

**RECRUITMENT AND SELECTION PRACTICES AND PERFORMANCE OF
FRONT DESK OFFICE AT SHERATON HOTEL**

BY

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DECLARATION AND APPROVAL

I, Rehema Nabagala, acknowledge and declare to the best of my knowledge and belief; that this is my original work and has never been presented in any other Institution for the award of any qualification.

SIGNATURE

DATE

Rehema

APPROVAL

This dissertation has been submitted under my approval.

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DATE 23/04/2007

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DEDICATION

This piece of work is dedicated to dear mother

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A number of people have contributed both directly and indirectly at different stages of this study. It is impossible to mention them all. However, special consideration goes to the following:

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ABSTRACT

ABSTRACT

This study set out to establish the effect the recruitment and selection practices in Sheraton Hotel and how they affect performance of Front Desk Officers. The study was carried out along a number of objectives, which included; to identify the methods used in the recruitment and selection processes, to evaluate the role of effective communication in the success of an interview exercise in selection of front desk staff and to examine the challenges affecting the recruitment and selection process of front desk staff at Sheraton.

The study was carried out using a self-administered questionnaire to the staff and an interview guide. The data collected was entered in the Computer and analyzed using the Special Package for Social Scientists (SPSS) to generate frequencies and percentages for comparison.

The findings of the study indicated that, a number of methods are used in the recruitment process. These methods include, advertising in the Newspapers, radios and head hunting among others. There are also internal recruitment methods which included; talking to colleagues during meetings, using notice boards, memos, bulletins; to mention but a few. The results also indicated a significant relationship between effective communication and the results of an interview exercise.

It was also found out that, a number of challenges affect the communication process in recruitment. These included; failure of prospective applicants to get

information about the job, failure to become aware of the shortlist, poor attitude of people about Hotels; to mention but a few.

From the study results, the researcher made a number of recommendations, which include the following; there is need to improve the way basic salary is provided. The researcher also recommended of the need to make additional payments part of the reward package for all the employees.

Finally, the researcher recommended that during Staff recruitment exercise, there is need to use Communication methods that can adequately attract the required staff. This is because, it was found, that some of the methods were more effective because they helped to reach many people especially the news papers and that they can help in attracting good candidates from a far, that some of the methods are easy to use especially the internal methods which can lead to getting good candidate without having to spend any money on informing the candidate.

There is need for the hotel management to improve the ways in which the Interview exercises are managed. This is because, It was revealed from the study that there are a number of issues which affect the interview exercise and which unless they are taken care of, there is a likelihood of getting poor results. The interviews exercise can be improved by making sure that skilled people are contracted to do the job of conducting the interviews.

Finally, There is also need for the hotel to consider ensuring that the challenges to the recruitment process are minimized. This is because from the study, a number of challenges were found to affect the process of recruitment.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Recruitment and selection have always been critical processes for organizations. They are the vital stages in the formation of the expectations that form employees psychological contract with the organization on which, with an emphasis on a two way to flow of communication, employees select an organization and the work on offer as much as employers select employees (Guest et al, 1998 in Bratton 2000). People have a choice about which organization they wish to work for. Therefore it is upon employers to employ the basic means of communication strategies to attract and select the best people they wish should work for them, (Newel and Shackleton 2000).

Effective communication especially through advertising that is “focused” helps to reach the right people. Some organisations first communicate to the workers internally so as to give internal candidates priority, and they only go outside the organisation if no one meets the person specifications within organisation, (Maicibi 2003).

In the process of communicating the existence of a job, Maicibi notes that, there is a double selling activity between the potential applicant as well as the advertiser. The organisation promotes itself to the applicants by advertising (communicating) and in the same way the applicants promote themselves by reacting to the organisation’s communication by displaying their qualifications to be purchased. Maicibi emphasises that, for a

communication to be effective in recruitment, should be properly edited and the diction used be very appropriate.

Recruitment is the process of generating a pool of capable people to apply for employment to an organisation. Newell and Shackleton (2000), refer to recruitment as the process of attracting people who might make a contribution to the particular organisation. While Deordwel et al, (1989) in Macibi (2003), defines recruitment as a search or a process of obtaining potential job applicants in sufficient quality and quantity so that the organisation can select the most appropriate persons to fill its job needs. Indeed according to him (Deordwel), recruitment is a process of announcing the existence of a vacancy to be filled and the strategies involved in getting people register interest to want to fill such a vacancy. Devis (2002), present various ways of communicating the existence of vacancies. They argued that, informing the potential applicants about the jobs can take the following ways: use of print media, use of counsellors or career advisers, use of electronic media use of bill boards posters, staff meeting, newsletters and bulleting boards.

1.2 Problem statement.

For along period of time, many organizations and Human Resource personnel have believed that the selection of employees can be used as a gauge to determine if they will perform according to the organizational expectations. Furthermore, performance has been of prime importance in determining whether the right kind of employee were selected for the right job. The relationship between selection and employee performance in Sheraton Hotel has led to the need for a more careful criteria for selecting employees, in the hope of achieving better input from the employee. However, there is no study that has yet been carried out to establish the process of

employees recruitment and selection and its impact on performance in Sheraton hotel which inspired the researcher to undertake the study with focus of recruitment and selection of Front Desk staff.

1.3 Purpose of the study

The purpose of the study was to establish the staff recruitment and selection practices and their effect on performance in Sheraton Hotel in Kampala.

1.4 Objectives

The study was guided by the following objectives.

- 1) To identify the methods used in the staff recruitment and selection processes.
- 2) To evaluate the role of communication in the success of an interview exercise the selection exercise of Front Desk staff in Sheraton Hotel.
- 3) To examine the challenges affecting the staff recruitment and selection process in Sheraton Hotel.

1.5 Research questions

- 1) What are the methods used in the recruitment process in Sheraton Hotel?
- 2) What is the role of effective communication in the success of an interview exercise in a staff selection process Sheraton Hotel?
- 3) What are the challenges of effective recruitment and selection process?

1.7 Scope of the study

Geographical scope

The study was carried out amongst the employees of Sheraton Hotel in Kampala. The researcher used an appropriate sampling technique to select an appropriate sample size of the employees in the study.

Content scope

The content scope covered the role played by effective recruitment and selection process on staff performance. It attempted to investigate the methods (channels) used in the recruitment process and the challenges affecting the staff recruitment process and to assess the role of effective communication in recruitment and selection of the right person for the jobs.

Time scope

The study should be conducted in a period of two weeks of which the data should be collected, analyzed interpreted and communicated in a period of one month so as to enable and help the management of Sheraton hotel do their selection of employees.

1.8 Significance of the Study

The study will be useful in the following ways;

1. The research findings will help policy makers especially those of the private service sector to adopt more realistic policies aimed at the improvement of the management of service sector institutions.
2. The results of the study will be useful to future researchers who would be interested in a related area.
3. There is no doubt; the results of the study will contribute to existing theories on Recruitment and selection.

4. This study will be a source of great experience and a contribution to the academic career of the researcher.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

2.1 Recruitment and selection

Bratton (2003) notes that, recruitment and selection have always been critical processes of organisations. In recent years, he noted that there has been growing evidence that the formation of a positive psychological contract with employees provides the basis for a positive outcome in terms of organisational commitment and motivation. Hence according to Bratton, employers need to see the attraction and retention of employees as part of the evolving employment relationship.

While talking about recruitment and selection, Shackleton (2000) pointed out an important issue. He refers to recruitment as the process of attracting people who might make a contribution to the particular organisation. Within this definition, Newell highlights two major issues, which make effective communication to the public as vital. The first is that people need to be attracted to the organisation through effective communication. Secondary, the definition highlights that, management has to influence the process of attraction of people either through persuasive communication or by making the communication as clear as possible.

Considering Shackleton's comment, Bratton (2003) was right when he notes that, the rest of success of a recruitment process is whether it attracts a sufficient number of applicants of the desired quality within the budget set. Recruitment might reasonably expect a number of

applicants per position available, referred to as; the recruitment ratio, thus allowing a choice to be made. He notes that changes to the recruitment process may affect this ratio. For example, as we have indicated above, recruitment via the internet may reduce the quantity, but not necessarily the quality, of applicants.

Recruitment is a search for obtaining potential job applicants in sufficient quality and quantity so that the organisation can select the most appropriate person (s) to fill its job needs. Indeed recruitment is a process of announcing the existence of a vacancy to be filled, and the strategies involved in getting people register interest to want to fill such a vacancy ,Deodwell et al (1989),. In his extension of Deordwell's view, Maicibi pointed out that there are different ways of communicating existence of vacancies. These include; the print media such as the newspapers, journals, magazines and other business printing media and publications. He also points out the use of career advisers, the electronic media is emphasised to include the radios, television, telephones and the Internet.

During the recruitment process, the most obvious method of attracting candidates is advertising, Armstrong (2003). Nevertheless, the first question to ask is whether an advertisement is really justified. This means looking at the alternative sources mentioned above and confirming, preferably on the basis of experience, that they will not do.

Given the above scholarly expressions therefore, undertaking a study into the role of effective communication in private Universities, is a worthwhile exercise.

2.2 Employees' selection in organizations

After successfully attracting applications to fill the vacancies, the human resource department is faced with yet another task. The task of sifting or filtering of the applications. It is a task of winnowing the chaff from the grains. This task is a process called selection, also called winnowing (Maicibi 2003). He (Maicibi), presents a number of selection methods which include short listing of applicants, graphology, group exercise, questionnaire, collecting information about that applicants supplied by others such as referees and certification authorities.

Armstrong (2003), stresses that, after shortlisting the candidates, draw up an interviewing programme. The time you should allow for the interview will vary according to the complexity of the job. For a fairly routine job, 60 minutes or more is required. It is best not to schedule too many interviews in a day. If you can, try to carryout more than five or six interviews. He (Armstrong) emphasises that, when inviting candidates for interviews, a standard letter should be written where large numbers are involved. At this stage, applicants should be requested to complete an application form if they have not done so. The details of the organisation and the job should be made known to the candidate so that much time is not spent giving this information at the interview.

According to Murrins (2002), it is important to review the remaining possibilities and marginals and decide if any are to be held in reserve. Then send reserves a standard "holding letter" and send the others a standard rejection letter. I writing to the latter according to Murrins,

should thank candidates for the interest showed and inform them briefly, but not too brusquely, that they have not been successful. A typical reject letter may read as follows;

“Since writing to you on....we have given careful consideration to your application for the above position. I regret to inform you, however that we have decided not to ask you to attend for an interview. We would like to thank you for the interest you have shown”

However, Maicibi (2003) warns against use of unstructured interviews during selection. He argues that, they can be very subjective which can also lead to candidates' and or public accusations of discrimination, favourism and general lack of confidence on the organisation. Maicibi stresses that; successful interviews should be well structured. And in addition to good preparation, they should include an opening, information gathering, and information giving and closing the interview.

Graphology as one of the methods of selection that is inclined to communication Cook (1993). He defines graphology as the study of the social structure of a human being through his or her writing. Its use in selection is to draw conclusions about a candidates' personality from his or her handwriting as a basis for making predictions about future performance in a role. In his reiteration, Fowler (1991), established that, some studies had indicated a predictive validity coefficient in the range of 0.1 to 0.3, although zero results have also been obtained. While talking about communication and selection, Humphrey (1997), noted that, the selection process must continue until the firm makes a decision on which

candidate to offer the job. This involves communication between qualified and the unqualified applicants. That the manager contacts the unqualified group by writing to them, polite regrets or informing them by phone calls or e-mails. To the qualified applicants, the manager writes letters, or calls or e-mails writing to the short listed candidates to come for an interview.

Humphrey notes further that, in additions to message received by the candidate before making the decision to apply, the candidate should look for more information about the firms as he/she makes contact with the firm at personal level. The applicant evaluates the firms by; observing the firms surroundings, observing the organisational climate or the way employees relate to one another and observing the level of hospitality. He notes the following "All those who will meet the candidate should be briefed, including receptionists and others responsible for greeting them properly. Awkward situations can also arise through inadequate provision for travel arrangements, overnight accommodation (where necessary) and prompt reimbursement of travel expenses. These considerations help to set interview tone which is just as important for the junior applicant as well as the most senior.

Armstrong (2003), stresses that an interview exercise is fully a communicative intervention between the job seeker and the interviewer (recruiting person). He defines an interview as a face-to-face discussion and provides the best opportunity for the establishment of close contact rapport between the interviewer and the candidate. In their discussion, Armstrong and Barron (1998), expressed that in staff selection interviews, there is need to establish a rapport which

involves putting the candidate at ease, encouraging them to respond and generally being friendly. They also present the dos and don'ts to interviewers (dos include giving themselves sufficient time, planning the interview creating the right atmosphere and establishing an easy and an informal relationship. Douts on the other hand include; not to attempt to start the interview unprepared, not to ask multiple questions and to not plunge too quickly into demanding (probe) questions).

Capelli (2000) in Armstrong (2003) notes that; "if an interview is a conversation with a purpose as it should be, listening skills are important. One needs not only to hear but also to understand what candidates are saying.

Therefore from the above, the selection process is all enshrined in a communication process. That is an exchange of information, opinions and ideas. Depending on how it is effectively done, it can affect the decision on the candidate positively or negatively. This therefore warranted the researcher a reason to investigate the role of effective communication in the selection process.

2.3 Challenges of effective communication in recruitment and selection

The communication in the recruitment process is affected by lack of certainty on the feedback. When an advert is run, it may not be easy to tell, how many people will respond to the advert and being certain of appropriateness in the qualifications Shannon and Weaver (1989).

Weaver also argued that, improper channels of communication might also distort the message. He argued that for example, if the message is sent

through a telephone line, it might be unclear due to either distance in or the non-availability of network within a given area. Therefore as manager (he argues), there is need to avoid channels which they suspect to distort the message since communication is the only way to get good applicants. Good managers should choose the right channel to accomplish their intended purpose in a given situation.

Although the Internet is liked and will continue to remain attractive, sophisticated and will continue to receive patronage of large organisations, the small organisations which are many, may continue to use the traditional ways Maicibi (2003). The Internet does not seem to be the preference for use while recruiting for senior positions. This is so because such applicants for senior positions do not like being viewed as just one of the crowd. They rather prefer the ego booster of being head hunted. Again, there seems to be greater concern about the confidentiality of personal data such as resume or Curriculum Vitae (CV) for job application when transmitted over the internet system.

The "Halo effect" This is a communication problem that usually arise during the interview process. Maicibi also identified it as a problem in selection O' Connon (2000). The halo effect has been known for many years in connection with interviews. Essentially, it states that, interviewers make up their minds about candidates in the first couple of minutes of meeting them. Subsidiary subsequent questions asked are used to substantiate the opinions the interviewers have already formed. It also implies using the performance of the first candidates to judge the following candidates. Particularly where the first candidates were poor

performers, the poor performance is extended to the subsequent candidates.

In a related view, Maicibi (2003) presents a number of pitfalls (communication problems) that may arise during the interview. Amongst these are: The stereotyping effect; where interviewers assume some particular characteristics to be from a particular group and thus treat everyone from such a group similarly; for instance, the perception that an average Karimajong in Uganda is aggressive would mean that in an interview mostly Karimajongs would be perceived as aggressive even if they were not.

The primacy effect; is where too much emphasis is placed on impression gained and information gathered early in the interview. There is information under load effect; where judgements are made based on only a small amount of the information provided;

Finally the negative information bias effect; where more weight is given to perceived negative points about candidates than to those that are more positive.

According to Kreitner Robert (2001:376) there are four (4) main types of communication barriers; Process barriers, Physical barriers, Semantic barriers and Psychological barriers. These forms of barriers are generally articulated in the following discussion: Process barriers; these may refer to blocked steps or hiccups that occur in the process of communication such as encoding barrier, medium barriers, decoding, receiver and feedback barrier.

Language; the choice of words or language in which a sender encodes a message will influence the quality of communication. Because language is a symbolic representation of a phenomenon, room for interpretation and distortion to the meaning exists. For example when a Boss uses languages (this is the third day you have missed) this is more likely to convey more than objectives information. To the person concerned it may convey indifference to her problems. In this case the same words are likely to be interpreted differently by each different person, so meaning has to be given to the words. The complexity of the communication process itself is a formidable barrier to communication. Malfunctions anywhere along the can singly or collectively block the transfer of understanding. For example in a secondary school, the inability of students to grasp the teachers explanation about the theory of drifting continents by Alfred Wegner.

Physical barriers; sometimes a physical object may block effective communication. For example, in pre-colonial times communication between communities was greatly hindered due to obstacles like mountains, lakes and forests by virtue of the distances involved.

Given the above discussion therefore it was necessary carrying out a study to find out the challenges affecting staff recruitment in private Universities in Central Uganda.

CHAPTER THREE

METHODOLOGY

3.1 Methodology

This chapter highlights on the research design that was used, area of the study, population of the study, sample selection method and size, data collection methods, Validity and Reliability, procedures of data collection and data analysis methods.

3.2 Research design

This study adopted a case study research design and it involved both qualitative and quantitative approaches. Both approaches were adopted to enable the researcher get relevant information concerning recruitment and selection processes of Front Desk staff in Sheraton Hotel. The qualitative methods were used to gather qualitative information while the quantitative methods were used to generate values on people's ideas and perceptions concerning the Recruitment and Selection Processes.

3.3 Area of study

The study was carried out in Sheraton hotel in Kampala city. It involved employees at different levels ii in the hotel

3.4 The study population

The study population constituted the Human resource section and all other employees. This is because all the employees at list pass through the same process in order to join Sheraton and had important information. The top administrators were covered because they are believed to be knowledgeable about the overt impact of the recruitment and selection practices.

3.5 Sampling methods and size

Selection of Universities: The selection of respondents generally employed a variety of methods. However the stratified sampling method was extensively used. The researcher first divided the workers to establish how many were women and how many were men.

3.6 Data collection

Both primary and secondary data was collected. The study began by reviewing hotel documents on the staff profile. This helped to establish the employment trends, which gave a potential picture on the basis for selecting the appropriate sample. Collection of primary data involved the use of the following instruments:

3.6.1 Questionnaire

Self-administered questionnaires was filled by the staff that were selected to participate in the study. The questionnaire comprised of both the structured and unstructured questions. The study used questionnaires because they help cover a large number of respondents in a relatively short time and can generate reliable data because the respondents answer the questions in their own mood without being affected by the researcher's presence.

3.6.2 Interviews

Interviews were administered to hotel management staff. They were a source of helpful information on matters related to employees' complaints and response to the recruitment and selection processes.

3.8 Procedure

The researcher first secured a letter of introduction from the School of Business at Kamapala International University that was presented to the Management of Sheraton Hotel. This helped in seeking permission to carry out the study in the hotel. There after, the selection exercise followed. The researcher ensured that the filled questionnaires were collected as soon as they got filled to avoid loss and misplacement.

3.9 Methods of data processing and analysis

The researcher employed both qualitative and quantitative techniques in data analysis. The Statistical Package for Social Scientists was employed. Information was entered in the computer as soon as it was gathered, edited and analyzed. The data collected was presented in frequency counts and score tables with varying percentages calculated. However, quotations from the responses of the University's staff with relevant information to the findings were also included to substantiate the findings.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND ANALYSIS

4.0 Introduction

In this chapter the study findings are presented, interpreted and analysed. The results are presented in line with the research objectives and the questions that guided the study. Three research objectives were used in order to achieve the purpose of this study. Findings are presented in Tables, analyzed and interpreted.

Research question one

From the first objective of the study, the researcher delivered the first research question. This research question inquired of the methods used in the recruitment of Front Desk officers at Sheraton hotel. Answers to this question were sought from respondents through a self administered questionnaire and an interview guide. The results are presented in the issuing discussion.

The researcher inquired from the respondents whether the hotel advertises the jobs in case they exist. Majority of the respondents were in agreement. That is 54[74%] as compared to 18[24.7%] who did not accept that the hotel advertise the jobs when they exist. The respondents believed that there is no way jobs could be easily made known to the prospective employees without advertising them through the most appropriate channel. During the process of communicating an existing vacancy in the hotel, respondents expressed that the following are usually considered to be included; the description of the job [what the job holder is going to do),

person's qualifications, addresses for future communication, the application deadlines, job challenges and job benefit or remuneration.

It was believed by the respondents that a number of channels were used to get prospective employees to apply for the jobs. The methods that were identified are presented in table (1).

Table (1): Respondents views on means used to get prospective employees

Category	Frequency	Percent
Newspapers	34	46.6
Radios	6	8.2
Magazines	5	5.6
Internet	6	8.2
Head hunting	20	12.7
Television	2	2.7
Total	73	100.0

From table (1), it is indicated that the newspapers were the most used means of attracting the candidates. That is 34 (46.6%) of the respondents were in the view that newspapers were being used. The other widely used method is that of head hunting the appropriate employees. This was expressed by 20 (12.7%) of the total respondents. The other methods though not used extensively were the radios which was identified by 6 (8.2%) of the respondents, magazines where identified by 5 (5.6%) of the total respondents and television by 2(2.7%) of the respondents. From the researchers' discussions with the respondents, it was revealed that the hotel preferred to use newspapers because they were a little bit cheaper as compared to other methods. That is the newspapers which were

commonly used were the New Vision and the Monitor. They argued that these two newspapers are mostly used because they are the most read by most of the people and they reach all corners of the country. Respondents also informed the researcher that usually, an advert in the newspaper is made to run for a month being published three times in a week. On the other hand, head hunting according to the staff views, is used because it helps in getting employees who are experienced in other hotels and already working. These employees according to the respondents do not want to apply through the Newspapers. That the reasons some times which they give are that they don't want to be mingled with the unemployed guys while sorting, they would not be considered serious and that sometimes they think, applying in news papers means they are seriously looking for a job and it would affect their negotiations of terms.

However, internal communication is also used to get recruits to feel vacancies. The internal communication practices identified include as presented in table (2).

Table (3): Internal communication methods used in recruiting employees

Category	Frequency	Percent
Notice boards	8	11.0
Staff meetings	14	19.2
Bulletins	5	6.8
Memos	16	21.9
Just talking to colleagues	29	39.7
Total	72	98.6

From table (2), a number of ways through which the hotel gets employees are presented. These include; just talking to colleagues was identified as the most commonly used method in finding appropriate candidates for the jobs. That is 29 (39.7%) of the respondents indicated the use of this practice and respondents said during the Interviews, that this method is used for both lower and the higher positions in the hotel. Others respondents; 16 (21.9) indicated the use of memos, 14(19.2%) identified the use of staff meetings. Other methods identified were the use of notice boards 8(11%) and the use of bulletins. Discussions with respondents during the face-to-face interactions also indicated interesting observations where most of them expressed that; sometimes it does not pay the hotel to advertise. It is possible to get good people by not necessarily contacting the general public. It pays the hotel greatly by communicating the existing vacancies to the already existing employees so that they help in looking for those who should occupy them. One respondent noted that "talking to employees is the best method because employees know their colleagues outside there and can always contact them if need be.

However the respondents expressed that some of the methods were most effective than others. They argued that some were more effective because they helped to reach many people especially the news papers and that they can help in attracting good candidates from a far, that some of the methods are easy to use especially the internal methods which can lead to getting good candidate without having to spend any money on informing the candidate. One respondent however expressed a worry that this kind of approach has a likelihood of people contacting their own relatives and friends even when they are not necessarily good candidates. This ends up perpetuating corruption and poor performance of staff in the hotel, which should be avoided at all costs.

Most of the respondents did not believe that the Internet is an effective means of communicating the existing vacancies in the hotel. The reasons that were advanced for less use of the Internet include; The fact that it is not accessible to majority of the people, being expensive in most of the cases, being only appropriate for international recruitment and that when jobs are put on internet, people, may view them as extra ordinary jobs and many fail to apply. One respondent also reiterated that, it is not part of Uganda's hotels management culture to advertise jobs by the Internet.

The above findings indicated to the researcher that the Internet was limited in hotels and the problem is because of culture of the public to the use of Internet. Nevertheless, a number of respondents were optimistic to the use of the internet, They felt that the internet helps a communication to stay for some time until it is accessed by the applicants, people view it

with concern and are likely to consider it with seriousness, it captures employees' across the borders and it can turn out to be cheaper especially if there is need for employees who may not be available in its local markets.

From the above expression therefore, a number of methods are used to attract candidates at Sheraton hotel. Important to note however, is that some of the methods were found to be better than others and the use of any method should depend on the nature of the job and the person needed to perform the job.

Presentation of results on Research question two

From the second objective of the study, a research question was derived which inquired of the impact of effective communication on the interview process. From the administered questionnaire, the results were descriptively analyzed and they showed the following results.

The researcher was interested in establishing the views of the respondents on the steps followed by the hotel in the selection process. It was revealed that there is a chronological order that is followed that entails, short-listing >informing candidate if they were successful to appear on shortlist> hiring interviewers> hiring venues> and setting everything ready for the interview. The researcher inquired from the respondents if effective listening on the side of the interviewer could affect the interview exercise. 50% of the respondents were in agreement as compared to 18.7% who did not agree that effective listening could affect the interview exercise. This left 20.8% neutral on the view. When the researcher discussed the matter

with the respondents in the face-to-face interviews, most of the respondents argued that, it's not that those who fail an interview always are not good candidates for the job. They argued that sometimes the interviewers mismanage the interview exercise whereby they do not take care of what the interviewee says nor do they try to understand what the interviewee says. This leads to misinterpretation of the interviewee, which affects his/, her rating with others. This henceforth affects the results of the interview exercise and subsequent placement of the candidates into the job.

It was also revealed from the study that sometimes the success of the interview process depends on the way the interviewers have kept control of the exercise. On this view, 58.3% of the respondents were in agreement that keeping control affects the interview exercise as compared to 18.7% who did not agree while 19.2% remained neutral over the matter. It was also indicated that during the interviews, the interviewers sometimes fail to control the exercise and find themselves asking respondents questions that are not relevant to the job which makes it difficult for the candidate as he/she may not have prepared for such eventualities. They also expressed that due to lack of effectiveness in controlling the interview, some of the interviewers become rough to the candidates, they start abusing them, intimidating and sometimes becoming slack that they find no one is asking the respondent a question. This situation disrupts both the interviewers and the interviewee, which limits the possibility of getting the best candidates from the candidates attending the interview. The above views indicate that there is need to take care of the interview

exercises and make sure the interviewee is at ease to be able to communicate well without environmental and situational disruptions.

During the study, some of the respondents also reiterated the need to establish rapport in order to make the communication process more freely. This view was revealed by 50% of the respondents while 10.1% of the respondents did not believe that, whether rapport or not the interview exercise may go on well. This distribution left 19.2% just neutral without any substantial response. However during the interview discussions, most of the respondents were on the view that it is only through a sufficient friendly environment that the interviewee may be able to express him/herself. This situation when well created reduces the possibility of intimidation and any kind of fears that may affect response. One of the respondents categorically argued, "Without a sufficient rapport, it may be hard to select the right candidates from a group of candidates"

This submission and others indicate that if the communication process is poorly handled at an interview exercise during a staff selection process, there is a possibility of failure to get the right candidates for the job. This view was reiterated by respondents when they argued that there are two communication related issues that can affect success of an interview exercise. One of these issues was identified to be failure to create an enabling environment affects effective communication during an interview. Respondents also argued that there is need to create an informal relationship. This was revealed by 55.6% of the respondents as compared to 16% who did not mind whether there should be such a relationship. This distribution left 17.8% not decided on whether there should be such a

relationship. When the researcher contacted the respondents in the interviews especially from Human Resource section however, most of them expressed that, it is not that people fail at interviews because there is no such a relationship but just because they do not know. If someone knows and he/she fits the job, then he/she should be confident enough to cope with such an environment. The researcher was also interested in finding out if any failure to avoid ambiguity of questions may affect effective communication at an interview. 40.3% of the respondents were in agreement as compared to 32.9% who did not agree while 26.9% remained neutral to the issue. When the researcher contacted respondents in interviews on the same issue, most of them expressed that they could not remember whether this could have affected themselves in the interviews they had so far attended. As a result the researcher did not try to find much more on the same matter.

Despite this however most of the respondents agreed that, the interviewers need to judge respondents by factual information and information that is helpful in the job should be the one to be judged. This view was expressed by 34.7% of the respondents as compared to 27% who did not believe. This left 27.4% neutral on whether judging respondents by only factual information was very important.

The respondents also revealed that, during and interview exercises, if interviewers could try to avoid multiple questions, it would be a successful exercise. They expressed that sometimes a panel of interviewers asks questions at the same time, the respondent gets confused which question to answer and which one to leave. This sometimes is then

misinterpreted by the interviewers as the non- innovativeness of the candidate and less quick problem solving competence on the side of the candidate yet it is a deficiency by its panel.

The respondents also indicated other communication errors that affect the selection process during interviews to include; paying attention on weaknesses of the candidates while over shadowing the candidates strengths, intentionally threatening candidates, failure to avoid issues that do not concern the job, failure to identify and to take care of the candidates fears, failure to avoid discrimination of candidates and the issue of repeating questions all of which affect the candidate's communication environment and subsequently count in the final selection decision.

All the above indicated to the researcher that managing a communication process in an interview exercise might greatly affect the success of the selection process. If any hotel or other organisations wishes to have a successful selection process this issue must be taken care of.

Presentation of results on Research question three

The third research question basically inquired of the challenges of effective recruitment and selection process. In providing answers to this question, respondents revealed a number of issues which are presented, analysed and interpreted in the following presentation.

The researcher was interested in finding out if failure of prospective candidates to get information about the job affects recruitment of the

right candidate. Majority of the respondents 80% were in agreement as compared to 20 % who did not accept that this is a problem. In the interviews with the respondents, most of them said that, it is not always easy for the information to get to the right people. It is true that people apply when called upon but one cannot really tell if it is really the right people who apply. It was also revealed by the Human Resource Officer, that one time they advertised for the recruitment of an front desk officer. but to their surprise no one applied. But a month latter, someone came asking if he could be recruited. When asked if she had not seen the advert, she said, 'no' despite that she had been in the country all that period. This view indicates that it is not easy to have a communication reach the people it is intended to reach and this could greatly affect the recruitment exercise.

Respondents also revealed the problem of candidates' failure to be aware that they were short-listed. This was revealed by 56.9% of the respondents as compared to 20.6% who did not believe that failure of candidates to be aware that they were short listed was a problem. This distribution left 21.9% not decided on the matter. Discussion with respondents in the face to face interactions revealed that , today an advert attracts a big number of candidates and that to inform all the candidates individually may turn out to be more expensive.

It was also revealed that there is a problem of lack of funds to have a wide advert coverage. They said that to put a quoter of a page in a news paper to run for a weak can cost more than four million shillings. "This is no little money for a hotel," Nevertheless, the results indicated

to the researcher that lack of funds could have a substantial challenge to the recruitment exercise.

It was also revealed that sometimes the candidates tend to be pessimistic about hotels. This was revealed by 43.1% of the respondents as compared to 27.4 who did not see it as an issue. This left 28.8% of the respondents neutral on the matter. Discussions with respondents during the face to face interviews indicated that this pessimism was due to a number of issues which include the following; Due to unemployment some candidates do not apply thinking they will not take up the job, some feel even if they have the competence it may not be recognized because of the big number of candidates with whom they are going to apply, the hotel being a non formal organization, they are not paying well and they may not help someone develop a career and finally that because of corruption some of the hotels place adverts in News papers as a by the way or to indicate to the public that they are reputable when actually they have already identified the people they need. All these perceptions about the hotel industry affect the candidates' response to an advert.

The above views indicated to the researcher that the attitude of prospective employees may be a big challenge affecting the recruitment and selection processes which can only be handled by head hunting. The researcher then inquired from the respondents, other factors, which they feel affect achieving effective recruitment and selection processes. A number of varying views were expressed which are presented in tables - about the factors affecting recruitment and selection processes.

Table (5): Respondents Views on the factors affecting effective communication in a staff recruitment Process

Factor Identified	Frequency	Percent
Failure to notify candidates in time	9	12.3
Failure to easily describe the job	11	15.1
Failure to explain /communicate challenges in the job	12	16.4
Failure to express the kind of people needed	10	13.7
Exaggerating the job which attracts big numbers of candidate	9	12.3
Hiding identity of the hotel	9	12.3

From table (-) above, there are a number of views which in the face of the respondents affect the recruitment and selection exercise. However the most pronounced were; failure of fully describing the job in an advert, failure to communicate challenges in the job and failure to express the kind of people needed to take up the job which attracts all kinds of respondents the makes the selection process more problematic.

From the above views, ensuring an effective recruitment and selection process is not always an easy ride and if any hotel is to succeed in its recruitment process, it should choose a recruitment channel that befits it and which can yield possible expected result. There is no uniform recruitment and selection process that can be applied to all organisations successfully. It also depends on the nature of the organisation's internal and external contextual factors.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This Chapter discusses the results of the study as presented in chapter Four. From the discussion, the researcher derives a number of conclusions. It is from the conclusions that workable recommendations are derived as the following presentation indicates.

5.1 DISCUSSIONS

The purpose of the study was to establish the practices in the recruitment and selection of front desk staff and its effect on performance. The discussion of the results is done along the research questions that guided the study as the following discussion expresses.

Research question one

From first objective of the study, Research question one was developed. This research question inquired of the methods that are used in the recruitment exercise at Sheraton hotel. From the study, it was found out that a number of methods are used in the recruitment process. These methods include, advertising in the Newspapers, radios and head hunting among others. There are also internal recruitment methods which included; talking to colleagues during meetings, using notice boards, memos, bulletins; to mention but a few.

These findings have a relationship with the findings of other scholars elsewhere who have attempted to study the concept of communication in management. The following are examples of these findings were explored.

The findings have a close relationship to the findings of writers like Blanchard (1993), Ian and Beardwell (2001), Koontz and Weihrich (1988), argued that, communication has to be originated, produced, transmitted, received and understood. These writers also concur on the following issues which are crucial in handling the channels of a communication; the source of communication should be made clear (sender), the contents of a communication, the method by which the communication is transmitted, procedure involved in receiving the message, the destination and the understanding of the recipient.

While discussing Human Resourcing strategies, Armstrong (2003) presents advertising as the best way to communicate an existing vacancy to the possible applicants. He however, warns that, it can be a problem unless it is designed carefully. He points that; the first question to ask should be whether an advertisement is really justified. That consideration should be given as to whether it might be better to use an agency or a selection consultant. When making the choice, Armstrong recommends that reference should be made to the three criteria of cost, speed and the likelihood of providing good candidates.

While discussing the appropriate method of recruitment, Wood and Payne (1998), pointed out that Internet recruiting can be appropriate in some situations. He argues that, Internet recruiting uses the Internet to communicate existence of vacancies, provides information about the jobs and the employer and enables e-mail communications to take place between employees and candidates. The candidates cannot only apply for

jobs on line but can also register their curriculum vitae with a range of sites and wait for e- mail from employees.

Attracting candidates is primarily a matter of identifying, evaluating and using the most appropriate sources of applicant, Capelli,(2000). However, in cases where difficulties in attracting or retaining candidates are being met, or anticipated, it may be necessary to carryout a preliminary study of the factors that are likely to attract or repel candidates, the strength and weaknesses of the hotel as an employer.

Given findings of the current study and the above presentation therefore, there is a wide range of methods that can be used to attract potential applicant for jobs existing in an hotels.

Discussion of findings on the Research question two

From the second Research objective of the study, a research question was derived. The research question inquired of the impact of effective communication on the Interview exercise in a staff selection process. The findings of the current study were found related with the findings of other researchers in other organisational environments on the same subject. For example; Maicibi (2003) notes that after successfully attracting applications to fill the vacancies, the human resource department is faced with yet another task. The task of sifting or filtering of the applications. This task is a process called selection, also called winnowing He (Maicibi), presents a number of selection methods which include short listing of applicants, graphology, group exercise, questionnaire, collecting information about

that applicants supplied by others such as referees and certification authorities.

On the other hand, Armstrong (2003) stresses that, after short-listing the candidates, draw up an interviewing programme. The time you should allow for the interview will vary according to the complexity of the job. For a fairly routine job, 60 minutes or more is required. It is best not to schedule too many interviews in a day. If you can, try to carry out more than five or six interviews. He (Armstrong) emphasises that, when inviting candidates for interviews, a standard letter should be written where large numbers are involved. At this stage, applicants should be requested to complete an application form if they have not done so. The details of the organisation and the job should be made known to the candidate so that much time is not spent giving this information at the interview.

According to Murrins (2002), it is important to review the remaining possibilities and marginals and decide if any are to be held in reserve. Then send reserves a standard "holding letter" and send the others a standard rejection letter. In writing to the latter according to Murrins, should thank candidates for the interest showed and inform them briefly, but not too brusquely, that they have not been successful. A typical reject letter may read as follows;

"Since writing to you on....we have given careful consideration to your application for the above position. I regret to inform you, however that we have decided not to ask you to attend for an interview. We would like to thank you for the interest you have shown"

Therefore from the above, the selection process is all enshrined in a communication process. That is an exchange of information, opinions and ideas. Depending on how it is effectively done, it can affect the decision on the candidate positively or negatively.

Research Question Two.

From the third research objective, the third research question was derived. This research question inquired of the challenges that affect effective communication in the recruitment Process. From the study, a number of challenges were found to affect the process in recruitment. These included; failure of prospective applicants to get information about the job, failure to become aware of the shortlist, poor attitude of people about private Universities; to mention but a few. A number of studies carried out elsewhere on the same subject also indicated related results and among these, the following were explored.

Shannon and Weaver (1989) notes that when an advert is run, it may not be easy to tell, how many people will respond to the advert and being certain of appropriateness in the qualifications. Weaver also argued that, improper channels of communication may also distort the message. He argued that for example, if the message is sent through a telephone line, it may be unclear due to either distance in or the non-availability of network within a given area. Therefore as manager (he argues), there is need to avoid channels which they suspect to distort the message since communication is the only way to get good applicants. Good managers should choose the right channel to accomplish their intended purpose in a given situation.

Although the Internet is liked and will continue to remain attractive, sophisticated and will continue to receive patronage of large organisations, the small organisations which are many, may continue to use the traditional ways Maicibi (2003). The Internet does not seem to be the preference for use while recruiting for senior positions. This is so because such applicants for senior positions do not like being viewed as just one of the crowd. They rather prefer the ego booster of being head hunted. Again, there seems to be greater concern about the confidentiality of personal data such as resume or Curriculum Vitae (CV) for job application when transmitted over the Internet system.

Maicibi (200), notes the "Halo effect" as a communication problem that usually arise during the interview process. Also identified it as a problem in selection. The halo effect has been known for many years in connection with interviews. Essentially, it states that, interviewers make up their minds about candidates in the first couple of minutes of meeting them. Subsidiary subsequent questions asked are used to substantiate the opinions the interviewers have already formed. It also implies using the performance of the first candidates to judge the following candidates. Particularly where the first candidates were poor performers, the poor performance is extended to the subsequent candidates.

On the other hand, Armstrong (2003) argued that Physical distractions are another noise in organisational communication. This can interfere with the effectiveness of a communication attempt. Physical distractions may include a drop in of a visitor and lack of privacy; mobile phone

interruptions in today's world are evident in causing noise in communication between the hotel and applicants. Armstrong notes that many communication distractions can be avoided through proper planning.

Given the findings of the current study and the findings of other scholars in other environments, it is made clear that there are many challenges affecting achieving an effective staff recruitment process.

5.2 CONCLUSIONS

1. From the study, it was found out that a number of methods are used in the recruitment process. These methods include, advertising in the Newspapers, radios and head hunting among others. There are also internal recruitment methods which included; talking to colleagues during meetings, using notice boards, memos, bulletins; to mention but a few.
2. The results indicate a significant relationship between effective communication and the results of an interview exercise.
3. From the study, a number of challenges were found to affect the recruitment and selection processes. These included; failure of prospective applicants to get information about the job, failure to become aware of the shortlist, poor attitude of people about private Universities; to mention but a few.

5.3 RECOMMENDATIONS

1. During Staff recruitment exercise, there is need for the hotel to use Communication methods that can adequately attract the required staff. This is because, it was found, that some of the methods were more effective because they helped to reach many people especially the news papers and that they can help in attracting good candidates from a far, that some of the methods are easy to use especially the internal methods which can lead to getting good candidate without having to spend any money on informing the candidate. There is need therefore for the Management to select which ones are most appropriate.

2. There is need for hotel management to improve the ways in which the Interview exercises are managed. This is because, It was also revealed from the study that there are a number of issues which affect the interview exercise and which unless they are taken care of, there is a likelihood of getting poor results. The interviews exercise can be improved by making sure that skilled people are contracted to do the job of conducting the interviews.

3. There is also need for the hotel to consider ensuring that the challenges to the recruitment process are minimized. This is because from the study, a number of challenges were found to affect the recruitment process. These included; failure of prospective applicants to get information about the job, failure to become aware of the shortlist, poor attitude of people about private Universities; to mention but a few.

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APPENDIX 1

Questionnaire for hotel employees

Background information

1. Do you believe that effective communication is important in the recruitment process?

Yes ☐ No ☐

(b) If yes why do you think effective communication is vital? (Tick all that apply)

(a) Informing prospective employees of available job. ☐

(b) Informing people of the organization. ☐

(c) Depicting what the sub is all about. ☐

(d) Attracting the right people. ☐

(e) Attracting many people. ☐

(f) Others

specify.....

2) What communication channels do you use to attract the right candidates?

.....

.....

3 (b) Do you utilize internal communication in getting people to feel vacancies?

Yes ☐ No ☐

(a) If yes in 4b is any of the following Utilized in Internal communication?(Tick all that apply)

1. Note boards, ☐

2. Staff meetings ☐

3. Bulletins ☐

4. Memos ☐

5. Just talking to colleagues. ☐

(b) In Your external communication about existence of vacancies do you use any of the following?

- i. Newspaper advertising ☐
- ii. Radios and Television ☐
- iii. The Internet ☐
- iv. Bill boards ☐
- v. Other specify.....

3) Of the above channels, which one (s) do you think are more effective in informing interested people of the available opportunity?

.....

.....

Why do you think they are the most effective? (Give reasons)

.....

.....

(g) Of those ones listed in 4(a) which one (s) do you think are mostly effective in attracting prospective employees?

Why do you think they are effective?

.....

.....

5. Is the internet appropriate in staff recruitment in your hotel?

Yes ☐

No ☐

If Yes why do you think so?.....

.....

If No why you do you think it is less appropriate?

.....

6. In your Opinion, what do you think would be the best method of attracting the right candidates to an organization?

.....

.....

7. Do you advertise to attract the public in case a vacancy opens?

Yes ☐ No ☐

If yes, what do you usually consider that must be put in the adverts?

8. Can you demonstrate to me the steps you follow in your selection process?

9. What methods of selection do you usually use?

(a) Short listing ☐

(b) Graphology ☐

(c) Group exercise ☐

(d) Questionnaire ☐

(e) Others,specify

10. How many candidates on estimate have always turned up for a job advertised?.....
 ..

(b)Are they always to your expectation or there is a shortfall?.

(if a shortfall is mentioned, Can you in brier terms, account for the shortfall?.....

11. How do the short listed candidates get to know if they were short listed?

12. Do you also inform those who are not shortlisted?.....

13. Have you had any problem with your advertisements especially in being able to attract candidates?

(if Yes why do you think it has been so?

...

.....

.....

14. Have you envisaged any shortcomings in the way your organization handles the selection process?

Yes ☐

No ☐

If yes, what shortcomings?.....

15. What any other problems do you find in effecting your recruitment and selection processes?

.....

.....

.....

Rate how the following communication skills help to have a successful interview exercise in staff selection.

Effective listening	SA	A	D	D	SD
Keeping control					
Note taking					
Establishing rapport					
Creating an enabling atmosphere					
Establishing an informal relationship					
Avoiding ambiguous questions					
Judge by factual information					
Avoiding asking multiple questions					

What are the other communication errors do you feel should be avoided to have a successful interview exercise

- Interviewers should avoid too much payment of attention to weaknesses

- Should not threaten candidates intartionary
- Showed avoid issues that not concern the job
- Should identify and take care of candidates fears
- Avoid discriminative
- Avoid repeating questions unnecessarily

Rate how the following affect effective communication for the vacancies

Failure of prospective candidates to get information about 14 jobs	SA	A	D	D	SD
Corruptive tendencies					
Mismanagement of selection interviewers					
Failure of a candidates to be aware of being short listed					
Lack of funds for wide coverage					
Perseutism in the candidates					

What other factors do you feel affect achieving and effective communication process.

Nepotism	SA	A	D	D	SD
Failure to ably					
Explain the job					
Failure to explain possible challenges					
Failure to express kind of people needed					
Failure to notify candidates in time					
Exagulation that attracts big numbers					
Hiding identity					
Bias during interviews					

Misplacing adverts to an accessible channels					
--	--	--	--	--	--

APPENDIX 2

Interview guide for the hotel's Human Resource officers

1. What can you brief me on how you inform your prospective employees of the existing Job in the hotel.
2. Of the ways identified which one(s) do you think is most appropriate?
3. Do you usually do internal recruitment? If yes, how do you go about it?
4. What problems have you experienced in attracting the right candidates?
5. Do you find and challenges in your selection exercises?
If yes, what challenges for example?

APPENDIX 3

Descriptive Statistics

Respondent beleives that effective communication is important in recruitment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	47	64.4	65.3	65.3
	no	25	34.2	34.7	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

Reasons why respondents feel effective communication affects recruitment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ably informs prospective employees	20	27.4	27.8	27.8
	depicts what the job is all about	21	28.8	29.2	56.9
	attracts the right people	17	23.3	23.6	80.6
	attracts many people to chose from	14	19.2	19.4	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

respondents views on the channels used to attract the right candidates

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	News papers	34	46.6	47.2	47.2
	radios	6	8.2	8.3	55.6
	magazines	4	5.5	5.6	61.1
	internet	6	8.2	8.3	69.4
	head hunting	20	27.4	27.8	97.2
	television	2	2.7	2.8	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

Respondents views on whether internal communication to feel vacancies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	54	74.0	75.0	75.0
	no	18	24.7	25.0	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

Respondents views on the internal communication systems

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	notice boards	8	11.0	11.1	11.1
	staff meetings	14	19.2	19.4	30.6
	bulletines	5	6.8	6.9	37.5
	memos	16	21.9	22.2	59.7
	just talking to colleagues	29	39.7	40.3	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

respondents views on the most effective means of communication in attractin applicants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	news papers	52	71.2	72.2	72.2
	radios	9	12.3	12.5	84.7
	billboards	11	15.1	15.3	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

why respondent thinks some of the methods are more effective

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	reach many people	6	8.2	8.3	8.3
	they are easy to use	45	61.6	62.5	70.8
	they are relatively cheap	11	15.1	15.3	86.1
	the message is made clear to employees	10	13.7	13.9	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

Respondents view on whether the internet is effective

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	27	37.0	37.5	37.5
	no	45	61.6	62.5	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

why respondents feel the internet is important

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	information stays for sometime	13	17.8	18.1	18.1
	people view it with concern	16	21.9	22.2	40.3
	it captures across borders	34	46.6	47.2	87.5
	it can turn out to be cheaper	9	12.3	12.5	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

respondents views on why the internet is not the bes means of communication in recruitment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	its not accessible to majority	15	20.5	20.8	20.8
	it is expensive in most cases	30	41.1	41.7	62.5
	it can only be used for internation recruitment	8	11.0	11.1	73.6
	people may view the job as extra ordinary	19	26.0	26.4	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

respondents view on whether the institution advertises jobs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	54	74.0	75.0	75.0
	no	18	24.7	25.0	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

what is usually considered to be included in an advert

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	job discreption	15	20.5	20.8	20.8
	person qualifications	13	17.8	18.1	38.9
	adress for further contacts	11	15.1	15.3	54.2
	repoting system	6	8.2	8.3	62.5
	deadlines	7	9.6	9.7	72.2
	duty station	6	8.2	8.3	80.6
	job challenges	7	9.6	9.7	90.3
	job benefits/renumeration	7	9.6	9.7	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

other communication errors that affect communication in the selection process

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	paying attention much attention on weaknesses	14	19.2	19.4	19.4
	intentionally threatening candidates	16	21.9	22.2	41.7
	avoid issues that do not concern the job	15	20.5	20.8	62.5
	identifying and taking care of candidates fears	8	11.0	11.1	73.6
	avoiding discrimination	10	13.7	13.9	87.5
	avoiding repeating questions unnecessarily	9	12.3	12.5	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

Failure of prospective candidates to get information about the job affects communication of the job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	14	19.2	19.4	19.4
	agree	21	28.8	29.2	48.6
	neutral	23	31.5	31.9	80.6
	disagree	6	8.2	8.3	88.9
	strongly disagree	8	11.0	11.1	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

Failure of candidates to be aware of being shortlisted

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	23	31.5	31.9	31.9
	agree	18	24.7	25.0	56.9
	neutral	16	21.9	22.2	79.2
	disagree	7	9.6	9.7	88.9
	strongly disagree	8	11.0	11.1	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

lack of funds for a wide advert coverage

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	17	23.3	23.6	23.6
	agree	19	26.0	26.4	50.0
	neutral	23	31.5	31.9	81.9
	disagree	8	11.0	11.1	93.1
	strongly disagree	5	6.8	6.9	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

Pesmism in the candidates

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	16	21.9	22.2	22.2
	agree	15	20.5	20.8	43.1
	neutral	21	28.8	29.2	72.2
	disagree	11	15.1	15.3	87.5
	strongly disagree	9	12.3	12.5	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

Factors employees feel affect achieving effective communication process

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	failure to notify candidates in time	9	12.3	12.5	12.5
	failure to easily describe the job	11	15.1	15.3	27.8
	failure to explain/communicate challenges in the job	12	16.4	16.7	44.4
	failure to express the kind of people needed	10	13.7	13.9	58.3
	exagerrating the job which attracts big numbers of candidate	9	12.3	12.5	70.8
	hiding identity of the organisation	9	12.3	12.5	83.3
	bias during interviews	7	9.6	9.7	93.1

	misplacing adverts to non accessible channels	5	6.8	6.9	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

steps followed in selection process

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	shortlisting	20	27.4	27.8	27.8
	informing the candidates	11	15.1	15.3	43.1
	hiring interviewers	11	15.1	15.3	58.3
	hiring venues	16	21.9	22.2	80.6
	setting everything ready	14	19.2	19.4	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

methods used during the selection exercise

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	shotlisting of candidates	18	24.7	25.0	25.0
	use of graphology	17	23.3	23.6	48.6
	group exercise	14	19.2	19.4	68.1
	questionnaires	10	13.7	13.9	81.9
	face to face interviews	13	17.8	18.1	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

how effective listening affects communication

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	18	24.7	25.0	25.0
	agree	18	24.7	25.0	50.0
	neutral	15	20.5	20.8	70.8
	disagree	9	12.3	12.5	83.3
	strongly Disagree	12	16.4	16.7	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

keeping control affects effective communication

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	21	28.8	29.2	29.2
	agree	21	28.8	29.2	58.3
	neutral	9	12.3	12.5	70.8
	disagree	12	16.4	16.7	87.5
	strongly disagree	9	12.3	12.5	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

how establishing rapport affects effective communication

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	14	19.2	19.4	19.4
	agree	22	30.1	30.6	50.0
	neutral	14	19.2	19.4	69.4
	disagree	12	16.4	16.7	86.1
	strongly disagree	10	13.7	13.9	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

Failure to create an enabling environment affects effective communication in recruitment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	21	28.8	29.2	29.2
	agree	23	31.5	31.9	61.1
	neutral	17	23.3	23.6	84.7
	disagree	6	8.2	8.3	93.1
	strongly disagree	5	6.8	6.9	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

... an informal relationship affects communication in selection interview

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	19	26.0	26.4	26.4
	agree	21	28.8	29.2	55.6
	neutral	13	17.8	18.1	73.6
	disagree	9	12.3	12.5	86.1
	strongly disagree	10	13.7	13.9	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

Failure to avoid ambiguious questions affects effective communication in interviews

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	12	16.4	16.7	16.7
	agreeee	17	23.3	23.6	40.3
	neutral	19	26.0	26.4	66.7
	disagree	16	21.9	22.2	88.9
	strongly disagree	8	11.0	11.1	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

Judging by factual information is an effective communication element in interviews

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	8	11.0	11.1	11.1
	agree	17	23.3	23.6	34.7
	neutral	20	27.4	27.8	62.5
	disagree	16	21.9	22.2	84.7
	strongly agree	11	15.1	15.3	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

avoiding multiple questions eases communication in interviews

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	18	24.7	25.0	25.0
	agree	14	19.2	19.4	44.4
	neutral	12	16.4	16.7	61.1
	disagree	20	27.4	27.8	88.9
	strongly disagree	8	11.0	11.1	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

other communication errors that affect communication in the selection process

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	paying attention much	14	19.2	19.4	19.4
	attention on weaknesses				
	intentionally threatening	16	21.9	22.2	41.7
	candidates				
	avoid issues that do not	15	20.5	20.8	62.5
	concern the job				
	identifying and taking care	8	11.0	11.1	73.6
	of candidates fears				
	avoiding discrimination	10	13.7	13.9	87.5
	avoiding repeating	9	12.3	12.5	100.0
	questions unnecessarily				
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		