

**THE EFFECT OF RECRUITMENT ON THE PERFORMANCE OF
ORGANISATIONS: CASE STUDY OF EAST AFRICA UNIVERSITY,
BOSSASO (EAU), SOMALIA**

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DECLARATION

I NAJMA SAID HASSAN, declare that no other researcher has written a similar report for any other university or academic institution, the completion of this research report has been my own investigation with maximum originality of data and information got from both primary and secondary sources or references.

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APPROVAL

This is to certify that this report has been submitted with my approval as a university supervisor.

Signed



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Date

28/11/2012

DEDICATION

This research work is highly dedicated to my beloved mother Hajj Shukri Mursal Farah and my dear father Said Hassan Omar, I also dedicate to my sisters and brothers specially to my beloved sister Naima Said Hassan and my precious sister Bahja Said Hassan because I strongly hold the view that my success is their pride . They helped me to accomplish the hardest task that I was facing during my time of study.

May the Almighty reward them Abundantly!

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OPERATIONAL DEFINITION OF TERMS:

According to this study the following terms will mean:

An organization; is a social entity that has a collective goal and is linked to an external environment.

Applicants; Are those people who apply for a given post in organization especially after it is advertised.

Career Development; In organizational development (or OD), the study of **career development** looks at how individuals manage their careers within and between organizations. In personal development, career development is: the total constellation of psychological, sociological, educational, physical, economic, and chance factors that combine to influence the nature and significance of work in the total lifespan of any given individual."

Employee performance; is often defined simply by output terms as the achievement of quantified objectives

Motivation; Motivation is the set of forces that cause people to choose certain behaviors from among the many alternatives open to them.

Recruitment; is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications, developing their interest in an organization and encouraging them to apply for jobs within it.

ABSTRACT

This study on the Effect of Recruitment on Employees' Performance in East Africa University in Punt land Somalia, aimed at finding out about the major recruitment practices used by the university and how they affect employee performance; and was guided by four objectives: To determine the demographic characteristics of the respondents, to examine source of recruitments used and employee performance in East Africa university in Punt land, to investigate the employee performance in EAU in Punt land and to determine the relationship between recruitment and employees' performance in East Africa university.

To figure out the problem, literature was reviewed on the main variables of the study to enrich field responses. It mainly focused on the methods of recruitment, their advantages, disadvantages and the suggested literal best methods of going about the recruitment process. Both qualitative and quantitative research designs were relied upon and used on a sample of 52 respondents from East Africa in Punt land Somalia.

The findings indicated that the East Africa University was dominated by men (with 61.5%), and that level of education of most of the employees was dominated by degree holders. It was further seen that the main source of recruitment at East Africa University was internal recruitment and they only use external when there is no qualified employee within the organization. It was also found that the employees' performance at East Africa university was poor as seen in findings because there is conflict, ambiguity of jobs, labor turnover and customer dissatisfaction which all represent employee performance in the company as the mean mostly showed agree.

The study further concluded that recruitment and employee performance of EAU are significantly correlated and that the relationship between them is strong at 0.04 confidence level. More so the study discovered that east Africa University does not systematically follow the process of recruitment and also does not have any career development programs to employees thus a recommendation that the East Africa university has to train all its staff and use the recommended recruitment methods in order to improve its performance.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter covered the background of the study, problem statement, and scope of the study, purpose of the study, research objectives, research questions, and significance of the study.

1.1 Background

Recruiting new employees is one of the biggest challenges facing Business Organizations, and a key component of organizational success. And many organizations around world have experienced many problems in terms of their performance such as low customer turnout, poor productivity, poor quality and low levels of competition, which lead many organizations to be, shaken out of business.

Recruitment provides one of the best opportunities to influence overall organizational performance. If an organization does not have sufficient level of recruitment productivity, i.e., the quantity, quality and timeliness of skill brought into the organization, it will be challenged to achieve even its most basic business goals. Life inside an organization that is critically short of talent is usually quite unpleasant. Everyone feels over-worked, stressed out, demoralized and de-motivated since employees cannot perform at their best in such circumstances. On the other hand, organizations that do achieve control of their talent supply, are much better positioned to achieve greater business results. In such organizations, management can turn its attention to more skillful and beneficial workforce improvement efforts. For example, free from worry about talent supply, the organization can spend more of its efforts on improving the business competence of the workforce.

Therefore in this case research was focused on the Effect of Recruitment on Performance in East Africa University. (EAU) since poor recruitment practices were assumed to be the cause of poor performance of the Organization. These organization recruitment practices are done based on religion and cultural perspectives. Issues such as having mode of dressing and interpersonal skills, etc are not enough in requirement of getting talent employees who can perform optimally and competently.

This research was based on Maslow's hierarchy of needs theory which advocates that humans tend to satisfy their lower level of felt needs first before moving on to the high level needs. He divided the human needs into five which are physiological needs, health and security needs, belonging needs, esteem needs, and self actualization needs. So in order for organizations to attract qualified candidates, they must motivate the applicants to apply for the vacancies that arise within them so that they get the right and enhance the performance of the firm.

During the recruitment process, efforts are made to inform the applicants fully about the selection criteria of the required competencies that will lead to effective, as well as career opportunities the organization can provide the employee. Whether or not a particular job vacancy will be filled by someone from within, or outside, the organization depends on the organization's human resource policies, the requirements of the job to be filled, the talent to be found and, often, the organizational politics surrounding the decision (Nankervis et al., 2002).

Employee performance is a matter not only of what people achieve but how they achieve it. It also means getting better results by understanding and managing performance within an agreed framework, of planned goals, standards and competence requirements. Process exist for establishing shared understanding about what is to be achieved, and for managing and developing

people in way that increases the probability that will be achieved in short or long term. It focuses people on doing the right things by clarifying their goals (Armstrong 2006).

East Africa University (EAU) is the one among largest Somali private organizations in the Somali (universities) business, with worldwide network of associate universities and agencies. East Africa University, was formed in 1999 from their capital and human resources, establishing solid financial and management base nationally and internationally.

In this study the researcher focused on impact of the recruitment practices and performance especially EAU in Punt land - Somalia. Under this organization, recruitment practices have impacted on general performance of the organization's operational activities in form of poor service which leads to high customer turnover, low competition and low level of competence personal.

1.2 Problem statement

Many organizations around the world have experienced low productivity, poor quality; low level of competition, low customer turnout and general poor performance which have caused many business organizations to be shaken out of the business environment and some of which shutdown completely.

In the case of this organization under study, recruitment practices are done based on religion and cultural perspectives. However, issues such as recruiting religious institutions, worship places and etc are not enough in requirement of getting talent employees who can perform optimally and competently.

Therefore in this research, emphasis on the evaluation of impact of recruitment practice on the issues mentioned above, therefore to put awareness to the business firms to change their recruitment practices especially at East Africa University in Punt land -Somalia.

1.3 General objective

The primary purpose of this study was to establish the adequate recruitment practices which can be adopted to enhance better performance in the organization.

1.4 Specific objectives of the study

- I. To determine the respondents profile in terms of gender, age, level of education, and length of service.
- II. To examine source of recruitment used and employee performance in East Africa University in Punt land- Somalia
- III. To investigate the employee performance in East Africa university
- IV. To determine the relationship between recruitment and employees performance in East Africa university.

1.5 Research Questions

- 1: What are the respondent's profiles in terms of gender, age, and level of education, type of employment and years of service in East Africa university?
- 2: What is the source of recruitment used in East Africa University?
- 3: What is the Level of Employee Performance of East Africa University?
- 4: What is relationship between recruitment and employee performance in East Africa University?

1.6 Scope of the study

The scope of this research was East Africa University in Punt land of Somalia (north eastern part of Somalia as a case study and the research took a period of four months from August-November 2012.

1.6.1 Geographical scope

This study was concerned with the East Africa University of Somalia in Bossaso where the headquarters is located.

1.6.2 content scope

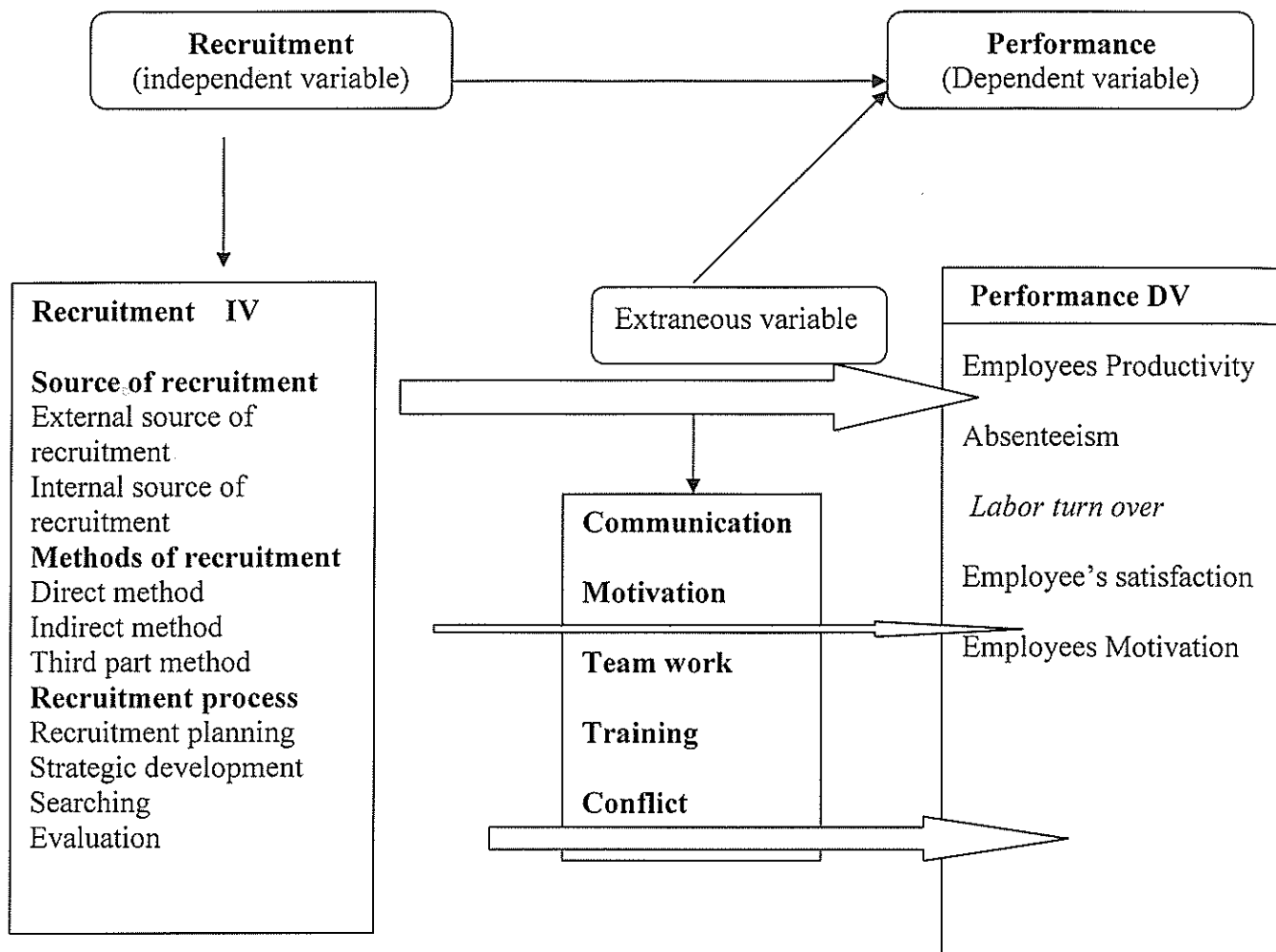
The study focused on the effect of recruitments of performance of East Africa university in Bossaso of Somalia.

1.7 Significance of the study

The primary beneficiaries of this research are the organizations which are willing to know the relationship between source of recruitment used in EAU and performance of employees in EAU. This implies that both private and public organizations may also use it to write their proposals. However, the main significance of the study is to universities, colleges and other educational institutions.

This study will be used by future researchers to identify the undone parts of the work and therefore, provide them with the basis for further research. The research will also help the researcher to understand major recruitment practices provided by organizations and other institutions dealing with human resources.

1.8 Conceptual framework



The source of recruitment can affect the general performance of the organization in both positive and negative ways. This source can be either external recruitment or internal recruitment which needs to be analyzed to map out the best source that can help an organization to get qualified employees and hence improve the organization performance in terms of increasing the productivity.

Personnel professionals have long been interested in the best ways in which to recruit potential employees and this interest stems from two main ideas. The first idea is that certain recruitment methods yield higher numbers of

CHAPTER TWO: LITERATURE REVIEW

2.0. Overview

This chapter gives a frame work upon which research was based. It indicates an analysis of existing literature on recruitment practices and employee performance as discovered by other researchers, the internet, journal articles and magazines.

2.1 Theoretical frame work

This research is guided by Abraham Maslow's hierarchy of needs theory which advocates that humans tend to satisfy their lower level of felt needs before moving on to the high level need. He divided the human needs into five which are physiological needs, health and security needs, belonging needs, esteemed needs, and self actualization needs. So that in order for organizations to attract qualified candidates, they must motivate the applicants to apply the vacancies which arise within them so that they get the right people with requirements and enhance the performance of the firm.

2.2 The effect of recruitment process

Recruiting is the process of locating identifying and attracting capable applicants for jobs available in an organization. Accordingly, recruitment process comprises the following five steps.

2.2.1 Recruitment planning

This is the first step of recruitment process which involves drafting comprehensive job specification for the vacant position, outlining its major and minor responsibilities; skills experience and qualifications needed; grade and level of pay; starting date whether temporary or permanent; and mention special conditions, if any attached to the job to be filled.

2.2.2 Strategic development

This is the second step of the process which also involves devising a suitable strategy for recruiting the right candidates in the organization. The strategic consideration to be considered may include issues like whether to prepare the required candidate themselves or hire them from outside, what type of recruitment method to be used, what geographical area to be considered for searching candidates and which source of recruitment to be practiced and etc .

2.2.3 Searching

This step involves attracting job seekers to the organization. They are broadly two sources used to attract candidates in the organization. These are internal and external sources.

2.2.4 Screening

At this time the applicants are screened against their qualifications, knowledge, skills, abilities, interest and experience mentioned in a job specification. Those who do not qualify are straightway eliminated from the selection process.

2.2.5 Evaluation and control

This is the last step of the recruitment process and it is given considerable cost and the costs incurred in the recruitment process include; salary of recruiters, cost of time spent for preparing job analysis advertisement etc. , administrative expenses, and cost of outsourcing or overtime while vacancies remain unfilled. So employers have to answer certain necessary questions like: whether recruitment methods are appropriate and valid. And whether recruitment process followed in the organization is effective at all or not. In case answers of these questions are negative, the appropriate control measures need to be taken and exercised to tide over the situation.

Processes are the structural building blocks or foundations of purposeful action, which must be assembled in the right way in order to accomplish intended results. To put it simply, good processes yield good results while Bad processes yield bad results. The quality of people in your organization will never be better than the quality of the processes used to hire them. If an organization uses average or below average recruitment processes, do not be surprised or hurt if the business results of the workforce are below average. You get the results you deserve.

Therefore, organisations should greatly endeavor to design, develop and manage their recruitment processes well, so that they recruit the right employees who can perform their duties in an effective and efficient manner and hence improve the overall performance of the organization.

2.3 Source of recruitment

2.3.1 internal sources

Present employees:

Promotions and transfers from among the present employees can be good sources of recruitment. Promotion implies upgrading of an employee to a higher position carrying higher status, pay and responsibilities. Promotion from among the present employees is advantageous because the employees promoted are well acquainted with the organizational culture, they get motivated and it is cheaper also. Promotion from among the existing employees also reduces the requirement of job training. However, the disadvantage lies in limiting the choice of the few people and denying hiring of outsiders who may be better qualified and skilled. Furthermore, promotion from among present employees also results in inbreeding, which creates frustration among those not promoted. Transfer refers to shifting an employee from one job to another without any change in the position/post, status and responsibilities. The need for transfer is felt to provide employees a broader

and carried base, which is considered necessary for promotion. Job rotation involves transfer of employees from one job to another job on the lateral basis.

Former employees:

Former employees are another source of applicants for vacancies to be filled up in the organization. Retired or retrenched employees may be interested to come back the organization to work on part time basis. Similarly, some former employees who had left the organization for any reason, may come back to work. This source has the advantages of hiring people whose performance is already known to the organization.

Employee referrals:

This is yet another internal source of recruitment. The existing employees refer to the family members, friends and relatives to the organization potential candidates for the vacancies to be filled up in the organization. This source serves as one of the most effective methods of recruiting people in the organization because it refers to those potential candidates who meet the organization requirements known to them from their own experience. The referred individuals are expected to be similar in type in the area of race and sex, for example, to those who are already working in the organization.

Previous applicants:

This is considered as an internal source in the sense that applications from the potential candidates are already lying within the organization. Sometimes the organization contacts though mail or messengers these applicants to fill up the vacancies particularly for unskilled or semiskilled jobs.

2.3.1. EVALUATION OF INTERNAL SOURCES: (check the numbering)

When we evaluate the internal source of recruitment. Obviously, it can be done in terms of its advantages and disadvantages the same are spelt out as follows:

ADVANTAGES:

The advantages of the internal source of recruitment include the following:

Familiarity with own employees:

The organization has more knowledge and familiarity with the strengths and weaknesses of its own employees than those of strange and unknown outsiders.

Better use of the talent:

The policy of internal recruitment also provides an opportunity to the organization to make a better use of talents internally available and to develop them further and further.

Economical recruitment:

In case of internal recruitment, the organization does not need to spend much money, time and effort to locate and attract the potential candidates. Thus, internal recruitment proves to be economical, or say, inexpensive.

Improves morale:

This method makes employees sure that they would be preferred over the outsiders as and when they filled up in the organization vacancies.

A motivator:

The promotion through internal recruitment serves as a source of motivation for the employees to improve their carrier and income. The employees feel that organization feel that organization is a place where they can build up their life-long career. Besides, internal recruitment also serves as a means of attracting and retaining employee s in the organization.

DISADVANTAGES:

The main drawback associated with the internal recruitment is as follows:

Limited choice:

Internal recruitment limits its choice to the talents available within the organization. Thus, it denies the tapping of talents available in the vast labor market outside the organization. Moreover, internal recruitment serves as a means for “inbreeding”, which is never healthy for the future organizations.

Discourage competition:

In this system, the internal candidates are protected from competition by not giving opportunity to otherwise competent candidates from outside the organization. This in turn, develops a tendency among the employees to take the promotion without showing extra performance.

Stagnation of skills:

With the feeling that internal candidates will surely get promoted, their skill in the long run may become stagnant or obsolete. If so, productivity and sufficiency of the organization, in turn, decreases.

Creates conflicts:

Conflicts and controversies surface among the internal candidates, whether they deserve promotion or not.

2.3.2 EXTERNAL SOURCES

External sources of recruitment lie outside the organization. These outnumber internal sources. The main ones are listed as follows:

Employment exchanges:

The National Commission of Labor (1969) observed in its report that in the pre-independence era, the main source of labor was rural areas surrounding the industries. Immediately after independence, national employment services were established to bring employer and job seeker together. In response to it, the compulsory notification of vacancies act of 1959 (Commonly called employment exchange act) was instituted which became operative in 1960. The main functions of these employment exchanges with the branches in most cities are registration of job seeker and tier placement in the notified vacancies. It is obligatory for employer to inform about the outcome of selection within 15 days to the employment exchange. Employment exchange is particularly useful in recruiting blue-collar, white-collar and technical workers.

Employment agencies:

In addition to the government agencies, there are number of private agencies that register candidates for employment and furnish a list of suitable candidates from the data bank as and when sought by the prospective employer. Generally, these agencies select personnel for supervisory and the higher levels. The main function of these agencies is to invite application and short-list the suitable candidates for the organization. Of course, the representative of the organization takes the final decision on selection. The employer organizations derive several advantages through this source. The time saved in this method can be better utilized elsewhere by the organization. As the organizational identity remains unknown to the job seekers, it, thus, avoids receiving letters and attempts to influence.

Advertisement:

This method of recruitment can be used for jobs like clerical, technical, and managerial. The higher the position in the organization, the more specialized the skills or the shorter the supply of that resources in the labour market, the more widely dispersed the advertisement are likely to be. For instance, the search for a top executive might include advertisements in a national daily like the Hindu. Some employers/companies advertise their post by giving them post box number of the name of some recruiting agency. This is done to particular keep own identity secret to avoid unnecessary correspondence with the applicants. However the disadvantage of these blind advertisement, i.e., post box number is that the potential job seekers are the hesitant without unknowing the image of the organization, on the one hand, and the bad image/ reputation that the blind advertisement have received because of the organizations that placed such advertisements without position lying vacant just to know supply of labor/ workers in the labor market, on the other. While preparing advertisement, a lot of care has to be taken to make it clear and to the point. It must ensure that some self-selection among applicant take place and only qualified applicant responds the advertisement copy should be prepared by using a four-point guide called **AIDA** . The letters in the acronym denote that advertisement should attract attention, gain Interest, arouse a Desire and result in action.

However, not many organizations mention complete detail about job positions in there advertisement. What happened is that ambiguously worded and broad-based advertisements may generate a lot irrelevant application, which would, by necessity, increasing the cost of processing them.

Professional Associations

Very often, recruitment for certain professional and technical positions is made through professionals association also called 'Headhunters'. Institute of Engineers, All India Management Association, etc., provide placement service

to the members. The professional associations prepare either list of jobseekers or publish or sponsor journal or magazines containing advertisements for their member. It is particularly useful for attracting highly skilled and professional personnel. However, in India, this is not a very common practice and those few provide such kind service have not been able to generating a large number of application.

Campus Recruitment

This is another source of recruitment. Though campus recruitment is a common phenomenon particularly in the American organizations, it has made rather recently. Of late, some organizations such as Citibank, Cadbury Grind lays, etc., in India have started visiting educational and training institute/ campuses for recruitment purposes. Many Institutes have regular placement cells / offices to serve liaison between the employer and the students. Tezpur Central University has one Deputy Director (Training and Placement) for purpose of campus recruitment and placement.

The method of campus recruitment offers certain advantages to the employer organizations. First, most of the candidates are available at one place; second, the interviews are arranged at short notice; third, the teaching is also met; fourth, it gives them opportunity to sell the organization to a large students body who would be graduating subsequently. The disadvantages of this of recruitment are that organizations have to limit their selection to only "entry" positions and they interview the candidates who have similar education and experience, if at all (Nisha H. 2009).

Deputation

Another source of recruitment is deputation I.e., sending an employee to another organization for the short duration of two to three years. This method

of recruitment is practice in a pretty manner, in the Government department and public sector organization does not have to incurred the initial cast of induction and training. However, the disadvantages of this of deputation is that deputation period of two/three year is not enough for the deputed employee to provide employee to prove his/her mettle, on the one hand, and develop commitment with organization to become part of it, on the other.

Word-of-mouth:

Some organizations in India also practice the "word-of-mouth" method of recruitment. In this method, the word is passed around the vacancies or opening in the organization. Another form of word-of-mouth method of "employee-pinching" i.e., the employee working

In another organization is offered by the rival organization. This method is economic, in terms of both time and money. Some of the organization maintain a file applications and sent a bio-data by a job seeker. These serve as a very handy as when there is vacancy in the organization. The advantage of this method is no cost involved in recruitment. However, the disadvantages of this method of recruitment are non-availability of the candidates when needed choice of candidates is restricted to a too small number.

Raiding or Poaching:

This is another sources of recruitment whereby the rival firm by offering terms and conditions, try to attract qualified employees to join them. This raiding is a common feature in the Indian organizations. For instance, service executive of HMT left to join Titan Watch Organization, so also exodus of pilot from Indian Airlines to join the private air taxi operator. In fact, raiding has become challenge for the human resource manager.

Besides these, walk-ins, contractors, radio and television, acquisitions and merger, etc., are some other sources of recruitment used by organizations.

2.4.2.1 EVALUATION OF EXTERNAL SOURCES:

Like the internal sources of recruitment, external sources are mixed of advantages and disadvantages

ADVANTAGES:-

Open process

Being a more open process, it is likely to attract a large number of applicants/application. Then, in turn, widens its option of selection.

Availability of Talented Candidates:-

With the large pool of applicants, it becomes possible for organization to have talented candidates from the outside. Thus, it introduces new blood in the organization.

Opportunity to Select the Best Candidate;

With the large pool of applicants, selection process becomes competitive. This increases prospects for selecting the best candidates.

Provides healthy competition:

As the external members are supposed to be more trained and efficient. With such a background, they work with the positive attitude and greater vigor. This helps create healthy competition and conducive work environment in the organization.

DISADVANTAGES:

However, the external sources of recruitment suffer from certain disadvantages too, these are:

Expensive and time consuming:

This method of recruitment is both expensive and time consuming. There is no guarantee that organization will get good and suitable candidates.

Unfamiliarity with the Organization:

As candidates some outside the organization, they are not familiar with tasks, job nature and the international scenario of the organization.

Discourage the Existing Employee:

Existing employees are not sure to get promotion. This discourages them to do the hard work. This, in turn, boils down to decreasing productivity of the organization.

So the source of recruitment in organization can affect the performance in different way such as when organization recruits internal it may not have the skills required the organization and also limited the opportunity that can join organization competent employee with innovation and creativity that enhance performance of the organization. On the other hand recruiting from external de-motivates the employees in organization which also lead worse performances of the firm.

Many researchers say that the best recruiting source in employee referral but it depend the situation the exactly right source of recruitment. So organization must carefully analyze the right source before recruiting employee in order to get right people with right skills.

2.4 METHODS OF RECRUITMENT

Recruitment methods refer to the means by which an organization reaches to the potential job seeker. It is important to mention that the recruitment methods are different from the resources of recruitment. The major line of distinction between

the two is that while the former is the means of establishing links with the prospective candidates, the latter is location where the prospective employees are available. Dunn and Stephen have broadly classified methods of recruitment into three categories. These are;

- **Direct Method;**
- **Indirect Method;**
- **Third Party Method.**

Brief descriptions of these are follows:

2.4.1 Direct Method:

In this method, the representatives of the organizations are sent to the potential candidates in the educational and training institutes. They establish contacts with the candidates seeking jobs. Person pursuing management, engineering, medical, etc. programmers are mostly picked up the manner.

Sometimes, some employer firm establishes with professors and solicits information about student with excellent academic records. Sending the recruiter to the conventions, seminars, setting up exhibits at fairs and using mobile office to go to the desired centers are some other methods used establish direct contact with the job seekers.

2.4.2 Indirect Method;

Indirect methods include advertisements in the newspaper, on the radio and television, in professional journals, technical magazines, etc.

this method is useful when organization does not find suitable candidates to be promoted to fill up the higher posts, when the organization want to reach out a vast territory, and When organization wants to fill up scientific, professional and technical posts.

The experience suggests that the higher the position to be filled up in the organization, or the skill sought by the sophisticated one, the more widely dispersed advertisement is likely to be used to reach too many suitable candidates. Sometimes, many organizations go for what referred to as blind advertisement in which only Box No. is given and the identity of the organization is not disclosed. However, organizations with regional or national reputes do not usually use blind advertisements for obvious reasons

While placing an advertisement to reach to the potential candidates, the following three points need to borne in mind

- To visualize the type of the applicant one is trying recruit;
- To write out a list of the advantages the job will offer;
- To decide where to run the advertisement, i.e., newspaper with local, State, nation-wide and international reach or circulation

2.4.3Third Party Method:

These include the use of private employment agencies, management consultants, professional bodies pr associations, employee referral or recommendation, voluntary organization, trade banks, labor contractors, etc., to establish contact with the job seekers.

Now, a question arises; which particular method is to be used to recruit employee in the organization? The answer to it is that it will depend on the policy of the particular firm, the position of the labor supply, the government regulations in this regard and agreements with labor organizations. Notwithstanding, the best recruitment method is to look first within the organization.

2.5 EFFECTIVENESS OF RECRUITMENT PROGRAMME

Though there has so far not been evolved any formula such that makes recruitment programme necessitates having certain attributes such as:

- A well – defined recruitment policy.
- A proper organizational structure.
- A well - laid down procedure for locating potential jobseekers.
- A suitable method and technique for tapping and utilizing these candidates

A continuous assessment of effectiveness of recruitment programmes and incorporation of suitable modifications from time to time to improve the effectiveness of the programmes.

An ethically sound fool-proof telling an applicant all about the job and its position, the firm to enable the candidate to judiciously decide whether or not to apply and join the firm, if selected.

Personnel professionals have long been interested in the best ways in which to recruit potential employees. This interest stems from two main ideas. The first idea is that certain recruitment methods will yield higher numbers of acceptable applicants, thus making the recruitment process less expensive (Kirnan, Farley, & Geisinger, 1989). For example, if a \$100 newspaper advertisement results in 50 applicants for a job compared to two applicants resulting from a \$3,000 fee paid to an employment agency, then an organization might be better off recruiting through newspaper ads.

The second idea is that certain recruitment methods will attract applicants who, once on the job, perform better than employees recruited by other methods. That is, even though newspaper ads in the previous example yielded more applicants, it is possible that none of the 50 will perform as well or stay with the organization as long as would the two from the employment agency. Thus, the savings obtained in recruitment costs would be nullified by the increased training expenses and the reduction in employee performance. Although both ideas are important, published research has generally centered on investigating the ideas that certain recruitment methods will yield better employees than will other method.

So the method of recruitment have impact on employees performance in one way to another, one method of recruitment can result too many applicant but all of these applicant no one qualified the position and if you recruited one of them the performance will deteriorate and also increase the cost of hiring of the organization, so in order to avoid the wrong person and reduce the cost of recruitment the firm must analyze the best method that can obtain the right person with the skills required to perform the job effective.

In conclusion therefore, this chapter has looked at the various modes of recruitment showing the advantages and disadvantages of either method, the effectiveness of a recruitment program and its impact on the performance of employees in an organization.

CHAPTER THREE

METHODOLOGY

1.0 Introduction

This chapter covers research design, research population, sample and sampling procedures, instrument, validity and reliability, data analysis, and limitation.

3.1 Research design

In this study research design used case study which is most appropriate design of carrying out this research because it enables you to specify phenomenon with a possibility of examining it effectively and efficiently, it also analyzes phenomenon more critically than what normal study would. As well as the research used both quantitative and quantitative.

3.2 Research population

The total populations which affect this research are 60 employees who works EAU in Punt land-Somalia Bossaso north eastern part of Somalia).

3.3 Sample and sampling procedure

The research used random sampling procedure because this kind of sample ensures that each and every member of the population under consideration has an equal chance of being selected as part of the sample. East Africa University has target population of 60 employees whose working that organization. Therefore the researcher selected 52 employees out of 60 as sample size. (Amin, table 2005)

3.4 Methods of data collection/Instruments

The researcher used questionnaire as instrument for data collection which is suitable for this research because the research was conducted in Punt land Somalia (north east Somalia) which the researcher cannot reach that place for data collection but we simply

send the questionnaire to the organization. It will be comprised both open ended and close ended questions that require respondent answer to all questions.

3.5 Measurement of variables

3.5.1. Validity of Research instruments

Validity was established by giving the instruments to colleagues to assess relevance and rate them. The test of the instruments showed a rating of over 60% for all questions. This enabled the researcher to conclude that the instrument was valid and adopted it accordingly.

3.5.2. Reliability of Research instruments

Reliability was established by pre-testing the instrument in three departments of Amal group of companies and with one manager, to establish consistency of the responses. In each case the instrument produced the desired response. This therefore helped the researcher conclude that the instrument was reliable and adopted for the study.

3.6 Data analysis

Data being collected were edited (analyzed) by using SPSS application software to present findings of the research on chart, tables and graphs etc

3.7 Ethical Considerations

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethics in this study, the following activities will be implemented by the researcher:

1. Acknowledge the authors quoted in this study and the author of the standardized instrument through citations and referencing.
2. Present the findings in a generalized manner.

3.8 Limitations of the study

Limitations refer to hinderances or anticipated constraints or potential weaknesses of the study imposed by the methodology of the study.

The following are the potential limitations of the study:

- Environmental factor: Such as continuous fighting in the area of the study.
- Language some of the respondents cannot properly understand English language. However this was overcome through a voluntary interpreter who helped explain to the respondents.

CHAPTER FOUR: PRESENTATION, ANALYSIS AND DISCUSSIONS

This chapter contains a detailed description of the results obtained after data analysis and presents the main findings of the research and interactions. These have been presented in relation to the specific objectives of the study and corroborated by the reviewed literature. Tables and figures are used in presenting the findings because they summarize information. Similarities and differences between the findings of the study are compared and contrasted with those on the ground using simple percentages to present it. Reviewed literature is then used to support and argue the findings of the study.

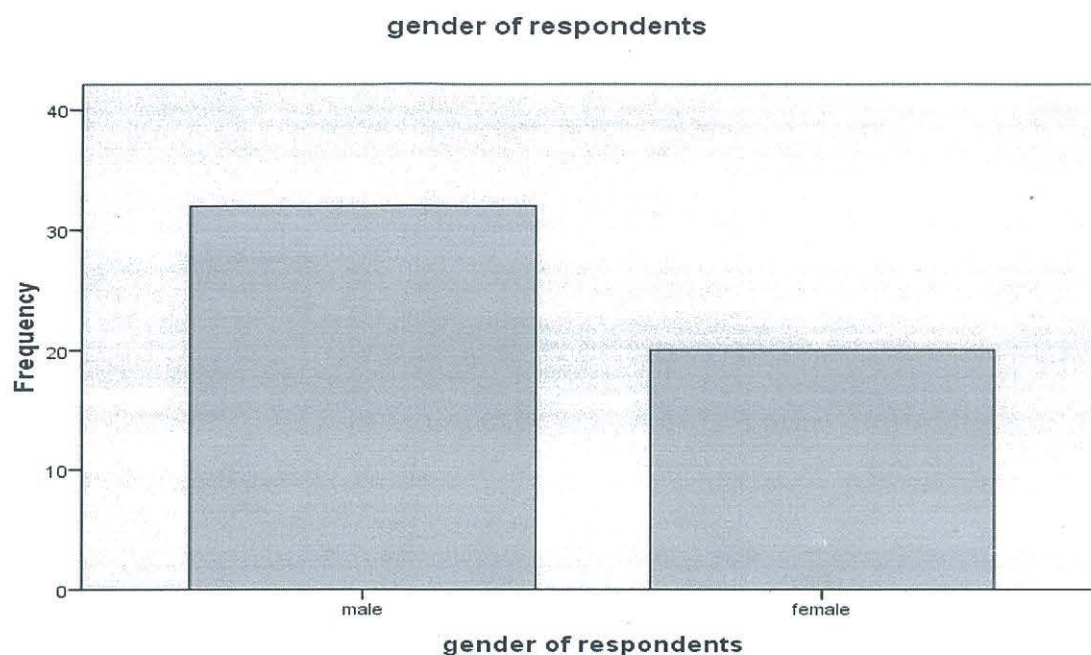
4.1 Profile of respondents

4.1 Table 1: Table Showing Gender Orientation of Respondents

Gender	Frequency	Percentages
Male	32	61.5
Female	20	38.5
Totals	52	100

Source: Primary Data (2012)

Fig. 1: showing the graphical presentation of the education levels of the respondents



Respondents' gender orientations were evenly distributed that is to say there wasn't a big gap between the number of Males and Females since the study contacted 32 or 61.5% Males and 20 or 38.5% Females. This trend of gender differences could be resulting from the recruitment system of the EAU Organization hence ensuring gender balance among the employees.

4.1.2 Respondents' Education level

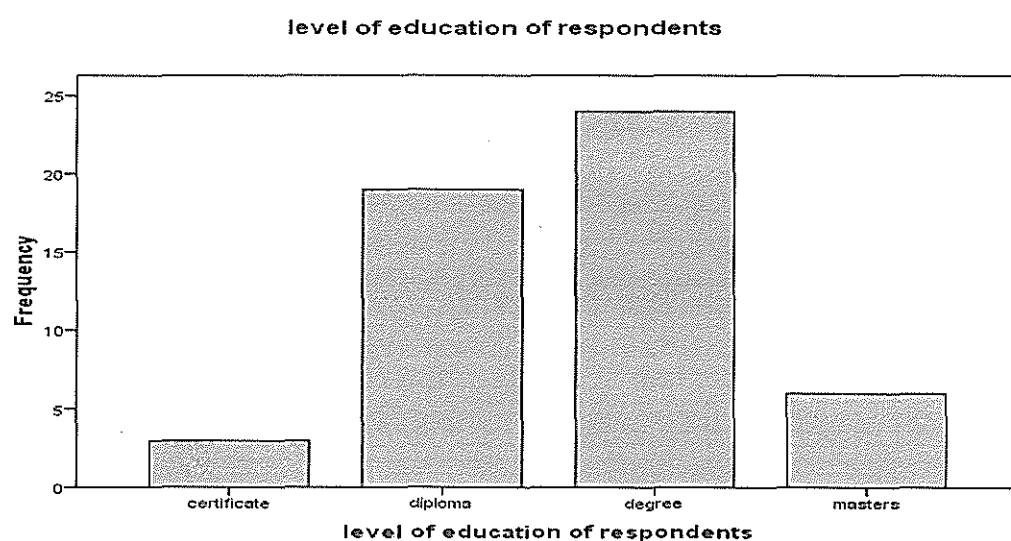
In the questionnaire administered respondents were asked to indicate their education levels and the following findings were gathered.

Table 2: Table showing the level of education of respondents

Education Level	Frequency	Percentages
Certificate	03	5.8
Diploma	19	36.5
Degree	24	46.2
Masters	06	11.5
Total	52	100%

Source: Primary Data (2012)

Fig. 2: showing the graphical presentation of the education levels of the respondents



Following the questionnaires given to respondents by the researcher, the findings were that majority employees were degree holders. This may be due to the policies of the organization that needed degree holders to do administrative work and certificate holders to do the field work.

4.1.3 Age of the Respondents

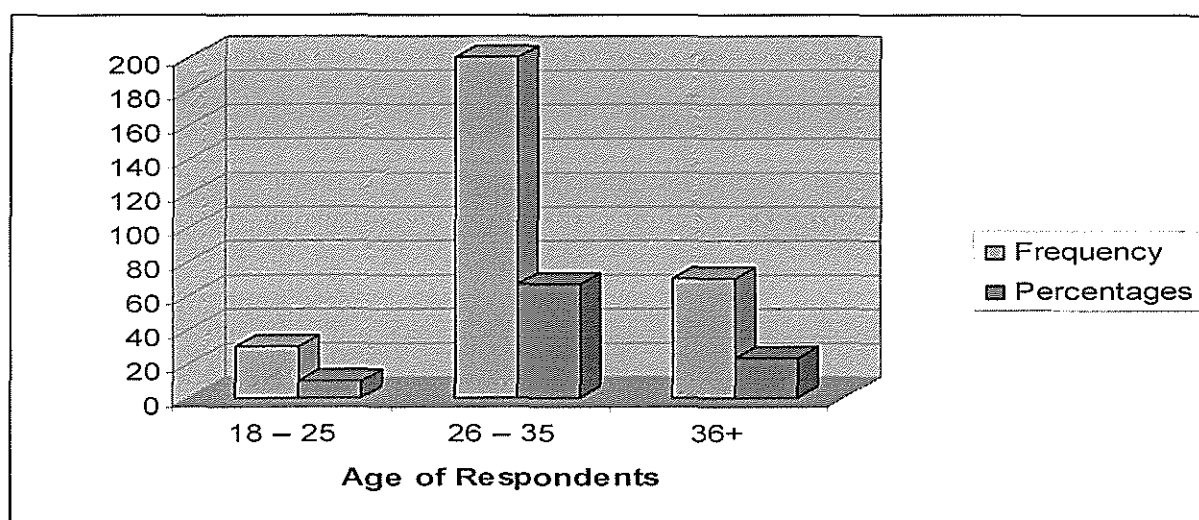
Following the questionnaire that was administered, the respondents were asked to state their age and the following were the responses from the respondents.

Table 3: Showing the Age of Respondents

Age of respondents	Frequency	Percentages
18 – 25	25	48.07
26 – 33	21	40.38
34- 41	06	11.53
Total	52	100

Source: Primary Data (2012)

Fig. 3: Graphical presentation of Age brackets of the respondents



Source: Primary Data (2012)

The findings of the questionnaires given to respondents to know their age, the findings were that 25 respondents are aged from 18-25 or 48.07%. And 21 were aged 40.38%. This indicated clearly that the working group of the organization is aged from 18-35 years of age.

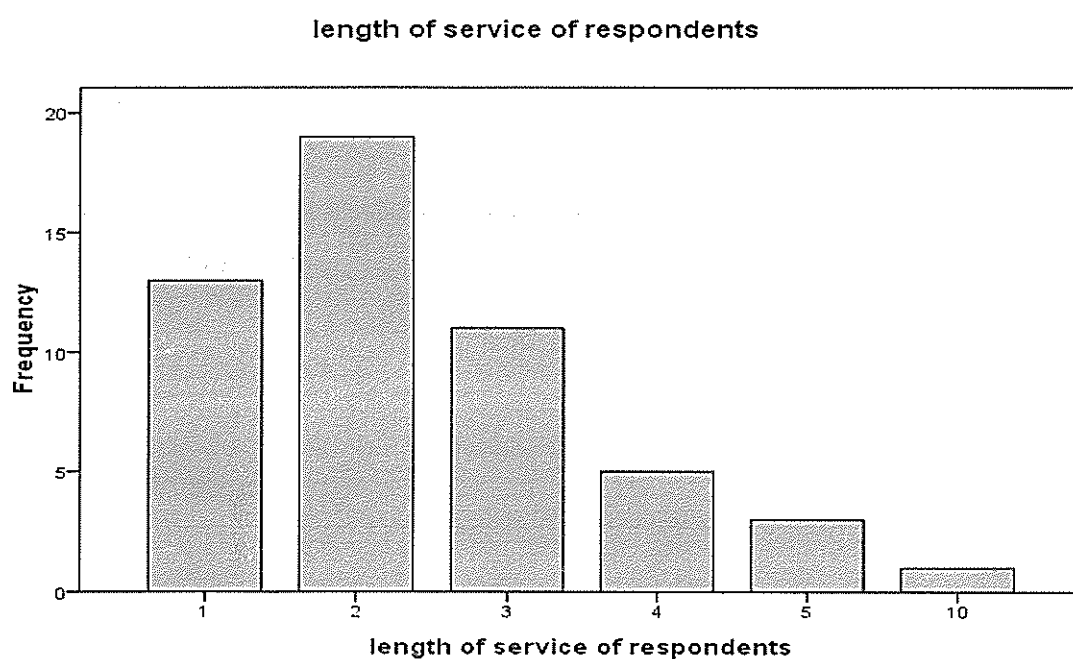
4.1.5 Period of Work Experience of Respondent's in the Hotels

Respondents were asked to state their working period in the organization and Table 4 below shows the findings of the study.

Table 4: Table showing working period of respondents in the organization

Working Period	Frequency	Percentages
Less than 2 years	13	25%
Above 2 years	35	67.3%
Above 5 years	04	7.7%
Total	52	100

Source: Primary Data (2012)



Respondents were asked to indicate their working periods, and the findings were that, 35 employees or 67.3% responded that they had worked for the period of above 2 years in the organization. This therefore indicates that majority employees in the organization have been there for more than 2 years.

Table5: Recruitment practices N=52

Indicators	Mean	Interpretation	Rank
Internal applicants are given a chance fill vacant posts	3.5308	Strongly agree	1
Internal recruitment is made through promotion	3.1154	Agree	2
Internal recruitment is made through transfer	3.0962	Agree	3
the management notices the current employees when a position fall vacant	3.0000	Agree	4
External applicants are preferred from internal applicants	2.9808	Agree	5
The organization advertises positions that fall vacant	2.1638	Disagree	6
Advertisement or searching of applicant is made outside the organization	2.9038	Agree	7
Applicants come to know that there is vacant post in EAU though private employment agencies	1.5846	Strong disagree	8
External recruitment is done after internal recruitment	2.8654	Agree	9
External recruitment is done when there is no existing qualified employees in the organization	3.8077	Strong agree	10
At approval of necessity of recruitment, the person in charge develops a job description and personal specification	1.7115	Strong disagree	11
Jobs description is done before recruitment	1.5577	Strong disagree	12
Applicants are screened against qualifications, knowledge, skills and abilities	2.1000	Disagree	13
Interest and experience are mentioned in job description	2.3269	Disagree	14
Before starting recruitment process, people in charge revise the need for the position	2.2308	Disagree	15

1-1.75=SDA, 1.75-2.5=DA, 2.5-3.15=A, 3.15-4.0=SA

The table 5 revealed that the mean of Internal applicants are given a chance fill vacant posts is 3.53 which indicates that majority of the respondents strongly agreed that the Punt land state university internal recruited the employees, while the minority of the respondents disagreed that, they were not given chance to apply the vacancies arise.

The table 5 indicated that the mean 3.115 that represents internal recruitment is made through promotion, this mean shows that the majority of the respondents agreed that internal recruitment is made through promotion, while the minority of the respondents disagreed that the internal recruitment is made through promotion, which means they believe other methods may exist for making internal recruitment.

The above table 5 indicated that the mean of management notices the employees the vacancies arises is 3.00 which means that majority of the respondents were agreed that management of East Africa university post the jobs arise within organization .

The findings also revealed that the mean of external applicant preferred from internal recruitment is 2.98 which indicates that the majority of the respondents agreed that East Africa university always prefer to recruit the employees with organization, while minority of employees disagree external recruitment preferred from internal recruitment.

Table 5 also revealed that the mean of the organization advertises positions that fall vacant is 2.16 which shows that the majority of the respondents disagree that the organization advertise positions fall vacant. While the minority of respondent agrees the organization advertises job vacancy.

The table 5 showed that the mean 1.698 which represents Applicants come to know that there is vacant post in EAU though private employment agencies, this mean indicates that the majority of the respondents strongly disagreed that the organization

recruit employees through employment agencies or third party. This emphasize organization does no use employment agencies mostly.

The above table revealed that the mean 3.850 represents that the External recruitment is done when there is no existing qualified employees in the organization, this shows that the majority of the respondents strongly agreed that the external recruitment is done after internal recruitment done, it emphasize that East Africa university does not recruit employees unless there is no qualified employees from the internal.

Table 5 indicated that the mean 1.71 which represents that At approval of necessity of recruitment, the person in charge develops a job description and personal specification, this mean shows that the majority of the respondents strongly disagreed that the person in charge of recruitment does not develop job description and specification when recruiting employees, according to this point East Africa university is strongly disagree because the mean indicted 1.71 which is strong disagree.

And also the table revealed that the mean of Applicants are screened against qualifications, knowledge, skills and abilities represent 2.10 showed that the majority of the respondents disagreed that there is applicant are screened against qualification, skills knowledge, because of the mean 2.10 indicates disagree.

The findings of the study of table showed that the mean of Interest and experience are mentioned in job description is 2.36 which means that the majority of respondents disagreed that the interest and experiences are not mention in the job description.

The findings revealed that the mean 2.23 represented that the majority of the respondents disagreed that the Before starting recruitment process, people in charge revise the need for the position, while the minority of the respondents agreed that the manager revise the need for position before recruiting. And the mean 2.23 indicates disagree.

Employee's performance table 6 N=52

Table 6 indicated that the employees who have been working at East Africa university for last two years as the mean 2.48 indicated we found the findings, and majority of the respondents disagreed that the employee have been working for last two years. This shows that there is labor turnover in the East Africa University. The findings point out that the mean 2.17 represented that the majority of the respondents disagreed that the positions hold have a specific job description , at this position the organization is there lack of clear job boundaries within organization as the mean indicated 2.17. The findings revealed that the mean 2.99 represented that the majority of the respondents

Indicators	Mean	Interpretation	Rank
You have been working at EAU for last two years	2.4808	Disagree	1
The post you hold has specific descriptions	2.1731	Disagree	2
Recruitment procedure effect performance	2.9923	Agree	3
You drive satisfaction from the position you hold	1.8462	disagree	4
You rarely absent yourself at work place	2.5462	Agree	5
Conflict among employees hampers customers satisfaction	3.3454	Strong agree	6
The management communicates to you for coming changes	2.6846	Agree	7
If you are in charge you could improve the quality services	2.9038	Agree	8
You customer turn out is improving	3.0192	Agree	9
The management caters for the personal needs of the employees	2.0962	disagree	10
Average	2.7087		

agreed that the recruitment procedure effect the employees performance, while the minority of the respondents disagreed that it does not affect the employees performance, at this position mean indicated agree

The above table 6 indicated that the mean 2.84 represents that majority of the respondents agreed that they have drives satisfaction from position they hold , while the minority of the respondents disagreed that have drive satisfaction from position hold , at this position 2.84 which means agree

The above table revealed that there are rarely absent employees at work place as indicated the mean 2.58, most of the respondents agreed that absent of work place is rarely while some respondent disagree , at this point shows employee absent at workplace rarely as shown mean 2.58

The findings indicate that majority of the respondents, that is, the mean of 3.34 strong agree Conflict among employees hampers customer's satisfaction. At this point shows that there is potential conflict among employees in punt land state university as indicated mean 3.34 which means strong agree

The findings revealed that the mean 2.68 represented that the majority of the respondents agreed that the management communicates to you for coming changes, while the minority of the respondents disagreed that management communicate employees for changes, at this position shows that communication in changes takes place as the mean indicated 2.68 which means agree.

As shown above table, respondent were asked, if they in change to improve the quality of services, the majority of respondent agreed they improve if they are in charge as mean indicated 3.016 which means agree.

Also the respondent were asked whether the management East Africa university cater the needs of employees in organizations, the majority of respondent disagree as

indicated the mean 2.09, at this point show that management of the organization does not provide incentives to employees as the revealed the findings.

Relationship Between recruitment and employee performance n=52

Table 7

Correlations

		IV	DV
IV	Pearson Correlation	1	.07
	Sig. (2-tailed)		0.04
	N	52	52
IV	Pearson Correlation	.07	1
	Sig. (2-tailed)	0.04	
	N	52	52

Table 7 revealed that there is a relationship between recruitment and employee performance East Africa University. The relationship between the two variables was strong positively correlated.

The level of significance was computed at 0.04 which is below the standard correlation level of 0.05. Where it indicates significant relationship,

CHAPTER FIVE: FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter discusses the findings, conclusions and recommendations of this study. Firstly, it discussed the major finding of each study as stated in the research objectives. Secondly, the conclusion was drawn from the findings of the study. Lastly, the researcher made recommendation and further researches are suggested in this study.

5.1 Summary of Findings

This study was guided by four objectives which consist of these objectives (1) To determine the demographic characteristics of the population in terms of: Age, gender, level education, and length of service (2) To examine source of recruitments used in East Africa University in Punt land. (3) To investigate employee performance in East Africa university in Punt land. And (4) to determine the relationship between recruitment and employee performance in East Africa university.

The first objective of the study the descriptive statistics result showed frequencies and percentages, indicating the characteristics of the respondents and also showed the distribution of the population in the study. As per the study carried out East Africa University, the findings of the study in reference to the gender of the respondents were that majority employees in East Africa university (EAU) were males. This is proven with the fact that 32 or 61.5% of the respondents were males and 20 or 38.5% of the respondents were females. It was clearly seen that the gap between the two genders was so thin leading this trend of gender differences to be resulting from the recruitment system of the EAU hence ensuring gender balance among the employees.

In table three, there was an analysis of the education qualification of the workers and the findings were that 24 respondents / or workers were shown to be having degree as

their qualification standards. This when computed in form of percentages it gives one the highest percentage in Figure 3 of the report. And henceforth, it is clear that majority employees in selected punt land state university were basically degree holders.

However, it should not be forgotten that there were employees who only had certificates in education. As shown in table / or figure 3 above, it is shown that 5.8% were certificate holders. People without diploma shouldn't be ignored from the discussion of the findings. It was shown that 36.5% of the respondents did agree that he or she holds a diploma. This may be as a result of the selection criteria in the EAU because there is no equal employment in the aspect of the selection of employees since emphasis has been put mostly on degree holders and ignoring the importance of the various qualifications in the field/or the hotels as a whole. Otherwise according to the findings in the table showing the education levels of the workers in the hotels, many employees were degree holders.

In the analysis of the third item in the personal data, respondents were asked to state their working period in the East Africa University and the findings were that 35 respondents or 67.3% of the respondents did agree that they had worked in the University for a period of above 2 years. This therefore, deduces that majority workers had worked for good period of time in the organization. In the findings it is also stated that 13 respondents or 25% also had working period of more less 2 years in organization. And according to the findings of the study, it was shown that 04 or 7.7% of the respondents had only lived in organization for more than 5 years in the organization. This therefore shows that the there is labor turn over in the organization because the employees who have been working the organization are only 4 or 7.7% of employees.

1. To determine the respondents profile in terms of gender, age, level of education, and length of service.

And also the findings indicated that diverse age among the employees in East Africa University the difference ages from youth to elders who have more information in the field of study and can provide very useful information to the study.

Many respondents did agree that they were between the ages of 18-25 and 26-35 which is represented by 48.0% and 40.3% respectively when it is calculated in terms of percentages, this shows that majority workers are middle aged.

2. To examine source of recruitment used and employee performance in East Africa University in Punt land- Somalia

The second objective was to examine source of recruitments used and employee performance in East Africa university in Punt land. Based on the analysis of chapter four the findings revealed that most of the respondents agreed that East Africa university recruit employees within the organization which means internal recruitment, and external recruitment is only done when there is no qualified employee with organization as the table 4 shows. Employees in the organization were asked whether get chance the vacant position in the organization and they answered strong agree as mean indicated (mean 3.54). Also were asked whether the external recruitment is done after internal recruitment, employees agreed with mean of 2.85.

So East Africa University of organization recruit employees from both source but mostly rely on internal recruitment and unless there is no qualified employee within organization that is time East Africa recruit employees from outside or external.

3. To investigate the employee performance in East Africa university

Third objective was to investigate employees' performance of East Africa University the findings revealed that the mean 2.99 represented that the majority of the respondents agreed that the recruitment procedure affect the employees' performance. And also the findings indicate that majority of the respondents, that is, the mean of 3.34 strong agree Conflict among employees hampers customer's satisfaction.

The findings point out that the mean 2.17 represented that the majority of the respondents disagreed that the positions hold have a specific job description , at this position the organization is there lack of clear job boundaries within organization as the mean indicated 2.17

All of these findings prove that East Africa university of organization does not follow right procedure when recruiting employees, they don't put right person into right position with right skill and knowledge hence lead conflict, dissatisfaction and labor turnover and then result poor performance in organization.

4. To determine the relationship between recruitment and employees performance in East Africa university.

Fourth objective was to determine the relationship recruitment and employee performance in East Africa University in Punt land. Based on the findings that there is a relationship between recruitment and employee performance in punt land, the relationship between East Africa university he two variables was strong positively correlated.

The level of significance was computed at 0.04 which is below the standard correlation level of 0.05 where it indicates significant relationship.

5.2 CONCLUSIONS

Research findings revealed that recruitment helped the performance of employees in ensuring that getting the right people with right position at right time and also proper recruitment practice will able organization to reduce conflict among employees and labor turnover and increase the satisfaction of employee within East Africa university. The researcher concluded that recruitment have vital role in performance of employees in East Africa university as whole. The research findings also revealed that because of the inefficiency in recruitment, customer dissatisfaction exist because employees were not have clear job description and every one do things carelessly and there was no customer care which resulted customer turn out and less sales growth in East Africa university.

Lastly research findings also revealed that organization should change its recruitment practice and should follow process starting from recruitment planning up to the last which is evaluation and control. And also ensure that recruit the employees both external and internal by giving same chance to apply the vacant positions. And lastly the organization should use variety recruitment methods like advertisement professional associations and campus recruitment in order to get people with right skills and can able to improve organizational performance as whole system.

5.3 RECOMMENDATIONS

East Africa University should change their recruitment practices and the process of recruitment when they recruit employees which start from recruitment planning, strategic development, searching, screening and lastly evaluation and control.

There is need for (EAU) to train the Managers about how to carry out recruit employees in an organization and also provide guidelines for effective recruitment.

Also the person, in charge the recruitment should develop unambiguous job descriptions to the employees so that can reduce role of conflict within organization.

The (EAU) should provide career development to the employees so that can reduce the labor turnover.

5.4 Suggested areas for further research

On the basis of the knowledge that the researcher gained during this study, the researcher would recommend the that research be carried out on the main topics which are important in the field of recruitment practices as stated here under;

- Recruitment and selection and employees performance
- Motivation and retention of employees
- Retirement benefits for employees

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APPENDIX I: QUESTIONNAIRE GUIDE

Dear Respondent,

I am NAJMA SAID HASSAN, a student at Kampala International University offering a Bachelor's degree of Human Resource Management carrying out a research study on the, "*The Impact of recruitment on Employee Performance*". I'm privileged to have you as my respondent and the information given to me is purely academic and was treated with confidentiality. [Please tick where necessary]

Thank You,

Yours sincerely

.....
Najma Said Hassan

BHR/42649/92/DF

Researcher .

SECTION A: BIO-DATA

1- Gender _____ Male ☐ Female ☐

2- Age _____ 18-25 ☐ 26-33 ☐ 34-41 ☐ 42-49 ☐ 50yr and above ☐

3- Level of education

Certificate ☐

Diploma ☐

Degree

Master

4- Length of service in the organization 2years 3years

SECTION B

QUESTIONNAIRE ON RECRUITMENT

Guidelines: Please respond to each item by using the scoring guide below. Kindly write your best choice on the space before each item. Be honest about your opinions as there no right or wrong answers.

Respond Model Description:

Strongly Agree (SA) You agree with no doubt at all (4)
Agree (A) You agree with some doubt (3)
Disagree (D) You disagree with some doubt (2)
Strongly Disagree (SD) You disagree with no doubt at all (1)

Scale	4	3	2	1
Internal applicants are given a chance fill vacant posts				
Internal recruitment is made through promotion				
Internal recruitment is made through transfer				
the management notices the current employees when a position fall vacant				
External applicants are preferred from internal applicants				
The organization advertises positions that fall vacant				
Advertisement or searching of applicant is made outside the organization				

Applicants come to know that there is vacant post in Amal through private employment agencies				
External recruitment is done after internal recruitment				
3. External recruitment is done when there is no existing qualified employees in the organization				
1. At approval of necessity of recruitment, the person in charge develops a job description and personal specification				
2. Jobs description is done before recruitment				
3. Applicants are screened against qualifications, knowledge, skills and abilities				
4. Interest and experience are mentioned in job description				
5. Before starting recruitment process, people in charge revise the need for the position				

SECTION C

QUESTIONS ON EMPLOYEE PERFORMANCE

Please respond to the statements below and use a tick or a cross to mark where appropriately.

Respond Model Description:

Strongly Agree (SA) You agree with no doubt at all (4)
Agree (A) You agree with some doubt (3)
Disagree (D) You disagree with some doubt (2)
Strongly Disagree (SD) You disagree with no doubt at all (1)

Scale	4	3	2	1
1- You have been working at EAU for last two years				
2- The post you hold has specific descriptions				
3- Recruitment procedure effect performance				
4- You drive satisfaction from the position you hold				
5- You rarely absent yourself at work place				
6- Conflict among employees hampers customers satisfaction				
7- The management communicates to you for coming changes				
8- If you are in charge you could improve the quality services				
9- Your customer turn out is improving				
10- The management caters for the personal needs of the employees				

APPENDIX III: ESTIMATED BUDGET

S/no	Particular	Quantity	Amount [S. Shs]
1.	Stationery		
	i. Ream of paper	1	1100
	ii. Pens	2	52
	iii. Clipboard	1	110
	iv. Flash disk	1	926
2.	Photocopy	2	440
3.	Binding	3	770
4.	Typing/printing		1100
5.	Internet		480
6.	Accommodation		14810
7.	Transport		3700
	Grand total		23,488/=