

**EFFECTS OF RECRUITMENT PROCEDURES  
ON EMPLOYEES' PERFORMANCE IN  
UNIVERSITE LAIQUE ADVENTISTE DE  
KIGALI, KIGALI- RWANDA**

**BY**

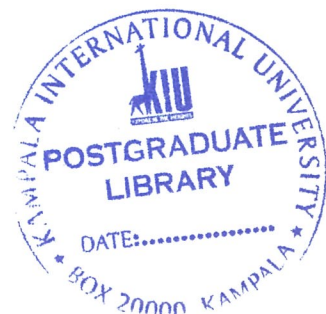


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**A THESIS SUBMITTED TO THE SCHOOL OF POST  
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**JULY 2009**



## DECLARATION

I, Setuza Rukundo Friend, declare that this work entitled "*effects of recruitment procedures on employees' performance in Universite Laique Adventiste de Kigali, Kigali- Rwanda*" is a result of my own effort and has never been submitted for any award in any other University or Institution of higher learning.

Signature

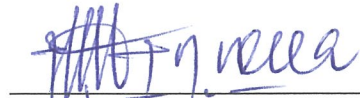


Date

22/09/2009

### **SUPERVISOR'S APPROVAL**

This Thesis of Setuza Rukundo Friend, titled "*effects of recruitment procedures on employees' performance in Universite Laique Adventiste de Kigali, Kigali- Rwanda*" has been submitted for examination with my approval as his Supervisor.

  
\_\_\_\_\_  
Dr. Kepha Natolooka

Date 22/09/2009

## **DEDICATION**

To Ruterahagusha Roger, who knows why this book is dedicated.

## **ACKNOWLEDGEMENT**

I glorify God Almighty for his provisions towards the accomplishment of this programme in my life time.

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## **LIST OF ACRONYMS**

CUL	:	City University London
KIU	:	Kampala International University
HR	:	Human Resource
RP	:	Recruitment Procedures
SBC	:	Stafford Borough Council
UNILAK	:	Universite Laique Adventiste de Kigali
KIUSDA	:	Kampala International University Seventh Day Adventist

## **ABSTRACT**

a) The study was meant to establish the “effects of recruitment procedures on employees’ performance in Universite Laique Adventiste de Kigali, Kigali- Rwanda”. The study was guided by three objectives: to analyse the employee recruitment process used by Universite Laique Adventiste de Kigali; to examine the procedures used in recruiting employees at Universite Laique Adventiste de Kigali; and to establish the effects (positive or negative) of recruitment procedures on employee performance in Universite Laique Adventiste de Kigali. A stratified method of sampling was used; and purposive sampling was used to select the sample. A self-administered questionnaire was used as the main method of data collection. Nonetheless, documentary review was used as well to supplement and validate the data collected through the self-administered questionnaire. The study found that Universite Laique Adventiste de Kigali has a well designed recruitment policy which elaborates the procedures used to recruit new employees, especially the lecturers and administrators. Both inside and outside sources of recruitment are used simultaneously to attract potential applicants. The study found that although external sources are the main source of employees of the University, internal source was observed to have been given special emphasis in order to promote and retain existing competent employees. The study also discovered that recruitment procedures used by the University affects employees’ performance both positively and negatively. In order to maximize the positive and minimize the negative effects of recruitment procedures

on employees' performance, the researcher recommends that UNILAK should: ensure that the process for seeking candidates should not be discriminatory; employees' recruitment procedures used should always produce clear and updated job descriptions; good records about recruitment should be kept safe; and any procedures that cause negative effects on employees' performance should as much as possible be minimized, if not completely avoided.

# **CHAPTER ONE**

## **1.0 INTRODUCTION**

### **1.1.0 Background of the study**

#### **1.1 .1 Overview**

Human resource is the most important asset to every organization possesses because people limit or enhance the strength and weaknesses of an organization. Historically, managers used to treat or take employees as tools or machines instead of human beings. In 1911, Frederic Taylor who is known as the father of Scientific Management spearheaded the Scientific Management Theory whose emphasis was on workers' productivity. For this theory, the role of management is to avail favorable conditions, and employees have to work without rest Maicibi (2003).

For Human Relations Movement, favorable conditions are not enough for employees to perform properly; there must be a minimum respect for individuals" (Maicibi, 2003, p. 11). It is also important to mention that effective performance of employees does not only depend on favorable conditions and respect of individuals, but also are the existence of a sound organizational structure. It was perceived by Robbins and Coulter (1999, p. 356) that "there must be labor division this means that people have to do what they do best; there must be clear lines of authority and clear unity of command". Still to get better performance from employees they have to be motivated.

Around the world, managers recognize that human resources deserve retention because they are a significant factor in top management

strategic decisions that guide the organization's future operations. However, it is important to remember that people do the work and create the ideas that allow the organization to survive. Even the most capital intensive and, best structured organizations need people to run them. In most organizations, effectiveness is measured by the balance of such complementary characteristics as reaching goals, employing the skills and abilities of employees efficiently and ensuring the influx and performance of well trained and motivated employees.

In today's business world, companies face fierce, unrelenting competition for their most valued employees. As the one responsible for finding and retaining the people who drive your company's success, Managers depend on their ability to develop initiative ways to keep their employees happy, motivated, and productive. But when job security is no longer the carrot, and employees possess nearly unlimited bargaining power, the performance of such a tough assignment is doubtful. Current changes in the environment are often related to changes in human resources such as shifts in the composition, education and attitudes of employees. The Human Resource Management function should provide for a response to these changes. They are combined with the realization that the performance of a firm's human assets must be managed, led, coached and retained. To achieve this, there is a need for more strategic planning and modern leadership practices.

### **1.1.2 A brief on Universite Laique Adventiste de Kigali**

Universite Laique Adventiste de Kigali was established in 1997 by the federation of Adventist Parents Associations for the development of Education in Rwanda (FAPADER). It was approved by the convention No 001 of 03 February 1997 appointing the private High Education Institution signed between the Governments of the Republic of Rwanda, on the one hand and FAPADER on the other hand.

Upon recommendations from the Council of Higher Education (CHE), UNILAK was granted a definitive Operating License by the Cabinet meeting held on 12 December 2008.

UNILAK is located in the CENTER of Kigali City, Gasabo District, Remera Sector. Currently, the University offers a Bachelor's Degree after four years of studies in one of the following faculties:

- a) Faculty of Law( Bachelor's Degree in Law)
- b) Faculty of economic sciences
  - Department of management ( Bachelor's Degree in Management)
  - Department of Rural Development ( Bachelor's Degree in Rural Development)
  - Department of Information Technology applied to Management (Bachelor's Degree in Information Technology applied to Management)

After 1994 Genocide in Rwanda, there was a shortage of qualified employees because most of them died and others run away in different countries. The Government of Unity and Reconciliation put in place a

policy which encouraged start up of new universities in order to promote education. Most founders of successful universities have the ability to interpret and assess the past (history), and forecast the future relatively, accurately and realistically a reason why recruitment is now considered as an important element in acquiring employees in all organizations most especially private universities.

## **1.2 Statement of the Problem**

Finding, hiring competent, capable and quality staff is a constant challenge facing large, medium and small businesses. Many companies find that it is even tougher today to compete for talent, and that, as a result, many hire new staff quickly just to have somebody fill a position. Previously, there have been many reports in print media, and documentaries about defective and inefficient recruitment procedures (DeVaro, 2005, p.10). Perceptively, recruitment procedures have led many organisations to run into challenges leading to near closure because of severe laxity in the adoption and choice of suitable recruitment procedures, which emphasize the fact that the problem may be enormous, under reported and/or under researched.

Comparably, the issue of recruitment processes affects negatively or positively organisational performance. However, the knowledge and literature about the effects of recruitment procedures on employee performance in private Universities in Rwanda remain unknown and unexamined. Therefore, this study sought to investigate the recruitment



processes employed by Universite Laique Adventiste de Kigali and how they affect the University's employee general performance.

### **1.3 Purpose of the Study**

The purpose of the study was to investigate the effects of recruitment procedures on employees' performance in Université Laique Adventiste de Kigali (UNILAK).

### **1.4 Objectives of the Study**

The study was guided by the following objectives:

- a) To analyse the employee recruitment process used by Universite Laique Adventiste de Kigali.
- b) To examine the procedures used in recruiting employees at Universite Laique Adventiste de Kigali, and
- c) To establish the effects (positive or negative) of recruitment procedures on employee performance in Universite Laique Adventiste de Kigali.

### **1.5 Research Questions**

In order to achieve the foregoing objectives, the following questions were used to guide the study.

- a) What are the various stages involved in employee recruitment procedures at Universite Laique Adventiste de Kigali?
- b) What are the procedures used in employee recruitment at Universite Laique Adventist de Kigali?

c) What effects do recruitment procedures have on employee's performance in Universite Laique Adventist de Kigali?

### **1.6 Significance of the Study**

This study is valuable to various parties such as the researcher, other scientific researchers, Universite Laique Adventiste de Kigali and other institutions of higher learning.

The study has provided a scientific proposition which may enrich employees and students at Universite Laique Adventiste de Kigali and other scholars with locally generated information on the effects of recruitment procedures on employees' performance at UNILAK, in particular, but also in private universities in country, in general.

The study examined the effects of recruitment procedures on employee's performance in UNILAK. This ultimately came up with recommendations on approaches that management could adopt to minimize the costs of hiring new employees, and avoid employees' poor performance.

Furthermore, the study will help to ascertain that, there is an urgent need to understand how private universities have acquired their employees and also to understand the problems that are faced with the same institutions as they are trying to recruit employees in terms of social and economic values of human capacity in the service industry.

Besides, the study has generated findings which may motivate and stimulate further research on the same or related areas. The study findings can be used by future researchers to either validate or invalidate some or all aspects used in the study.

## **CHAPTER TWO**

### **2.0 REVIEW OF RELATED LITERATURE**

#### **2.1 Overview**

The purpose of this chapter is to discuss the existing body of knowledge of resources and/or scholars, focusing especially on the diverse views about effects of recruitment procedures on employees' performance. The idea is that from all various views, we can synthesize issues that are fundamental and relevant for recruitment of potential employees and their performance at UNILAK. The chapter explores the literature advanced by different scholars in order to identify gaps and prospects in each work review. It draws attention to the effective recruitment, different sources of qualified employees, and shows effects of recruitment procedures on employees' performance.

Recruitment is a generating of applications or applicants for specific positions to be filled up in the organization. In other words, it is a process of searching for and obtaining applicants for jobs so that the right number can be selected.

It is a process of searching for and attracting applicants for the various job positions which arise from time to time in the organization. Both internal and external factors affect recruiting employees in the organization.

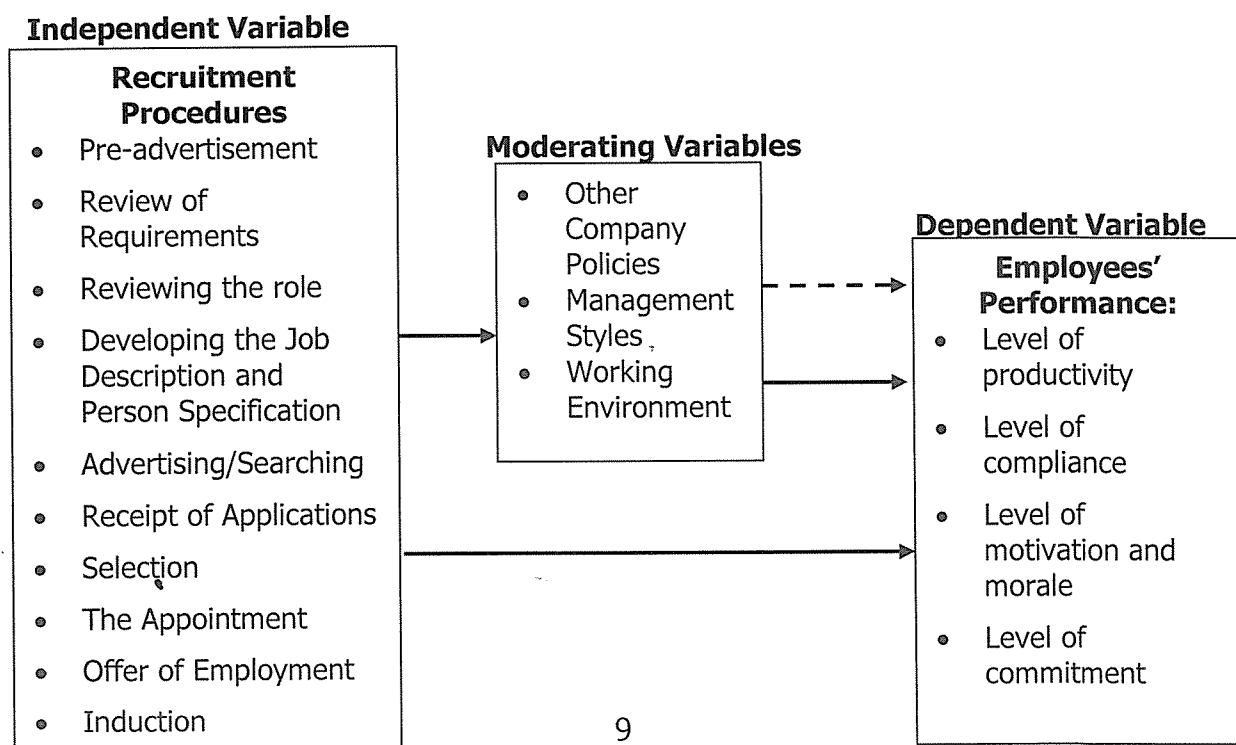
There are two sources of recruitment internal (consisting of promotion and transfer of existing employees) and external (consisting of

recruitment from outside the organization) (Khanka, 2003). Recruitment process involves five steps: recruitment planning, strategy development, searching, screening, and evaluation and control.

The effects of recruitment consist of different chronological activities which include pre-advertisement, review of requirements, reviewing the role, developing the job description, and person specification, advertising/searching, selection, notifying unsuccessful candidates after interview, the appointment, offer of employment, and finally induction (Lindner and Zoller, 2000).

Different sources of searching employees include internal source, advertisements, employee referrals, public employment agencies, private employment agencies, school placements, temporary help services and employment leasing and independent contractor.

## 2.2 Conceptual Framework



*Source: Generated by the researcher*

## **Key**



Positive effects on performance



Negative effects on performance

The independent variable (which in this case is the recruitment procedures), when used well can influence/effect positively the dependent variables (employees' performance), and the result will be good performance, characterized by high level of productivity, high level of compliance, high level of commitment, and high level of motivation and morale. On the other hand, moderating variables (which in this case include other Company Policies, Management Styles, and Working Environment) can influence employees' performance either positively or negatively. If they influence positively, they will facilitate good employees' performance, and, if influence negatively, they will result in poor employees' performance, which, in this case, will be characterized by low level of productivity, low level of compliance, low level of commitment, and low level of motivation and morale. The researcher intended to find out whether the foregoing conceptual framework applies to the effects of recruitment procedures on employees' performance in Université Laique Adventiste de Kigali (UNILAK).

## **2.3 Factors Affecting Recruitment**

There are a number of factors that affect recruitment. These are broadly classified into two categories:

- a) Internal factors
- b) External factors



### 2.3.1 Internal Factors

The internal factors are also called endogenous factors are the factors within the organization that affect recruiting personnel in the organization. Some of these are mentioned here (Khanka, 2003).

**a) Size of the Organization:** the size of an organization affects the recruitment process. Experience suggests that larger organizations find recruitment less problematic than the organization with small in size.

**b) Recruiting Policy:** the recruiting policy of the organization i.e; recruiting from internal sources (from own employees) and from external sources (from outside the organization) also affects recruitment process. Generally, recruiting through internal sourcing is preferred, because own employees know the organization and they can well fit into the organization's culture.

**c) Image of Organization:** image of organization is another internal factor having its influence on the recruitment process of the organization. Good image of the organization earned by the number of overt and covert actions by management helps attract potential and competent candidates. Managerial actions like good public relations, rendering public services like building roads, public parks, hospitals and schools help earn image or good will for the organization.

**d) Image of Job:** just as image of organization affects recruitment, so does the image of job also. Better remuneration and working

conditions are considered the characteristics of good image of a job. Besides, promotion and career development policies of organization also attract potential candidates.

### **2.3.2 External Factors**

Like internal factors, there are some factors external to organizations which have their influence on recruitment process. Some of these are given bellow:

**a) Demographic Factors:** as demographic factors are intimately related to human beings, i.e.; employees, these have profound influence on recruitment process. Demographic factors include sex, age, literacy, economic status etc.

**b) Labour Market:** labour market conditions i.e.; supply and demand of labour is of particular importance in affecting recruitment process. For example, if the demand for a specific skill is high relative to its supply, recruiting employees will involve more efforts. On the contrary, if supply is more than demand for a particular skill, recruitment will be relatively easier.

**c) Unemployment Situation:** the rate of unemployment is yet another external factor having its influence on the recruitment process. When unemployment rate in a given area is high, the recruitment process tends to be simpler. The reason is not difficult to seek. The number of applicants is expectedly very high which makes easier to attract the



best qualified applicants. The reverse is also true. With a low rate of unemployment, recruiting process tends to become difficult.

**d) Labour Laws:** there are several labour laws and regulations passed by the central and state government that govern different types of employment. These cover working conditions, compensation, retirement benefits, and safety and health of employees in industrial undertakings.

**e) Legal Considerations:** another external factor is legal considerations with regard to employment. Reservation of jobs for the scheduled castes, scheduled tribes, and other backward classes (OBCs) is the popular consideration of such legal consideration.

## **2.4 The Employee Recruitment Process**

Recruitment is the process of locating, identifying and attracting capable applications for jobs available in an organization. Accordingly, the recruitment process comprises the following five steps (Khanka, 2003).

### **a) Recruitment Planning**

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

## **b) Strategy Development**

Once it is known how many with what qualifications of candidate are required, the next step involved in this regard is to devise a suitable strategy for recruiting the candidates in the organization. The strategic considerations to be considered may include issues like whether to prepare the required candidates themselves or hire it from outside, what type of recruitment method to be used, what geographical area be considered for searching the candidates, which source of recruitment to be practiced, and what sequence of activities to be followed in recruiting candidates in the organization.

## **c) Searching**

This step involves attracting job seekers to the organization. There are broadly two sources used to attract candidates. These are:

1. Internal sources, and
2. External sources

## **d) Screening**

Though some view screening as the starting point of selection, we have considered it as an integral part of recruitment. The reason being the selection process starts only after the applications have been screened and shortlisted.

Job specification is invaluable in screening. Applications are screened against the qualification, knowledge, skills, abilities, interest and experience mentioned in the job specification. Those who do not qualify

are straightway eliminated from the selection process. The techniques used for screening candidates vary depending on the source of supply and method used for recruiting. Preliminary applications, de-selection tests and screening interviews are common techniques used for screening the candidates.

### **e) Evaluation and Control**

Given the considerable cost involved in the recruitment process, its evaluation and control is therefore, imperative. The costs generally incurred in a recruitment process include:

- a) Salary of recruiters,
- b) Cost of time spent for preparing job analysis , advertisement, etc.;
- c) Administrative expenses;
- d) Cost of outsourcing or over time while vacancies remain unfilled , and
- e) Cost incurred in recruiting unsuitable candidates.

In view of above, it is necessary for a prudent employer to try to answer certain questions like: whether the recruitment methods are appropriate and valid? And whether the recruitment process followed in the organization is effective at all or not? In case the answers to these questions are in negative, the appropriate control measures need to be evolved and exercised to tide over the situation. However an exercise seems to be only rarely carried out in practice by the organizations/ employers.

## **2.4 The Recruitment Procedures**

Before discussing theories on effects of recruitment on employees' performance, it is important to define recruitment. Lindner and Zoller (2000) defined recruiting as the process of generating a sufficiently large group of applicants from which to select qualified individuals for available jobs. This view is shared by Armstrong as cited by Kagobaire (2007, p.7) who states that "recruit is a process of searching prospective employees and stimulating and encourages them to apply for job in an organization". Arguably, if this process is not carried out, businesses may not be able to select a qualified staff. In fact, there may be no selection at all; a business may be forced to hire those people who are available or allow jobs to go unfilled. This is particularly true for small businesses with affirmative action programs. It is perceived that to a certain extent, these programs fail simply because no organized effort is made to develop sources of minority applicants.

Lindner and Zoller (2000) indicate that there is no generally accepted best way to recruit prospective employees. However, researchers suggest that the type and nature of information used in recruiting has a direct affect on who will apply and accept a particular position Bretz and Judge as cited by Kshitij (2006). It is observed recruiting staff can be simple but very expensive mistakes in all sorts of ways that can be made when trying to take on new staff. Thus, sound recruitment procedures help to

avoid mistakes, as well as ensure that recruitment process improves and takes on better staff as well.

Kshitij (2006, p.4) argued that "in order to avoid the danger of discriminating in some way, particularly unconsciously, employers must take care to develop and use recruitment procedures which will avoid the risk". Furthermore, using sensible procedures will inevitably improve recruitment decisions and the quality of the people, taken on. Because of expenses involved in recruiting employees, each and every organization designs its procedure depending on availability of financial resources. Even though there is no standard of recruitment procedures, there are some important elements that need to be taken into account to assist managers in selecting the best candidate for the job and to ensure equality of opportunity for all applicants. It is perceived that recruitment starts with adverts, but before advertising, there is a lot of things to do, as it is done at City University London (CUL) "except designing a job description, which requires the manager of the department in which the vacancy exists to press a request to Human Resource Manager to review the necessity of that post and look at different factors before posting adverts" Miller (2007, p. 1).

Following is a discussion of some of the factors considered while recruiting employees as proposed by Stafford Borough Council (SBC, 2005) which is also the procedure followed at City University London (CUL).

## **Pre-Advertisement**

A vacancy might occur for a variety of reasons, including, an increase in workload, a requirement for new skills, a change in structure or when a member of staff leaves or retires. For Stafford Borough Council, SBC (2005, p.3) "recruitment can be made as a result of different reasons such as when an employee leaves an existing post, an employees decides to job share or reduce hours, an employee is sick for a long period, an employee takes maternity leave, a new post is established or an employee is suspended".

In the researcher's view, these reasons create an opportunity to reconsider the overall functions and structure within a department and to consider any changes required to the job. But recruitment should not be deemed the automatic reaction to the receipt of an individual's resignation or to any of the above circumstances. In this regard, Lindner and Zoller, (2000, p.11) assert that "time should be taken to consider whether it is appropriate to recruit to the same post, on the same scale in the same structure". Alternatively it should be looked as an opportunity to review current work practices and the fundamental design of a job or a number of jobs, which is also done at Kampala International University (KIU) as observed by Kagobaire (2007).

### **a) Review of Requirements**

Prior to commencing the recruitment process, it is important to conduct a review of the need for the position, taking into account the strategic aims

of the department and of the organization, any foreseeable changes that might impact on the role or the area, budget, current staff structure and skills to see if no one in the organization can perform that work SBC (2005). However, it is essential to review the necessity of the vacant post because they can discover someone performing the same job or they can combine with another post in order to minimize costs.

### **b) Reviewing the Role**

A comprehensive analysis of the role can emphasize workloads that are too light or too heavy, and provides the basis for the job description and personal specification. It was advised by Lindner and Zoller, (2000, p.13) to consider the following when assessing how the needs for the position might best be met: "Is there a continued need for the work undertaken by the previous post-holder? Can any of the work be re-allocated? Could the job be done on a part-time, term-time only or job-share basis? Is the post correctly graded?" After identifying the necessity of the vacant post, the person in charge (in general, the Human Resource Manager) develops a job description and personal specification.

### **c) Developing the Job Description and Personal Specification**

Once the review of the position has been completed a new or updated job description is required. According to Maicibi (2003, p. 6) "A job description defines the role's purpose; principal duties, activities and responsibilities attached to it as well as its position within the organization chart". An accurate job description allows applicants the opportunity to assess their suitability for the role and to decide whether to proceed with

their applications, thereby helping to minimize the number of inappropriate applications. It will also define the expectations of both the successful candidate and the manager and serve as a framework for the working agreement and an essential tool for induction, probation and appraisal.

It is advised to always produce clear job descriptions which identify both the essential activities of the job and the skills and attributes needed by candidates. Regarding this, Hidimba (2007, p.4) states that "it should be possible to see from this, whether a disabled candidate would be able to deal with those essential activities". Avoid gender references such as him or her and only refer to qualifications and/or experience which are clearly required by the job". The danger is that any such attributes which cannot be shown to be essential could be inferred as being there to deter women, candidates from ethnic minorities or those with a disability. The person specification should be based on the job description and describes the knowledge, skills and attributes required to perform the duties of the position. These criteria provide the standards against which candidates can be assessed objectively.

#### **d) Advertising/Searching**

After defining job description and personal specifications, both internal and external advertisement can be arranged. Normally, advertisements explain clearly and briefly what the job involves and what qualifications, skills and experience are essential to do the job. "The advertisements



should be designed to encourage self-selection and should be non-discriminatory. Consideration should be given to the use of positive encouragement to attract under-represented groups, i.e. flexible working hours as a means of attracting women wanting to return to work" SBC (2005)

To ensure that all staff is provided with opportunities for consideration career development or movement, all vacancies can be advertised within and outside the organization. At City University London (CUL) "most positions are simultaneously advertised externally in print media and/or internet sites" Miller (2007, p. 2). Advertisements are the public face of recruitment, so, they should be designed to attract all the people who would have the experience, qualifications and aptitude to fulfill the role. Kshitij (2006, p.3) advised that adverts should be based on an up-to-date job description and employee specification and should not include additional or irrelevant requirements.

Lindner and Zoller, (2000, p.23) state that "rudiments information to be included in an advert vary from organization to another but there are some key elements that have not to be left out such as type of duties and functions of the post, skills/knowledge/experience/qualifications needed to undertake the post, whether the post is temporary or permanent, whether the post is a whole time, part time or job share and the closing date.

### **e) Selection of Candidates**

According to Ivancevich (2001) after advertising, receiving applications to fill the vacancies, people in charge, especially in Human Resource Department face the task of selecting the best candidate(s). The recruiting group is responsible for deciding the most appropriate selection process for the position. An interview is normally the minimum selection method; however, it is recommended by Lindner and Zoller, (2000, p.4) that "consideration be given to incorporating multiple selection methods into the recruitment process. Concurring with this, (Miller, 2007, p.6) argue that "multiple selection methods can help to enable a more rounded and fuller assessment to be made of the candidates". Different methods of selection include short listing applicants, graphology, questionnaires among others.

### **f) Short Listing**

Maicibi, (2003, p.22), asserts that "short listing is done in three phases: being comparison of applications with job description; selecting the final short list, and arrangement for interview". Concurring with this, Robbins and Coulter (1999) state that comparison of applications with job description is done by evaluating qualifications and requirements to eliminate applicants who do not fit all the essential criteria.

In a related insight, SBC (2005) ,contends that in preparing the final short list, people who fit all essential criteria are evaluated to pick those with desirable criteria. After drafting a final list of people who meet desired

criteria, interviews are arranged. People who have been short listed have to be informed about the time and place of interviews. For those who are not short listed, the recruiting manager should write to the applicant explaining the reasons why they have not been short-listed as it is observed at City University London by Miller ( 2007). If the decision is in favor of the applicant, then the department must offer an interview. It is suggested that people must be formally informed about the time and place of interview using a letter SBC (2005), but in our days recruiters prefer to use telephone because it is cheap, no time consuming and they are certain that the message has been transmitted.

#### **g) Graphology**

"Graphology means the analysis of handwriting on the application. This is particularly more applicable with open application letter than application form" Maicibi (2003, p. 23). This can be applied in organization where they do not use application forms. However, it is not habitually used because in this era of technology, no many organization can accept a handwritten application.

#### **h) Questionnaires and Tests**

According to Maicibi (2003, p.24) "questionnaires and tests are used to measure effective domains, abilities, stability, team spirit and other aspects of personality". Relatedly, Kshitij, (2006, p.3) argues that "questionnaires and tests are not also commonly used because of costs associated with it". He explains that this method of selection entail the service of an expert to design and administer the questionnaire and even

interpreting generated data, this adds to the cost of procurement of personnel . Arguably, in the researcher's view, this method of selection is valuable but it also depends on the kind of vacant post, it means it can not be applied on a post which does not require special skills or techniques such as cleaning.

### **i) Interviews**

In his view Hidimba (2007, p.7) says that "the purpose of the interview is to obtain and assess information about a candidate, which will enable a valid prediction about their suitability for the position". Selection interviews can be carried out by one person or by several people in a panel. Interviewing therefore involves processing and evaluating evidence about the capability of a candidate in relation to the employee specification. Some of this evidence will be on the application form, but this must be supplemented by more detailed or specific information about experience and personal characteristics that can be obtained in a face-to-face meeting. Additional evidence can be obtained from selection tests, other assessments and from references, which supplement the process.

To ensure the fairness of interviews, all interviewees should be asked the same core questions in addition to follow up questions, which allow more in-depth examination of their skills, abilities and approach to the job. Therefore structured interviews must be used for all candidates competing for the same post.

Immediately after the interviews, candidates are evaluated to select the successful candidate. "Selection should be based on the application, measured against the information contained on the job description and person specification, if no clear favorite emerges the criteria should be weighted in terms of their importance to the post in question" Miller (2007, p.5).

It is also advised that Human Resource Manager should ensure he or she or their representatives i.e. recruitment group apply the law of three before the best candidate is selected. "The law of three states that of all those interviewed; there should be the best top three to select one from" Maicibi (2003, p.35). To select the successful candidate one of the above discussed methods of selection can be used being questionnaires, interviews or group exercise. Practical skills testing such as word processing or report writing can be useful to select the final candidate, as they give some idea of how an individual will perform if appointed.

#### **j) Appointment of Successful Candidates**

Successful candidates for temporary and permanent posts must receive confirmation of their appointment as soon as possible after a decision to appoint is made SBC (2005). At City University London, no employee can start employment until a signed copy of the employment contract has been received, satisfactory references, some organization ask for medical clearance, but this is used to discriminated people with chronic diseases,

and a work permit for foreigners although this is obtained after getting appointment letter Miller (2007).

### **k) Induction**

Dibble, (1999, p.22) states that "the integration process of new employees in an organization is called induction or orientation or socialization". Many organizations are likely to consider selection as the last step of recruitment, but the final step is to make plans on the new recruit's arrival and induction. In a related insight, Maicibi (2003, p.36) argues that "the first few days and weeks of the employee in the organization can be very crucial for integrating the new person into the organization". Lack of attention to the induction process can undo all the good work of a well-planned recruitment and selection process.

Knoontz and Weihrich as mentioned by Maicibi (2003, p.36) defined orientation as "the introduction of new employees to the enterprise, its functions, tasks and people". Socialization of people is explained in three aspects: acquisition of work skills and abilities, adoption of appropriate role behavior and adjustment to the norms and values of the work group Robbins and Coulter (1999). Arguably, in the researcher's view, this is important because at initial stages, the new employees may not know from whom to seek advice, the organization structure and hierarchy. All new employees must have an induction programme designed to meet both departmental and organization needs. This view is shared by Cain and Reynolds (2007, p.13) who assert that" the programme varies

according to duties and responsibilities of the post and the individual location of a post". All new post holders has to be issued with an induction checklist which details the minimum requirements which enables an individual to become integrated into the organization and which together with the job description and person specification should form the basis for the probationary assessment with their manager. Stafford Borough Council advises recruiters that "induction is important to all employees because, failure to provide individuals with a structured induction may lead to a number of consequences poor performance and low job satisfaction, absenteeism, high labor turnover, resignations or early dismissals, high demands on managers, accidents leading to injuries and/or prosecution, tribunal cases if employees complain of unfair dismissal because of inadequate training" SBC (2005, p.14).

Therefore, in the researcher's view, induction at department level should focus on the employee's role, the structure of the department and how their role fits into the structure. The head of department preserves ultimate responsibility for staff induction, although it is likely that the line manager or nominated members of staff will actually conduct the induction. Induction is a continuous process of familiarizing new employees with their job, their department, Institute or Portfolio. A well-planned induction will help staff adapt to their new role, whilst a poor induction can lead to confusion, errors and dissatisfaction.

## **I) Probation**

During interview, the candidate tries to convince the recruiting group that he or she will perform his/her work very well. For this reason, Dibble (1999) argues that at the beginning of work, there must be a short period of probation to make sure that the recruited employee is competent. The length of this period of probation differs from a company to another, six months is the period commonly used to test the capability of the employee. Relatedly, Stafford Borough Council asserts that "Probationary reviews must constructively assess performance and ability, allowing both the manager and employee input to the discussion and agreement on areas for improvement" (Stafford Borough Council, 2005, p.14).

Therefore, a written record of the review is important and may provide the basis of any further action to be taken. The individual should be provided with a copy of the review, indicating any improvements and time scales agreed. A copy should also be forwarded to Human Resources office for inclusion on the personal file.

### **2.5 Sources and ways of sourcing for Qualified Employees**

Ivancevich (2001, p.340) states that "there are commonly two sources of recruiting qualified employees: internal and external". External source of recruitment include different alternatives such as advertissments, employee referrals, public employment agencies, private employment agencies, school placements, temporary help services and employment leasing and independent contractors. It is percieved that certain sources



of employees are better than others but it can be added that it depends on the type of post to be filled.

Lindner and Zoller (2000), believe that prospective employees may be recruited from a number of sources, depending on the type of job opening.

Whereas internal recruitment means selecting a person from/within the company or amongst the existing employees for the vacancy generated in the company and the external recruitment as means of selecting a person outside the company i.e. through the generation of resource database via advertisement in the newspapers so that people from outside can get a chance.

Robbins and Coulter (1999, p.345) argued that "the type or level of a position influences recruitment methods. The greater the position in the organisation's hierarchy, the more the recruitment process will expand to become a regional or national search". The scope of recruitment and the amount of effort will take, will be influenced by the size of the organisation. In general, the larger the organisation, the easier to recruit job applicants.

Larger organisations have a large pool of internal candidates to choose from to fill positions above the lowest level. Large organisation also have more visibility and typically more prestige. They may also be perceived as offering greater opportunities for job promotions and increased responsibility.

## **2.6 The Effects (positive or negative) of Recruitment Procedures on Employee Performance**

Virtually, all empirical literature on recruitment implicitly treats the recruitment choices as exogenous regressors. However, the single exception, to our knowledge, is DeVaro (2004) that estimates a dynamic structural model of employer recruitment choice in which the recruitment decision is endogenous uses the MCSUI data. Although the recruitment decision is more appropriately treated as endogenous, the aggression assumptions required in DeVaro (2004) to render that analysis tractable are less palatable in the present context, in which the researcher's objective is to infer the effects of recruitment procedures ( positive or negative) on employees' performance.

Furthermore, a central focus of the present study is on how recruitment procedures can affect positively or negatively the employees' performance through the auxiliary channel of altering the employers' recruitment process and choices. While enriching the DeVaro (2004) model to allow for these features would be conceptually straight forward, the task of estimating such a model would require more data than are currently available.

Therefore, in the researcher's view, it is true that, there are positive and negative effects of recruitment procedures on employees' performance. However, it can also be determined by the technological changes and by

changes in the organizations structure that may occur and that may affect the number and types of jobs and positions to be staffed.

In final analysis, organizations recruit where experience and circumstances dictate likely success. Recognizing this may adopt an incremental strategy in which initial efforts are concentrated in regional or local labour markets and expanded only if these efforts fail to achieve the desired results (Gary 1999). Therefore, this enables the researcher to find out whether recruitment measures have effects on the employee' performance and in a particular UNILAK since it considers the same when trying to acquire new employees.

However, it should be noted that recruitment procedure is not enough to evaluate employee's performance. Therefore, we can not fully conclude that recruitment procedures have an effect on the performance of employees in UNILAK the focus of this study.

From the standpoint, research conducted by Armostrong and Long (1994) cited by Armostrong (2001), established from discussions with chief executives and other directors that, the most popular basis for evaluation was their judgement related to factors such as:

Firstly, understanding of the organization for instance; its mission, values, critical success factors, product-marketing strategies, technology or methods of operation and distinctive competences.

Secondly, effectiveness of contributions to top management team decision making on corporate issues. In addition to that, the extent to which innovative, realistic and persuasive proposals were made on HR strategies, policies and programmes and the capacity to deliver as promised. (Armstrong 2001)

Furtherance to that, grounded research by Guest et al (2000) as cited in Armstrong (1994) indicates that, as part of the future of work programme, found a clear association between the number of HR practices adopted and the effectiveness of these practices. The research indicated that the effective use of wide range of progressive HR practices is linked to superior business performance. (Armstrong 1994).

## **2.7 Other Factors which can affect Positively Employee Performance**

The following constitute a summary of guide for the manager to use in order to attain an appreciable increase in organizational productivity with enhanced employees performance (Maicibi, 2003).

### **1. On increasing Job Satisfaction**

Give due recognition by praise and thanks for every positive effort exerted.

Give your employees increased responsibility and opportunity for their work.

Ensure your employees are clear about opportunities for advancement.

Give direct and timely feedback to individual members of your employees.

Look at each job and consider how it could be made more challenging.

Build on and develop individual skills and make use of them.

Provide learning and training opportunities.

Ask experienced employees to pass on their knowledge and experience to others.

Look at how conditions might be improved.

Set clear, achievable objectives for tasks, ensuring all concerned understand them.

Objectives set must meet the requirement of SMART: S= Specificity, M= Measurability, A= Achievability/Attainability, R+ Realistic/ Relevance, and T= Time bound/limit.

## **2. On Improving Relationship between Rewards and performance**

When possible and feasible, ensure that an above-average performance is appropriately rewarded.

Find out the exact type of rewards that each employee values. Use this information wisely.

Find out what rewards your organization offers that are within your power as a manager which you are in position to offer. These could include additional holidays, sick excuses, extra off, flexible hours, employees outing, break time duration, and others.



Try to influence your organization to provide a “menu” of rewards, including non-financial ones.

### **3. On increasing employees commitment**

Make sure all your employees are aware of the organization’s mission and values.

When setting individual/ team objectives, relate these to organizational objectives.

Improve employees in defining problems, prescribing, and working out solutions.

Encourage teamwork and team spirit.

Ensure you have comprehensive indication/ orientation training programme for new employees.

Use workshops and committee system to get employees system to get employees to discuss organization-wide issues and contribute their ideas.

Start a suggestion box and take action on great ideas, giving due recognition to originators if they so wish to be known.

## **CHAPTER THREE**

### **3.0 METHODOLOGY**

#### **3.1 Overview**

This chapter explains in details the methods that were used in the study, i.e. the research design, the population, sampling techniques, sources of primary and secondary data, data collection instruments, data processing and presentation of research findings and limitations of this research.

#### **3.2 Research Design**

The design was a case study of Universite Laique Adventiste de Kigali and utilized both descriptive and analytical approach. Qualitative and quantitative data were collected and both primary and secondary sources of data were used.

#### **3.3 Area and scope of the Study**

The study concentrated on examining the effects of recruitment procedures on employees' performance in Universite Laique Adventiste de Kigali. It began on January 2009 and ended on July 2009. It took place at the Universite Laique Adventiste de Kigali, in Kigali, Rwanda.

#### **2.7 Study Population**

The population of the study consisted of lecturers and all other employees of Universite Laique Adventiste de Kigali (of 151 of people). In other words, the study and its eventual findings are applicable to all the 151 employees in UNILAK.

### **3.5 Sample**

A sample of 47 employees/respondents (out of 151) was used. Views and findings from them were generalized as representative to all University employees.

### **3.6 Sampling Procedure**

It was difficult to make contact with all staff. For this reason, the sample was chosen mainly by making contact with 30% of all staff (151). the purposive sampling was used, and respondents were chosen according to Gender, Education levels, ages, position/post, faculty and department and especially who were able to give the information needed. The researcher interviewed only the directors, head of departments, deans of faculty, and vice- rectors.

### **3.7 Methods and Instruments of Data Collection**

A self-administered questionnaire was used to collect primary data. The researcher designed the questionnaire in such format where there were closed and open-ended questions. For closed questions, respondents were supposed to pick responses from a list, category, and/or rating-scaled questions. For open-ended, respondents were requested to give their own opinions.

A pre-test study was conducted to ensure the clarity of questions, their effectiveness and the time required to complete the questionnaire; and to make sure that the questionnaire measured what it was intended to measure.



It, should, however, be noted that other than the self-administered questionnaire, documentary review (method of data collection) was used as well to supplement and validate the data collected through the self-administered questionnaire.

### **3.8 Data Analysis**

Data was continuously analyzed during data collection. Data categories were identified and edited with a view of checking for competences and accuracy. Analyzing qualitative data involved use of attribute numerical codes (so that it can be analyzed statistically).

### **3.9 Validity and Reliability of the Materials**

To establish the reliability of the questionnaires and interview schedules, the researcher used the method of expert judgment, which is recommended by Gay (1992) as the best method for reliability (Kimbowa, 2006). To affect this after constructing the questionnaire and interview schedules, the researcher contacted the supervisor and two other experts, to ensure the reliability and validity of the research instruments. after the consultations, the researcher made the necessary adjustment, to ensure that the questionnaire and interview schedules were made to the advise of the experts. That is, it was made more clearly, relevant, specific and logically arranged.

In addition a pre-test was conducted in order to test and improve on the reliability of the questionnaire. To prove the validity of the data collection instruments, (mainly the questionnaire), the number of relevant questions

were divided by the total number of questions, and the outcome was above optimal. The following scale was used (adopted from Sangaire 2007) as the best method for validity.

$$V = \frac{RQ}{TQ} = \frac{25}{30} = 0.8$$

Where by, V= Validity

RQ= Relevant questions

TQ= Total number of questions

The above expression, indicates that, the number of questions on the questionnaire, were above the required 0.5 scores. Hence, the instrument used was valid.

### **3.10 Research Procedure**

The research first secured a letter of introduction from the office of the Director of School of Post Graduate studies and Research, Kampala International University, which was presented to the Rector of Universite Laique Adventiste de Kigali, for admission to carry out research in his university. After approving the recommendation letter, the researcher was sent to Human Resource Officer. There after a selection exercise followed. The researcher ensured that, the completed questionnaires were collected as soon as they were filled, to avoid loss or misplacement, and the appointment for interview was respected.

### **3.11 Ethical Issues**

To gain access to information from respondents, the researcher received a letter from Universite Laique Adventiste de Kigali, which was placed on the top of the questionnaire; and a clear account of requirements was

granted to respondents to allow them to be aware of what was required of and from them. The respondents were requested to answer genuinely without any means of coercion, and without fear or favor of the employer, other employees and the researcher. They were guaranteed of strict confidentiality and as such, their names or identity were not required for conclusion on the questionnaire.

## CHAPTER FOUR

### 4.0 PRESENTATION AND DISCUSSION OF FINDINGS

#### 4.1 Overview

This chapter presents, and discusses findings from the study. 47 questionnaires were distributed to the 47 fulltime employees of Universite Laique Adventiste de Kigali, but only 45 respondents were returned to the researcher. Two respondents did not answer because they had gone to participate in the genocide commemoration ceremony before giving them back.

#### 4.1 Respondents' characteristics

The study involved the respondents of varying characteristics in view of gender, marital status and education levels as shown in table I.

**Table I: Respondents' characteristics in terms of gender, marital status and education levels**

Variable	Response	Number	Percent
Gender	Male	33	73.3
	Female	12	26.7
Marital Status	Single	20	44.4
	Married	25	55.6
Educational Level	PhD	4	8.9
	Masters	21	46.7
	Bachelors	14	31.1
	Secondary	6	13.3

As indicated in table I above, 45 respondents participated in the study. Majority of were male (73.3%) and female were (26.7%). The findings all

indicate that, more than half of respondents (55.6%) comprised of married and single comprised of (44.4%).

Further to that, the study findings indicate that, of all the responses, 46.7% had Master's Degree, 31.1% had Bachelors Degree, 13.3% had Secondary Education, and only 8.9% held PhDs.

This therefore indicates that Universite Laique Adventiste de Kigali has more bachelor's and Master's degrees holders than PhDs.

#### **4.3 Presentation of Findings**

##### **4.3.1 Recruitment Process used by Universite Laique Adventiste De Kigali**

This section deals with the interviewees' view on recruitment process that is used by Universite Laique Adventiste de Kigali. It (section) answers **Research Question One:** "What are the various stages involved in the process of recruiting employees at Universite Laique Adventiste de Kigali?"

The interviewees/respondents in an Interview on March 30, 2009 from Universite Laique Adventiste de Kigali concurred on the following process in regard to the recruitment process at Universite Laique Adventiste de Kigali.

Recruitment is the process of locating, identifying and attracting capable applications for jobs available in an organization. Accordingly, the

recruitment process, according to the respondents, comprises the following five steps.

***(a) The first step involved in the recruitment process is planning.***

Here, planning involves drafting a comprehensive job specification for the vacant position, outlining its major and minor responsibilities, the skills, experience and qualifications needed, grad and level of pay, starting date, whether temporary or permanent, and mention of special conditions, if any, attached to the job to be filled (Khanka, 2003).

At UNILAK, the faculty determine the need of an employee permanent or visiting lecture in any domain to Vice Rector of Academic Affaires or the directors show gaps of an employee to the Vice Rector in charge of Finance and Administration for approval committee.

***(b) Drafting a comprehensive job specification.*** After approval, the recruitment committee sits for planning which involves drafting a comprehensive job specification for the vacant position, outlining its major and minor responsibilities, the skills, experience and qualifications needed, grad and level of pay, starting date, whether temporary or permanent, and mention of special conditions, if any, attached to the job to be filled.

***(c) Devising a suitable strategy.*** Once it is known how many with what qualifications of candidate are required, the next step involved in this regard is to devise a suitable strategy for recruiting the candidates in the organization. The strategic considerations to be considered may include

issues like whether to prepare the required candidates themselves or hire it from outside, what type of recruitment method to be used, what geographical area be considered for searching the candidates, which source of recruitment to be practiced, and what sequence of activities to be followed in recruiting candidates in the organization (Khanka, 2003).

At UNILAK, University management prepares the required candidates themselves, and use indirect method which include advertisements in news paper, on the radio, in professional journals, technical magazines etc.), when they do not find suitable candidates to be promoted to fill up the high post.

***(d) The fourth step is searching.*** This step involves attracting job seekers to the organization. There are broadly two sources used to attract candidates. These are: Internal sources, and External sources (Khanka, 2003).

At UNILAK, many times for the strategic posts like Deans of Faculties they do promote (internal sources) the lectures for the reason of being experienced in the University culture and philosophy. And for other posts, they recruit from outside University (external sources).

***(e) The next step is screening.*** As the starting point of selection, screening is considered it as an integral part of recruitment. The reason being the selection process starts only after the applications have been screened and short-listed (Khanka, 2003).

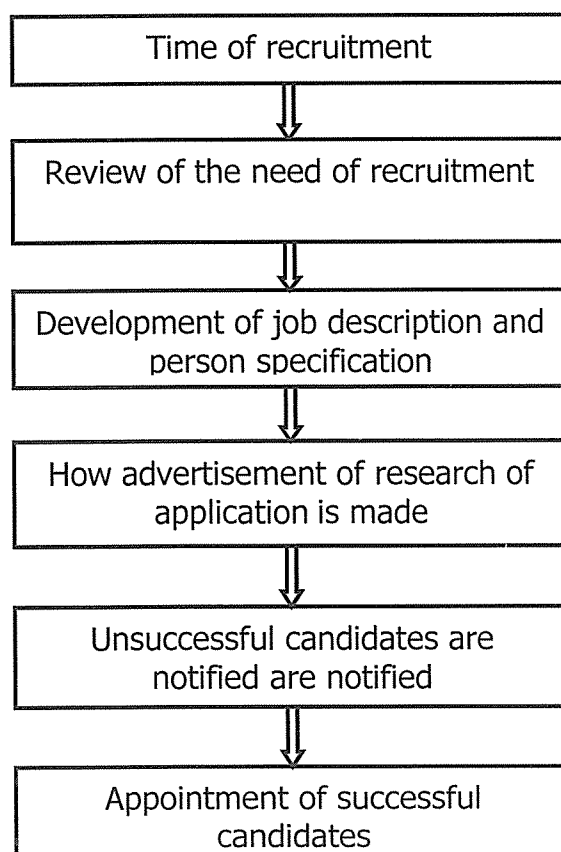
At UNILAK, Applications are screened against the qualifications, knowledge, skills, abilities, interest and experience mentioned in the job specification. Those who do not qualify are straightway eliminated from the selection process. Those who qualify are screened until the preferred candidates are selected and appointed.

#### **4.3.2 Procedures used in recruiting employees at Universite**

##### **Laique Adventiste de Kigali**

This section deals with respondents' view on recruitment procedures followed at Universite Laique Adventiste de Kigali. It is answering research question two "what are the procedures used in recruiting employees at universite laique adventiste de Kigali?"

Respondents cited the following (in their order) as the procedures used to recruit the employees at Universite Laique Adventiste de Kigali.





**Table II: Recruitment Procedures used by UNILAK as cited by Respondents**

Variables	Response	Frequency	Percent (%)
Time of recruitment	Every year	6	13.3
	As long as there is a vacant post	39	86.7
Review of the need of recruitment	Yes	40	88.9
	No	3	6.7
	Don't know	2	4.4
Development of job description and person specification	Yes	32	71.1
	No	10	22.1
	Don't know	3	6.7
How advertisement or searching of application is made	Inside the University	13	28.9
	Outside University	8	17.8
	Inside and outside University	18	40
	Don't know	6	13.3
Appointment of successful candidates	Immediately after interview	15	33.3
	After consulting referees	7	15.6
	After probation	23	51
Unsuccessful candidates are notified	Yes	21	46.7
	No	14	31.1
	Don't know	10	22.2

*Source: Field Data*

The above are elaborated below.

**a) Time of recruitment.**

Table II shows that 86.7% of the respondents agreed that at Université Laique Adventiste de Kigali, recruitment is done as long as there is a

vacant post or as long as there is a need, and 13.3% said that recruitment is done every year. Those who said that it is done every year, justified their answer by saying that at the end of every year, graduates with first class are recruited as Assistant Lecturers or they are given other jobs within the University.

### ***b) Review of the need of Recruitment***

As shown in Table II, 88.9% were of the view that before recruiting new staff, people in charge assess job description and personal specifications to see if there is no one around who can perform the same job, or if it is really necessary to look for additional employees. However, they review the necessity of the vacant post to ensure that they can discover someone performing the same job or they can combine with another post in order to minimize costs.

It was reported that recruitment starts with adverts, but before advertising, there is a lot of things to do, as it is done at City University London (CUL). Other than designing a job description, the department which has a vacant post must press a request to human resource manager to review the necessity of that post and look at different factors before posting adverts" Miller (2007, p.1).

### ***c) Development of job description and person specification***

As shown in Table II, 71.1% agree that the person in charge develops the job description and person specification before approval of recruitment necessity, 22.2% of respondents disagree with it and 6.7% don't have

any information about it. It is advised to always produce clear job descriptions which identify both the essential activities of the job and the skills and attributes needed by candidates. Regarding this, Hidimba (2007, p.4) states that "it should be possible to see from this, whether a disabled candidate would be able to deal with those essential activities". Avoid gender references such as him or her and only refer to qualifications and/or experience which are clearly required by the job".

To ensure that all staff is provided with opportunities for consideration career development or movement, all vacancies can be advertised within and outside the organization. The step which follows the approval of recruitment is search of applicants. (Hidimba, 2007, p.9) asserts that to ensure that all staff is provided with opportunities for consideration for career development or movement all vacancies can be advertised within and outside the organization. Which is also the method used at City University London (most positions are simultaneously advertised externally in print media and/or internet sites).

As far as Universite Laique Adventiste de Kigali is concerned, the researcher observed that both external and internal is the main source of applicants used as advanced by 40% of respondents. It is also observed that internal source of recruitment is also used at Universite Laique Adventiste de Kigali as 28.9% said that they came to know about vacant post at the university through school placements. External source through advertisements on radios and Television However is 17.8%,

#### ***d) How advertisement or searching of application is made***

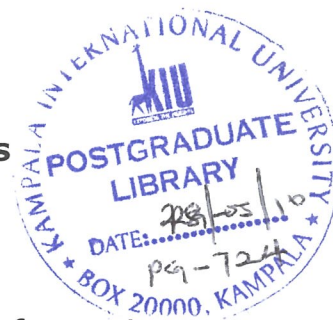
As shown in Table II, 46.7% of those who responded/agreed that unsuccessful candidates are notified after the interview; 31.1% disagreed and 22.2% of respondents said that they are not sure if unsuccessful candidates are not notified after the interview.

#### ***e) Appointment of successful candidates***

Successful candidates for temporary and permanent posts must receive confirmation of their appointment as soon as possible after a decision to appoint is made SBC (2005). At City University London, no employee can start employment until a signed copy of the employment contract has been received, satisfactory references, some organization ask for medical clearance, but this is used to discriminated people with chronic diseases, and a work permit for foreigners although this is obtained after getting appointment letter Miller (2007).

#### ***f) Unsuccessful candidates are notified***

As shown in Table II, participants said that 51. 5% after probation period, are appointed immediately after passing their interviews as it was said by 33, 3%. 15, 6% said that referees must be consulted before appointing someone.



#### **4.3.3 Effects of Recruitment Procedures on employee's performance in Universite Laique Adventist de Kigali**

This section deals with respondents' view on the effects of recruitment procedures on employees' performance at Universite Laique Adventiste de Kigali. It is answers research question three "What effects do recruitment procedures have on employee's performance in Universite Laique Adventist de Kigali?"

Respondents in an Interview on April 1, 2009 from Universite Laique Adventiste de Kigali concurred that there are some positive and negative effects of recruitment procedures on employees' performance at Universite Laique Adventiste de Kigali, as follows.

#### **Positive and Negative Effects of Recruitment Procedures on Employees' Performance at UNILAK**

(a) At UNILAK, the recruitment is done every year for the Lecturers as cited by 13.3% of respondents, and at any time as long as there is a vacant post (as cited by 86.7% of respondents in Table II). The respondents, who said that recruitment is done every year, justified their answer by saying that at the end of every year, graduates with first class are recruited as Assistant Lecturers or they are given other jobs within university. This has positive effects because these candidates are selected based on their capacities, and they select the best students, who, consequently and always perform either well or very well. The negative

effects here are that these candidates have no experience, and some can get the first score marks without having abilities of teaching. Also there is high labor turnover, because some of these candidates are not interested in teaching, and when they get other Jobs, they leave without looking back.

(b) At UNILAK, recruitment is made internally and externally as cited by 40% of respondents in Table II. The positive effect of this, is that, most of people are interested and the best candidates can be found. But for some strategic post, like Deans of Faculties, they promote the existing Lecturers who, may, not necessarily be the best candidates that can perform well than others from outside. This does not tally with what goes at City University London (CUL) where "most positions are simultaneously advertised externally in print media and/or internet sites" Miller (2007, p.2). Advertisements are the public face of recruitment, designed to attract all the people who would have the experience, qualifications and aptitude to fulfill the role. (Hidimba, 2007, p.9) asserts that to ensure that all staff is provided with opportunities for consideration for career development or movement, all vacancies can be advertised within and outside the organization.

(c) At UNILAK, the candidates first are selected by written test. The successful candidates (who get 70%) are called for the interview. The interview is made face-to-face with the interviewee, in a panel of

recruitment committee. The selection of candidates has positive effect because there is transparency, and when some one knows that he/she was taken by merit, for sure, he/she can work hard because he/she is competent. And even the unsuccessful candidates will be sure that they were not qualified for that post. But it has also negative effects because the selection is not made by the experts, and the ability, stability, team spirit, and other aspects of personality, can not be effectively measured. This affects negatively employees' performance because of lack of some abilities, knowledge, and competence on the part of selected candidates, which, sometimes, causes poor performance.

(d) At UNILAK, the confirmation of appointment of successful candidates is made after probation as cited 51% of respondents in Table II. This has a positive effect to employee's performance, because he/she may work hard, for being appreciated and he/she can get a contract after being evaluated. It has also negative effects because an employee can not accept to resign his job, without assurance of job (contract); it therefore causes job insecurity on the employees' side, which, consequently, may affect their performance.

Successful candidates for temporary and permanent posts must receive confirmation of their appointment as soon as possible after a decision to appoint is made SBC (2005). This also does not tally with City University London, where no employee can start employment until a signed copy of the employment contract has been received (Miller, 2007).

The positive effects of recruitment procedures at UNILAK lead to the good performance of employees, and the negative effects of recruitment procedures lead to the poor performance of employees.

#### **4.4 Summary of Findings**

Recruitment procedures followed by Universite Laique Adventiste de Kigali, is summarized in the following: it starts with the review of the need of recruitment. The review is mainly made against the structure of current staff and their skills, and strategic aims of faculty/department or the entire university. If they find that there is a need to recruit, they design job descriptions for that vacant post.

The next step consists of searching for potential applicants which is done internally within University and outside university at the same time. Internal recruitment is done through promotions, transfers and adverts made internally through internal memos, whereas external recruitment is mainly made through advertisements on radios, television, and news papers, and employee referrals.

After receiving application letters, the selection committee composed of people of different departments, faculties and human resource department assess those application letters against job descriptions, the successful candidates do test (administrative staff) and then interview but the unsuccessful candidate are not informed.

The researcher discovered that successful candidates, specially lecturers, are appointed immediately after interviews while administrators were



appointed after probation period. To have productive workforce, induction is carried out to the employees in the University. The researcher also discovered that recruitment procedures have both positive and negative effects on employees' performance. The positive effects of recruitment procedures at UNILAK lead to the good performance of employees, and the negative effects of recruitment procedures lead to the poor performance of employees.

## **CHAPTER FIVE**

### **5.0 CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Overview**

This chapter presents conclusion and recommendations of the study. This chapter also presents limitations of the study and proposes areas for further research.

#### **5.2 Conclusions**

- a) The recruitment process used by UNILAK involves several steps which include: planning, drafting a comprehensive job description, devising a suitable strategy, searching, and then screening applicants.
- b) There are several recruitment procedures which UNILAK uses to recruit its employees. These include in the following order: vacancy identification; review of the need of recruitment; development of job description and person specification; how advertisement or searching of application is made; successful candidates are appointed; and unsuccessful candidates are notified.
- c) Recruitment procedures have some positive effects on employees' performance at UNILAK which include: the best graduates are recruited as Assistant Lecturers based on scored marks - this can lead to positive effects on performance; the internal and external recruitment have positive effects on performance because the best candidates can be found within or outside University; the transparency in recruitment of employees in UNILAK can have positive effects on

performance of employees, because the successful candidates are competent.

d) Recruitment procedures also have some negative effects on employees' performance at UNILAK which include: the best graduates are recruited as Assistant Lecturers based on scored marks - this can lead to negative effects on performance because of lack of experience on the part of the new recruits and high labour turnover which may arise when employees get better jobs. As for strategic post like Dean of Faculty, the University recruits from inside - this can affect negatively performance because it does not mean that the existing employees are the best candidates who can perform well than others from outside. The probation given to employees in UNILAK can affect negatively the performance of employees because when an employee has not secured a confirmed contract/is not confirmed in employment, he/she has no job security which can lead to poor performance.

### **5.3 Recommendations**

In order to mitigate the negative effects of recruitment procedures on employees' performance, the researcher recommends the following.

b) The process for seeking candidates should not be discriminatory and not restricted in a way which could be seen to be discriminatory. UNILAK should avoid gender preferences such as preferred choice is male or female, and only refer to qualifications and/or experience which are clearly required for the job.

- c) Employees' recruitment procedures used by the University should always produce clear and updated job descriptions which identify both the essential activities of the job and the skills and attributes needed by candidates, and inform new recruited employees about job descriptions immediately after appointment to avoid misunderstandings on what it is supposed to be done.
- d) Selection methods should be appropriately and carefully selected to avoid anything which would in effect be discriminatory. Where tests are used, all candidates should be given the same tests to avoid any suggestion of discrimination. Standardized application forms should also be used to avoid elimination of candidates through the assessment of their handwritings.
- e) It is essential that good records are kept for an appropriate period of time about applications, reasons for rejection and performance in any assessments and at interviews, and these should complement the job description and the skill requirements for the job, as these records might be the source of applicants in the near future in order to minimize costs of recruitment.
- f) UNILAK should avoid using procedures which cause negative effects on employees' performance. Indirect discrimination based on being Adventist and not, and being recommended by pastors and other people who have influence in church should not be used as serious determinants of selecting the best candidates. In UNILAK, being

promoted, for the high position, you must be Adventist, and even more active in church. The best employees who could perform well can miss the opportunity, and this indirect discrimination can affect negatively, employees' performance. At UNILAK, it is like family, employees work with their partners which some times, can affect negatively the employees' performance. Therefore, its paramount that the recruitment procedures be reviewed and have them more merit and performance oriented.

#### **5.4 Suggested Areas for Further Research**

This study emphasized the effects of recruitment procedures on performance of employees in UNILAK. The researcher, however, observed that, recruitment procedures are not the only factor that influence performance in UNILAK in particular, and private Universities in general. Prospective researchers, and even students, should be encouraged to research into the following areas in Private Universities in Rwanda on:

- (a)Employee Retention strategies and labour turn over.
- (b)Impact of employees' motivation on the performance.
- (c)Human resource strategies in private universities in Rwanda.
- (d)How other factors, other than recruitment procedures affect employee performance in public and private universities in Rwanda.

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## **APPENDICES**

### **Appendix A: Self-Administered Questionnaire for UNILAK Staff.**

Dear Respondent,

Am Setuza Rukundo Friend, a Student at Kampala International University, pursuing a Master of Art Degree in Human Resource Management. This questionnaire is a tool which is designed to help me gather data on the "Effects of recruitment procedures on employees' performance in UNILAK". You have been selected to participate in this study, and therefore, kindly, answer the questions below. The information you will give will be solely for academic purposes and will be treated with utmost confidentiality. Answering all questions will be your important contribution to my research. Please read the instructions carefully, and answer all questions in the space provided.

#### **SECTION A: DEMOGRAPHIC INFORMATION**

1. Gender

☐ Male

☐ Female

2. Age

☐ 18 to 25 years old

☐ 26 to 33 years old

☐ 34 to 42 years old

☐ 43 to 50 years old

☐ Above 50 years old

3. Marital status:

☐ Single

☐ Married

☐ Divorced

☐ Widower



4. Educational level

☐ Secondary education

☐ Bachelor degree

☐ Masters Degree

☐ PhD

☐ Others, please specify \_\_\_\_\_

5. You work as

☐ A lecturer

☐ Administrative staff

6. Position held in department \_\_\_\_\_

**SECTION B: RECRUITMENT PROCEDURES**

From the following set of questions, tick (✓) the box that matches you view most closely, where there is a place feel free to give your opinion

**SA:** Strongly agree; **A:** Agree; **SD:** Strongly Disagree; **D:** Disagree; **NS:** Not Sure; **DN:** Don't Know

7. UNILAK recruits employees

☐ Every Semester

☐ Every year

☐ As long as there is a vacant post

☐ Don't know

8. The University has a recruitment policy designed to provide a clear and simple process to assist managers in selecting the best candidate for the job and to ensure equality of opportunity for all applicants.

SA	A	SD	D	NS
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9. Before starting recruitment process, people in charge review the need for the position

☐ Yes

☐ No

If yes, the review is based on

Criteria of review	SA	A	SD	D	NS
The strategic aims of the area and the University					
Any foreseeable changes that might impact on the role or the area					
Budget					
Current staff structure and skills					

Others, please specify \_\_\_\_\_

10. At the approval of the necessity of recruitment, the person in charge develop a job description and personal specification

SA	A	SD	D	DK
----	---	----	---	----

11. The person in charge of designing job description and personal specification is

- ☐ Head of department
 ☐ Dean of faculty  
☐ An external expert
 ☐ Human resource manager

Others, please specify \_\_\_\_\_

12. The person in charge of the approval of recruitment is

- ☐ Head of department
 ☐ Dean of Faculty  
☐ Human resource manager
 ☐ Rector Vice chancellor

Others, please specify \_\_\_\_\_

13. Advertisement or searching of applicants is made

- ☐ Inside the University
 ☐ outside the University  
☐ Don't know



14. Applications are made using

	<b>SA</b>	<b>A</b>	<b>SD</b>	<b>D</b>	<b>NS</b>
Application forms					
Application letters					

15. Short-listing is made by assessing applications against

	<b>SA</b>	<b>A</b>	<b>SD</b>	<b>D</b>	<b>NS</b>
Job description					
Personal specification					

Others, please specify \_\_\_\_\_

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16. Applicants not short-listed are informed

<b>SA</b>	<b>A</b>	<b>SD</b>	<b>D</b>	<b>DK</b>
-----------	----------	-----------	----------	-----------

17. The selection committee is composed of

- ☐ Only people of the department    ☐ Only people of the faculty  
☐ Only people of Human resource department  
☐ Hired experts form outside university  
☐ Recruitment board (Composed of all above stated people)

Others, please specify \_\_\_\_\_

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18. Unsuccessful candidate are notified after the interview

<b>SA</b>	<b>A</b>	<b>SD</b>	<b>D</b>	<b>DK</b>
-----------	----------	-----------	----------	-----------

19. Successful candidates are given appointment letters

<b>Offer of appointment letter</b>	<b>SA</b>	<b>A</b>	<b>SD</b>	<b>D</b>	<b>NS</b>
Immediately after interview					
After consulting his or her referees					
After presenting medical clearance					
After probation					

20. All new employees are given time to socialise with existing staff

Induction is done at	SA	A	SD	D	NS
At department level					
At faculty level					
The whole university					

21. The recruitment procedure followed at UNILAK affect the performance of its employees

☐ Yes      No ☐

If yes, please show how? \_\_\_\_\_

### SECTION C: SOURCES OF RECRUITMENT

22. You came to know that there is a vacant post at UNILAK through

- |  |   |
|--|---|
| <input type="checkbox"/> Advertisement on Radio and TV | <input type="checkbox"/> News papers                      |
| <input type="checkbox"/> University's website          | <input type="checkbox"/> Internal memo                    |
| <input type="checkbox"/> Employee referrals            | <input type="checkbox"/> Public employment agencies       |
| <input type="checkbox"/> Private employment agencies   | <input type="checkbox"/> School placements (appointments) |

Others, please specify \_\_\_\_\_

23. The source of employees both lecturers and administrators at Universite Adventiste Laique de Kigali, depends on

	SA	A	SD	D	NS
Type of vacant post					
Required qualifications and experience					

Others, please specify \_\_\_\_\_

24. Internal recruitment is made though

## SECTION D: RECRUITMENT PROCEDURES AND PERFORMANCE

26. You have been working at UNILAK for

- ☐ One to three years    ☐ Three to five years  
☐ Five to eight years    ☐ More than eight years

27. The post you hold at UNILAK has specific descriptions

- ☐ Yes                      ☐ No

If yes, you were informed about them

	SA	A	DS	D	NS
At the appointment time					
After a short time of employment					
After a long time					

Others, please specify \_\_\_\_\_

28. You had induction period to get familiar with existing staff and the system of the university

- ☐ Yes                                      ☐ No

If yes, how did it help you to perform your work?

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29. Do you think recruitment procedures followed by UNILAK affect work performance of employees?

- ☐ Yes                                      ☐ No

Please give reasons for your answer

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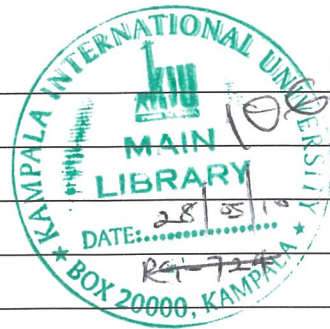


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30. Which advice would you give to the University for the purpose of improving personnel recruitment and reducing performance related problems?



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***Thank you very much for your cooperation and responses.***