, where the Director of Human Resources issues a permission based on the budget. This procedure takes about two months, depending on how quickly the head of departments responds and the number of openings to be recognised.

Receiving of Applications, Short Listing, and Inviting Candidates to an Interview

TPB Bank is receiving more applications than it can handle due to the enormous number of people entering the employment market, and they are having problems sifting, selecting, and interviewing the best candidates. This step-by-step tutorial will teach you how to discover top prospects, build a talent pool, and select the best candidate (with interactive solutions for social distancing restrictions). Make sure your recruiting selections are sound and that you are offering excellent candidate service (something applicants expect from employers during this time).

The findings revealed that at TPB, all applications are processed using Human Resource Information System software, and applicants must enter their information as stated by the post they desire; manual delivery of applications is not permitted. The program immediately stops running when the application deadline arrives. The HR staff would next evaluate and shortlist the individuals. Also, the short-listing process was handled by the software, with the HR officer in charge of recruitment commanding it to process all of the required candidates who met the requirements, and then the process was completed. The criteria used by TPB were those specified by the organization's regulations for a specific post. The key variables examined in the shortlisting were academic performance, past work experience (depending on the job requirements), and an applicant's compliance with an advertisement condition.

After being short-listed, Human Resources staff reviewed the number; if it was too large, they outsourced the selection process; if the number was small, the selection procedures were simply centralised at TPB. If it is deemed that the process should be outsourced to recruiting consultants, TPB will post a tender in media. The consultant who received the tender conducts the necessary interviews, but the recruiting committee has the authority to prove appropriate applicants for the position. As per the TPB Staff Regulation Act of 2005. The recruiting process will be handled by the Department of Human Resources, in collaboration with the relevant department. Nonetheless, management or a body may employ an external recruiting firm to assist with the recruitment process, providing that ultimate approval remains the responsibility of the relevant Appointing Authority.

5. Conclusion and Recommendations

The results revealed that Tanzania Post Bank's recruiting and selection methods were still ineffective due to a variety of concerns such as nepotism, corruption, favouritism, gender, and procedural violations. The study recommends that Tanzania Postal Bank management allocate adequate funds for recruitment and selection; this will help Tanzania Postal Bank become more appealing in the job market by attracting a larger number of competent candidates applying for vacant positions; and provide training for its human resource officers and heads of departments in order to equip them with relevant skills and expertise for competency-based recruitment and selection processes.

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