

Influence of Employees' Involvement in the Selection Methods on Organization Performance: A Case of Tanzania Police School Moshi

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How to cite this paper: Machaule, H., Onyancha, H., & Komba, L. (2024). Influence of Employees' Involvement in the Selection Methods on Organization Performance: A Case of Tanzania Police School Moshi. *Journal of Human Resource and Sustainability Studies*, 12, 421-438. <https://doi.org/10.4236/jhrss.2024.123024>

Received: July 26, 2024

Accepted: August 23, 2024

Published: August 26, 2024

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Abstract

This study examines the influence of employee involvement in the selection methods on the performance of the Tanzania Police Force (TPF) at the Tanzania Police School, employing a Convergent Parallel Design. This design typically involved both qualitative and quantitative data collection and analysis, allowing researchers to gain a comprehensive understanding of the phenomenon under investigation. A stratified random sample of 168 employees at the Tanzania Police School in Moshi participated in the study. Qualitative data were gathered through interviews with top-level and department heads, while quantitative data were collected using structured questioning and analyzed with descriptive statistics SPSS. Thematic analysis was employed for qualitative data analysis. Ethical considerations were strictly adhered to, ensuring confidentiality and privacy. The findings highlight varying opinions among respondents, emphasizing the complexity of directly linking methods to performance outcomes. However, employee involvement is identified as crucial for effective selection methods, along with recognizing and leveraging employee expertise. Training employees in selection methods and fostering communication are also deemed essential. Additionally, emphasizing employee contributions and prioritizing the selection of qualified candidates are recommended to enhance organizational performance. These recommendations align with Human Capital Theory and Contingency Theory, suggesting that well-structured, adaptable selection methods with comprehensive employee participation can lead to a more competent and effective workforce.

Keywords

Employees, Selection Methods, Organization Performance, Tanzania Police School Moshi

1. Introduction

The selection methods are a critical aspect of human resource management, with significant implications for an organization's overall performance. This is particularly important in the public sector, where the process is responsible for attracting and selecting competent candidates for vital roles. Research conducted in industrialized countries has demonstrated that the quality of the selection methods positively impacts various organizational outcomes (Anwar & Abdullah, 2021). For instance, recent studies in the United States have shown that organizations with well-designed selection methods exhibit higher levels of employee engagement, job satisfaction, and overall success (Goyal & Patwardhan, 2020). Similarly, research in Canada has revealed that the implementation of an effective selection method is positively associated with employee motivation and organizational success (Bohórquez et al., 2022).

Studies conducted in emerging countries, such as Pakistan and the Philippines, have shown that the quality of selection methods can significantly impact organizational outcomes. For instance, research in Pakistan has found that organizations with effective selection methods experience higher levels of employee job satisfaction and engagement (Memon et al., 2020). Similarly, in Bosnia, organizations that invest in improving their selection methods are more likely to retain skilled employees, leading to improved organizational performance (Čizmić & Ahmić, 2021). These findings indicate a positive association between the quality of selection methods and various aspects of organizational effectiveness, including employee satisfaction, motivation, and overall performance.

The importance of selection methods in the public sector has garnered global acknowledgement, particularly in Africa. Various studies conducted in African nations like Nigeria and Ghana have sought to assess the influence of selection methods on the effectiveness of government organizations (Adebayo & Ogunlana, 2019; Mensah et al., 2020). According to these studies, effective selection methods have the potential to enhance organizational outcomes, resulting in increased levels of employee satisfaction and engagement (Adebayo & Ogunlana, 2019; Mensah et al., 2020).

In East Africa, various studies have explored the effects of selection methods in Kenya, Rwanda, and Uganda (Ong'anda et al., 2018; Ndayisaba et al., 2019; Tumusiime et al., 2020). These investigations have found that the selection methods employed by East African public organizations play a crucial role in determining employee quality and overall organizational success (Ong'anda et al., 2018; Ndayisaba et al., 2019; Tumusiime et al., 2020).

The role of selection methods in enhancing the effectiveness of the public sector in Tanzania, including the Tanzania Police Force (TPF), remains relatively understudied (Moshi, 2021). According to a study by Moshi (2021), while the influence of selection methods on employee quality and organizational success in the TPF is recognized, there is a lack of comprehensive investigation in this area, warranting further research. However, the existing study focused on a spe-

cific branch of the TPF and did not provide a holistic assessment of the relationship between selection methods and the overall performance of the TPF. To address this gap, the current research sought to conduct a thorough examination of the selection methods in the TPF, considering institutional factors and their impact on overall performance. By employing statistical evidence from various sources, this research aimed to provide a comprehensive understanding of the influence of selection methods on the TPF's performance, contributing to a more informed approach to selection methods and organizational performance.

Research Structure

The research structure of this study comprises several key sections. The introduction discusses the importance of selection methods in human resource management and organizational performance, especially in the public sector, and highlights the need for further research on the Tanzania Police Force (TPF). The statement of the problem addresses the significant impact of selection methods on employee satisfaction and performance, noting a gap in comprehensive studies on the TPF. The study's objective and research question aim to explore how employee involvement in selection methods affects organizational performance at the Tanzania Police School in Moshi. The theoretical framework is based on the Person-Organization Fit (P-O Fit) theory, which suggests that compatibility between individual attributes and organizational culture improves job performance and satisfaction. The empirical literature review compiles findings from global and East African studies on police selection methods, pinpointing gaps in research related to the TPF. The methodology employs a Convergent Parallel Design, combining qualitative and quantitative data collection for a thorough analysis. The findings and discussion section presents the study's results, examining the effect of employee involvement in selection methods on organizational performance at the Tanzania Police School in Moshi.

2. Statement of the Problem

The selection method profoundly shapes the quality, competence, and motivation of employees within an organization, thereby significantly impacting employee satisfaction and overall organizational performance (Anwar & Abdullah, 2021; Bohórquez et al., 2022; Goyal & Patwardhan, 2020; Memon et al., 2020). This observation holds particular significance for public sector institutions like the Tanzania Police Force (TPF), where organizational efficiency is closely tied to the proficiency and dedication of its workforce. Globally, studies such as those by Johnson et al. (2019) and Lee and Martinez (2019) underscore the importance of effective and merit-based selection methods for the performance and effectiveness of police forces. However, these insights have not been comprehensively studied in the Tanzanian context, especially within the TPF, creating a substantial knowledge gap.

This gap is particularly evident in understanding how the TPF's selection procedures influence its overall performance, including its ability to recruit and retain competent staff and its broader performance outcomes. Despite existing studies highlighting the benefits of sound selection methods in other contexts (Anderson & Thompson, 2019), and the claim that many police officers may lack qualifications to effectively handle criminal matters in developing countries (Lee & Martinez, 2019), there is a scarcity of focused research delving into the unique dynamics of the TPF's selection methods, the challenges encountered, and the implications for performance.

Given that the effectiveness of the TPF extends far beyond the administrative domain and directly influences societal stability, law and order, public safety, and justice in Tanzanian society (Anderson & Thompson, 2019), a more in-depth investigation into the TPF's selection methods and their effects on performance was imperative. This study aimed to bridge this knowledge gap by providing a detailed examination of the TPF's selection methods, focusing on the Tanzania police school Moshi and their influence on the overall performance of the force.

3. Objective of the Study

The objective of the study was to examine the influence of employee involvement in the selection methods on organizational performance at the Tanzania Police School in Moshi

Research Question

What is the influence of employee involvement in the selection methods on the organization's performance at the police school Moshi?

4. Theoretical Framework

The theoretical framework of this study draws upon the Person-Organization Fit (P-O Fit) theory, initially proposed by Muchinsky and Monahan in 1987. P-O Fit theory posits that the compatibility between an individual's attributes and the organizational culture significantly influences job performance, job satisfaction, and organizational commitment. It emphasizes that individuals thrive and contribute positively to organizational outcomes when their values, work styles, and career goals align with the organization's culture and objectives.

P-O Fit theory encompasses two dimensions: supplementary and complementary fit. Supplementary fit occurs when an individual's characteristics complement the organization's culture, fostering shared values and ideologies. Complementary fit, on the other hand, occurs when an individual possesses unique skills or abilities that fulfil specific organizational needs.

While widely accepted and applied in organizational behaviour and human resource management, the P-O Fit theory has limitations. The lack of a universally accepted measurement tool complicates comparability across studies, and

the dynamic nature of individuals and organizations challenges the assessment of “fit” over time. Overemphasizing cultural fit may limit diversity and innovation and could potentially mask discriminatory hiring practices.

In the context of this study, the P-O Fit theory underscores the importance of selection methods in identifying individuals whose attributes align with the organization’s culture, particularly in the Police Force. By selecting candidates who fit well with the organizational culture, the Police Force can enhance efficiency, professionalism, and service delivery, thereby improving overall performance.

5. Empirical Literature Review

In a global study conducted by [Smith et al. \(2019a\)](#), the researchers evaluated police selection methods across different countries, including developed and developing nations. Using a mixed-methods approach, combining quantitative data analysis with qualitative interviews and focus group discussions, the study found that the selection method varied across countries, with some having more rigorous and transparent processes than others. The importance of transparent, merit-based selection methods in ensuring effective police forces was highlighted. The study recommended implementing a standardized selection method and enhancing transparency to improve the performance of police forces worldwide. This global study highlighted the variability in police selection methods and underscored the performance benefits of a merit-based and transparent approach. It suggests the potential for improved performance in forces worldwide, including potentially the Tanzania Police Force, which was not specifically examined; however, the study did not specifically focus on the Tanzania Police Force, leaving a gap to be filled.

[Johnson et al. \(2021\)](#), the team investigated how the involvement of existing police officers influences the effectiveness of selection methods in various metropolitan police departments in the United States. The study employed a multi-pronged research design, incorporating both statistical analyses of performance metrics and in-depth interviews with officers involved in the selection process. Results indicated that departments where experienced officers played a significant role in the selection process tended to have better performance outcomes, such as lower crime rates and higher community satisfaction. The research emphasized the value of employee involvement in creating a more meritocratic and effective selection process. However, the study’s focus was limited to U.S. metropolitan areas, indicating a need for further research in diverse geographical and organizational settings, including forces like the Tanzania Police Force. By showing that police officer involvement in selection improves performance outcomes in U.S. metropolitan departments, this study points to potential benefits for the performance of forces like the Tanzania Police Force, though further research is needed in this context.

[Mambula et al. \(2021\)](#) conducted a study about effect of employee involvement in decision making and organization productivity in the United States of

America (USA). The focus of the study was to find out how involvements in decision making were handled in the organization. Simple and purposive sampling techniques were used to obtain a sample of 50 respondents for study, the questionnaire consisted of 20 questions on the various employee involvements in decision making in an organization and the data collected were analysed using tables and percentages. Findings from the study indicated that employee involvement in decision making is an effective tool to enhance productivity. The study relies solely on quantitative data collected through questionnaires. While this provides a broad overview, it lacks the depth that qualitative data can offer. Qualitative insights, such as those obtained from follow-up interviews or focus groups, could have provided a richer understanding of the employees' experiences and perspectives.

Sikanyika and Chibomba (2020)'s *Assessing the Effect of Employee Participation on Organisational Performance: A Case Study of Lusaka*. The study adopted a descriptive survey research design. The findings of the study showed that employee participation had a significant effect on organizational performance. The study also showed that employee participation in positive organizational performance needed more strategies by management to engage in encouraging employee participation in organizational performance. The study does not provide detailed information on the specific aspects of employee participation that are most impactful. Understanding which types of participation (e.g., decision-making, feedback mechanisms, team collaboration) are most effective would be valuable. The study highlights the importance of management strategies to encourage employee participation, providing practical implications for organizational leaders.

Gede and Huluka (2024) examined the Effects of Employee Engagement on Organizational Performance: Case of Public Universities in Ethiopia. The study utilized both quantitative and qualitative approaches, employing descriptive and explanatory research designs. To gather data, three Ethiopian universities were selected based on their establishment date, and a random selection technique was used to include 365 personnel in the sample. Descriptive statistical tools like mean and standard deviation were employed, while structural equation models were utilized for confirmatory factor analysis and path analysis. The study's findings indicate that vigor, dedication, and absorption all have a significant and favorable impact on organizational performance in higher education. The study could provide more detailed insights into how these components specifically affect different aspects of organizational performance (e.g., student outcomes, research productivity). The current study identifies vigor, dedication, and absorption as key components of employee engagement that significantly and positively impact organizational performance. This is consistent with existing literature on employee engagement.

Afriyie et al. (2024) examined the Job Design and Employee Involvement on SMEs Performance: The Mediating Role of Employee Motivation. Data was col-

lected from 367 employees of Ghanaian SMEs using random sampling. IBM SPSS 24 and AMOS-SEM were used for confirmatory factor analysis and to analyse the latent variables. The measurement model was tested on the entire dataset using exploratory factor analysis. The investigation demonstrated a strong fit for a four-factor hypothesis model. The study revealed a statistically significant beneficial relationship between job design and employee involvement in organisational performance. While the study confirms the relationships between the variables, it could benefit from providing more granular insights into how different aspects of job design (e.g., task variety, autonomy) and employee involvement (e.g., decision-making, feedback) specifically impact performance. The current study reveals a statistically significant and beneficial relationship between job design and employee involvement in organizational performance, highlighting the importance of these factors in SME success.

Njoroge et al. (2021), conducted a study on the police selection method in Kenya, Uganda, and Tanzania. The research employed a qualitative approach using interviews and focus group discussions to collect data. The study found that the selection methods in these countries were similar and faced challenges, such as political interference, corruption, and lack of transparency. The researchers concluded that these challenges hurt the police forces' performance and public trust. Recommendations included the establishment of independent oversight bodies, enhancing transparency in the selection process, and capacity building for police officers. Focused on East African countries, this study concluded that police performance and public trust are undermined by the non-transparent selection method. It implies that addressing these issues could enhance the performance of the Tanzania Police Force. Therefore, the study provides a detailed assessment of the Tanzania Police Force's selection process.

Mrema and Shoo (2021), conducted a study evaluating the selection process of the Tanzania Police Force. The study utilized a case study approach and collected data through interviews, questionnaires, and document analysis. The findings revealed that the current selection process was marred by corruption, nepotism, and inadequate resources, which affected the overall performance of the police force. The study concluded that to enhance the performance of the Tanzania Police Force, a transparent, merit-based selection process was essential. Recommendations included the introduction of rigorous background checks, improved training, and the establishment of independent oversight bodies to monitor the selection process. However, the study did not explore the challenges faced in the selection processes in-depth, leaving room for further research. This case study on the Tanzania Police Force identified issues in the selection process that negatively affect performance, suggesting that addressing these could enhance force effectiveness.

Williams et al. (2020) examined thoroughly the role of technology in enhancing police selection methods. This study involved multiple countries, both developed and developing, and employed a hybrid research design that combined

machine learning algorithms with traditional survey methods. The study found that police forces utilizing advanced technology in their selection method—such as AI-driven skill assessment tools—demonstrated higher levels of efficiency and community engagement. The use of technology was particularly effective in reducing human biases in the selection process, leading to a more diverse and competent workforce. The researchers recommended the wider adoption of technology-enabled selection methods to improve policing outcomes. Despite its global scope, the study did not specifically investigate the Tanzanian context, pointing to a gap that future research could address. This study indicates that technology can enhance police selection methods, leading to more efficient and effective police forces. While it doesn't focus on Tanzania, it suggests potential improvements in the performance of the Tanzania Police Force if such technologies were implemented.

6. Summary of the Literature and Research Gap

Studies like those by [Smith et al. \(2019a\)](#) and [Williams et al. \(2020\)](#) offer valuable insights into the benefits of transparent, merit-based selection processes and the role of technology in enhancing these processes, yet they do not delve into the unique challenges and opportunities within the Tanzanian context. Similarly, while [Njoroge et al. \(2021\)](#) touched upon East African countries, including Tanzania, their focus was broader and less detailed regarding the specific intricacies of the Tanzania Police Force's selection mechanisms.

Moreover, the research conducted by [Johnson et al. \(2021\)](#) and [Mrema and Shoo \(2021\)](#) within the Tanzanian framework identified critical issues such as corruption and nepotism in the selection methods and the influence of involving experienced officers in the selection process, yet its applicability to the Tanzanian setting remains unexplored. This gap highlights the need for a focused investigation into the selection processes at the Tanzania Police School Moshi, aiming to provide a nuanced understanding of the current practices, challenges, and their direct effects on organizational effectiveness. Therefore, this study tried to bridge this gap on the specific needs and constraints of the Tanzania Police Force, ultimately contributing to the enhancement of its performance and public trust.

7. Methodology

This section focuses on examining the influence of employee involvement in selection methods on the performance of the Tanzania Police Force at the Police School in Moshi. Employing a Convergent Parallel Design, the study conducted both qualitative interviews and a quantitative survey to comprehensively explore the complexities and effectiveness of the selection processes. Targeted 450 employees at the Tanzania Police School Moshi, a sample size of 207 calculated using Cochran's formula was meticulously determined. Cochran's formula for sample size calculation is:

$$n_0 = \frac{Z^2 \times p \times q}{e^2}$$

where:

- n_0 is the initial sample size
- Z is the Z -value (the number of standard deviations a point is away from the mean, based on the confidence level)
- p is the estimated proportion of an attribute that is present in the population
- q is $1 - p$
- e is the desired level of precision (the margin of error)

Assuming a 95% confidence level, the Z -value is 1.96. If we don't have any prior estimate for p , we use $p = 0.5$ because it maximizes the sample size. The margin of error (e) should be decided based on the precision required; common practice is to use $e = 0.05$.

$$n_0 = \frac{1.96^2 \times 0.5 \times 0.5}{0.05^2}$$

$$n_0 = 384.16$$

Since the population size (450) is not very large, we should adjust the sample size using the finite population correction formula:

$$n = \frac{n_0}{1 + \frac{n_0 - 1}{N}}$$

where:

- n is the final sample size
- N is the population size (450)
- n_0 is the initial sample size (384.16)

Now, let's calculate the final sample size:

$$n = \frac{384}{1 + \frac{384 - 1}{450}}$$

$$n = 207$$

Thus, the sample size needed for a population of 450 employees using Cochran's formula with a 95% confidence level and a margin of error of 5% is **207** employees. Respondents were obtained through stratified random sampling, ensuring representation across various ranks and roles. Data collection involved a triangulation of instruments, including questionnaires for staff employees, and semi-structured interviews key informant, to gather insights from different perspectives and sources. The validity and reliability of instruments were ensured through a pilot test and test-retest reliability approach, bolstering the credibility of the study's findings. The sample size for pilot testing of research instrument were 22 employees and 2 key informant. The reliability coefficient of Likert scaled items was $r = 0.814$. Both qualitative and quantitative data were collected through interviews and widespread investigation, and utilized SPSS for statistical

analysis and thematic analysis for qualitative data, the study synthesizes findings from both strands to offer a comprehensive view of the selection methods within the Tanzania Police Force.

The pre-conditions to conduct an interview guide were essential to ensure the collection of relevant and reliable data. These pre-conditions included clearly defined objectives to understand the purpose and specific information required from the interviews. Additionally, identifying the target audience was crucial to ensure the right participants were selected. Adequate preparation, including a thorough understanding of the topic and potential interviewees' backgrounds, helped tailor the questions appropriately. Furthermore, logistical arrangements such as scheduling, location, and necessary resources were meticulously planned to facilitate a smooth interview process. Lastly, ethical considerations, including obtaining informed consent and ensuring confidentiality, were prioritized to build trust and encourage candid responses from participants. Ethical considerations were prioritized throughout the research process, with measures such as informed consent, anonymity, and respect for participants guiding the research ethos, ensuring the integrity of the study.

8. Findings and Discussion

8.1. Response Rate

Initially, the research aimed to survey 207 individuals. However, only 168 responses were received and considered suitable for analysis. With this, the effective response rate for the study was calculated at approximately 81.2%. This rate is deemed acceptable in empirical research, where a 50% response rate is typically considered sufficient, as recommended by Morton et al. (2012). Moreover, a response rate exceeding 81.2% is often viewed as satisfactory and indicative of a reliable sample for analysis, aligning with academic research standards. (Table 1)

Table 1. Response rate.

Description	N (168)	Percent (%)
Total targeted respondents	207	100%
Responses received and usable	168	81.2%

Source: Field data (2024).

8.2. The Influence of Employee Involvement in Selection Methods on Organization Performance

This table explores the influence of employee involvement in the selection methods on the performance of the Tanzania Police School in Moshi. Each statement provided in the table is analyzed to understand the perceptions of the respondents regarding how employee-related factors influence the efficacy of selection methods and consequently organizational performance. (Table 2)

Table 2. Influence of employee involvement in the selection methods on organization performance (N = 168).

S/N	Statement	SA%	A%	U%	D%	SD%	Mean	ST. D
i	Selection methods influence the organization's performance at the police school Moshi.	22.7	24.2	21.9	16.4	14.8	2.8	1.4
ii	The effectiveness of selection methods depends on the involvement of employees.	21.1	28.1	33.6	11.7	5.5	2.5	1.1
iii	Employee expertise enhances the quality of selection methods.	29.7	43.8	21.9	3.1	1.6	2.0	0.9
iv	The training of employees on selection methods influences organisational performance.	28.1	36.7	23.4	11.7	0	2.2	1.0
v	Effective communication between employees on selection methods influences organization performance.	34.4	33.6	18.8	13.3	0	2.1	1.0
vi	Employee contributions to selection methods positively affect organization performance.	47.7	49.2	3.1	0	0	1.6	0.6
vii	The selection methods in place value employee input which improves organization performance.	23.4	41.4	16.4	11.7	7.0	2.4	1.2
viii	Participation of employees in selection methods is efficient which enhances organization performance.	28.1	43.8	16.4	3.1	8.6	2.2	1.1
ix	Qualified candidates in selection methods influence the overall performance of the organization.	30.5	69.5	0	0	0	1.7	0.5
x	The employee input on selection methods significantly improves organizational performance.	41.4	46.9	4.7	7.0	0	1.8	0.8

Source: Field Data (2024). **Key:** SD = Strongly Disagree, D = Disagree, U = Undecided, A = Agree, SA = Strongly Agree.

Findings on selection methods influence organization's performance at the police School Moshi the findings show a mixed response with a mean score of 2.8 and a standard deviation of 1.4, indicating variability in the respondents' opinions. This suggests that while there is some agreement on the influence of selection methods on organizational performance, there are also significant divergences in viewpoints among the respondents.

The variability in responses highlights the complexity of linking specific selec-

tion methods directly to organizational performance outcomes. It suggests that while selection methods are recognized as influential, the extent and manner of their impact are subject to differing perceptions among employees. Meyer et al. (2002) emphasize the nuanced relationship between HR practices, including selection methods, and organizational performance, aligning with the mixed responses observed in this study. This finding is also supported by one of the respondents, as an interviewee said:

“The effectiveness of our selection process directly correlates with the performance of the organization. However, it’s not just about selecting the right people, it’s also about how we integrate them into the system and align their skills with our strategic goals.” (Interviewee, December 28, 2023)

The result on the effectiveness of selection methods depends on the involvement of employees; Findings indicate a moderate agreement with this statement, as reflected by a mean of 2.5 and a standard deviation of 1.1. These points to a consensus that employee involvement plays a role in the effectiveness of selection methods.

The acknowledgement of employee involvement as a factor in the effectiveness of selection methods underscores the importance of participatory approaches in HR practices. It suggests that involving employees could enhance the relevance and applicability of selection methods, potentially leading to better organizational performance. Kone and Mwangosi (2020) discuss the positive impact of employee involvement in organizational processes, supporting the notion that participatory selection methods can enhance their effectiveness.

The Findings on the statement “the employee expertise enhances the quality of selection methods”, The data presents a strong agreement with a mean of 2.0 and a low standard deviation of 0.9, indicating a high level of consensus among respondents that employee expertise is a crucial for enhancing the quality of selection methods.

This strong agreement signals a clear recognition of the value of employee expertise in refining and improving selection methods. It suggests that leveraging the specialized knowledge and skills of employees can lead to more effective selection practices and, by extension, improved organizational performance. Smith et al. (2019b), highlight the critical role of expertise in optimizing organizational practices, reinforcing the finding that employee expertise is key to enhancing the quality of selection methods.

The findings on the statement “training of employees on selection methods influences organization performance”: The responses show agreement with a mean of 2.2 and a standard deviation of 1.0, indicating that respondents believe training in selection methods has a positive impact on organizational performance. This agreement suggests that training employees on selection methods not only enhances their understanding and execution of these processes but also has a direct positive influence on the effectiveness and efficiency of the organization. It implies that investment in employee training could be a strategic approach to improving organizational performance. Khan et al. (2018) stress the

importance of training in enhancing employees' competencies, which in turn can positively affect organizational outcomes, supporting the notion that training on selection methods is beneficial for organizational performance.

Result on the effective communication between employees regarding selection methods influences organization performance: The data indicates strong agreement with a mean of 2.1 and a standard deviation of 1.0, highlighting the perceived importance of effective communication regarding selection methods among employees. This consensus points to the critical role that communication plays in the implementation of selection methods, suggesting that clear and effective communication can enhance the understanding and execution of these methods, thereby positively impacting organizational performance. This finding is also supported by one of the respondents, as an interviewee said:

“Clear communication about our selection criteria and processes not only helps in setting the right expectations but also in ensuring that we are all aligned towards the same organizational goals. It's fundamental to achieving higher performance levels across the board.” (Interviewee, January 5, 2024)

Khan et al. (2018) discuss the pivotal role of communication in organizational processes, aligning with the finding that effective communication about selection methods is key to enhancing organizational performance.

About the employee contributions to selection methods positively affect organization performance: Findings indicated the highest level of agreement, with a mean of 1.6 and a standard deviation of 0.6, indicating a strong consensus among respondents that employee contributions to selection methods have a positive impact on organizational performance, the strong agreement underscores the value of employee input in the selection process, suggesting that organizations that actively seek and incorporate employee feedback in selection methods are likely to experience enhanced performance.

Adebayo and Ogunlana (2019) highlight the positive impact of employee involvement in decision-making processes, supporting the notion that employee contributions to selection methods can significantly enhance organizational performance. This finding is also supported by one of the respondents, as an interviewee said:

“Employee input in shaping our selection methods has significantly contributed to our organizational success. Their firsthand insights ensure we not only choose candidates with the right skills but also those who embody our values and vision.” (Interviewee, December 30, 2023)

Concerning the selection methods in place value employee input which improves organization performance”: Respondents showed agreement with a mean of 2.4 and a standard deviation of 1.2, indicating that there is a perception that the current selection methods value employee input, which in turn benefits organizational performance.

This suggests that when selection methods are perceived as inclusive and valuing employee input, it can lead to improved organizational outcomes, possibly through increased employee engagement and satisfaction. Mwenda and Otieno

(2021) emphasize the importance of inclusive organizational practices, aligning with the finding that valuing employee input in selection methods can improve organizational performance.

Regarding with Participation of employees in selection methods is efficient which enhances organization performance. The data shows agreement with a mean of 2.2 and a standard deviation of 1.1, reflecting the belief that employee participation in selection methods contributes to organizational efficiency and performance. This indicates that involving employees in the selection process is seen not just as a token gesture but as an efficient approach that can lead to better organizational outcomes, emphasizing the importance of participatory practices in HR. Chaula and Mnyawi (2021) discuss the benefits of participatory approaches in organizational processes, supporting the idea that employee participation in selection methods can enhance organizational performance.

The findings on the qualified candidate in selection methods influence the overall performance of the organization: This statement received strong agreement, with a mean of 1.7 and a very low standard deviation of 0.5, indicating a widespread consensus that selecting qualified candidates is crucial for organizational performance. This strong consensus highlights the critical importance of the quality of candidates selected through the selection process, implying that the effectiveness of selection methods in identifying qualified candidates is directly linked to the organization's success. Ahmed et al. (2020) emphasize the impact of candidate quality on organizational outcomes, echoing the finding that the selection of qualified candidates is key to organizational performance.

About the “employee input on selection methods significantly improves organizational performance” Responses show agreement with a mean of 1.8 and a standard deviation of 0.8, reinforcing the notion that employee input is valuable in enhancing organizational performance through improved selection methods. This agreement further solidifies the idea that employee contributions to the selection process are not only welcomed but are also seen as a significant factor in driving organizational success, highlighting the importance of a collaborative approach in HR practices.

Adebayo and Ogunlana (2019) stress the importance of employee involvement in organizational decision-making processes, including HR practices, to enhance organizational outcomes, supporting the observed positive view of employee input in selection methods. This finding is also supported by one of the respondents, as an interviewee said:

“Having a say in the selection process empowers us to bring in individuals who are not just technically proficient but also a great cultural fit. This collective approach has undeniably elevated our performance as an organization.” (Interviewee, January 15, 2024)

9. Conclusion

In conclusion, the findings on the influence of employee involvement in the se-

lection methods on organizational performance at the police school Moshi reveal a mixed response, indicating variability in respondents' opinions. While there is some agreement on the importance of selection methods, there are significant divergences in viewpoints among respondents, highlighting the complexity of linking specific methods directly to organizational performance outcomes. However, employee involvement plays a crucial role in the effectiveness of selection methods. Additionally, the acknowledgement of employee expertise in enhancing the quality of selection methods is strongly supported. Furthermore, there is widespread agreement that training employees on selection methods positively influences organizational performance. Effective communication among employees regarding selection methods is also perceived as crucial. Moreover, there is a strong consensus that employee contributions to selection methods significantly improve organizational performance, underscoring the value of employee input in driving organizational success. Additionally, the selection of qualified candidates is unanimously recognized as crucial for organizational performance. Overall, these findings emphasize the importance of employee involvement, expertise, training, communication, and contributions in optimizing selection methods and ultimately enhancing organizational performance at the police school Moshi.

10. Recommendations

Based on the conclusion, several recommendations are proposed to enhance the effectiveness of the selection method and subsequently organizational performance at the Tanzania Police School in Moshi:

For Tanzania police force and government should encourage and facilitate greater employee involvement in selection methods: By involving employees in the selection process, organizations can benefit from their firsthand insights and perspectives. Employees who are actively engaged in decision-making processes related to selection methods are more likely to feel invested in the organization's success and committed to the chosen candidates.

For Tanzania police school Moshi should recognize and leverage employee expertise to enhance the quality of selection methods: Employees possess valuable knowledge and skills that can contribute to refining and improving selection methods. By recognizing and leveraging their expertise, organizations can ensure that selection processes are designed and executed in a way that aligns with organizational goals and values. Employee input can lead to the development of more relevant and effective selection criteria, resulting in the identification of candidates who are not only qualified but also culturally fit for the organization.

Policymakers should provide training for employees on selection methods to positively impact organizational performance: Offering training programs on selection methods ensures that employees understand the criteria and processes involved in selecting candidates. By equipping employees with the necessary knowledge and skills, organizations can improve the consistency and fairness of

selection processes. Training also empowers employees to make informed decisions during the selection process, contributing to better hiring decisions and ultimately enhancing organizational performance.

Foster effective communication among employees regarding selection methods: Clear and open communication among employees regarding selection methods promotes transparency and alignment within the organization. When employees understand the rationale behind selection criteria and processes, they are more likely to support and adhere to them. Effective communication also enables employees to provide feedback and suggestions for improvement, leading to continuous refinement of selection methods and better organizational outcomes.

Emphasize the value of employee contributions to selection methods in driving organizational success: Highlighting the importance of employee input in selection methods reinforces their sense of ownership and responsibility. When employees feel valued and recognized for their contributions to the selection process, they are more likely to actively participate and engage in the process. Emphasizing the value of employee contributions also fosters a culture of collaboration and teamwork, leading to improved organizational performance.

Prioritize the selection of qualified candidates to improve organizational performance: Selecting qualified candidates ensures that the organization has the necessary talent and skills to achieve its goals. By prioritizing the selection of candidates who possess the required qualifications and competencies, organizations can mitigate risks associated with poor hiring decisions and maximize the likelihood of success. Investing in the recruitment and selection of qualified candidates ultimately contributes to improved organizational performance and long-term success.

Tanzania's police force should prioritize employee involvement in selection processes, actively engaging them in decision-making and leveraging their expertise to refine selection methods. Therefore, it is recommended that the organization prioritize employee involvement in selection processes, actively engaging them in decision-making and leveraging their expertise to refine selection methods. Additionally, there is a need for more inclusive and employee-centric approaches in the selection process, fostering transparency, openness, and collaboration.

Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

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