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The Role of Recruitment Practices in Enhancing Institutional Development in the Health Sector: A Case of Bugando Medical Center, Tanzania

By

Agustina Njessa[1], Dr. Sylvester Jotta[2],Dr. David Mrisho[3]

[1]Department of Accounting and Finance at Saint Augustine University of Tanzania (SAUT
[2]Lecturer Saint Augustine University of Tanzania (SAUT)
[3]Lecturer Saint Augustine University of Tanzania (SAUT).

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Abstract

This study examined the role of recruitment practices in enhancing institutional development in the health sector, focusing on Bugando Medical Center (BMC) in Mwanza, Tanzania. The study was guided by three specific objectives: (i) to assess the effectiveness of recruitment practices in attracting and selecting qualified healthcare professionals, (ii) to examine the relationship between selection procedures and institutional performance, and (iii) to analyze the effect of timeliness and policy compliance in recruitment on institutional development.

The study adopted a mixed research approach, integrating both quantitative and qualitative techniques under a pragmatic research philosophy. A descriptive cross-sectional design was employed, involving a sample of 152 respondents selected through stratified random and purposive sampling techniques. Quantitative data were collected using structured questionnaires and analyzed using the Statistical Package for the Social Sciences (SPSS) version 25, while qualitative data were obtained through semi-structured interviews and analyzed thematically.

The study achieved a 92% response rate, and the instrument reliability was confirmed by a Cronbach's Alpha coefficient of 0.80, indicating acceptable internal consistency. Descriptive results showed that recruitment practices at BMC were largely transparent, fair, and guided by policy, though occasionally constrained by bureaucratic delays. Correlation analysis revealed strong and positive relationships between attraction strategies ($r = 0.684$), selection procedures ($r = 0.712$), and timeliness and policy compliance ($r = 0.655$) with institutional development, all significant at the 0.01 level. Regression results indicated that recruitment practices jointly explained 56% ($R^2 = 0.56$) of the variation in institutional development, with selection procedures ($\beta = 0.312$) emerging as the strongest predictor.

Qualitative findings reinforced the statistical results, highlighting that while BMC adheres to merit-based recruitment processes, limited recruitment autonomy and delays in approval from higher authorities affect staffing timeliness. The study contributes new empirical evidence on recruitment practices and institutional development in Tanzania's health sector and suggests that further research be conducted across multiple hospitals to enhance generalizability.

Keywords: *Recruitment Practices; Attraction Strategies; Selection Procedures; Timeliness; Policy Compliance; Institutional Development; Human Capital Theory; Resource-Based View; Health Sector; Bugando Medical Center; Tanzania.*

1.0 INTRODUCTION

Globally, effective recruitment practices are recognized as a cornerstone of institutional development, particularly in the health sector where service delivery depends heavily on the quality and adequacy of human resources. Recruitment, as a key human resource management function, ensures that institutions attract and select individuals with the right qualifications, competencies, and commitment to meet organizational goals. According to Mitosis et al. (2021), efficient recruitment systems enhance institutional performance, strengthen organizational capacity, and contribute to sustainable health outcomes.

In developed countries, structured and merit-based recruitment frameworks have been found to foster institutional efficiency and innovation. For example, in the United Kingdom and Canada, transparent recruitment procedures supported by regulatory frameworks ensure that

*Corresponding Author: **AgustinaNjessa.**

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healthcare institutions attract skilled professionals, thus improving patient outcomes and institutional resilience (De Vries& Van Den Berg, 2019). Conversely, weak recruitment systems have been linked to high turnover rates, staff shortages, and poor service quality.

In Africa, health institutions face numerous challenges in human resource management, including uncoordinated recruitment processes, limited autonomy in hiring decisions, and bureaucratic delays. Fapohunda (2023) emphasizes that such weaknesses compromise institutional development by creating skill mismatches and undermining workforce motivation. Countries such as Kenya, Uganda, and South Africa have increasingly adopted strategic recruitment models to enhance institutional efficiency and service delivery in the health sector (Mokgohloa&Govender, 2023).

In Tanzania, institutional development in the health sector continues to face critical challenges related to recruitment practices. Studies indicate persistent gaps in attracting and retaining competent professionals due to bureaucratic recruitment systems, inadequate incentives, and limited succession planning (Lema et al., 2022; Mushi&Kinyondo, 2022). At the same time, the demand for quality health services is increasing due to population growth, epidemiological transitions, and expanding public expectations. Consequently, strengthening recruitment practices has become an essential strategy for achieving institutional development and enhancing service delivery.

At Bugando Medical Center, a leading referral hospital in the Lake Zone, recruitment practices significantly influence institutional performance and sustainability. Despite its strategic role in Tanzania's health system, Bugando has faced recurrent human resource challenges, including delayed recruitment, uneven staffing levels across departments, and difficulties in attracting specialized professionals (Bugando HR Report, 2024). These challenges affect institutional efficiency, staff morale, and the overall quality of healthcare services. It is against this background that this study seeks to examine the role of recruitment practices in enhancing institutional development at Bugando Medical Center, Mwanza.

1.3 Objective of the Study

To examine the effect of attraction strategies on Institutional development atBugando Medical Center.

1.4 Significance of the Study

This study is significant in several ways. First, it contributes to the growing body of knowledge on human resource management and institutional development within the health sector in Tanzania. By focusing specifically on recruitment practices, the study provides empirical evidence on how structured, transparent, and merit-based hiring systems can strengthen institutional capacity, enhance staff performance, and improve service quality in healthcare institutions.

2.0 LITERATURE REVIEW

2.1 Theoretical Framework

2.1.1 Human Capital Theory (Becker, 1964)

The Human Capital Theory (HCT), originally developed by Theodore W. Schultz (1961) and later expanded by Gary Becker (1964), serves as the foundation of this study. The theory emphasizes that individuals' knowledge, skills, and abilities constitute a form of capital that enhances productivity and contributes to organizational and national development. In this context, investment in human resources through education, recruitment, and continuous training yields measurable returns in terms of efficiency, innovation, and institutional growth.

2.1.2 Assumptions of the Theory

Human Capital Theory is based on the following key assumptions:

i. Investment in people leads to productivity: Institutions that invest in acquiring and developing skilled human resources experience higher productivity and institutional growth.
ii. Rational decision-making: Both individuals and organizations make rational decisions to invest in education, recruitment, and training when they expect positive returns on those investments.

2.1.3 Strengths of the Theory

i. Strategic justification for recruitment investments: HCT provides a strong rationale for viewing recruitment as a strategic investment that enhances institutional capacity and service delivery.
ii. Focus on workforce quality: The theory emphasizes the importance of selecting individuals with the right competencies, aligning directly with this study's focus on recruitment practices in healthcare.

2.1.4 Weaknesses of the Theory

i. Overemphasis on economic returns: HCT tends to prioritize measurable productivity gains, overlooking non-economic factors such as motivation, organizational culture, and ethical behavior that also affect institutional outcomes.
ii. Assumption of perfect markets: The theory assumes that labor markets operate efficiently, which may not hold true in contexts like Tanzania where recruitment is often affected by bureaucracy, favoritism, and limited transparency.

2.1.5 Applicability of the Theory to the Study

Human Capital Theory provides a suitable theoretical foundation for this study because it directly links recruitment practices to institutional development. By focusing on how Bugando Medical Center attracts and selects qualified healthcare professionals, the study applies HCT to examine how effective recruitment serves as an investment in the hospital's long-term growth and performance.

The theory supports the notion that institutions thrive when they recruit and retain competent individuals who possess the requisite knowledge, technical expertise, and commitment. Recruitment processes that are merit-based, transparent, and competency-driven help the institution accumulate valuable human capital, leading to improved service delivery, innovation, and institutional resilience.

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In this study, Human Capital Theory guides the analysis of how recruitment practices—such as job analysis, selection criteria, and hiring transparency—contribute to strengthening institutional structures, enhancing service quality, and sustaining organizational effectiveness within the health sector.

2.2 Empirical Literature Review

2.2.1 Effectiveness of Recruitment Practices in Attracting and Selecting Qualified Healthcare Professionals

Recruitment practices have been widely recognized as a foundation for institutional effectiveness and sustainability. Scholars have shown that effective recruitment procedures anchored in transparency, fairness, and merit play a pivotal role in ensuring that organizations attract and select qualified employees who can enhance institutional performance. For instance, Massawe and Kira (2021) investigated recruitment practices and organizational performance in the Tanzania Revenue Authority using a descriptive survey design with a sample of 150 employees. Data were analyzed through regression analysis to establish the link between transparent recruitment and institutional outcomes. The study found that merit-based and well-structured recruitment processes contributed positively to institutional efficiency and employee productivity. The authors concluded that adherence to fairness and accountability in recruitment reduces favoritism and strengthens institutional reputation. They recommended that public institutions adopt standardized recruitment frameworks to ensure objectivity in hiring. However, the study focused on the fiscal sector and did not consider the complexity of recruitment in health institutions, where skill diversity and technical competencies are more critical. The present study bridges this gap by contextualizing recruitment within healthcare, examining how recruitment practices influence institutional development at Bugando Medical Center.

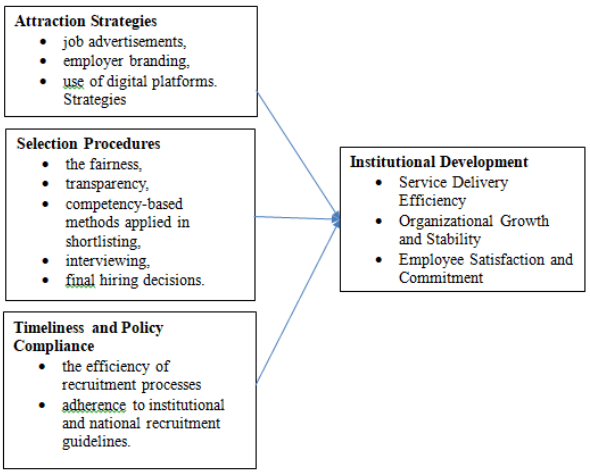
Similarly, Ngugi and Kinyua (2022) examined strategic recruitment and talent attraction in Kenyan county hospitals through a mixed-method design involving 210 healthcare workers and human resource officers. Their study established that competitive recruitment advertisements, employer branding, and the use of digital platforms improved the attraction of skilled medical professionals. The authors concluded that institutions that adopted digital and merit-based recruitment tools were more likely to attract specialized healthcare professionals essential for quality service delivery. Nevertheless, their study focused narrowly on attraction mechanisms without analyzing how selection procedures influence institutional outcomes. The current study extends this analysis by integrating both attraction and selection components, thereby providing a more comprehensive understanding of recruitment effectiveness in healthcare settings.

Finally, Marius and Marie (2020) conducted a qualitative case study on recruitment policies and institutional efficiency in a multinational organization. Using interviews and document reviews, they found that clear recruitment policies reduced hiring errors and improved workforce quality. The authors concluded that continuous evaluation of recruitment frameworks enhances institutional effectiveness and employee performance. However, the absence of quantitative validation limited the generalizability of the findings. The current study addresses this limitation by employing a mixed-method approach that integrates both statistical and descriptive analyses to establish the effectiveness of recruitment practices in a Tanzanian hospital setting.

Collectively, these studies confirm that effective and transparent recruitment practices enhance institutional capacity, but they also reveal methodological and contextual gaps. Most prior studies were conducted outside the healthcare sector or relied exclusively on qualitative designs. This study therefore contributes new empirical evidence by quantitatively examining how recruitment practices influence institutional development in a public health institution, specifically at Bugando Medical Center.

2.4 Conceptual Framework

Independent Variables Dependent Variable



Researcher's own construct, (2025)

3.0 RESEARCH METHODOLOGY

3.1 Research Philosophy

The study was guided by the pragmatism research philosophy, which was chosen because it provided a balanced framework for integrating both quantitative and qualitative approaches. Pragmatism acknowledges that reality is not purely objective nor entirely subjective, but rather a combination of both, depending on the nature and context of the research problem.

In the context of this study, pragmatism was suitable because the phenomenon under investigation recruitment practices and their influence on institutional development required both measurable evidence and interpretive understanding. Quantitative data allowed the researcher to assess statistical relationships between recruitment variables and institutional outcomes, while qualitative data enabled an exploration of the perceptions and experiences of staff involved in recruitment processes.

3.2 Research Approach

The study adopted a mixed research approach, integrating both quantitative and qualitative methods. This approach was

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considered essential because it allowed the researcher to collect comprehensive data that captured both numerical trends and contextual explanations.The quantitative approach was used to obtain measurable data from a large number of respondents through structured questionnaires. This enabled statistical analysis of how recruitment practices influenced various dimensions of institutional development, such as service delivery, staff satisfaction, and organizational efficiency.The qualitative approach, on the other hand, involved conducting semi-structured interviews with selected key informants such as human resource officers, departmental heads, and administrators. This provided deeper insight into how recruitment decisions were made, the challenges encountered, and the institutional mechanisms that shaped hiring practices.

3.3 Research Design

The research used a descriptive cross-sectional design. This strategy was used since it facilitated the collecting of data from a population at a singular moment to delineate current circumstances and linkages among variables. The descriptive character of the design documented the recruiting methods at Bugando Medical Center, while the cross-sectional approach enabled simultaneous data analysis across many respondents.

The approach was especially appropriate for this study as it enabled the researcher to evaluate the existing recruiting procedures and their impact on institutional growth without altering any factors. Furthermore, it offered an effective method for collecting both quantitative and qualitative data within a constrained timeframe, guaranteeing that the results adequately represented the circumstances prevailing throughout the study period.

3.4 Area of the Study

The study was conducted at Bugando Medical Center (BMC), located in Mwanza City, Tanzania. BMC is one of the largest referral and teaching hospitals in the country, providing specialized healthcare services to the Lake Zone regions, including Mwanza, Geita, Shinyanga, Simiyu, Kagera, and Mara.

3.5 Target Population

The target population for the study comprised all employees working at Bugando Medical Center, including both medical and non-medical personnel. This included doctors, nurses, pharmacists, laboratory scientists, administrative officers, accountants, procurement staff, and human resource officers. According to the Bugando Human Resource Report (2024), the total staff population was approximately 250 employees.

3.6 Sample Size

Krejcie and Morgan's (1970) table for determining sample sizes was used to calculate the study's sample size. There were 152 responders chosen at random from a pool of 250 workers. Reliable and generalizable findings might be obtained from this sample.

3.7 Sampling Technique

The research utilized a stratified random sampling method. This method involved segmenting the population into strata according to departmental categories, thereby ensuring that all essential sections of the institution were adequately represented. The primary strata comprised:

i. Administrative and Support Personnel (e.g., Human Resources officers, accountants, procurement personnel)
ii. ii. Medical and Clinical Personnel (e.g., physicians, nurses, laboratory scientists, pharmacists)

Following stratification, individuals within each stratum were chosen through simple random sampling, guaranteeing that each person had an equal opportunity to be part of the sample.

A purposive sampling technique was employed to identify key informants for the qualitative component. The participants included the Human Resource Manager, selected Heads of Departments, and senior administrators, as they held direct responsibility for or possessed knowledge regarding recruitment procedures. This combined methodology of random and purposive sampling guaranteed both representativeness and comprehensive information.

3.8 Methods for Data Collection

Data were gathered through two complementary approaches: the questionnaire method for quantitative data and the interview method for qualitative data.

3.8.1 Questionnaire Method

Structured questionnaires were distributed to the selected employees. The questionnaires included a mix of closed-ended and open-ended questions, aimed at gathering respondents' insights on recruitment practices and their influence on institutional development. Closed-ended questions employed a five-point Likert scale (from 1 = Strongly Disagree to 5 = Strongly Agree) to assess variables including transparency, timeliness, fairness, and recruitment effectiveness.

3.8.2 Interview Method

Semi-structured interviews were carried out with chosen key informants to gather qualitative insights regarding recruitment procedures and challenges. The interviews concentrated on aspects including recruitment policies, decision-making processes, delays, and institutional implications.

3.9 Sources of Data

The research employed primary data, gathered directly from participants via questionnaires and interviews. The primary data offered direct insights into the recruitment processes at Bugando Medical Center and their impact on institutional development.

Furthermore, secondary data were acquired from institutional documents including recruitment policies, human resource reports, and the strategic plan of Bugando Medical Center. The documents served to validate and support the findings of the primary data.

3.10 Variables and Measurements

The research concentrated on two primary variables: the independent variable, which pertains to recruitment practices, and the dependent variable, related to institutional

*Corresponding Author: **AgustinaNjessa.**
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development. The evaluation of recruitment practices was conducted using indicators including attraction strategies, selection procedures, and the timeliness of recruitment. Institutional Development was assessed through indicators such as service delivery efficiency, organizational growth, and employee satisfaction. All variables were assessed utilizing a five-point Likert scale, facilitating quantitative analysis via descriptive and inferential statistics.

3.11 Data Analysis Methods

The data analysis conducted in this study utilized both quantitative and qualitative techniques, aligning with the mixed-method approach implemented. The dual strategy facilitated a numerical analysis of relationships alongside an interpretive understanding of the contextual factors influencing recruitment practices and institutional development at Bugando Medical Center.

3.11.1 Analysis of Quantitative Data

The quantitative data collected from the questionnaires underwent a thorough review for completeness, consistency, and accuracy prior to being coded and input into the Statistical Package for the Social Sciences (SPSS) version 25 for analysis. The analysis process comprised three key stages: data preparation, descriptive analysis, and inferential analysis.

a) Data Preparation and Cleaning

The first step entailed data cleaning to guarantee the accuracy and reliability of the dataset. Identified and addressed were incomplete responses and inconsistencies. Each item in the questionnaire was assigned a numerical code that corresponds to the responses on the Likert scale, ranging from 1 for Strongly Disagree to 5 for Strongly Agree. The data were thoroughly analyzed for missing values and outliers to ensure the integrity of statistical estimation.

b) Descriptive Statistical Analysis

Descriptive statistics were calculated to provide a summary of the demographic characteristics of respondents and their responses to the study variables. The analysis encompassed frequencies, percentages, means, and standard deviations. The descriptive analysis offered insights into participants' perceptions of recruitment practices and institutional development. The findings were displayed in tables and charts to improve clarity and facilitate interpretation.

c) Inferential Statistical Analysis

Inferential statistics were employed to evaluate the hypotheses and ascertain the relationship between recruitment practices (independent variable) and institutional development (dependent variable). The subsequent analytical techniques were utilized:

Correlation Analysis

Pearson's Product-Moment Correlation The Correlation Coefficient (r) was calculated to assess the strength and direction of the linear relationship between recruitment practices and institutional development. Correlation values span from –1 to +1, with positive values signifying a direct relationship, negative values representing an inverse relationship, and values close to zero indicating the absence of a linear relationship.

The correlation equation is represented as:

$$r = \frac{\sum(X_i - \bar{X})(Y_i - \bar{Y})}{\sqrt{\sum(X_i - \bar{X})^2 \sum(Y_i - \bar{Y})^2}} \quad \text{.....(1)}$$

Where

Xi and Yi represent the values of recruitment practices and institutional development respectively, and X¯ and Y¯are their mean values.

Multiple Regression Analysis

Multiple regression analysis was conducted to examine the **extent to which recruitment practices predict institutional development**. The regression model measured the combined and individual effects of key recruitment dimensions (attraction strategies, selection procedures, and timeliness) on institutional performance indicators (service delivery, organizational growth, and employee satisfaction).

The general multiple regression model used was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \quad \text{.....(2)}$$

Where:

Y = Institutional Development (dependent variable)
X1 = Attraction Strategies
X2 = Selection Procedures
X3 = Timeliness and Policy Compliance
β0 = Constant (intercept term)
β1,β2,β3 = Regression coefficients representing the magnitude and direction of influence of each independent variable
ε = Error term capturing unexplained variation

The regression coefficients (β) were evaluated for statistical significance through t-tests, and the overall model significance was determined using the F-test at a 5% significance level ($p < 0.05$). The coefficient of determination (R^2) measured the proportion of variance in institutional development accounted for by recruitment practices. A higher R^2 signifies enhanced predictive power of the model, suggesting that recruitment practices play a significant role in institutional development.

d) Diagnostic Tests for Regression Assumptions

Before running the regression analysis, several diagnostic tests were conducted to ensure that the data met the statistical assumptions of multiple linear regression:

i. **Linearity Test:** Scatterplots were examined to confirm that the relationship between recruitment practices and institutional development was linear.

ii. **Normality Test**: The normality of residuals was tested using both the Kolmogorov–Smirnov and Shapiro–Wilk tests, supplemented by histogram and P–P plots.

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iii. **Multicollinearity Test**: The Variance Inflation Factor (VIF) and Tolerance values were computed to detect inter-correlations among independent variables. A VIF less than 10 indicated no multicollinearity.

iv. **Homoscedasticity Test:** Residual plots were analyzed to verify that the variance of the errors was constant across all levels of the independent variables.

v. **Autocorrelation Test:** The Durbin–Watson statistic was used to test for serial correlation of residuals, with values between 1.5 and 2.5 indicating acceptable independence of errors.

3.11.2 Qualitative Data Analysis

The qualitative data obtained from semi-structured interviews were analyzed through thematic analysis, a technique suitable for identifying, analyzing, and interpreting patterns of meaning within textual data. The analysis followed the structured process proposed by Braun and Clarke (2013):

i. **Data Familiarization:** Interview recordings and notes were transcribed verbatim. The researcher repeatedly read through the transcripts to gain a deep understanding of the content.

ii. **Coding:** Initial codes were generated by highlighting phrases and sentences that represented recurring ideas related to recruitment practices, institutional challenges, and developmental outcomes.

iii. **Theme Development**: Related codes were grouped into broader themes such as "fairness and transparency in recruitment," "policy and bureaucratic constraints," and "effects of delayed recruitment on service delivery."

iv. **Review and Refinement of Themes:** The emerging themes were compared across participants to ensure consistency, coherence, and representativeness.

v. **Interpretation:** The final themes were interpreted in relation to the study objectives and theoretical framework, allowing the researcher to explain how recruitment experiences affected institutional growth and performance.

The qualitative results were presented in narrative form and supported by direct quotations from participants where appropriate. This helped to illustrate key insights and provide contextual depth to the quantitative findings.

3.11.3 Integration of Quantitative and Qualitative Data (Triangulation)

After conducting both quantitative and qualitative analyses, the results were triangulated to enhance the validity and comprehensiveness of the findings. Quantitative results provided statistical evidence on the magnitude and direction of relationships, while qualitative data offered explanatory depth and real-life perspectives.

The integration of the two datasets occurred during the interpretation phase, where themes emerging from interviews were compared with statistical outcomes from regression analysis. Areas of convergence strengthened the conclusions, whereas any divergences were analyzed to uncover underlying contextual explanations. This triangulated approach ensured that the findings were not only empirically sound but also contextually grounded, reflecting the complex realities of recruitment practices and institutional development at Bugando Medical Center.

3.11.4 Model Summary and Expected Output

The final multiple regression model was expected to produce:

i. Regression coefficients (β-values) indicating the strength and direction of influence of each recruitment variable.

ii. R^2 value, showing the proportion of institutional development explained by recruitment practices.

iii. ANOVA (F-test) results indicating the overall model fitness.

iv. Standardized residual plots verifying the adequacy of the model assumptions.

v. The general form of the estimated regression equation was expressed as:

vi. $\text{Institutional Development} = \beta 0 + \beta 1(\text{Attraction}) + \beta 2(\text{Selection}) + \beta 3(\text{Timeliness}) + \varepsilon$

This model provided a statistical foundation for interpreting the role of recruitment practices in driving institutional development, thereby meeting the primary objective of the study..

3.12 Reliability and Validity

3.12.1 Reliability

Reliability was established by a pilot test including 10% of the sample (15 respondents) excluded from the main research. The objective was to assess the clarity, consistency, and internal coherence of the questionnaire questions. The reliability coefficient was calculated using Cronbach's Alpha, resulting in a value of 0.78, signifying satisfactory internal consistency of the measuring tools.

3.12.2 Validity

To guarantee validity, the questionnaire was evaluated by research supervisors and specialists in human resource management to verify its content relevance and compatibility with the study goals. Construct validity was attained by confirming that the indicators accurately evaluated the desired theoretical constructs, whilst face validity was assessed by expert evaluation. The triangulation of data collecting techniques, including questionnaires and interviews, improved external validity, confirming that the results accurately represented the reality at Bugando Medical Center.

3.13 Ethical Considerations

The research was conducted in strict accordance with the ethical standards that regulate scholarly inquiry. Approval for ethical considerations was granted by the Research Ethics Committee of St. Augustine University of Tanzania, and authorization to carry out the study was obtained from the Management of Bugando Medical Center.

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All participants were duly apprised of the research's objectives, their entitlement to engage on a voluntary basis, and their prerogative to withdraw at any point without incurring any repercussions. Prior to the collection of data, consent was duly acquired. Confidentiality was upheld through the anonymization of responses, which were utilized exclusively for scholarly endeavors. The investigator meticulously ensured the avoidance of any harm, bias, or misrepresentation throughout the research process.

4.0 RESEACH FINDINGS AND DISCUSSION

4.1 Descriptive Analysis of Study Variables

This section presents descriptive results for all variables which are attraction strategies, selection procedures, and timeliness and policy compliance in line with the study objectives. The descriptive statistics include means and standard deviations to show the overall perception of respondents toward recruitment practices and institutional development at Bugando Medical Center.

The descriptive statistical results for the main variables of the study: attraction strategies, selection procedures, and timeliness and policy compliance (independent variable) and institutional development (dependent variable). Each construct was measured using Likert-scale items (1 = Strongly Disagree to 5 = Strongly Agree). The results summarize the respondents' perceptions of how recruitment processes are implemented and how they affect institutional growth and performance.

4.1.1 Recruitment Practices

Recruitment practices were examined based on three key indicators: attraction strategies, selection procedures, and timeliness and policy compliance. The results are summarized in Table 4.1.

Table 4.1: Descriptive Statistics for Recruitment Practices

Statements	Mean	Std. Deviation
Job vacancies are publicly advertised to reach a wide pool of candidates.	4.21	0.76
The recruitment process at BMC is conducted in a fair and transparent manner.	3.98	0.82
Selection criteria are based on qualifications and merit.	4.10	0.69
The interview process is professionally managed.	4.02	0.73
Recruitment procedures are timely and reduce staff shortages.	3.66	0.91
The institution follows national and internal recruitment policies.	4.05	0.80
Management ensures that the best candidates are retained after recruitment.	3.89	0.84
Overall, recruitment practices enhance staff competence and morale.	4.12	0.70
Aggregate Mean	4.00	0.78

Source: Field Data (2025)

The overall mean score of 4.00 (SD = 0.78) indicated that respondents generally agreed that recruitment practices at Bugando Medical Center were fair, transparent, and policy-driven. However, some respondents expressed moderate concern regarding timeliness in filling vacancies (Mean = 3.66), suggesting that occasional delays in recruitment might impact departmental operations.

4.1.2 Attraction Strategies

The first dimension of recruitment practices examined in this study was attraction strategies. This refers to how effectively Bugando Medical Center advertises vacancies, attracts qualified candidates, and ensures transparency in the recruitment process. Respondents were asked to rate statements related to public advertising, clarity of job postings, and procedural transparency. Table 4.7 presents the descriptive statistics, showing respondents' perceptions regarding the effectiveness of these attraction mechanisms.

Table 4.2: Descriptive Statistics for Attraction Strategies

Statement	Mean	Standard Deviation
Job advertisements are clear and accessible	3.78	0.64
Hospital uses transparent procedures to attract applicants	3.84	0.71
Timeliness of advertising vacancies	3.52	0.88
Aggregate Mean	3.72	0.74

Source: Field Data (2025)

Table 4.8 presents the descriptive statistics for attraction strategies at Bugando Medical Center. The aggregate mean score of 3.72 suggests that respondents generally perceive the hospital's efforts to attract qualified candidates positively, though there is room for improvement. High scores for clarity and accessibility of job advertisements (M = 3.78, SD = 0.64) and transparency in procedures (M = 3.84, SD = 0.71) indicate that the institution emphasizes fairness and openness in outreach. However, the lower score for timeliness of advertising vacancies (M = 3.52, SD = 0.88) points to occasional delays, which could limit the pool of applicants and affect recruitment efficiency.

From a theoretical perspective, Human Capital Theory (Becker, 1964) underscores the importance of attracting

*Corresponding Author: **AgustinaNjessa.**

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skilled personnel as an investment in institutional capacity. Similarly, the Resource-Based View (Barney, 1991) identifies a well-selected workforce as a valuable resource that enhances organizational competitiveness. Empirical studies (Ngugi&Kinyua, 2022; Marius & Marie, 2020) support these findings, showing that transparent and accessible recruitment channels improve the quality of hires and institutional performance.

4.1.3 Institutional Development

Institutional development was assessed through indicators such as service delivery efficiency, organizational growth and stability, and employee satisfaction. The results are shown in Table 4.8.

Table 4.3: Descriptive Statistics for Institutional Development

Statements	Mean	Std. Deviation
Recruitment of qualified staff has improved service delivery at BMC.	4.23	0.68
The institution has experienced growth in the quality of healthcare services.	4.16	0.70
Employees are motivated to perform due to fair recruitment.	3.98	0.77
Institutional goals are achieved through effective staffing.	4.08	0.73
There is a sense of trust and accountability among staff.	4.01	0.75
Institutional performance has improved over recent years.	4.14	0.72
Recruitment practices have enhanced employee retention.	3.92	0.79
Aggregate Mean	4.07	0.73

Source: Field Data (2025)

The aggregate mean of 4.07 suggested that most respondents perceived a strong positive influence of recruitment practices on institutional development. This implies that recruitment systems at BMC contribute significantly to staff motivation, operational growth, and service quality.

Qualitative support:

An interview with a Senior Administrator revealed that:
"Recruiting the right professionals has a direct impact on patient care. When we have competent people, everything runs smoothly from diagnosis to service coordination."

Another informant, a nurse-in-charge, stated:
"Effective recruitment has improved teamwork and patient satisfaction. However, the delay in replacing retired or transferred staff sometimes increases workload for the remaining employees."

These insights underline that recruitment contributes to institutional stability but requires greater timeliness and workforce planning.

4.2 Correlation Analysis

A Pearson Product-Moment Correlation Analysis was conducted to assess the strength and direction of relationships among the study variables. The analysis investigated the relationships among three independent variables—Attraction Strategies (X_1), Selection Procedures (X_2), and Timeliness and Policy Compliance (X_3)—and the dependent variable, Institutional Development (Y).

This analysis aimed to determine if enhancements in recruitment practices were statistically linked to favorable changes in institutional development at Bugando Medical Center. Table 4.9 presents a summary of the results.

Table 4.4: Correlation Matrix between Recruitment Variables and Institutional Development

Variables	Attraction Strategies (X_1)	Selection Procedures (X_2)	Timeliness & Policy Compliance (X_3)	Institutional Development (Y)
Attraction Strategies (X_1)	1			
Selection Procedures (X_2)	.648**	1		
Timeliness & Policy Compliance (X_3)	.603**	.589**	1	
Institutional Development (Y)	.684**	.712**	.655**	1

Note:Correlation is significant at the 0.01 level (2-tailed)
Source: Field Data (2025)

Interpretation of the Results

The correlation results revealed positive and statistically significant relationships among all variables at the 0.01 level ($p < 0.01$).Attraction Strategies and Institutional Development ($r = 0.684$, $p < 0.01$).This indicates a strong positive relationship, implying that effective attraction mechanisms such as wide advertising, employer branding, and equitable access to job information are associated with improved institutional performance, growth, and employee satisfaction.

Additionally, the inter-correlations among the independent variables themselves were all positive and significant (ranging from 0.589 to 0.648), implying that the three dimension of recruitment practices are complementary and mutually reinforcing.

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4.5 Regression Analysis

To determine the extent to which recruitment practices predicted institutional development, a multiple regression analysis was performed. The independent variables were attraction strategies (X_1), selection procedures (X_2), and timeliness and policy compliance (X_3), while the dependent variable was institutional development (Y).

Model Specification:

$Y=\beta0+\beta1X1+\beta2X2+\beta3X3+\varepsilon$ ……*(3)*

Where:

Y = Institutional Development

X1 = Attraction Strategies

X2 = Selection Procedures

X3 = Timeliness and Policy Compliance

ε= Error term

Table 4.5: Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of Estimate
1	0.748	0.560	0.553	0.40182

Source: Field Data (2025)

The coefficient of determination (R^2 = 0.56) indicated that 56% of the variance in institutional development was explained by recruitment practices. The remaining 44% could be attributed to other factors not included in the model, such as training, leadership, or resource availability.

Table 4.6: ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	14.872	3	4.957	30.68	.000**
Residual	11.678	136	0.086		
Total	26.550	139			

Note:p < 0.01 (Highly significant)

Source: Field Data (2025)

The F-statistic (F = 30.68, p = 0.000) confirmed that the regression model was statistically significant, meaning that recruitment practices jointly had a significant effect on institutional development.

Table 4.7: Regression Coefficients

Predictor Variable	Unstandardized Coefficients (β)	Std. Error	t-value	Sig. (p-value)
Constant	0.942	0.214	4.401	0.000
Attraction Strategies (X_1)	0.287	0.065	4.415	0.000**
Selection Procedures (X_2)	0.312	0.072	4.333	0.000**
Timeliness & Policy Compliance (X_3)	0.255	0.078	3.269	0.001**

Note:p < 0.05 indicates significance

Source: Field Data (2025)

The results show that all three predictors significantly influenced institutional development. Selection procedures (β = 0.312) had the strongest effect, followed by attraction strategies (β = 0.287) and timeliness and policy compliance (β = 0.255).

Hence, the regression equation becomes:

Y=0.942+0.287X1+0.312X2+0.255X3+ε

This implies that improving merit-based selection processes, timely hiring, and transparent attraction strategies directly enhance institutional development at Bugando Medical Center.

Qualitative confirmation:

Interview data supported these findings. The HR Manager emphasized:

"Departments that follow merit-based selection perform better because the right people are placed in the right roles. However, when recruitment is delayed, it affects service delivery."

A senior nurse also commented:

"Recruitment delays lead to staff fatigue and reduced morale. When new competent staff joins promptly, both patients and employees benefit."

These qualitative insights reaffirmed the statistical results, highlighting that structured and prompt recruitment enhances organizational efficiency and service quality.

4.2 Discussion of Findings

4.2.1 Effect of Attracting and Selecting Qualified Healthcare Professionals

The first objective sought to assess how effective the recruitment practices at Bugando Medical Center were in attracting and selecting qualified healthcare professionals. The descriptive results revealed a high overall mean score (M = 4.00, SD = 0.78), suggesting that respondents generally agreed that recruitment processes were transparent, fair, and merit-based. Most respondents acknowledged that job advertisements were publicly shared and that the institution adhered to national recruitment regulations. However, concerns were raised regarding the timeliness of recruitment, as delays in obtaining approvals sometimes hindered operational efficiency.

The correlation analysis further established a strong positive relationship between attraction strategies and institutional development (r = 0.684, p < 0.01), indicating that improved recruitment outreach and professional advertising enhanced

*Corresponding Author: **AgustinaNjessa.**

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the quality of the workforce. The regression results also showed that attraction strategies had a statistically significant influence on institutional development ($\beta = 0.287$, $p < 0.01$), confirming that effective attraction mechanisms contribute meaningfully to organizational performance.

Qualitative findings reinforced these quantitative results. One human resource officer stated:
"The hospital always ensures vacancies are advertised through formal channels, but we often face delays from the ministry when filling specialized positions."

Another departmental head added:
"When we attract the right people with the right skills, the hospital's performance improves, especially in critical care and laboratory units."
These narratives indicate that while recruitment practices at Bugando are generally fair and policy-compliant, bureaucratic delays and limited recruitment autonomy occasionally slow the process of attracting and onboarding qualified staff.

These findings are consistent with Ngugi and Kinyua (2022), who observed that effective attraction and advertising strategies significantly improved the competence of healthcare institutions in Kenya. Similarly, Marius and Marie (2020) concluded that transparent job postings reduce hiring errors and promote institutional credibility. The present study extends these insights to the Tanzanian context, showing that healthcare institutions can enhance institutional development by strengthening their recruitment communication channels, streamlining approvals, and prioritizing timeliness in staff acquisition.

From a theoretical perspective, the findings align with Human Capital Theory (Becker, 1964), which posits that recruitment is a form of investment in human assets that generates organizational returns. By attracting competent professionals, Bugando Medical Center enhances its institutional capacity, operational efficiency, and patient satisfaction.

5.0 CONCLUSIONS, AND RECOMMENDATIONS

5.1 Conclusions

Based on the study's findings, several conclusions were drawn, each aligned with the specific objectives and the theoretical frameworks underpinning the study.

Firstly, the study concluded that effective attraction strategies play a critical role in ensuring that institutions draw competent and motivated professionals. At Bugando Medical Center, the use of public advertisements and professionalized job descriptions increased fairness and institutional credibility. However, the effectiveness of attraction strategies was sometimes constrained by bureaucratic approval procedures, suggesting a need for more decentralized recruitment authority..

5.2 Recommendations

Based on the conclusions, the study makes the following recommendations to strengthen recruitment systems and improve institutional development in Tanzania's health sector:

i. **Strengthen Decentralization of Recruitment Authority**: To minimize bureaucratic delays, the government and regulatory agencies should consider granting greater autonomy to large public health institutions such as Bugando Medical Center to manage their recruitment processes directly, especially for specialized and critical positions.

ii. **Adopt Technology-Driven Recruitment Systems**: The hospital should enhance the use of digital recruitment platforms to improve transparency, accessibility, and timeliness in advertising vacancies and receiving applications. E-recruitment will also expand the pool of applicants and reduce administrative costs.

iii. **Enhance Competency-Based Selection Frameworks:** - Recruitment procedures should emphasize competency-based assessments to ensure the selection of candidates with the right skills, attitude, and motivation. Regular training should be provided to recruitment panels on objective evaluation methods to prevent bias and favoritism.

iv. **Align Recruitment Policies with Strategic Institutional Goals:** - Recruitment should be aligned with Bugando Medical Center's strategic plan to ensure that newly hired staff meet both short-term operational and long-term developmental needs. Human resource planning should be integrated into the hospital's broader institutional development strategy.

5.5 Recommendations for Further Research

Although this study provides important insights, it also identifies areas for further inquiry. Future research could:

i. Expand the study to include multiple hospitals in different regions to allow for broader generalization across Tanzania's health sector.

ii. Examine the role of other human resource functions such as training, motivation, and retention on institutional development to capture a holistic perspective.

iii. Use longitudinal designs to assess how recruitment practices influence institutional performance over time.

iv. Investigate the moderating role of organizational culture or leadership style on the relationship between recruitment practices and institutional development.

Such studies would enrich existing knowledge and provide additional evidence for policymakers and practitioners in strengthening human resource systems within public health institutions.

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*Corresponding Author: **AgustinaNjessa.**

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