

**RECRUITMENT AND EMPLOYEE PERFORMANCE: A CASE STUDY
OF NATIONAL WATER AND SEWAGE CORPORATION (NWSC),
KANSANGA BRANCH.**

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DECLARATION

I declare that this dissertation is my original work and has not been submitted for the award of a degree in any other university or institution.

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Signature.....

Date.....18/01/2013

APPROVAL

This work has been produced under my supervision. Throughout the work, I have acknowledged all sources used in its compilation.

Supervisor: DR. OLUTAYO. K. OSUNSAN

Signature.....

Date.....18/1/2013

DEDICATION

I sincerely dedicate this entire research to my uncle Asiku Elly Elias who assisted me in providing assistance financially and ensuring that I successfully pursued my Bachelors Degree in Human resource management.

To my lovely parents, thank you all for everything provided to me for my success in this research and school.

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TABLE OF CONTENTS

DECLARATION.....	i
APPROVAL	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LIST OF TABLES.....	vii
LIST OF ACRONYMS	vii
 CHAPTER ONE.....	 1
INTRODUCTION	1
1.1 Background.....	1
1.2 Problem statement	5
1.3 Purpose of the study	5
1.4 Research Objectives.	5
1.5 Research Questions.....	6
1.6 Scope of the study.....	6
1.6.1 Content scope	6
1.6.2 Geographical scope.....	6
1.6.3 Time scope.....	6
1.7 Significance of the study.	7
 CHAPTER TWO.....	 8
REVIEW OF RELATED LITERATURE.....	8
2.0 Introduction.	8
2.1 Figure 1: Conceptual Frame work.....	8
2.2 Theoretical review	9
2.3 The different sources of external recruitment and their effects on employees performance.	9
2.4 The internal sources of recruitment and employees performance.	13
2.5 Various recruitment techniques and their influence on employees’ performance.	19

CHAPTER THREE.....	21
METHODOLOGY	21
3.0 Introduction	21
3.1 Research design	21
3.2 Survey population.....	21
3.3 Sample size	21
3.4 Sampling procedure	22
3.5 Data Collection Methods	22
3.5.1 Questionnaire.....	22
3.6 Research procedure.....	22
3.7 Data analysis.....	23
3.8 Study limitations and determinations.	23
CHAPTER FOUR	24
DATA PRESENTATION, ANALYSIS, AND INTERPRETATION	24
4.0 Introduction	24
4.1 Effect of external recruitment on employees performance.	29
4.2 The internal sources of recruitment and employees performance.....	31
4.3 Various Recruitment techniques and their effects on employees' performance.	33
4.4 Employee Performance.....	35
CHAPTER FIVE	38
SUMMARY, CONCLUSION AND RECOMMENDATIONS	38
5.0 Introduction	38
5.1 Summary of findings	38
5.2 Conclusions	40
5.3 Recommendations	41
5.4 Recommendations for future research.....	42
REFERENCES	43
APPENDICES.....	45
APPENDIX I: QUESTIONNAIRE.....	45

LIST OF TABLES

Table 1: Age	Error! Bookmark not defined.
Table2: Gender	Error! Bookmark not defined.
Table 3: Marital status	Error! Bookmark not defined.
Table 4: Highest level of education.....	Error! Bookmark not defined.
Table 5: Experience.....	Error! Bookmark not defined.
Table 6: Position in organization.....	Error! Bookmark not defined.
Table 7: Department.....	Error! Bookmark not defined.
Table 8: NWSC advertises in news papers, radio stations and TVs to get employees for the organisation.....	Error! Bookmark not defined.
Table 9: Various management institutes, engineering colleges, medical colleges being used to get managers, water engineers and medical stuff for the organization.	Error! Bookmark not defined.
Table 10. A Table showing the correlation between external recruitment and employee performance.	Error! Bookmark not defined.
Table 11: Employees are upgraded and transferred from one department to another according to their efficiency and experience.....	Error! Bookmark not defined.
Table 12: The employees are promoted from one department to another with more benefits and greater responsibility based on experience and efficiency.	Error! Bookmark not defined.
Table 13. A Table showing the correlation between internal sources of recruitment and employee performance.	Error! Bookmark not defined.

Table 14: Advertisements in news papers, journals, on radios and televisions are mainly used to publicize vacancies.....	34
Table 15: Direct methods such as scouting, employee contacts, manned exhibits, and waiting lists are used for recruiting employees in NWSC.....	34
4.4 Employee Performance.....	35
Table 16: Employee performance gradually improves as they upgrade and gain experience in the company.	35
Table 17: NWSC provides quality services for employees whose productivity in turn keeps rising.	36
Table 18: There is high absenteeism of workers in NWSC, Kansanga branch.....	36
Table 19: There is a great number of employees joining and leaving the organization each year.	37
Table 20. A Table showing the correlation between Recruitment(External, Internal) and employee performance.	37

LIST OF ACRONYMS

A-Level - Advanced level

D A- Disagree

D V- Dependent variable

ER- External recruitment

IR- Internal recruitment

IV- Independent variable

KIU- Kampala International University

N- Total number of respondents

NWSC- National Water and Sewerage Cooperation

O-Level - Ordinary level

PHD- Philosophy in Doctorate

RPO-Recruitment Process Outsourcing

S A- Strongly agree

S D- Strongly disagree

TV- Television

UK- United Kingdom

USA- United States of America

CHAPTER ONE

INTRODUCTION

1.1 Background

Historical perspective

National Water and Sewerage Corporation (NWSC) was a water supply and sanitation company in Uganda. It was 100% owned by the Government of Uganda. NWSC was formed in 1972 by decree, to serve the urban areas of Kampala, Entebbe and Jinja. In 1995, NWSC was re-organized under the NWSC Statute. The company was given more authority and autonomy and the mandate to operate and provide water and sewerage services in areas entrusted to it, on a sound, commercial, and viable basis. In 1988, NWSC took over water and sanitation services in Mbale, Tororo, Masaka, and Mbarara. In 1997, Kasese and Fort Portal were handed over to NWSC, followed by Kabale in 1999. As of June 2009, the following Ugandan cities and towns received services from NWSC. Like any other branch country wide, NWSC- Kansanga branch provided equal employment opportunities to its employees while utilizing both external recruitment often effected via the media channels in form of advertisements and internal recruitment through promotions, transfers, demotions among others(Liz report,2008)

Theoretical perspective

The study on recruitment and employees performance was guided by Critical Factor Theory of recruitment which stipulated that there were instances when a candidate was unable to choose an organization, out of alternatives based on objective factors such as Pay and perks, Location, Opportunity for career growth, Nature of work, Educational opportunities among others or subjective factors such as the image of the organisation, personality compatibility for the position, competence and best fit. This was due to many reasons such as limited contact and insufficient data, in regards to the organisation or his own inability to analyse and come to any firm conclusion. In such cases, certain critical

factors observed by him during his interview and contact with personnel of the organisation had profound influence in his decision process. It must be remembered that the theoretical base given above, was developed by Behling and others and was mostly influenced by the labour conditions which existed in developed countries like USA and western European nations like UK, France, and Germany. In these countries vacancies were plenty and there was scarcity of suitable hands. In developing nation like India, Uganda, among others the reverse was the case, where vacancies were less and hands were more resulting large scale "educated unemployment". The theoretical base given above as such could not be applied in Indian conditions except in high paid jobs like Research and Development, marketing, finance, among others, where higher skill and better knowledge were the prerequisites. In such cases candidate had variety of choices and he was the master of his choice. In production, servicing and clerical jobs, unemployment was high where the number of jobseekers far exceeded the vacancies. In such situation candidate had little choice and grabbed whatever the job offered by whichever the organisation was. In such cases, the potential employers/organizations was in a better position to choose the candidates from many available. And hence the recruitment process should be a process of filtering and discovering potential candidates not only, for actual or anticipated organizational vacancies but also searching for prospective employee. The researcher adopted this theory because it took into consideration both subjective and objective factors hence rendered it contingent and fit for all employment situations.

Conceptual perspective

According to Edwin B. Flippo, in Gupta (2008) recruitment was the process of searching the candidates for employment and stimulating them to apply for jobs in the organisation". Recruitment was the activity that linked the employers and the job seekers. It was the process of finding and attracting capable applicants for employment. The process began when new recruits were sought and ended when their applications were submitted. The result was a pool of applications from which new employees were selected. It was the process to discover sources of manpower to meet the requirement of staffing schedule and to employ effective (Armstrong, 2006). The main purpose behind

conducting an effective recruitment was to attract and encourage more and more candidates to apply in the organisation, create a talent pool of candidates to enable the selection of best candidates for the organisation., determine present and future requirements of the organization in conjunction with its personnel planning and job analysis activities, to link the employers with the employees, increase the pool of job candidates at minimum cost, help increase the success rate of selection process by decreasing number of visibly under qualified or overqualified job applicants, help reduce the probability that job applicants once recruited and selected left the organization only after a short period of time, met the organizations legal and social obligations regarding the composition of its workforce, began identifying and preparing potential job applicants who would be appropriate candidates, increase organization and individual effectiveness of various recruiting techniques and sources for all types of job applicants

The study basically concentrated on internal sources of recruitment (which included promotions, transfers upgrading, demotion, retired employees, retrenched employees, dependants and relatives of deceased employees), external sources of recruitment which included press advertisement, educational institutes, placement agencies, employment exchanges, labour contractors, unsolicited applicants, employee referrals, recruitment at factory gate among other and other human related factors that influenced performance of an employee other than recruitment respectively

Employees performance on the other hand referred to the degree of accomplishment of a task that made up an employees' job (Aswathappa, 2008). According to Robbins (2004) employee's performance was often affected by the goal, and standards to provide direction and fulfill an expectation, feedback to provide progress on performance, financial resources competence and motivation to perform and exploit opportunities. Employee performance included activities to ensure that goals were consistently being met in an effective and efficient manner. Employee performance focused on performance of the organization, a department, and processes to build a product or service (Robbins, 2004). In this study employees performance focused on productivity, quality output, quality service delivery, low labour turnover and employee absenteeism respectively.

Contextual perspective

Internal Recruitment- was a recruitment which takes place within the concern or organization. Internal sources of recruitment were readily available to an organization. Internal sources were primarily three – Transfers, promotions and Re-employment of ex-employees. Re-employment of ex-employees was one of the internal sources of recruitment in which employees could be invited and appointed to fill vacancies in the concern. There were situations when ex-employees provided unsolicited applications also. Internal recruitment led to increase in employee's productivity as their motivation level increased. It also saved time, money and efforts. But a drawback of internal recruitment was that it refrained the organization from new blood. Also, not all the manpower requirements could be met through internal recruitment. Hiring from outside had to be done (Subba Rao, 2001).

External Recruitment – External sources of recruitment had to be solicited from outside the organization. External sources were external to a concern. But it involved lot of time and money. The external sources of recruitment included – Employment at factory gate, advertisements, employment exchanges, employment agencies, educational institutes, labour contractors, recommendations among others (Subba Rao, 2001).

An employee's job performance could be influenced by many factors other than recruitment. Every person was motivated by different incentives, which affected his or her job. To keep employees doing the best they could do every day a manager should know how to help motivate each employee (K. Aswathappa, 2008). Appropriate training and career development opportunities needed to be provided to the employees, fair and equitable remuneration, health and safety, counseling and welfare all affected employee's performance.

1.2 Problem statement

Studies and most management gurus like Robbins, (2004) and Armstrong, (2006) clearly asserted that good recruitment always resulted into selection of a right committed work force that was in position to arouse enterprise performance. Recruiting people who were wrong for the organisation led to increased labour turnover, increased costs for the organisation, and lowered morale in the existing workforce. Such people were likely to be discontented, unlikely to give of their best, and ended up leaving voluntarily or involuntarily when their unsuitability became evident. They would not offer the flexibility and commitment that many organizations seeked (Tibamwanda, 2010). However the above explained scenario characterized NWSC–Kansanga branch and the researcher was suspecting that poor utilization of recruitment source coupled with the poor employment of the techniques of recruitment to be the cause behind average employees' performance. Furthermore, it was even unfortunate that there was no any detail which had ever been conducted to establish the impact of recruitment sources on employees performance a content which induced the researcher to conduct a cross sectional survey study in NWSC-Kansanga to ascertain what could be the real cause of poor employees performance and action plans that could be devised to avert the situation.

1.3 Purpose of the study

The purpose of this research study was to establish the relationship between recruitment and employees performance in NWSC- Kansanga Branch.

1.4 Research Objectives.

1. To determine the different sources of external recruitment and their effects on employees performance in NWSC- Kansanga Branch.
2. To determine the various internal sources of recruitment and how they promote employees performance in NWSC- Kansanga branch.
3. To establish various recruitment techniques and their influence on employees' performance in NWSC-Kansanga branch.

1.5 Research Questions

1. What are the different sources of recruitment and their effects on employees' performance in NWSC-Kansanga Branch?
2. What are the various internal recruitment sources that promote employees performance in NWSC- Kansanga?
3. In what ways do recruitment techniques influence employee's performance in NWSC-Kansanga Branch?

1.6 Scope of the study.

1.6.1 Content scope

The study centred on Recruitment and Employee Performance in NWSC-Kansanga Branch. It examined the relationship between the two study variables as well as establishing the different internal and external sources of recruitment. Including the different recruitment techniques and how they affected employees' performance in NWSC-Kansanga Branch.

1.6.2 Geographical scope

The study on recruitment and employees performance was carried out in NWSC-Kansanga Branch and it was limited to the head offices.

1.6.3 Time scope

The study on recruitment and employee performance focused on the time of six months. It was between May, 2012 – December, 2012.

1.7 Significance of the study.

The Research findings of this study were expected to benefit the following.

- From the study findings, the NWSC-Kansanga Branch manager learnt how to employ and utilize both internal and external recruitment sources in an effort to attract and retain competent employees who were in position to articulate firm's activities efficiently and effectively in order to promote and maintain high enterprise performance and enable it achieved the largest market share and attained a competitive advantage over others
- The findings were used as reference for future research work by anyone who was interested in the area of study.
- The findings were of great importance to policy makers when drafting human relation policies that were geared towards providing equal employment opportunities internally and externally.
- The study helped to educate human resource practitioners in public organizations about the need to give consideration to personnel recruitment strategy that focused on merit appropriate educational qualifications, skills and experience even within the principle of federal character as a basis for enhanced performance.

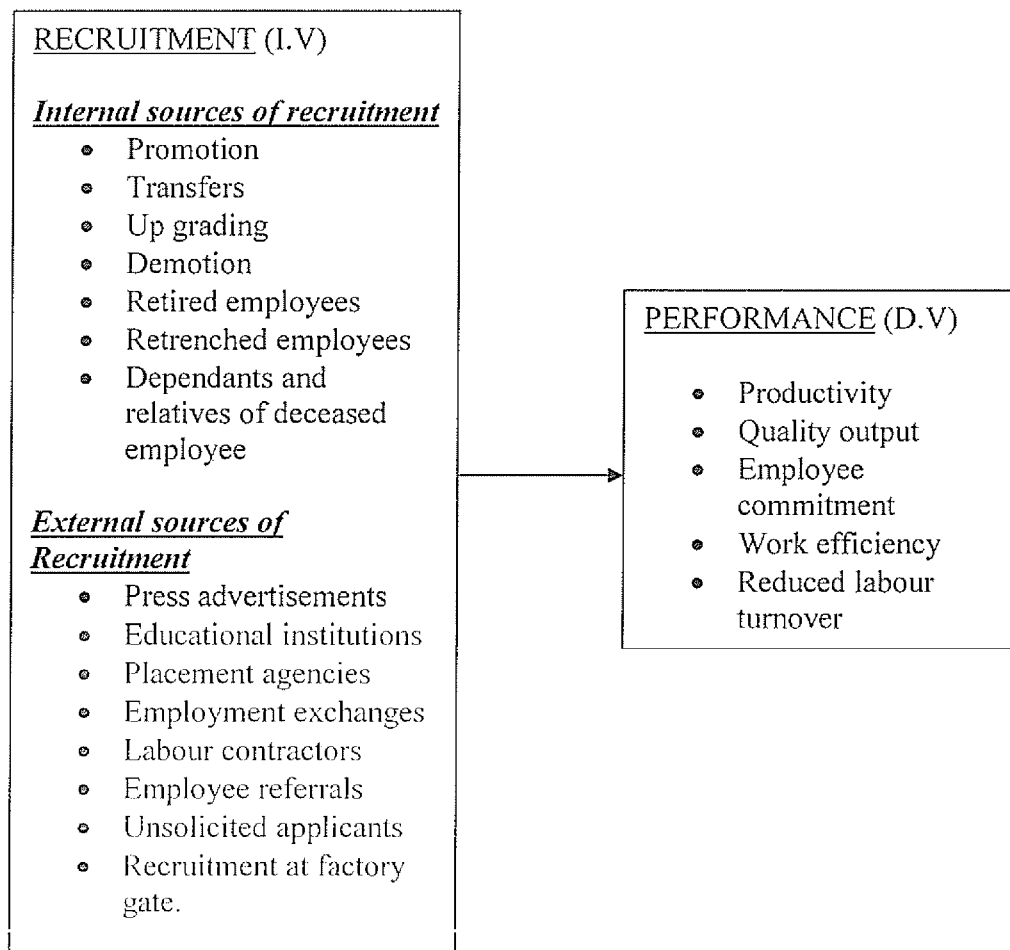
CHAPTER TWO

REVIEW OF RELATED LITERATURE.

2.0 Introduction.

This chapter focused on the review of the literature related to recruitment and employees performance in NWSC –Kansanga Branch. The study pictured out the conceptual frame work that briefly indicated the skeleton frame of how recruitment sources coupled with other factors influence employees performance in NWSC- Kansanga and there after the researcher reviewed the literature in details while following objective by objective.

2.1 Figure 1: Conceptual Frame work



Source: Adapted from Tibamwenda.

From the figure A, it was revealed that when an organization experiences man power deficit, it was filled either internally or externally to obtain an excellent pool of potential applicants from where best candidates who ensured effective and efficient performance were obtained. However the success or failure of the company to obtain the suitable candidate to fill the man power loophole largely depended on the choice of the recruitment technique used. This therefore meant that a company needed to select the best method of recruitment for the best poll of potential applicants to be attracted that in turn produced the excellent candidate who boosted the firm's productivity.

2.2 Theoretical review

This was directed by critical factor theory which was put forward by Behilng and others were mostly influenced by the labour conditions which existed in developed countries like USA and western European nations like UK, France, and Germany. The theory stipulated that there were instances when a candidate was unable to choose an organization, out of alternatives based on objective factors such as Pay and perks, Location, Opportunity for career growth, Nature of work, Educational opportunities among others or subjective factors such as the image of the organization, personality compatibility for the position, competence and best fit. This was due to many reasons such as limited contact and insufficient data, in regards to the organization or his own inability to analyze and come to any firm conclusion. In such cases, certain critical factors observed by him during his interview and contact with personnel of the organization had profound influence in his decision process.

2.3 The different sources of external recruitment and their effects on employees performance.

According to Banjoko (2003), employee recruitment was the process of reaching out, searching for and attracting a large supply of people or a large pool of interested applicants from which the organization can choose those it considers competent or most qualified for the job. Studies have shown that the human resource was the most valuable asset in any organization (Adebayo, 2001; Ejiofor and Mbachu, 2001; Olowu and Adamolekun, 2005). The human factor was therefore fundamental to the achievement of

organizational goals. As a result, the need to put in place appropriate strategy for employee recruitment of organizational workforce could not be overemphasized.

Every organization had the option of choosing the candidates for its recruitment processes from two kinds of sources: internal and external sources. The sources within the organization itself (like transfer of employees from one department to other, promotions) to fill a position are known as the internal sources of recruitment. Recruitment candidates from all the other sources (like outsourcing agencies etc.) were known as the external sources of recruitment. External sources of recruitment had to be solicited from outside the organization. External recruitment is when organizations look to fill the vacancy from any suitable applicant outside organizations (Graffin, 2001). External sources were external to a concern. But it involved a lot of time and money. The external sources of recruitment included – Employment at factory gate, advertisements, employment exchanges, employment agencies, educational institutes, labour contractors, recommendations among others. According to Sherman, Bohlander and Snell (2001), external recruitment was the process of looking to source outside the organization for prospective employees. Not surprisingly, external recruiting had the impacts that were directly counter to those of internal recruitment for instance the source brought in new ideas in the organization, new perspectives and new way of doing things hence the organization enhanced its vitality, creativity and potential ability to innovate by routinely bringing new people from outside (Sherman, Bohlander and Snell, 2001). External recruitment avoided ripple effect and there simply was not any internal employee to fill new positions thereby made external recruitment the only option. External recruitment was effectively and efficiently via employing techniques that Sherman, Bohlander and Snell, (2001) termed as external sources. They included the following among the many

Press advertisements: Advertisements of the vacancy in newspapers and journals were a widely used source of recruitment. While newspapers and trade journals were the media used most often, radio, television, billboards, posters and electronic mails were also utilized. Some degree of sensitivity was achieved by using newspapers and journals directed towards particular group of readers. Professional journals, trade journals and publication of unions and various fraternal or non profit organizations fall into this

category. Preparation of recruiting advertisements was not only time consuming, it also required creativity in developing design message content. Well written advertisements highlighted the major assets of the position while showing the responsiveness of the organization to the job and career needs of the applicants. The main advantage of this method was that it had a wide reach. Also there appeared to be a correlation between the accuracy and completeness of the information provided in advertisements and the recruitment success of the organization. Among the information typically included in advertisement was that the recruiting organization was an equal opportunity employer (Sherman, Bohlander and Snell, 2001). Advertising sometimes placed a severe burden on an organization's employment office. Even though the specifications for the openings were described thoroughly in the advertisement, many applicants who knew did not meet the job requirement were still attracted. They applied with the hope that the employer would not be able to find applicants who did meet the specification (Graffin, 2001)

Educational institutions: Various management institutes, engineering colleges, medical Colleges etc. were a good source of recruiting well qualified executives, engineers, medical staff etc. They provided facilities for campus interviews and placements. This source was known as Campus Recruitment. The institutions were a source of applicants for a variety of white collar jobs, including those in the sales and retail fields. For technical and managerial positions, colleges and universities were generally the primary source. However, the suitability of the college graduates for open positions often depended on their major field of study. To attract graduates in areas of high demand, managers employ innovative recruitment techniques such as work study program, internships, low-interest loans and scholarships (Graffin, 2001). Some employers failed to full advantage of college and university resources because of a poor recruitment program. Consequently, their recruitment efforts failed to attract many potentially good applicants. Another potential weakness was the failure to maintain a planned and continuing effort on a long term basis. Furthermore some recruiters sent to colleges were not sufficiently trained or prepared to talk to interested candidates about career opportunities or requirements of specific openings.

Placement agencies: several private consultancy firms performed recruitment functions on behalf of client companies by charging a fee. These agencies were particularly suitable for recruitment of executives and specialists. It was also known as RPO (Recruitment Process Outsourcing)

Employment exchanges and Labour contractors: Government established public employment exchanges throughout the country. These exchanges provided job information to job seekers and helped employers in identifying suitable candidates. Manual workers were recruited through contractors who maintained close contacts with the sources of such workers. This source was used to recruit labour for construction jobs.

Unsolicited applicants: Many job seekers visited the office of well-known companies on their own. Such callers were considered nuisance to the daily work routine of the enterprise. But helped in creating the talent pool or the database of the probable candidates for the organization (Keith, 1977).

Employee referrals / recommendations: Many organizations had structured system where the current employees of the organization referred their friends and relatives for some position in their organization. Also, the office bearers of trade unions were often aware of the suitability of candidates (Draft, 2000). Recruitment Management could inquire these leaders for suitable jobs. In some organizations these were formal agreements that give priority in recruitment to the candidates recommended by the trade union.

Recruitment at factory gate: unskilled workers were recruited at the factory gate were employed whenever a permanent worker is absent. More efficient among these were recruited to fill permanent vacancies.

Lastly it should be noted that most companies typically used external recruiting sources when they had exhausted their supply of internal candidates, were recruiting specialized talent or higher level positions, or made a conscious decision to recruit externally. An array of sources existed to choose from including, but not limited to: newspaper and trade publication advertisements, educational institutions, labor and community organizations, job fairs, employee referral programs, state agencies, professional search firms, on-line

recruiting sites, employee leasing, temporary agencies, billboards, and past employees. The amount of time, effort, and cost involved varied by source.

2.4 The internal sources of recruitment and employees performance.

Internal recruitment meant that a job vacancy was filled from within the business by an existing employee rather than employing externally. One decided that he already had the right people with the right skills to do the job (Graffin, 2001). Internal recruitment was a process of recruiting people within the organization Tibamwenda (2010). It was also defined as the practice of selecting candidates among present company workers to fill a position that became vacant. Workers in organization came to know about internal vacancies through many ways. The vacancies were generally advertised within the organization through a variety of media like Staff notice boards, Intranets, In-house magazines / newsletters (for a particular business), weekly staff magazine dedicated completely for advertising jobs within the organization, and Staff meetings.

Internal sources of recruitment in an organization were current permanent employees, current temporary or casual employees or retired employees or descendants (children) of deceased (expired), disabled, retired and present employees. The Internal recruitment required power from Human Resource processes, because poor internal recruitment process led to dissatisfied managers and employees in the organization. The succession planning with strong and steady performance management were required to ensure the success of the internal recruitment.

Internal job candidate should be familiar to the organization. And the Human Resource Management function provided the required background information (qualifications and achievements) for the hiring manager. He further argued that internal sources used in-house resources and builds on skills and expertise of existing staff, retains valuable employees: avoided recruitment costs ensures a return on any investment in training and development, motivation: provides opportunities for development and promotion for existing staff, shorter induction period and generally quicker and cheaper but the source called for limited number of applicants. Tibamwenda (2010) asserted that internal

recruitment was effective when nurturing employees into senior position and reduced recruitment costs. However, this was not a very diverse method of recruitment and a firm risks losing out on interesting and innovative perspectives from external candidates.

Internal recruitment were effected through the following ways

Transfers: the employees were transferred from one department to another according to their efficiency and experience. While a transfer lacked the motivational value of a promotion, sometimes it served to protect employees from layoffs or to broaden their job experiences (Graffin, 2001). Furthermore, the transferred employees' familiarity with the organization and its operations eliminated the orientation and training costs that recruitment from outside entailed. Most importantly, the transferee's performance record was likely to be a more accurate predictor of the candidate's success than the data gained about outside applicants (Graffin, 2001).

Promotions: The employees were promoted from one department to another with more benefits and greater responsibility based on efficiency and experience (Gomez, Balkin and Cardy, 1995). It was handing over the higher-level post to an employee from inside and this upward movement was known as promotion. In other words, it was the progression of an employee to a superior job in terms of superior responsibility, greater skill, more status, and greater than before pay rate

Promotion served to reward employees for past performance and was intended to encourage them to continue their efforts. It also gave other employees reason to anticipate that similar efforts by them would lead to promotion thus improved morale within the organization. This was particularly true for members of protected classes who had encountered difficulties in finding employment and had often even greater difficulty in advancing within the organization. According to Adebayo (2001), promotion took different forms of Dry Promotion In this promotion, the worker was moved to the subsequent higher level in hierarchy with a greater power, responsibility, and prestige with no increase in salary. Vertical Promotion In this, the employee was moved to the subsequent higher level accompanied by greater power, responsibility, position, and salary. Up grading the job was promoted in the organizational hierarchy. As a result, the

employee obtained additional salary, higher responsibility, and power. Basically NWSC-Kansanga branch promoted with the view to make use of the employee's knowledge, skill at the proper level ensuring in organizational efficacy and employee contentment, built up capable internal source all set to start jobs at higher levels in the altering environment, built up the competitive spirit and instill the enthusiasm to obtain higher knowledge, skills requisite by higher level of jobs, encourage a feeling of contentment and a sense of belongingness towards the organization, encourage the employee's self development by plummeting employee turnover, chuck out the tribulations produced by the leaders of workers' union by promoting them to officer's level where they are not efficient in generating tribulations and reward dedicated employees, boost their confidence, and built reliability (Annual meeting minutes, 2009).

Many employers tried to follow a "promote from within" policy when filling job vacancies because: They capitalized on investments made in recruiting, selecting, and developing current employees. Promotions rewarded employees for past performance and motivated them to continue their efforts. Job opportunities created by promotions helped protect other employees from layoffs and sent a positive message that the company supports career development. Management was already aware of the job history and capability of internal candidates, which was a more accurate predictor of the candidate's success than data gained about outside applicants through the selection process. The use of internal resources may facilitated compliance with equal employment opportunity requirements, maximized prior investments in existing human resources, eliminated the need for orientation, minimized training time, and reduced recruiting time and associated expenses (Prasad, 1999).

While many companies found this option a valuable resource, it assumed the availability of qualified internal candidates. However, specialized skills or experience were not always readily available within the company. This was particularly common in smaller companies. Applicants hired from outside of the company were also a source of new ideas and knowledge, which helped to expand the company's internal capabilities and prevented the inbreeding of ideas and attitudes.

Companies who decided to use this recruiting method needed to develop a system for locating and enabling qualified job candidates to apply for the position. This involved establishing formal procedures for using and communicating system requirements. Two of the most common methods used to maximize the motivational value of a “promote from within” policy were job posting/bidding and skill tracking. Posting internal jobs was effective only when it was done before external job postings were made available. Employees were meant to be aware of vacancies by placing notices in areas where employees regularly frequent such as lounges, elevators, and near time clocks. Postings were also placed in circulating publications (newsletters, memos) and on company bulletin boards. A system of internal job postings allowed for the upward and lateral mobility of employees.

Others were Upgrading and Demotion of present employees according to their performance. Retired and Retrenched employees were also recruited once again in case of shortage of qualified personnel or increase in load of work

Finally in as far as two main sources of recruitment were concerned it was summed that once the job requirements and selection criteria for the position had been determined, employers were immediately faced with a decision how to generate the applications needed to fill its labor needs. Whether or not a particular vacancy was filled internally or externally typically depended on the nature of the job, availability of qualified candidates, company policies, and recruiting costs. Some employers found it necessary to use several recruiting sources in order to generate a sufficient number of qualified applicants. This was especially true in tight labor markets or when searching for specialized skills (Armstrong, 2006).

Although similar in many respects, internal and external recruiting sources differed in terms of planning, effort and time required to implement, and cost. Therefore, every employer weighed the pros and cons of recruiting employees through each source based on your company’s own needs. Irrespective of the source(s) selected, employers were advised to use fair and consistent practices that complied with applicable regulatory

requirements. The following briefly evaluated some of the merits of using internal and external recruiting sources:

The effective recruitment of qualified candidates was a key strategy that ensured your company remained competitive in the marketplace. However, one of the challenges that businesses and organizational leaders were likely to face was determining which strategy was the most appropriate. In other words, when would an internal recruitment process be used versus conducting an external search?

Typically, an internal recruitment process was applied in larger, very stable and developed organizations. Not only did these larger organizations have their own pool of qualified candidates, this strategy utilized internal promotions as a recruitment and retention tool. It was an attempt to create employee loyalty and commitment as well as long term job satisfaction. It was also a succession management tool. At the same time, the internal recruitment strategy was less costly than an external process. As well, the candidates were well known to the organization and therefore orientation requirements were much less.

However, it was essential that the internal recruitment process was well managed. Job analysis and skills required were assessed and clearly stated to candidates. Candidates also needed to be informed of the overall process and the timeframe. They needed to be informed of the job requirements, the selection criteria and, most importantly, internal candidates needed to be treated with respect. If a candidate was not going to move forward to the next step, he/she needed to be informed in person and provided a rationale for their lack of success. At the same time, the recruiter needed to think about how to keep this person motivated and committed to the organization. If they were not treated with respect, you could be assured that that employee would leave within six months.

So when was an external recruitment or executive search strategy more appropriate? Most organizations selected an external strategy when they were aware there was a shortage of good internal candidates or when sincere objectivity was required. In situations where a new direction or vision had been developed, an external search process

also allowed an organization to bring in new people with fresh ideas and/or target a candidate who had the skills to take the vision and made it happen. In many cases, organizations utilized the services of an executive search professional when they did not have the time or resources to conduct the search themselves.

At the same time, applying an external search process was essentially a marketing strategy. In other words, the organization was promoting itself and their employment opportunities. This increased the organization's reputation as an employer, resulting in more highly qualified candidates applying for open positions. It also allowed the organization to target potential candidates who might have looked for another job opportunity at that moment.

An external search process was also meant to be well managed transparent and fair. Again, external candidates were treated with respect and provided the same opportunity as an internal candidate. The search professional needed to spend a good deal of time to deeply understand the organization and the role the new incumbent would play. That included understanding not only the technical skills of the job role but also the personality and behavioural characteristics required to succeed in the job. Once that was complete, the recruiter worked closely with the client to develop an effective search strategy and the methodology for making the final selection.

External search consultants typically had access to more candidates and had a candidate research capability that most organizations did not. This allowed consultants to identify candidates who would not normally be looking for a new opportunity, tapped them on the shoulder and made them aware of what the organization had to offer. External executive search professionals also had more capability to conduct a broad national search. With our world becoming a global marketplace, this was becoming more and more important.

Recognizing that one of the keys to organizational success was the ability to attract and retain highly qualified staff, organizations also needed to carefully determine which search methodology would be more effective. When making your determination, taking time to examine the market conditions, the availability of candidates, the impact of each

strategy on current employees, the necessity for objectivity and the overall cost benefit and keeping in mind that each job would have a different need was mandatory.

2.5 Various recruitment techniques and their influence on employees' performance.

Recruitment techniques were the means by which an organization established contact with potential candidates, provided the necessary information and encouraged them to apply for jobs (Gupta, 2008). According to Gupta 2008, various methods employed for recruiting employees were classified into the following categories.

Direct Methods. Under direct recruitment scouting, employee contacts, manned exhibits and waiting lists were used. In scouting, representatives of the organization were sent to educational and training institutions. These travelling recruiters exchanged information with the students, clarified their doubts, stimulated them to apply for jobs, conducted campus and short listed candidates for further screening. They acted in cooperation with the placement office/ head of the institution. Another direct method was to ask employees of the organization to contact the public and told about the vacancies. Manned exhibits involved sending recruiters to seminars and conventions, setting up exhibits at fair and using mobile offices to go to the desired centres. Some organizations used awaiting lists of candidates who had indicated their interests in jobs in person through mail or over telephone.

Indirect method. Advertisements in news papers, journals, on radios and televisions were used to publicize vacancies. A well -thought- out and clear advertisement enabled candidates to access their suitability so that only those possessing the requisite qualifications would apply. This method was appropriate when the organization wanted to reach out to a large target group scattered geographically. Whenever necessary a blind advertisement was given in which only box number was given without identifying the firm. Considerable details about jobs to be filled and qualification required were given in the advertisements. But a large number of applicants were unsuitable.

Third Party Method. Various agencies were used to recruit personnel. Public employment exchanges, management consultancy firms, professional societies, temporary help agencies, trade unions, labour contractors are the main agencies. In addition, friends and relations of existing staff and deputation method were also used.

Internet Recruitment. E-Lixir Web solutions recently carried out a survey on the increasing popularity of on-line recruitment channels in India. Their research indicated that 25 percent of all net users in India search for jobs on internet and this number was bound to increase in the year to come. Job street.com, Prizedjobs.com, JobsDB.com were some of the new job sites that have come up recently. Temping or hiring people for a short duration was catching up. It provided flexibility, lowers fixed costs, and cuts down on bad hires. But temps may lack passion and commitment. This method of recruitment was suitable for startup enterprises.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter put forward the research methods that were employed during the study and they were categorized in the following sections; research design, area of study population of interest, sample size and sample selection technique, data collection instruments and data analysis.

3.1 Research design

The research was based on a survey and case study design that was carried out throughout the organization on the effects recruitment on employees' performance. These designs were used because they facilitated easy generalization and enabled the researcher to obtain a better understanding, comprehensive and intensive data collection on practices, procedures, impacts and importance of recruitment sources on employees' performance.

3.2 Survey population.

The survey population will be 120 employees of NWSC- Kansanga Branch which are categorized under: Branch Manager, accountants, field workers, Plumbers, secretaries and other lower level cadres at the Branch respectively.

3.3 Sample size

The sample size comprised of 50 employees from the selected departments. The researcher felt these were enough representatives because it constituted equal representation of male and female, old and new staff of all departments of the survey population.

3.4 Sampling procedure

The researcher used purposive sampling technique to collect data from various departments. This was because the technique enabled the researcher to get the employees with the quality information that helped him to be successful in his findings (Amin, 2005).

3.5 Data Collection Methods

This included both methods and instruments.

3.5.1 Questionnaire

Both open and closed questions were given to the cross section of respondents in order to facilitate information gathering, in that the questionnaires were in the format of both closed and open questions which utilized check lists format and this enabled the respondent to consider all possible responses whereas open ended questions utilized self administered format. This was because all these types of questionnaires were easier to analyze, administer, were economical in terms of money and type, they also permitted a greater depth of response and were simpler to formulate.

3.6 Research procedure

The researcher first secured an introductory letter from the school of business and management that he used as an evidence for him to be allowed to conduct the study in NWSC-Kansanga Branch and there after he went ahead to prepare the proposal that guided him in the process of gathering data. After that one was done he went ahead and visited the company's Branch manager to seek for the permission that gave her a pass port to carry out her research work there, and also accessed the study sites. This exercise was followed by the data collection process when the researcher went to the field and gathered data with the help of data collection instruments and methods proposed before. That step was followed by data organization and analysis and then lastly the researcher wrote up the final report and submitted to the College of applied economics and management sciences for the award of marks that enabled him graduate.

3.7 Data analysis

After data was collected from the field, it was analyzed both qualitatively and statistically that described the results properly in a neat way. Data was analyzed using correlation coefficient and T-tests that helped determine the relationship that existed between two categorical binary variables and the fact that sex (a non numeral binary variable) was tested or related with a numerical binary variable(employees' performance), a T- test was used to facilitate easy analysis.

3.8 Study limitations and determinations.

Failure of some respondents to provide data to certain questions. This hindered the proper validation of study findings. However questions were logically designed to extract such data from respondents.

The failure of some respondents to return the questionnaires in time hence sabotaging proper data analysis. However, the researcher endeavored to keep in touch with the respondents to collect all the questionnaires distributed.

The research has been costly and expensive. This has been evident in expenses incurred in transport, printing, hiring laptop among others that demanded a lot as far as money is concerned.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.0 Introduction

This study investigated the exploration of the relationship between recruitment and employee performance using National Water and Sewerage Cooperation (NWSC) Kansanga branch as a case study with a view of improving employee morale.

Recruitment was characterized by Internal sources such as; promotion, transfers, upgrading, demotion, retired employees, retrenched employees, dependants and relatives of deceased employee. External sources such as; press advertisements, educational institutions, placement agencies, labour contractors, employee referrals and recruitment at factory gate. And recruitment techniques such as; direct method, indirect method, third party method and internet method. While employee performance was characterized by productivity, quality output, employee commitment, work efficiency and reduced labour turnover. This was in the light of the fact that; there was a problem of not effectively implementing the procedures and techniques required in recruitment of employees so as to improve on the performance despite having the various recruitment sources and techniques available for management to choose from. The data collected was analyzed using descriptive data analysis technique. This chapter presents the results of the analyses.

Socio-demographic Characteristics of Respondents

Table 1: Age

Valid	Frequency	Percent	Valid percent	Cumulative percent
18-24	3	06.0	6.0	6.0
25-34	28	56.0	56.0	62.0
35-44	7	14.0	14.0	76.0
45-54	3	06.0	6.0	82.0
55 and above	9	18.0	18.0	100.0
Total	50	100.0	100.0	

From table 1, the respondent's ages ranged from 18-24, 25-34, 35-44, 45-54, 55 and above with percentages of 6%, 56%, 14%, 6%, 18% respectively.

The majority of the respondents had their ages ranging from 25 to 34 with a percentage of 56%, this is due to the fact that this age limit comprises of young men and women who stick to their current employment. As they get old, they think of retiring from work and getting to settle down among other elements which are evident in the ages 55 and above as seen in table 1, this explains why it had a lower percentage of respondents.

Table2: Gender

Valid	Frequency	Percent	Valid percent	Cumulative percent
Male	34	68.0	68.0	68.0
Female	16	32.0	32.0	100.0
Total	50	100.0	100.0	

32% of the respondents were female. 68% of the respondents were male forming the majority of the respondents; the reason for this great percentage is that, most of companies with NWSC inclusive tend to in most cases employ greater number of male employees as compared to females. And also, African set-up is in such a way that women in most cases do house work while men go for work to earn daily bread for the family.

Table 3: Marital status

Valid	Frequency	Percent	Valid percent	Cumulative percent
Single	18	36.0	36.0	36.0
Married	31	62.0	62.0	98.0
Widowed	1	02.0	02.0	100.0
Total	50	100.0	100.0	

From the table 3 above, 18 (36%) of the respondents had single marital status, 31 (62%) of the respondents were married and 1 respondent was a widow.

The greatest numbers of the respondents were married, which absolutely shows that when employed, most employees prefer to get in to relationships and stick to their current employment as they work towards establishing their families.

And the reason for the least number of respondents being widows is that as their marriage partners depart, the widows lose morale to work and sometimes think of leaving work just because of the psychological stress they tend to encounter at the due course of work.

Table 4: Highest level of education

Valid	Frequency	Percent	Valid percent	Cumulative percent
A-Level	2	04.0	04.0	04.0
Diploma	11	22.0	22.0	26.0
Bachelor	27	54.0	54.0	80.0
Masters	7	14.0	14.0	94.0
PHD	3	06.0	06.0	100.0
Total	50	100.0	100.0	

2 of the respondents had A-level as their highest level of education, 11 were diploma holders, 27 were bachelors' degree holders, 7 were masters' degree holders and 3 were PHD holders.

It is therefore evident that, the minority of the respondents were A-Level certificate holders and PHD holders, meaning that people with these qualifications are either less qualified or over qualified.

Bachelor's degree holders had the greatest number of respondents, this is attached to the fact that they are still fresh in mind, competent and active young people that organizations would like to employ in large numbers.

Table 5: Experience

Valid	Frequency	Percent	Valid percent	Cumulative percent
Less than 1 year	13	26.0	26.0	26.0
1-3 years	30	60.0	60.0	86.0
4-6 years	2	04.0	04.0	90.0
7-10 years	4	08.0	08.0	98.0
Above 10 years	1	02.0	02.0	100.0
Total	50	100.0	100.0	

26% of the respondents had less than 1 year experience, 60% of the respondents had between 1-3 years experience, 4% of the respondents had between 4-6 years experience, 8% of them had 7-10 years experience and only 2% had above 10 years experience.

The employees with 1-3 years experience had the greatest percentage of 60%, this could have possibly being because of the provision by the company to demand for minimum qualification as far as experience is concerned.

Those with 10 years experience had the least percentage of 2%, this is because as those employees get these maximum number of experience, age tends to catch up with them and most of them opt to retire and enjoy their retirement benefits.

Table 6: Position in organization

Valid	Frequency	Percent	Valid percent	Cumulative percent
Front desk	06	12.0	12.0	12.0
Middle management	15	30.0	30.0	42.0
Lower management	29	58.0	58.0	100.0
Total	50	100.0	100.0	

12% of the respondents were from Front desk position who formed the least percentage, the reason is that the front desk consisted of few employees who dealt in making strategic decisions for the organization. 30% of the respondents were in the Middle management position, and the majorities (58%) of the respondents were in the lower management positions, this greater percentage was attributed to the fact that most of the respondents were casual workers who lay bottom of the management hierarchy and who specialized in day to day operations of business.

Table 7: Department

Valid	Frequency	Percent	Valid percent	Cumulative percent
Human resource	18	36.0	36.0	36.0
Finance	09	18.0	18.0	54.0
others	23	46.0	46.0	100.0
Total	50	100.0	100.0	

36 % of the respondents were from the department of human resource, this great percentage was because this department comprised of human resource managers, departmental heads, several supervisors and subordinates among others. 18% were from finance department and 46% of the respondents were from other departments, like marketing, procurement, among others.

This clearly shows a fair distribution of employees in human resource department, finance department, marketing, procurement and other several different departments in the organisation.

4.1 Effect of external recruitment on employees performance.

The first objective of this study was to determine the different sources of external recruitment and their effects on employee performance in NWSC- Kansanga Branch. To achieve this objective, respondents were asked their view on the following; NWSC using advertisements on TV's, radio stations, news papers. Various management institutes engineering colleges, medical colleges being used to get managers and medical stuff for the organisation. The recruitment agencies and private consultancy firms performing recruitment functions on behalf of NWSC. And existing employees losing morale when new employees are recruited in to the organisation. Data collected on this objective was analyzed under the question "What are the different sources of recruitment and their effects on employees' performance in NWSC- Kansanga Branch?". The results are summarized and presented in the following subsection.

Table 8: NWSC advertises in news papers, radio stations and TVs to get employees for the organisation.

Valid	Frequency	Percent	Valid percent	Cumulative percent
Strongly agree	34	68.0	68.0	68.0
Agree	16	32.0	32.0	100.0
Total	50	100.0	100.0	

Source: Research survey data

From the above table, 34 respondents strongly agreed and 16 respondents agreed that NWSC advertises in news papers, radio stations and TVs to get employees for the organisation.

It shows that NWSC largely uses advertisements over radio stations, in newspapers and TV stations to get the applicants to fill in vacant positions in the company. Meaning that some of the people especially those human resource managers who specialize in recruitment and selection look towards the above fore-mentioned media to attract people to apply for positions in the organisation.

Table 9: Various management institutes, engineering colleges, medical colleges being used to get managers, water engineers and medical stuff for the organization.

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	29	58.0	58.0	58.0
Agree	21	42.0	42.0	100.0
Total	50	100.0	100.0	

Source: Research survey data.

Given the Various management institutes, engineering colleges, medical colleges being used to get managers and medical stuff for the organization , 58% of the respondents strongly agreed that NWSC uses Various management institutes, engineering colleges, medical colleges being used to get managers and medical stuff for the organization and 42% agreed that the organisation gets its water engineers, managers and medical stuff from the various management institutes, engineering colleges, medical colleges.

From the above information, the 42% who agreed mostly consisted of the medical stuff, managers and engineers who were recruited from the medical colleges, management institutes and engineering colleges respectively.

Table 10. A Table showing the correlation between external recruitment and employee performance.

N= 50			
Variable correlated	Computed r-value	Significance value	Interpretation
External Recruitment Vs Employee Performance	-0.032	0.826	Not significant

The correlation between external recruitment and employee performance is -0.032 with a significance value of 0.826. Though there was a negative correlation, external recruitment does not have a significant impact on performance because, the significance value is greater than 0.05

4.2 The internal sources of recruitment and employees performance.

The second objective of this study was to determine the various internal sources of recruitment and how they promote employees' performance in NWSC- Kansanga branch. To achieve this objective respondent were asked; the meaning of internal recruitment, whether employees are upgraded and transferred from one department to another according to their efficiency and experience, employees are promoted from one department to another with more benefits and geater responsibility based on efficiency and experience, whether promotions, upgrading and transfers give morale for employees to work harder and whether demotions are common in the organisation and tend to make demoted employees leave the organization . Data collected on this objective was analyzed under the question "what are the various internal recruitment sources that promote employees performance in NWSC- Kansanga?" The results are summarized and presented in the following subsection.

Table 11: Employees are upgraded and transferred from one department to another according to their efficiency and experience.

Valid	Frequency	Percent	Valid percent	Cumulative percent
Strongly agree	36	72.0	72.0	72.0
Agree	14	28.0	28.0	100.0
Total	50	100.0	100.0	

Source: research survey data.

From the table 3 above; 72% of respondents strongly agreed that Employees are upgraded and transferred from one department to another according to their efficiency and experience. 28% of the respondents agreed that actually employees are upgraded and transferred from one department to another according to their efficiency and experience.

These percentages show that there is job rotation and promotions in NWSC, which is a greater factor of motivation and thus employee performance.

Table 12: The employees are promoted from one department to another with more benefits and greater responsibility based on experience and efficiency.

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	16	32.0	32.0	32.0
Agree	6	12.0	12.0	44.0
Neutral	18	36.0	36.0	80.0
Disagree	10	20.0	20.0	100.0
Total	50	100.0	100.0	

Source: research survey data

32% of the respondents strongly agreed that the employees are promoted from one department to another (with more benefits and greater responsibility based on experience), 12% of the respondents agreed as well. 36% of the respondents were neutral, and 20% disagreed that promotions are not carried out in their department. Since most of the respondents were neutral, and some totally disagreed that promotions do not exist in their department as evidenced by the 20%, then it means that promotions are not effectively practiced in the organization and that can let down the performance of the organization. One of the employees expressed an opinion of wanting to quit the organization because he was not promoted despite working for five years of remarkable performance as evidenced in his performance appraisals.

Therefore there is no greater contribution of promotions on the performance of employees of the organization.

Table 13. A Table showing the correlation between internal sources of recruitment and employee performance.

N= 50

Variable correlated	Computed r-value	Significance value	Interpretation
Internal Recruitment Vs Employee Performance	0.012	0.935	Not significant

There is 0.012 correlation between internal recruitment and employee performance and 0.935 significance value. Therefore, much as there is a positive correlation, internal recruitment cannot significantly influence employee performance. This is because, the significance value is greater than 0.05

4.3 Various Recruitment techniques and their effects on employees' performance.

The third objective of this study was to establish various recruitment techniques and their influence on employees' performance in NWSC- Kansanga branch. To achieve this objective, the respondents were asked; the meaning of recruitment techniques, whether direct methods (scouting, employee contacts, manned exhibits, waiting lists/applications) are used for recruiting employees, whether advertisements in the news papers, on radios, journals and TV are used to publicize vacancies, and whether employees who are recruited via the internet or online always perform better. Data collected on this objective was analyzed under the question "In what ways do recruitment techniques influence employee's performance in NWSC-Kansanga branch?". The results are summarized and presented in the following sub section.

Table 14: Advertisements in news papers, journals, on radios and televisions are mainly used to publicize vacancies.

Valid	Frequency	Percent	Valid percent	Cumulative percent
Strongly agree	43	86.0	86.0	86.0
Agree	7	14.0	14.0	100.0
Total	50	100.0	100.0	

Source: Research survey data.

From the above table, 86% of the respondents strongly agreed that Advertisements in news papers, journals, on radios and televisions are mainly used to publicize vacancies that exist in the organisation. While, 14% agreed that advertisements in news papers, journals, on TVs and radios are used to publicize vacancies.

This is because, all the respondents expressed their gratitude and credibility to the media as far as publicizing NWSC adverts and information are concerned.

Table 15: Direct methods such as scouting, employee contacts, manned exhibits, and waiting lists are used for recruiting employees in NWSC.

Valid	Frequency	Percent	Valid percent	Cumulative percent
Strongly agree	14	28.0	28.0	
Agree	36	72.0	72.0	100.0
Total	50	100.0	100.0	

Source: research survey data.

From table 5, 72% of the respondents agreed that direct methods such as scouting, employee contacts, manned exhibits, and waiting lists are used for recruiting employees in NWSC and 28% have strongly agreed that direct methods such as scouting, employee contacts, manned exhibits, and waiting lists are used for recruiting employees in NWSC. This means that, it is not only the direct methods of recruitment that NWSC uses, but also indirect methods are used to recruit employees for the organisation.

4.4 Employee Performance.

This was basically the dependent variable that looked at the resultant employee productivity, quality output, employee commitment, work efficiency and reduction in labour turnover.

To find out about the above, the respondents were asked; whether employees' performance gradually improves as they upgrade and gain experience in the company, whether NWSC provides quality services for employees whose productivity in turn keeps rising, whether employees are committed and work efficiently while at work, whether there was high absenteeism and increased labour turnover, and whether there was a great number of employees joining and leaving the organization each year. Data collected on these questions was presented, analyzed and interpreted as seen below.

Table 16: Employee performance gradually improves as they upgrade and gain experience in the company.

Valid	Frequency	Percent	Valid percent	Cumulative percent
Strongly agree	9	18.0	18.0	18.0
Agree	29	58.0	58.0	76.0
Disagree	12	24.0	24.0	100.0
Total	50	100.0	100.0	

Source: research survey data.

From the above table, majority of the respondents (58%) agreed that employee performance gradually improves as they upgrade and gain experience in the company. And 18% strongly agreed to that, meaning that upgrading and experience has a direct impact on performance of employees in NWSC and highly experienced employees tend to perform better in their jobs as compared to those with limited experience.

Table 17: NWSC provides quality services for employees whose productivity in turn keeps rising.

Valid	Frequency	Percent	Valid percent	Cumulative percent
Strongly agree	14	28.0	28.0	28.0
Agree	31	62.0	62.0	90.0
Disagree	5	10.0	10.0	100.0
Total	50	100.0	100.0	

Source: research survey data.

Majority of the respondents (62%) agreed that NWSC provides quality services for employees, 28% of the respondents strongly agreed to that and minority (10%) disagreed to the statement that NWSC provides quality services for employees.

This 10% of the respondents who even though made the minority clearly shows that there are some departments of the organisation where employees are not provided with quality services and this retards productivity in the long run.

Table 18: There is high absenteeism of workers in NWSC, Kansanga branch.

Valid	Frequency	Percent	Valid percent	Cumulative percent
Agree	12	24.0	24.0	24.0
Disagree	38	76.0	76.0	100.0
Total	50	100.0	100.0	

Source: research survey data.

Majority of the respondents disagreed to the statement that, there is high absenteeism of workers in NWSC, Kansanga branch.

However, 24% of the respondents agreed that there is high absenteeism of workers, meaning that the management is not doing enough as far as worker's morale and positive performance is concerned.

Table 19: There is a great number of employees joining and leaving the organization each year.

Valid	Frequency	Percent	Valid percent	Cumulative percent
Agree	29	58.0	58.0	58.0
Disagree	21	42.0	42.0	100.0
Total	50	100.0	100.0	

Source: research survey data.

58% of the respondents agreed that there is a great number of employees joining and leaving the organisation each year. This high labour turnover is attributed to lack of proper and quality services that should have been given to employees to give them morale and commitment to their current jobs in the organisation.

However, 42% of the respondents disagreed and some stated that, there is labour turn over but at smaller rates.

This therefore still tells me that, the management of NWSC-Kansanga needs to do more enticing services and/or motivators to recruit and retain their staff for the betterment of the organisation.

Table 20. A Table showing the correlation between Recruitment(External, Internal) and employee performance.

N=50

Variable correlated	Computed r-value	Significance value	Interpretation
Recruitment (Internal and External) Vs Employee Performance	-0.017	0.905	Not significant

The correlation between the variables Recruitment (Internal, External) and Employee performance is -0.017 and having a significance value of 0.905. This means that, recruitment has a negative but not significant influence on employee performance in NWSC. Because, the significance value is greater than 0.05

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter consists of the summary of the findings, conclusions and the recommendations which could be practiced as far as recruitment is concerned, to enhance performance of employees in National Water and Sewerage Cooperation (NWSC)-Kansanga Branch as a case study and in any other similar organisations in the country.

5.1 Summary of findings

The first objective of this study was to determine the different sources of external recruitment and their effects on employees' performance in NWSC- Kansanga Branch. Data analysis and interpretation revealed the following major findings under this objective:

Most of the respondents strongly agreed that NWSC advertises in news papers, radio stations and TVs to get employees for the organisation and they strongly agreed that NWSC uses various management institutes, engineering colleges, medical colleges being used to get managers and medical staff for the organisation. These findings shows that the organisation gets its water engineers, managers and medical staff from the various management institutes, engineering colleges, medical colleges and via divertissements in news papers, radio stations and TVs.

There was a negative correlation (-0.032) between external recruitment and employee performance but, it was not significant.

The second objective of this study was to determine the various internal sources of recruitment and how they promote employees performance in NWSC- Kansanga branch.

Data analysis and interpretation revealed the following major findings under this objective.

Majority of the respondents strongly agreed that Employees are upgraded and transferred from one department to another according to their efficiency and experience and one of

the employees expressed an opinion of wanting to quit the organization because he was not promoted despite working for five years of remarkable performance as evidenced in his performance appraisals. According to the finding, there is no greater contribution of promotions on the performance of employees of the organization.

These findings may be due to; the failure of management to appreciate the fact that, promotion of employees are a major factor to employee morale to work and thus performance.

There was a positive correlation (0.012) between internal recruitment and employee performance but, it was not significant.

The third objective of this study was to establish various recruitment techniques and their influence on employees' performance in NWSC-Kansanga branch.

Data analysis and interpretation revealed the following major findings under this objective.

According to findings under this objective, all the respondents strongly agreed that Advertisements in news papers, journals, on radios and televisions are mainly used to publicize vacancies that exist in the organisation.

These may be due to the fact that the organization mainly employs the youth who in most cases are engaged in reading news papers, listening to radio and watching television. This provided a good technique for management to get this class of employees.

There was a negative (-0.017), but not significant correlation between recruitment and employee performance.

5.2 Conclusions

This study investigated Recruitment and employee performance in National water and sewerage cooperation (NWSC)-Kansanga branch. It was intended to explore the relationship between recruitment and employee National water and sewerage cooperation, Kansanga branch as a case study with a view of improving performance of employees. This was in relation to there being a problem of not effectively implementing the procedures required in recruitment so as to improve on the performance of employees through utilizing the various recruitment sources and techniques. The study specifically wanted to; determine the different sources of external recruitment and their effects on employee performance, determine the various internal sources of recruitment and how they promote employee performance and establish various recruitment techniques and their influence on employees' performance in NWSC-Kansanga branch.

The study established that;

- a) Internal and external recruitment are not significant enough to influence employee performance in NWSC-Kansanga branch. However, it reveals that internal recruitment is by far better than external recruitment in improving performance.
- b) National water and sewerage cooperation (NWSC)-Kansanga branch gets its water engineers, managers and medical staff from the various management institutes, engineering colleges, medical colleges and via advertisements in news papers, radio stations and TVs.
- c) Employees are upgraded and transferred from one department to another according to their efficiency and experience. And there is no greater contribution of promotions on the performance of employees of the organisation (NWSC) Kansanga branch.
- d) Advertisements in news papers, journals, on radios and televisions are mainly used to publicize vacancies that exist in the organisation. These may be due to the fact that the organization mainly employees the youth who in most cases are engaged in reading news papers, listening to radio and watching television thus providing a good technique to the recruitment board of the organisation.

- e) Recruitment is not a major factor to employee performance in NWSC, but such aspects like working experience, attractive rewards and better working conditions being the crucial elements in performance of employees.

In the view of these therefore, the study concludes that the management is not doing its best as far as performance of employees of National water and sewerage cooperation-Kansanga branch is concerned. This means that there is a less impact of recruitment on employee performance in National water and sewerage cooperation (NWSC)-Kansanga branch.

5.3 Recommendations

Basing on the discussion and conclusion of this research, i recommend that the following be done to see to it that, NWSC makes effective use of recruitment in order to have better performance from its employees.

Recruitment alone in NWSC cannot improve employee performance in the organisation, but also such aspects like better working conditions, better rewarding system, work experience, motivation among others equally improves performance of employees. It is therefore mandatory for the management of NWSC to also consider these aspects as their areas of concern as far as employee performance is concerned.

Job rotation and promotions more presumably lead to better employee performance on-the-job. Through job rotation, the management is able to identify the specific jobs each employee is best at and by so doing, minor mistakes that could probably be made by workers are curbed there by leading to better employee performance.

Pertaining reduction in labour turnover, the management of NWSC should put in place training and development programmes in order to retain its employees. If for instance an employee is availed with training and acquires better skills of doing the job, he/she becomes motivated and feels some sense of growth and development on that job thereby

limiting the chances of such an employee to think of leaving the organisation that develops him/her.

Since internal recruitment has a greater influence on performance over external recruitment, i would recommend that, NWSC capitalizes more on recruiting within the organization, through job posting on notice boards, transfers, upgrading and promotions based on merit.

Concerning recruitment techniques to be used, the indirect methods such as advertisement in the media and internet could provide the best sources of recruitment. This is because majority of the employees NWSC recruits are the youth who spend maximum hours surfing the internet, reading news papers (Red paper for instance), they like listening to radio and watching television.

5.4 Recommendations for future research

The Impact of Selection on Employee Performance

The Impact of Rewards on Employee Performance

The Impact of Motivation on Employee Performance

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Dear respondent,

I ALIO FRANCIS, a student of Kampala International University is carrying out a study about recruitment and employee performance in your company as a requirement for my bachelors' degree in human resource management. You have been identified as one of the respondents and all your views will be treated confidentially. I humbly request you to participate in filling this questionnaire in order to accomplish my studies. Thank you for your co-operation.

Instruction.

Tick and comment where necessary.

SECTION A: Personal Data

1.	Age	18-24	25-34
		35-44	45-54
		55-64	65 and Above
2.	Gender	Male	Female
3.	Marital status	Single	Divorced
		Married	Widowed
4.	Highest level of Education	O- Level	A- Level
		Diploma	Bachelors
		Masters	PHD
5.	Experience (Years)	Less than 1 Year	1-3 Years
		4-6 Years	7-10 Years
		Above 10 Years	
6.	Department	Human resource	Finance
		Marketing	Others
7.	Position in the organization	Front desk	
		Middle Management	
		Lower Management	

SECTION B: Recruitment

Employee recruitment is the process of reaching out, searching for and attracting a large supply of people or a large pool of interested applicants from which the organization can choose those it considers competent or most qualified for the job.

(i) Internal recruitment

Variables	SA	A	N	DA	SDA
1=strongly Agree(SA) , 2=Agree(A), 3=Neutral(N), 4=Disagree(DA), 5=Strongly Disagree (SDA)	1	2	3	4	5
Internal recruitment means that a job vacancy is filled from within the business by an existing employee rather than employing externally					
The employees are upgraded and transferred from one department to another according to their efficiency and experience.					
The employees are promoted from one department to another with more benefits and greater responsibility based on efficiency and experience.					
Promotions, upgrading and transfers give morale for employees to work harder in NWSC, Kansanga.					
Demotions are common in the organisation and they tend to make the demoted employees to leave the organisation.					

(ii) External recruitment

Variables	SA	A	N	DA	SDA
1=strongly Agree(SA) , 2=Agree(A), 3=Neutral(N), 4=Disagree(DA), 5=Strongly Disagree (SDA)	1	2	3	4	5
NWSC advertises in news papers, radio stations and TV's to get employees for the organisation.					
Various management institutes, engineering colleges, medical Colleges are used to get the water engineers, managers and medical stuff for the organisation.					
The recruitment agencies and private consultancy firms perform recruitment functions on behalf of NWSC.					
Existing employees always loose morale when new employees are recruited in to the organisation.					

(iii) Recruitment Techniques

Variables	SA	A	N	DA	SDA
1=strongly Agree(SA) , 2=Agree(A), 3=Neutral(N), 4=Disagree(DA), 5=Strongly Disagree (SDA)	1	2	3	4	5
Recruitment techniques are the means by which an organization establishes contact with potential candidates, provides the necessary information and encourages them to apply for jobs.					
Direct Methods such as scouting, employee contacts, manned exhibits and waiting lists are used for recruiting employees.					
Advertisements in news papers, journals, on radios and televisions are mainly used to publicize vacancies.					
Employees who are recruited via the internet or on line always perform better.					

SECTION C: Employee Performance

Variables	SA	A	N	DA	SDA
1=strongly Agree(SA) , 2=Agree(A), 3=Neutral(N), 4=Disagree(DA), 5=Strongly Disagree (SDA)	1	2	3	4	5
Employees' performance gradually improves as they upgrade and gain experience in the company.					
NWSC, Kansanga provides quality services for employees whose productivity in turn keeps rising.					
Employees are committed and work efficiently while in their places of work.					
There is high absenteeism and increased labour turnover in NWSC, Kansanga Branch..					
Employees do perfectly their work and are sometimes appreciated by management.					
There is a great number of Employees joining the organisation and leaving the organisation each year.					

Additional Information

Kindly give any comments that you find interesting that keeps you serving in National Water and Sewerage Cooperation (NWSC), Kansanga branch.

.....

Please state any challenging issues that make you at times think of leaving National Water and Sewerage Cooperation.

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Thank you for participating in filling this questionnaire. Any queries can be sent to **f_alio@yahoo.com** or 0789712453/ 0703479655.