

**EMPLOYEE RECRUITMENT AND PERFORMANCE OF RWANDA  
ELECTRICITY CORPORATION AND RWANDA WATER AND  
SANITATION CORPORATION (RECO-RWASCO)**

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A Thesis  
Present to the School of  
Post Graduate Studies and Research  
Kampala International University  
Kampala, Uganda

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In partial fulfillment of the requirement for the degree of  
Master of Human Resource  
Management

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By

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October, 2011

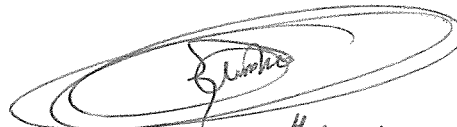
## DECLARATION A

"This thesis is my original work and has not been presented for a Degree or any other academic award in any University or Institutional of Learning".

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Name and Signature of Candidate



05<sup>th</sup> / 11 / 2011

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Date

## DECLARATION B

"I confirm that the work reported in the thesis is carried out by the candidate under my supervision."

DR. JONES ORUMWENSE

\_\_\_\_\_  
Name and Signature of Supervision

A handwritten signature in blue ink, appearing to read 'Dr. Jones Orumwense', is written over a horizontal line. To the right of the signature, the date '5/11/11' is handwritten.

\_\_\_\_\_  
Date

## APPROVAL SHEET

This proposal entitled " Employee Recruitment and performance in RECO-RWASCO" prepared and submitted by NDAYISENGA TELESPHORE in partial fulfillment of the requirements for the degree of Master in Human Resource Management has been examined and approved by the panel on oral examination with a grade of PASSED.

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## **DEDICATION**

To my beloved parents, Mr. TUYISHIME CELESTIN and Mrs. MUKANDAMUTSA IMMACULLEE and my lovely wife UWAMARIYA MARIE CLAIRE and my child HIRWA ISHIMWE GAEL MARQUIS for their financial and moral support and patience during the course of my study.

## **ACKNOWLEDGEMENT**

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To my research supervisor DR. JONES ORUMWENSE for his encouragement, professional guidance and intellectual support to complete this report.

To the management and employees of to RECO-RWASCO Management, for their generosity, cooperation, support to provide necessary information for this study.

To all my colleagues and friends at Kampala International University and those in my work place in Kigali most especially UWAMUNGU ANACLET, MUSABYIMANA BENOIT and HABUMUREMYI EVARISTE and SIBOMANA SAFARI JEAN BOSCO who encouraged me and helped me in their various capacities while carrying my research.

Lastly, to all individuals who contributed in one way or another toward the success of this work.

“Thank you and God bless”

## **ABSTRACT**

The purpose of the study was to establish the relationship between levels of effectiveness in recruitment to the performance of RECO-RWASCO in Rwanda. The study was guided by the following specific objectives; to determine the profile of the respondents; to determine the level of effectiveness in recruitment; to determine the level of performance; to establish whether there is significant relationship between effectiveness in recruitment and performance of RECO-RWASCO.

The study employed descriptive correlation design and using SLOVEN's formula, the study sampled 138 respondents from 210 targeted populations and the sampling was done by the use of random sampling. The study used self administered questionnaires as research instrument and the study ensured validity and reliability of instruments using Content Validity Index and the researcher followed all the ethical and logistic considerations of research. Data was analyzed in both qualitative and quantitatively using statistical techniques such as mean, regression co-efficient and Pearson correlation matrix.

Findings using means showed that the level of effectiveness in recruitment are generally effective (overall mean=2.69) and the level of performance of RECO-RWASCO is generally high (overall mean=2.62). In testing the hypothesis, it indicated a positive significant relationship between the level of efficiency of recruitment and level of performance of RECO-RWASCO with a high r-value of r-value of .799, F ratio 5316.843 and a very small sig. value of 0.000. Basing on these results, the null hypothesis was rejected and a conclusion was made accordingly.

The study concluded that the level of effectiveness in recruitment influences the level of performance in RECO-RWASCO in Rwanda.

It was therefore recommended that there is need for RECO-RWASCO to design, implement and follow up effective recruitment policy for high level of performance.

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## **LIST OF ACRONYMS / ABBREVIATIONS**

<b>CVI</b>	Content Validity Index
<b>PCA</b>	Principal Component Analysis
<b>RECO-RWASCO</b>	Rwanda Electricity Corporation and Rwanda Water and Sanitation Corporation
<b>SAQS</b>	Self Administered Questionnaires
<b>SPSS</b>	Statistical Packages for Socials Sciences

## **CHAPTER ONE**

### **THE PROBLEM AND ITS SCOPE**

#### **Background of the Study**

Human resource is one of the most important assets to every organization because people limit or enhance the strength and weakness of an organization.

Historically, managers used to treat or take employees as tools or machines instead of human beings. In 1991, Frederic Taylor who is known as the 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). It is also important to mention that effective performance of employees does not only depend on favorable conditions and respect of individuals but also the existence of a sound organizational structure. However, Robin and Coulter (1999) perceived 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. Both monetary and non-monetary rewards and motivations were then looked at as means to drive employees to perform to their fullest potentials (Gomez, 2003). Around the world, managers recognize that human resources deserve retention because they are a significant factor in top management, strategic decisions that guide the organizations 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' effectiveness is measured by the balance of such complementary characteristics as reaching goals, employing the skills and ability of employees efficiently and ensuring the influx and performance of well trained and motivated employees (Gbadamosi, 1990).

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 innovative ways to keep their employees happy, motivated and productive. But when job security is no longer the carrot and the employees possess nearly unlimited bargaining power, the performance of such a tough assignment is doubtful. Current changes in human resources such as shifts in the composition, education and attitude of employees have always been reflected and acted upon during and after recruitment and selection process. In this regard, the human resource management function plays a greater role in providing 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 (Donnelly et al, 1998).

In Rwanda for example, public institutions have been characterized by poor recruitment and selection process of employees. This has been seen as a detriment to development since people recruited and selected to do certain jobs could not be well qualified, experienced and talented in their various fields of their allocation. According to Esemu (1996) for example, Rwanda has delayed in development due to its history that leaves the nation with some set of challenges; first the economy has some structural bottlenecks inherited from the past such as poor product and service delivery.

This suggests that genocide left a legacy of specific problems that need to be addressed. It is also believed that as a result, poor recruitment and selection

procedures have led to a tremendous loss of better performance. Recruitment and selection of employees in Rwanda is a problem that dates back many years and was increased by 1994 genocide. Rwanda faced many challenges over the last 20 years and these include poor performance, low quality product and service delivery, lack of skills personnel, high population density and growth, and poor methods of recruitment and selection.

In RECO-RWASCO which is taken as a case for this study, aspects of service deliver to the entire population especially in the rural areas of the country has not yet been effectively done despite improve consumption of power and water services in the rural areas. This has raised a lot of complaints from beneficiaries of RECO-RWASCO services since their services are instrumental for social and economic developments (RECO-RWASCO Report, 2008). The inconsistency in the service delivery in many parts of the country could have resulted from incompetence of staff members of the organization. It is therefore within this background that this study attempted to establish the relationship between recruitment and performance of RECO –RWASCO.

### **Statement of the Problem**

RECO-RWASCO plays a crucial role in Rwandan social and economic growth as it ensures distribution and production of water and electricity for both social and economic purposes throughout the country. This suggests that effectiveness and efficiency in the service delivery should be at high level since it is the sole company dealing in the production and distribution of water and electricity in the whole country (RECO-RWASCO Report, 2009).

Much as RECO-RWASCO tries to supply and extend water and electricity services all over the country, the organisations service delivery is still faced with inconsistency and inefficiency. The inconsistency and inefficiency in service delivery by RECO-RWASCO leaves the recruitment policy of the company in doubt as to whether they truly recruit and select the most suitable, qualified and competent personnel or not

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(Esemu, 1996). The inconsistency, incompetence and inefficiencies in service delivery by RECO-RWASCO makes the organisation to incur losses and clients as some of them opt for other sources of water and power. It is therefore within this background that this study attempted to analyse the level of efficiency in recruitments to the performance of RECO-RWASCO while considering RECO-RWASCO office, along stadium road, Musanze and hydro –electrical power and water plants at Mukungwa and Ntaruka in Northern Province as case studies.

### **Purpose of the Study**

The purpose of this study was to investigate the relationship between the levels of efficiency in recruitment to the performance of RECO-RWASCO in Rwanda.

### **General Objectives**

The general objective of this study was to establish the correlation between level of efficiency in recruitment and performance of RECO-RWASCO in Rwanda.

### **Specific Objectives**

This study was based on the following specific objectives:

- (i) To determine the profile of the respondents as to: gender, age, highest education qualification and experience.
- (ii) To determine the level of efficiency recruitment of employees at RECO-RWASCO, Rwanda.
- (iii) To determine the level of performance of RECO-RWASCO in the last five years.
- (iv) To establish if there is a significant relationship between the levels of efficiency in recruitment and performance of RECO-RWASCO.



## **Research Questions**

This research sought to answer the following questions:

- (i) What is the profile of respondents as to: gender, age, highest education qualifications and experience?
- (ii) What is the level of efficiency of recruitment of employees in RECO-RWASCO, Rwanda?
- (iii) What is the level of performance of RECO-RWASCO, Rwanda in the last five years?
- (iv) What is the significant relationship between the level of efficiency in recruitment and performance of RECO-RWASCO?

## **Null Hypotheses**

There is no significant relationship between the levels of efficiency in recruitment of employees and performance of RECO-RWASCO in Rwanda.

## **Scope of the Study**

### **Content Scope**

This study examined the relationship between level of efficiency in recruitment activities and the performance of RECO-RWASCO in Rwanda. In this process, the study investigated level of efficiency of recruitment activities in RECO-RWASCO, in Rwanda, level of performance of RECO-RWASCO in Rwanda and established if there was significant relationship in the level of efficiency in recruitment activities and performance of RECO-RWASCO in Rwanda. Lastly, the study also established if there was a significant difference between level of efficiency in recruitment and performance of RECO-RWASCO in Rwanda.

## **Theoretical Scope**

This study was based on the scientific management theory established in 1991 by Frederic Taylor (Maicibi, 2003). This theory illustrates the relative importance of employees' productivity as basis for good performance of any organization. Since recruitment process and activities are considered important and instrumental in ascertaining the productivity of employees, the theory becomes relevant and appropriate in understanding the relationship between the two variables that are, recruitment and performance.

## **Geographical Scope**

Concerning the geographical scope, the study was carried out in hydro –electrical power and water plants at Mukungwa and Ntaruka in Northern Province and RECO-RWASCO office, along stadium road, Musanze district, Northern Province. These places were selected to see if there was difference in the level of effectiveness in recruitment and performances in regards to the different services they offer.

## **Time scope**

This research was carried out in a period of seven months that is, from the month of April 2011 to the month of September 2011. In April 2011, the researcher did topic definition. This was followed by literature review in May 2011. In the same month, the researcher also made decisions on the methods of data collection. In June 2011, the preparation of materials for data collection was done this was followed by the data collection process in July. In August 2011, data was organized and coding and analysis started right away. Editing of the work continued in September and in the same month, the researcher submitted the final work for approval hence making it ready for defense.

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### **Significance of the Study**

The study could be paramount to RECO-RWASCO as it might help the institution in analyzing the challenges on recruitment and selection activities and highlight the view on which categories of personnel are being involved in recruitment and selection and also the criteria used to determine the recruitment and selection process and method.

This research might also be important to the beneficiaries of RECO-RWASCO since information provided may help in enhancement and improvement in productivity and service delivery for the beneficiaries. This will be possible especially after the findings and recommendations are considered and implemented by RECO-RWASCO.

This study may also be significant to the different parties who are interested in the long-term RECO-RWASCO existence and sustainance especially the shareholders such as government, potential investors, suppliers, and trade unions as the study intends to unearth challenges facing performance of the company in effective service delivery.

Regarding the researcher, this study is also beneficial to him in such way that he has acquire knowledge and skills on how to evaluate the organisational performance on the basis of employee productivity determined at recruitment and selection and interpreting the results by analysing the results found in different methods used to gather data. This will also help other researchers for further information about performance of organisations based on recruitment activities.

Lastly, this research is also in partially fulfilment of the academic requirements for the award of Masters Degree in Business Administration of Kampala International University.

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## **Operational Definitions of Key Terms**

***Recruitment:*** The process of contacting the public and encouraging suitable candidates to come forward for final selection and choosing a few among those who have been attracted.

***Organizational Performance:*** The accomplishment of goals successful based on individuals' abilities, their personal needs and traits to do the job well.

***Effectiveness:*** The consistence, integrity and competence in handling recruitment processes and procedures based on merits so that an organisation can fill the existing vacant gaps with rightful personnel capable of driving the organisation to achieve its objectives and goals

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## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **Concepts, Ideas, Opinions from Experts/ Authors**

In this chapter, the researcher established the literature related to the subject of the study with the objectives in light of scholars/authors is articulated. In this regard, level of efficiency in employee recruitment, level of performance and the relationship between level of efficiency recruitment and extent of performance in relation to other scholars is analyzed. The researcher also established a theoretical perspective as a guideline for this study and related literature.

#### **Level of Efficiency in Recruitment of Employees in Organization**

According to Neuman (1997), recruitment methods refer to the means by which an organization reaches to the potential job seekers. In the scholar's deeper analysis, he noted that for an organization to achieve high level of efficiency in recruitments, the organization needs to take into consideration and evaluate the internal methods for recruitment. This suggests that to fill in vacancies from within or promotions, information about the vacancies needs to be first communicated through internal advertisement, circulation and applications are invited from eligible candidates who wish to be considered for the position.

Another way in which management can also ensure high level of efficiency in recruitment while avoiding recruiting and selecting incompetent personnel according to Leslie (1994) is direct method. In his explanation, the author noted that the process in which representatives of the organization are sent to the potential candidates in educational and training institutes is effective way of recruiting capable and self-driven employees. This means that the management of a particular organization needs to establish contacts with candidates seeking jobs and representatives work in cooperation with placement cells in the institutions.

Additionally, Setuza (2009) also noted that effective levels of recruitments can also be achieved through indirect methods such as advertisement in news papers, on the radio and television, in professional journals, technical magazine etc. The author noted that this method is useful when organization does not find suitable candidates to be promoted to fill up the higher posts. This method has been described to be more effective in recruitment and selection of professionals and technical personnel. This suggests that the higher the position to be filled up in the organization or the skill sought by more sophisticated one, the more widely dispersed advertisement is likely to be used to reach to many suitable candidates.

Devaro (2004) however noted that among other methods, third party method of recruitment portrays high level of efficiency in recruitments. In explaining the process of third party method of recruitment, the author indicated that the process involves using of private employment agencies, management consultants, professional bodies/associations, employee referral /recommendations, voluntary organizations, trade unions, data banks, labor contractors etc in the process of getting most suitable and competent personnel to fulfill the gaps and achieve objectives and goals of an organization:

According to Beteman and Zeithaml (1990) to meet effective levels of recruitment, management needs to begin the process of recruitment by specifying the human resource requirement, initiating activities and actions to identify the possible sources from where they can be met, communicating the information about the job, conditions terms and prospects they offer. This will lead people to be enthusiastic so as to meet the requirement to respond to the invitation.

One of the most important aspects in achieving efficiency in high level of recruitment is the process of planning (Bratton and Jeffrey, 2003). According to the author, planning in recruitment involves drafting a comprehensive job specification



for vacant positions, outlining its major and minor responsibilities, the skills, experience and qualifications needs, 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. In this regard, competent and capable employees are likely to be attracted and selected for the positions outlined.

Though some view screening as the starting point of selection, Leslie (1994) have considered it as an integral part of recruitment and important sign and level of efficiency in recruitment. Furthermore, the author also noted that job specification is invaluable in screening as such applicants should be screened against their qualification, knowledge, skills, abilities, interest and experience mentioned in the job specification. Those who do not qualify are straightway eliminated from the selection process. This means that any organization that carefully uses this strategy is considered to have reached high level of efficiency in recruitments.

Stoner et al (1995) argued that, the process of recruitment depends on the availability of the right kinds of people in the local pool of labor as well as the nature of the positions to be filled. They also continued to say that, many organizations have a policy of promoting or recruiting from within except in very exceptional circumstances. The scholars noted that this process puts forward some advantages as recruiting individuals and promoting them within demands no orientations as they are already familiar with the organization and its members and this increases the sense of relationship. This means that organizations that carefully use this strategy significantly elaborate high level of efficiency in recruitment process.

Saleemi (1997) somewhat agreed with Stoner et al (1995) as he noted that recruitments and promotion from within the organization fosters loyalty and inspiring greater effort among organization members. Lastly, it is less expensive to promote or recruit from within the organization than to hire from outside the organization. The

author however, noted that to achieve higher level recruitment while using this method, the management needs to ensure that initial screening is done and rough "selection" process is based on authenticity and integrity hence enabling the organization to not to deal with candidates but with its employees whose qualities, experiences, abilities and qualifications are already determined by the company and employees who are already versed with job analysis, job specification as well as job descriptions.

Koontz (1990) said that to ensure high level of efficiency during recruitment sessions, the management needs to take into consideration the decision making process regarding where, when, and how to implement recruitment activities. In his view, initial consideration should be given to a company's current employees especially for filling above the entry level. However, the author also indicated that it is also important to tap and attract or perform external recruitment to complement desires, capabilities and potentiality of the present with the view of achieving both short and long term targets.

According to Saiyadain (1999), many organizations that have reached high level of efficiency in recruitment use employee referrals and recommendations through which current employees of the organization can refer their friends and relatives for some position in their organization. Also, the office bearers of trade unions are often aware of the suitability of candidates. Recruitment Management can inquire these leaders for suitable jobs. In some organizations these are formal agreements to give priority in recruitment to the candidates recommended by the trade union.

According to Foulks (1987) organizations that display high level of efficiency in recruitment use deputation. In this process, the organization sends an employee to another organization for short duration of two to three years. In his analysis, the author noted that this method of recruitment is practiced, in a pretty manner, in the government department and public sector organizations. Deputation is useful because it provides ready expertise and the organization does not have to incur the initial cost of



induction and training. However the disadvantage associated with deputation is that deputation period of two/three years is not long enough for the deputed employee to prove his /her mettle, on the one hand, and develop commitment with the organization to become part of it.

Davar (1997) also noted that recruiting and selecting the right individual is of fundamental importance and a cornerstone of good management. The consequences of good selection are often clear, while those of poor selection are not always obvious such as the cost of advertising, the management time involved in selection and training as well as expenses of dismissal are easy to calculate, but the long-term effects such as lowering of moral, reduced business opportunities and reduced quality of product or service, are possibly more serious.

### **Level of Performance in Organizations**

Different scholars have used different means and aspects to measure level of organizational performance. According to Armstrong (1998) performance levels should be determined and focused on the record of outcomes that the person achieved on the job. This suggests that effective performance focuses on the record of outcomes and, in particular, out-comes directly linked to an organization's mission and objectives.

In a similar way, Dessler (2006) also indicated that the value of performance in any work activity or work function may be assessed based on the quality of services and goods produced by an organization or company. In this regard, the author noted that the degree to which the process or result of carrying out an activity approaches perfection, in terms of either conforming to some ideal of performing the activity or fulfilling the activity's intended purpose should be considered in determining the extent of its performance.

However, Modi (1995) for his part cited that besides quality of goods and services produced, an important aspect to measure the performance of a company or an organization is measuring the quantity of goods and services it produces and supplies. In this case, he believed that the amount produced expressed in such terms as dollar value, number of units, or number of completed activity cycles should be the determinant of organizational performance.

Miner et al. (1985) indicated however that cost-effectiveness of a company or an organization should be used to determine its performance level. In their illustration, the author noted that the degree to which the use of the organization's resources is maximized in the sense of getting the highest gain or reduction in loss from each unit or instance the use of resource is an important aspect in determining an organization's performance. In this regard, organizations which are highly cost-effective are considered to be among those highly performing organizations unlike their counterparts.

In illustrating some of the characteristics of highly performing organizations, Forestier (1986) noted that employees from highly performing organizations portray interpersonal impact. In the author's explanation, he noted that the degree to which a performer promotes feelings of self-esteem, goodwill, and cooperativeness among co-workers and subordinates as a complete indication of high level performance since high level of teamwork leads such an organization to achieve its objectives and goals and production, sales volume and profit margins all tend to increase.

In studies carried by NewSton et al., (1999) it was noted that level of efficiency in performance is determined by effectiveness and integrity in analysing and interpreting financial statements without corrupt tendencies. According to the author, this activity requires that analytical tools and techniques to financial statements and other relevant data to obtain useful information are all established. He therefore noted that if this is

done, a significant relationships between data and trends in those data assessing the company's past financial performance and current financial position can be determined as well as showing the results or consequences of prior management decisions.

Another study by Gelinas and Bohlen (2002) also indicated that progressive rise in the level of profit in an organization is also an indication that the organization is generally performing well. In the scholars' analysis, they noted that many organizations are set up with an intention to make profit though there is also an intention of providing services to people. In this regard, the author noted that profit level of an organization is a vital evaluation of the performance of that very organization.

In studies by Sackett et al., (2006) it was also noted that in the modern times, the level of organizational performance is judged by the level of innovation. Every growing organization in this era should grow with innovation in order to design and establish new and appropriate products. This suggests that different inventive levels, use of modern machines among others are aspects to determine the level of performance of any organization.

Additionally, studies by Bergeron (1996) also indicated that the level of performance can also be determined by the level of retention of highly experienced and competent skilled personnel and professionals. The study therefore noted that both high and low levels of retention especially for professional determine the level of performance' since retention programs enable employees to get committed to such organizations and contribute greatly to its success.

## **Relationship between Levels of Efficiency in Recruitment and Organizational Performance**

In the studies by Burton and Thakur (1997) on the relationship between recruitment and organizational performance, the authors indicated that in times of technological changes, changes in the organizational structures, proper scrutiny in the process of recruitment is needed if organizations and managements aim at growing and being competitive with sister business partners. They therefore elaborated that effective levels of recruitment enable competence at work and this increases employee's productivity hence better organizational performance.

In final analysis of Maicibi (2003) about recruitment and organizational performance, the author also noted that recruiting and selecting experienced and qualified professionals on merits encourages success and growth of an organization. The author suggested that one of the important strategies organizations should take into consideration and adopt as incremental strategy is recruitment based on merits. In this case, recruitment based on merits is likely to encourage accuracy and effectiveness that enhances performance, growth and development of an organization.

According to Armstrong (1998) high level of effectiveness in recruitment encourages competence, customer care hence this encourages organizational inducement improves the organizations reputation since service delivery, quality and quantity levels are likely to be increased hence enhancing the performance. The researcher believes in Armstrong's findings since quality and quantity in services and goods can only be achieved by competent and qualified professionals.

Additionally, studies by Cole (1990) indicate that the ideal of effective recruitment is geared to attracting a large number of qualified candidates (applicants) who can properly and effectively take up the job when it is offered. According to the researcher, this dual objective minimizes the cost of processing unqualified candidates

hence the money that could be used to train unqualified professionals can be invested in business or promotes innovation in the organization hence promoting performance.

According to Andrew (1997) recruitment and selection decisions require the decision maker to know what distinguishes successful performance from unsuccessful performance in the available job and to forecast a person's future performance in that job. Therefore, if this is carefully done, candidates recruited are likely to display high competence which will also be vital to the general performance of the origination.

Further studies by Gomez (2001) also noted that cases of strikes that tend to discourage growth, development and performance in an organization are common phenomenon resulting from poor recruitment policies and procedures. The scholar therefore recommended that for organizations to reach their full potentials and higher performance level, they need to take into consideration the procedures and processes of recruitment and selection to fill in their vacancies.

In another study by Blunt and Popoola (1990), it has also been noted that counterproductive work behaviors such as laziness, absenteeism, theft among others are as result of inappropriate and ineffective recruitment procedures. The scholar therefore noted that for serious organizations, whose aims are to reach the heights of performance, careful procedures of recruitment and selection are considered and these are based on merits and what the organization wants to achieve.

According to Burton and Thakur (1997) for organizations to achieve goals and objectives and expand its business opportunities, competent human resource is the gateway. In their explanation, the scholar noted that employee competence and organizational performance are intertwined. Therefore, managers should be able to identify employees' attributes that can be used to predict successful performance of the job right at the recruitment and selection processes. This suggests that possible

criterion predictors that include education, previous work experience, scores on tests, data from application forms, previous performance appraisals and result of employment interview should all be used to determine competence so as to promote organizational performance.

As for Droar (2006) considering ability alone during recruitment may not enhance performance. According to the author, in order for managers to achieve high levels of performance, manager should look into and focus on both ability and self-motivation especially during recruitments. The author therefore explains that self-driven-motivation among employees is critical to performance. An individuals' high level of ability can yield poor job performance if it is combined with low self-motivation for job likewise, a high level of motivation cannot offset a lack of ability. This suggests that the role played by management during recruitment determines the level of performance of an organization.

In relating recruitment to organizational performance, Saiyadan (1999) indicated that recruitment that involves careful understanding of individuals' motivation can help managers to increase employee performance hence improving organizations performance. In his illustration, the scholar indicated that employees generally fall into two categories: self-motivated, and those that require external motivation to stay motivated. Self-motivated employees tend to exhibit good performance even if they are never provided with much external motivation, but their performance increases still more if they are provided with that motivation. This according to the scholar is the task of the management to ensure that the employees they recruit and select are those self-motivated if they need to increase the organizations performance and compete favorably with other organizations.

## **Theoretical Perspectives**

The scientific management theory established in 1991 by Frederic Taylor (Maicibi, 2003) is the appropriate theoretical perspective for this study. This theory emphasizes and explains the importance of employees' productivity as basis for good performance of any organization. In the theory, two premises govern this framework. The first one is that employees' productivity itself is purposeful and it has integrated inputs, outputs and boundaries. The second is that organizational performance takes place within employees' work productivity that is, a system of joint and coordinated purposeful action. Since aspects of employees' productivity can be determined right from recruitment process, this study believes that this theory can be helpful in determining and guiding the independent and dependent variables.

## **Related Studies**

According to Bratton and Jeffrey (2003) a effective recruitment and selection are critical elements in an organizations since it forms basis for teamwork which is basis for higher organizational performance. In this case, if proper criteria are not taken to ensure recruitment and selection it won't be easy for team work to function well and productivity is likely to be low since performance of employees will tend to vary. The author therefore recommended that aspects of prejudice and subjective influences should not be considered in recruitment and selection process.

Burton and Jeffrey (2003) recruitment and selection process deals with identifying, attracting and choosing suitable people to meet an organization's human requirement. This suggests that if recruitment is based on merits and competence, the organization is likely to meet its human requirements that can also enhance performance of the organization.

According to David and Stephen (1990) Recruitment is the process of generating a pool of capable people to apply for employment to an organization while selection is process by which managers and others use specific instruments to choose from a

pool of applicants persons most likely to succeed in the job (s) given management's goals and legal requirements. Since management's goals tend to be towards achieving higher growth and performance, it means that performance and effective recruitment work side by side.

According to Andrew (1997) a major purpose of recruitment and selection is to find employees who fit well in the organization can take the organization to another level in terms of better performance. In this regard, to take the organization to another level and better performance demands that the persons' characteristics complement the organizational culture or subculture and it is the duty of the recruitment and selection to determine this.

Burton and Thakur (1997) also noted that individuals differ in many respects including job related abilities and skills. In order to select a right person for the job, individual differences in terms of abilities and skills need to be adequately and accurately measured for comparison if the management needs to pick performers. The authors therefore recommended that recruitment and selection test should always be done to ensure and uncover the information about the candidate which is not known through other means and this will encourage selection of competent personnel who can spearhead performance for the organization or company.

Performance achievement through recruitment also demands that during recruitment and selection process is physical examination is performed. According to Droar (2006) the main purpose of conducting physical or medical examination is to have proper matching of job requirement with the physical ability of candidate. Among various objectives of a physical test, the major ones are to detect if the individual is carrying any infectious diseases, to identify health defects of an individual for undertaking certain works detrimental their health and to protect companies from employees filing compensation claim for injuries and accident caused by pre-existing



ailment. According to the author if this process is done during recruitment, capable human resource that will act as driving force to performance shall be recruited and selected.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **Research Design**

To ensure correlation of study variables (level employee recruitment and extent of performance), the study employed descriptive correlation design. The researcher chose this design because of effectiveness in explaining and quantifying numerical data. Additionally, the study employed descriptive correlative design because of its advantage in predicting, controlling and establishing the relationship between the study variable especially in the case of RECO-RWASCO.

#### **Research Population**

The study population involved the total population of employees in RECO-RWASCO office, along stadium road, Musanze district and its two hydro –electrical power and water plants at Mukungwa and Ntaruka all in Northern Province. The total study population was therefore 210. This included employees in the different departments of the organisation and employees from various positions. It was therefore from the total population of 210 that sample size was selected for this study.

#### **Sample size**

The sample size will be obtained using the following formula for Sloven.

$$n = \frac{N}{1 + Ne^2}$$

**n** = Sample size

**N** = Population= 210

**e** =0.05= level of significance

$$n = \frac{210}{1 + 210(0.05)^2}$$

$$n = \frac{210}{1.525}$$

$$n = 138$$

From the above formula, the sample size was **138** respondents and made the representation of the total population relatively large enough for academic work.

The details about the study population and sample size are summarized in Table 1.

**Table 1:**  
**Population Size and Sample Size**

<b>Respondents</b>	<b>Population</b>	<b>Sample</b>
Secretary/ Clerks	32	21
Administrator	24	18
Administrative Assistants	28	22
Field Staff	72	47
Department managers	14	8
Technical Officers	40	22
<b>Total</b>	<b>210</b>	<b>138</b>

**Source: Author, 2011**

### **Sampling Procedures**

After deciding to pick 138 respondents, the researcher first arranged on how many respondents would be picked from each department as shown in Table 1.

Subsequently, the researcher visited the various departments of the organisation in both the head office and the two plants and used random sampling method to select respondents. To randomly pick respondents from the areas of study, the researcher first wrote the names of employees and picked employees whose surnames started with letters **M, K, N and H**. Since the number of employees whose surnames started with the above mentioned letters was over the required sample size, the researcher counted only those from 1 to 138 hence leaving the rest.

### **Research Instrument**

The instruments used in this study were Self-Administered and closed-ended questionnaires. The questionnaires were closed-ended to save the time of respondent with busy work schedule. The questionnaires consisted of three sections namely section **A, B and C**. Section **A** of the questionnaire asked questions about the profile of respondents; section **B** asked questions about the independent variable that is, level of employee recruitment and section **C** asked questions about the level of performance in RECO-RWASCO. For section **A**, respondents were asked to tick only the appropriate answer concerning their profile while regarding the Sections **B** and **C**, respondents were asked to indicate the number of their choice against the answers provides as 1=Strongly Disagree; 2=Disagree; 3=Agree and 4=Strongly Agree. Since closed ended questionnaires were easy to answer, it enabled all the sampled respondents to respond effectively hence no copy of questionnaire given out remained in the field.

### **Validity and Reliability of Instruments**

To prevent the challenge that would result from instrumentation, the study measured the research instruments using Content Validity Index. In this, the researcher requested some two university lecturers with high knowledge of research instruments to cross check the questions that were formulated. The lecturers who acted as experts revised the questions and gave comments concerning their phrasing. Ensuring the recommendations from the two research supervisors, the researcher compiled the responses and worked out the content validity index (CVI) was based on estimation

that the validity would be determined from 0.75 and above. This was done using the following formula.

$$\text{CVI} = \frac{\text{Number of items rated as relevant}}{\text{Total number of items being judged / rated in the questionnaire}}$$

**Table 2:**  
**Validity and Validity of Instrument**

	Relevant items	Not relevant items	Total
Rater 1	20	1	21
Rater 2	19	2	21
<b>Total</b>	<b>39</b>	<b>3</b>	<b>42</b>

$$\frac{39}{42} = 0.93$$

The results from the above calculation indicates that the Content validity Index was 0.93 and was greater than 0.75, the instruments were valid.

Pre-testing of the research instrument was first done to determine the reliability of the instruments. This was done with some employee of Rwanda Social Security Fund since all of them are government organizations and are providing services to the people of Rwanda. This therefore helped to ensure that the instruments are consistent, appropriate and reliable in tracking the rightful data for this study. The questions that were considered to be somewhat irrelevant were amended to ensure considerable level of effectiveness.

### **Data Gathering Procedures**

**Before setting off to field study**, the researcher requested for a letter from the Dean of the School of Business Administration of Kampala International University as an introductory letter to those who were involved in the exercise.

The letter helped to introduce the researcher in the areas selected for this study and permission to contact research in with the employees in the main office and the two selected plants was granted. This was with the help of the branch manager of RECO-RWASCO office, Musanze district, Northern Province where the research exercise was carried out.

The researcher then selected, oriented and appointed some research assistants to help him and went together with them to the selected areas where the research was going to be carried out. After introducing the research assistants to the management, a formal list of employees in the organization was obtained and the researcher together with research assistants visited the different employees of the institution and randomly selected 138 of them ensuring that each department was represented and capable respondents were selected. The researcher randomly picked employees whose surnames started with letters **M, K, N and H**. Hence, those whose surnames did not start with the outlined letters did not take part in the study.

**During the data gathering**, the researcher together with the research assistants self administered questionnaires (SAQs) to respondents. Since the questionnaires were closed ended, all respondents managed to fill in all the sections not leaving any question unanswered. The instruments were then collected when respondents had finished answering all the questions within a period of two weeks.

**After data collection**, they started organizing the instruments, tallying the information provided by respondents and then began presenting and analyzing the information using Pearson's Product Moment Correlation. The researcher then edited the data to make sure that standardized study was done for academic purpose. Lastly, the edited work was presented for final approval.

## Data Analysis

After data collection, tallying of the information started immediately. Frequencies and percentages were used to determine the profile of respondents while basic descriptive statistics such as mean and standard deviation together with correlation analysis were then used to characterize the data. Pearson correlation coefficient was also used first to examine associations between variables, presented in a correlation matrix style. Finally a sequence of multiple regression analyses was employed to test the hypothesis and to identify the variables that are independently (or uniquely) and significantly predictive of employee recruitment and performance of RECO-RWASCO. The analyses were done using the Statistical Package for Social Sciences (SPSS). Data interpretations for both independent and dependent variables were differently done as indicated below.

For the level of effectiveness in recruitment of RECO-RWASCO, Rwanda, the following values, range and interpretation were used.

Mean Range	Response Mode	Interpretation
3.26-4.50	strongly disagree	Very Effective
2.51-3.25	Strongly Agree	Effective
1.76-2.50	Agree	Ineffective
1.00-1.75	Disagree	Very ineffective

For the level of performance of RECO-RWASCO-Rwanda, the following values, range and interpretation were used.

<b>Mean Range</b>	<b>Response Mode</b>	<b>Interpretation</b>
3.26-4.50	strongly disagree	very high
2.51-3.25	strongly agree	high
1.76-2.50	Agree	low
1.00-1.75	Disagree	Very low

### **Ethical Consideration**

To ensure ethical and logistical considerations in this study, the researcher sought permission to contact research in RECO-RWASCO-Rwanda head office and the two plants from the branch managers. This means that the consent of the respondents was first sought before carrying this study.

Furthermore, the researcher ensured that everything he did was based on honesty, objectivity, confidentiality, integrity and carefulness.

The researcher tried to properly use the money that was given to him to carry out this research especially by his friends and relatives.

The researcher used made sure that he coded all the questionnaires administered in this study.

All the secondary data and literature reviewed in this work was properly acknowledged to prevent cases of plagiarism.

Lastly, the researcher also ensured that all the research findings are presented in a generalized manner.



## **Limitations of the Study**

The anticipated threats to validity in this study were as follows:

- i. At first, some respondents were somewhat scared to effectively answer the questions; this was overcome by giving them reasonable assurance that the responses are strictly for academic purposes and probing more as the questionnaire involves checks and balances.
- ii. Difficult in accessing some respondents like those who spend most of their time in the field was also another limitation; however the researcher used multiple skills like call back, re-arranging appointments and extensively mapping.
- iii. The researcher also faced shortage of money to carry out this research effectively especially in facilitation the research assistants, printing costs, lunch, transport, communication and others. The researcher had to sell some of his dear assets to raise money to ensure effective facilitation.
- iv. Since the instruments were all in English and yet most of the respondents were well versed with French and Kinyarwanda, this somewhat affected the overall outcome of the findings. However, the research assistants tried to explain to such respondents to make sure that their answers correspond to their real experience in RECO-RWASCO.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### Profile of Respondents

Respondents in this study were described according to genders, age, education level, positions in the organization and experience, as indicated by frequencies and percentage distributions in Table 3.

**Table 3:**  
**Profile of respondents (n=138)**

Gender	Frequency	Valid Percent
Male	83	60.1
Female	55	39.9
Total	138	100.0
Age Group		
20-29	34	24.6
30-39	51	37.0
40-49	26	18.8
50-59	21	15.2
60+	6	4.3
Total	138	100.0
Education Level		
Secondary	19	13.8
Diploma	32	23.2
Degree	54	39.1
Masters	33	23.9
Total	138	100.0
Positions Held		
Secretaries / Clerks	21	15.2
Administrators	18	13.0
Administrative Assistants	22	15.9
Field Staff	47	34.1
Departmental Manager	8	5.8
Technical Officer	22	15.9
Total	138	100.0
Experience		
1-2	34	24.6
3-4	57	41.3
5+	47	34.1
Total	138	100.0

**Source:** Primary data

Gender of respondents was one of the aspects investigated under profile of respondents. The finding regarding gender of respondents summarized in Table 3 indicates that female respondents formed 39.9 percent of participants while male respondents in this study were 60.1 percent. This implies that men respondents were more than their counterparts, the women. This is true because most of the employees RECO-RWASCO in the selected places were men. However, the gender gap between the two sexes did not affect the research findings since what females indicated in their questionnaires were highly considered and made information given by either sex be complimented by the other.

Age category of respondents was also investigated in the study. Finding regarding age category of respondents presented in Table 3 indicates that most of the respondents in this study were still in their early adulthood age of 20 – 39 years (62%) and respondents were least from age group of 50 and above (20 %). This implies that most employees of RECO-RWASCO in the selected areas are still young and so many may be actively involved in their responsibilities and roles in the organization.

Education level of respondents was another aspect investigated under the profile of respondents in this study. The finding regarding education qualification of respondents shown in Table 3 also indicate that most employees of RECO-RWASCO in the selected plants and office have degrees (63 %) (Both undergraduate and masters) and these are followed by diploma holders (23.2 %). This indicates that the employees of the selected RECO-RWASCO plants and office have adequate education that can enable them effectively perform their roles and responsibilities in the organization.

Position held by respondents in RECO-RWASCO was also another aspect investigated under the demographic characteristic of respondents. The summary on position held by respondents presented in Table 3 also indicates that majority of employees (50 %) sampled were field and technical officers who were well versed with the functioning and operations of RECO-RWASCO while other positions constituted 50 percent of respondents. This is true because, there were only few employees in the

RECO-RWASCO office but many in the field since most of the work regarding distribution of electricity and water and extensions demanded most of the employees in the field but not in the office.

Respondents were asked to indicate their level of experience (in terms of years) in work with RECO-RWASCO. The finding on experience of respondents shown in Table 3 indicate that only (34 %) of the employees of RECO-RWASCO were highly experienced (5 year and above) while the majority (66 %) of the employees have been working with the organization for four or less years. This also indicates that the level of experience among many of the employees in the selected areas for this study is relatively low. Although there was no clear reason for this, the researcher believes that there could be high level of employee turnover in the organization.

#### **Level of Effectiveness in Recruitment of Employees at RECO-RWASCO**

The independent variable of this study was employee recruitment and the second research objective was set to determine level of effectiveness in recruitment of employees in RECO-RWASCO, Rwanda. Aspects investigated under employee recruitment included the effectiveness of recruitment policy in RECO-RWASCO, cases of favoritism in recruitment, cases of bribes in recruitment, level of competence considered during recruitment, level of advertisement for recruitment, involvement of third parties such as employee referral, voluntary organizations, and private employment agencies, specifies human resource requirement, information about the job, conditions, terms and prospects they offer and level of authenticity during screening.

If the mean value for a particular aspect investigated was from 3.26-4.50, it meant that the particular aspect in employee recruitment was very effective; if it was 2.51-3.25, it meant that it was effective; if it was 1.76-2.50, it meant that the level was ineffective; and if it was 1.00-1.75, it meant that the aspect of recruitment in RECO-RWASCO was very ineffective. The summary on the level of effectiveness of employee recruitment in RECO-RWASCO is presented in Table 4.

**Table 4:**  
**Level of Effectiveness in Recruitment of employees in RECO-RWASCO**  
**(n=138)**

	<b>Mean</b>	<b>Interpretation</b>	<b>Rank</b>
Avoiding bribes at recruitment encourages efficiency since competent individuals are taken up.	3.20	Effective	1
The management of RECO-RWASCO makes decision on the process of recruitment; regarding where, when, and how to implement recruitment activities.	3.06	Effective	2
Effective recruitment leads to increase in customer base and profit levels.	2.98	Effective	3
RECO-RWASCO usually advertises while recruiting its employees.	2.95	Effective	4
Appropriate screening during the last stages of recruitment enhances the general performance of the organization.	2.93	Effective	5
Employees of RECO-RWASCO are competent to handle the work they are supposed to do.	2.71	Effective	6
During recruitments, RECO-RWASCO clearly specifies human resource requirement, information about the job, conditions, terms and prospects they offer	2.67	Effective	7
In the last stages of recruitment, authentic screening is always done.	2.54	Effective	8
Avoiding favoritism during recruitment encourages competence at work and enhances service delivery to clients.	2.51	Effective	9
Cases of bribes have never been registered or witnessed in the recruitment and selection process of RECO-RWASCO.	2.49	Ineffective	10
During recruitments, RECO-RWASCO consults third parties such as employee referral, voluntary organizations, and private employment agencies.	2.46	Ineffective	11
The recruitment policy of RECO-RWASCO always enables the organization to employ competent personnel for vacant places.	2.46	Ineffective	11
RECO-RWASCO has a competent recruitment policy that is always followed during recruitment and selection of employees.	2.38	Ineffective	12
There are no cases of favoritism during recruitment process of RECO-RWASCO	2.28	Ineffective	13
<b>Overall mean</b>	<b>2.69</b>	<b>Effective</b>	

**Source:** Primary Data

The Table 4 indicates that respondents rated most of the items on the level of employee recruitment effective in RECO-RWASCO. The most effective aspect in employee recruitment in RECO-RWASCO was the management of RECO-RWASCO making decision on the process of recruitment regarding where, when, and how to implement recruitment activities rated at the mean of 3.20; followed by the management avoiding bribes at recruitment encouraging efficiency since competent individuals are taken up rated at mean of 3.06; followed by effective recruitment leading to increase in customer base and profit levels rated at mean of 2.98; followed by RECO-RWASCO usually advertising while recruiting its employees rated at mean of 2.95; followed by appropriate screening during the last stages of recruitment enhancing the general performance of the organization rated at the mean of 2.93; followed by employees of RECO-RWASCO being competent to handle the work they are supposed to do rated at mean of 2.71; followed by the management of RECO-RWASCO clearly specifying human resource requirement, information about the job, conditions, terms and prospects they offer rated at mean of 2.67; next was the management being authentic in screening especially in the last stages of recruitment rated at mean of 2.54; and then avoiding favoritism during recruitment encouraging competence at work and enhancing service delivery to clients rated at mean of 2.51.

However, some aspects under recruitment were rated as ineffective and these included RECO-RWASCO cases of bribes never being registered or witnessed in the recruitment and selection process of RECO-RWASCO rated at the mean of 2.49; followed by the management of RECO-RWASCO consulting third parties such as employee referral, voluntary organizations, and private employment agencies during recruitment process and the recruitment policy of RECO-RWASCO always enabling the organization to employ competent personnel for vacant places each rated at the mean of 2.46; followed by RECO-RWASCO having competent recruitment policy that is always followed during recruitment and selection of employees rated at the mean 2.38; and lastly, cases of favoritism not being registered or witnessed during recruitment process of RECO-RWASCO rated at the mean of 2.28.

To get the overall picture on how effective the recruitment process of RECO-RWASCO Rwanda is, the means for all the 14 questions in Table 4 were added and divided by 14 to get the overall mean of 2.69, which falls under effective on the rating scale. This implies that the level of efficiency of recruitment in RECO-RWASCO in Rwanda is generally effective.

### **Level of Performance of RECO-RWASCO in Rwanda**

The dependent variable of this study was performance of RECO-RWASCO in Rwanda and the third research objective was to explore the level of performance of RECO-RWASCO in Rwanda. Investigation under this took into consideration the level of service delivery meeting the organizations objectives and goals, level of quality and quantity of service delivery to its clients, the extent of the organization to maximally use its' resources to get highest gain or reduction in loss from each unit, the operation of teamwork in the organization, relevance of financial statement to data obtained, progressive rise in the level of profit of RECO-RWASCO, and level of level of innovation in RECO-RWASCO in the last few years.

If the mean value for a particular aspect investigated was from 3.26-4.50, it meant that the particular aspect in performance very high; if it was 2.51-3.25, it meant that it was high; if it was 1.76-2.50, it meant that the level was low; and if it was 1.00-1.75, it meant that the aspect of performance was very low. The summary on the level of performance of RECO-RWASCO is presented in Table 5.

**Table 5:**  
**Level of Performance of RECO-RWASCO (n=138)**

	<b>Mean</b>	<b>Interpretation</b>	<b>Rank</b>
There is progressive rise in the level of profit of RECO-RWASCO.	3.00	High	1
Financial statements of RECO-RWASCO are always relevant to the data that is obtained on useful information.	2.92	High	2
RECO-RWASCO has improved on the quality and quantity of service delivery to its clients.	2.83	High	3
RECO-RWASCO maximally uses its' resources to get highest gain or reduction in loss from each unit.	2.59	High	4
RECO-RWASCOS' service delivery effectively meets its objectives and goals.	2.50	Low	5
Team work consistently works at RECO-RWASCO.	2.30	Low	6
There has been high level of innovation in RECO-RWASCO in the last few years.	2.20	Low	7
<b>Overall mean</b>	<b>2.62</b>	<b>High</b>	

**Source:** Primary Data

The findings in Table 5 indicate that the level of performance of RECO-RWASCO was generally rated high for most of the items except items ranked 5, 6 and 7. The level of performance was highest rated on the item of progressive rise in the level of profit of RECO-RWASCO (mean=3.00); and next was on financial statements of the organization being relevant to the data obtained (mean=2.93); followed by improved quality and quantity of service delivery clients (mean=2.83); and then, RECO-RWASCO



maximally using its' resources to get highest gain or reduction in loss from each unit (mean=2.59).

However, level of performance of RECO-RWASCO was rated lowly on the aspect of RECO-RWASCOS' service delivery effectively meeting its objectives and goals (mean=2.49); followed by consistency in team work operation in the organization (mean=2.30); and lastly on level of innovation in RECO-RWASCO in the last few years (mean=2.21).

On the overall, level of performance of RECO-RWASCO is rated high since its overall mean value rated 2.62. This implies that the level of performance of RECO-RWASCO in Rwanda is high.

#### **Significance between Levels of Efficiency in Recruitment of Employees and Performance of RECO-RWASCO in Rwanda**

The fourth objective in this study was to establish whether there is a significant relationship between the level of effectiveness of employee recruitment and level of performance of RECO-RWASCO. The answer for this objective also helped in answering the null hypothesis in the study that states that there is no significant relationship between level of effectiveness in employee recruitment and level of performance of RECO-RWASCO in Rwanda. To achieve this objective and to test the stated null hypothesis, the researcher correlated the overall mean in Table 4 with the overall mean in Table 5, using the Pearson's Linear Correlation coefficient (PLCC) and the results are indicated in Table 6.

**Table 6:**

**Significant Relationship between Effectiveness of Recruitment and Performance of RECO-RWASCO**

Variables Correlated	r-value	Sig.	Interpretation	Decision on Ho
Level of Efficiency in Recruitment Vs Performance of RECO-RWASCO	.799	.000	Positive Significant correlation	Rejected

**Source:** Primary Data

The findings in Table 6 showed a positive significant relationship between the level of effectiveness of the recruitment and the level of performance of RECO-RWASCO, Rwanda. This is indicated by a very big r-value of .799 and a very small sig. value of 0.000. According to these findings, the null hypothesis stated was rejected and the researcher concluded that the level of effectiveness in recruitment in RECO-RWASCO, Rwanda significantly affects the performance of the organization.

To confirm the findings indicated in the Table 6, the regression co-efficient analysis was done and this is indicated in Table 7.

**Table 7:**

**Model Summary of Effectiveness in Employee Recruitment as a Predictor of Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.799	.811	.811	.1432		
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	108.994	1	108.994	5316.843	.000
	Residual	2.788	136	2.050E-02		
	Total	111.782	137			

a. Predictor: (Constant), Employee recruitment

b. Dependent Variable: Level of performance

The Table 7 indicates that both model summary and ANOVA were used to understand the degree of relationship between the level of effectiveness of employees and performance of the selected organization. Thus, a critical look at Table 7 confirms that the degree of relationship between the study variables (employee recruitment and performance) is generally high at R-value of .799 measured in regression model. This finding suggests that the level of variation in independent variable tremendously affects the dependent variable.

To establish the rate of value in percentage form, the R-Square value was used. This means that the variation in each unit in adjustment of independent variable leads to variation of dependent variable by 81.1 percent. The finding based on the R. square was also testified by establishing the degree of relationship using the Adjusted R. Square. As it can also be seen in Table 7, the value of Adjusted R. Square is .811 meaning that the relationship based on the percentage (using R. Square) was not over estimated.

Regarding the ANOVA, it can be said that the overall degree of strength between the two variables was determined by the F ratio of the regression models. Thus, F ratio 5316.843 shows that the model of relationship between the study variables is highly significant at the 0.000 level. The findings in here therefore lead to the rejection of the null hypothesis that stated that there is no significant relationship between level of effectiveness of employee recruitment and performance of RECO-RWASCO. This is because the findings based on the R. value; R. Square, Adjusted R and the F ration all indicate that there is significant relation between the two study variables.

## **CHAPTER FIVE**

### **FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **Findings**

The major purpose of this study was to establish whether the level of effectiveness in recruitment of RECO-RWASCO of Rwanda significantly affect the performance of the organization or not. The study was based on four specific objectives which were to determine profile of respondents, level of effectiveness of recruitment, level of performance of the organization, significant relationship between level of effectiveness of employee recruitment and the performance of the organization.

The findings regarding the profile of respondents indicate that most of the employees of RECO-RWASCO are male (60 %), most of the employees are from the youthful age that is from the age of 20-39 (62 %), 62 percent of them are highly educated from degree level to masters, half of the employees are filed and technical officers (50 %), sixty percent of the employees have been working in the organization for less than 4 years.

The description of findings using means showed that the level of effectiveness in recruitment is generally effective with an overall mean of 2.69). This study in the case of RECO-RWASCO confirms the studies by Neuman (1997); Setuza (2009); Devaro (2004); Beteman and Zeithaml (1990); Bratton and Jeffrey (2003); Leslie (1994); Stoner et al (1995); Saleemi (1997); Koontz (1990); Saiyadain (1999) and Foulks (1987 who lamented aspects of consulting third party, authentic screening, refusing bribes, avoiding favoritism, advertising while recruitment, considering competence and skill during recruitment and establishing and following recruitment policy in the organization as basis for high level of effectiveness of recruitment in an organization.

The description of findings using means on the level of performance of RECO-RWASCO is generally high at an overall mean of 2.62. This finding in the case of RECO-RWASCO is also in line of that of Armstrong (1998); Dessler (2006); Modi (1995); Miner

et al (1985); Forestier (1986); NewSton et al. (1999); gelinas ad Bohlen (2002); Sacket et al. (2006) and Bergeron (1996) who noted in their studies that level of profit, financial statement, improved quality and quantity, maximizing resources to get highest gain, consistency in team work and high level of innovation are an indication of high level of performance of an organization.

In testing the hypothesis, it indicated a positive significant relationship between the level of efficiency of recruitment and level of performance of RECO-RWASCO with a high r-value of .799, F ratio 5316.843 and a very small sig. value of 0.000. Basing on these results, the null hypothesis was rejected and a conclusion was made accordingly. This finding also affirms studies by Thakur (1997); Maicibi (2003); Armstrong (1998); Cole (1990); Andrew (1997); Gomez (2001); Blunt and Popoola (1990); Burton and Thakur (1997); Droar (2006) and Saiyadan (1999) who directly and indirectly noted that effectiveness in recruitment enhances employees productivity hence boosting the performance of an organization.

## **Conclusions**

From the above findings of the study, the researcher generated the following conclusions as per the study objectives.

The level of efficiency of recruitment in RECO-RWASCO, Rwanda is generally effective. RECO-RWASCO has tried effectively to establish effective recruitment through avoiding bribery during recruitment, making adverts for advertising, considering competence during recruitment and establishing authentic screening in the last stages of recruitment. However, aspects of favoritism in recruitment, considering recruitment policy among other are still ineffectively done.

The level of performance of RECO-RWASCO is generally high basically due to progressive rise in profit margins, relevance of financial statements to the data obtained, improved quality and quantity of service delivery to clients and RECO-RWASCO maximally using its' resources to get highest gain or reduction in loss from each unit. However, low levels of performance was still observed in effective service

delivery in regards to objectives and goals, consistent operation of team work and level of innovation in RECO-RWASCO in the last few years.

Finally, the level of effectiveness in recruitment influences the level of performance in RECO-RWASCO in Rwanda. Thus, developing, implementing and following a competent recruitment policy is likely to increase the performance of RECO-RWASCO by almost .799. So if the recruitment policy improves by one unit, level of performance of RECO-RWASCO also increases by almost one.

## **Recommendations**

Basing on the findings of this study, the researcher recommends that in order to improve and increase the performance of the organization, RECO-RWASCO should put emphasis on the following;

- (i) Thus, developing, implementing and following a competent recruitment policy is should be done and if this is encouraged, increase in the performance of RECO-RWASCO is also likely to be increased.
- (ii) Management needs to ensure that employees are recruited on merits, their qualifications and experience. This will lead to effectiveness and competence at work hence boosting the work performance of RECO-RWASCO
- (iii) Consulting third parties during recruitment and clarifying issues on human resource requirements, information about the job, conditions, terms and prospects they offer are likely to encourage recruitment of competent persons to fill in the vacant gaps.
- (iv) Internal recruitment should also be encouraged in RECO-RWASCO for services that demand agency and this can enable easy adaptability to work conditions hence promote performance in both short-run and long run.

### **Areas for Further Research**

This study was carried out to find the relationship between work behaviors and work performance of commercial establishments’.

- (a) A study may be carried out to find the relationship between employees’ education level and financial performance organizations.
- (b) A study should be also carried out to find out the relationship between high employee turnover and performance of organizations.

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# APPENDICES

**OFFICE OF THE COORDINATOR, BUSINESS AND MANAGEMENT  
SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH (SPGSR)**

August 31, 2011

**RE: REQUEST FOR NDAYISENGA TELESPHORE MHR/411332/91/DF  
TO CONDUCT RESEARCH IN YOUR ORGANIZATION**



The above mentioned is a bonafide student of Kampala International University pursuing a Masters of Human Resource Management.

He is currently conducting a field research of which the title is "**Recruitment and Performance in Reco-Rwasco.**"

Your organization has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him from your organization shall be treated with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

  
Mr. Malinga Ramadhan  
**Coordinator  
Business and Management, (SPGSR)**



**APPENDIX II**  
**QUESTIONNAIRE FOR EMPLOYEES OF RECO-RWASCO**

KAMPALA INTERNATIONAL UNIVERSITY  
SCHOOL OF POST GRADUATE STUDIES

Dear Sir / Madam,

I am a student of Master of Business Administration undertaking a research study entitled "Employee Recruitment and performance of RECO-RWASCO, in Rwanda" in partial fulfillment for award of Masters Degree of Kampala International University. I wish to inform you that you have been selected to participate in this research. This questionnaire is purely for academic reasons and nothing else. You are kindly requested to respond to these questions to the best of your knowledge. Your responses cannot even be tracked since the questionnaire is anonymous. Your assistance will be highly appreciated. I request you to give answers by ticking in the boxes provided.

Yours Sincerely

.....

NDAYISENGA TELESOPHORE

## SECTION A: DEMOGRAPHIC INFORMATION

1. Gender :

Male ☐ Female ☐

2. Age Group:

20 -29 ☐ 30– 39 ☐ 40 – 49 ☐ 50 - 59 ☐  
60 and above ☐

3. Education level:

Secondary ☐ Diploma ☐ Degree ☐ Masters ☐

4. Position held:

Secretaries/clerks ☐

Administrators ☐

Administrative assistant ☐

Field staff ☐

Department manager ☐

Technical Officer ☐

4. Experience of number of years Operating the business

1 – 2 ☐ 3 – 4 ☐ 5 and above ☐

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**Direction:** For the following questions, please write your preferred option on the space provided before each item. Kindly use the rating guide below:

Response Made	Rating	Description
Strongly Agree	4	You agree with no doubt at all
Agree	3	You agree with some doubt
Disagree	2	You disagree with some doubt
Strongly Disagree	1	You disagree with no doubt at all

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## **SECTION B: EMPLOYEE RECRUITMENT**

\_\_\_\_1. RECO-RWASCO has a competent recruitment policy that is always followed during recruitment and selection of employees.

\_\_\_\_2. There are no cases of favoritism during recruitment process of RECO-RWASCO.

\_\_\_\_3. Cases of bribes have never been registered or witnessed in the recruitment and selection process of RECO-RWASCO.

\_\_\_\_4. Employees of RECO-RWASCO are competent to handle the work they are supposed to do.

\_\_\_\_5. RECO-RWASCO usually advertises while recruiting its employees.

\_\_\_\_6. During recruitments, RECO-RWASCO consults third parties such as employee referral, voluntary organizations, and private employment agencies.

\_\_\_\_7. During recruitments, RECO-RWASCO clearly specifies human resource requirement, information about the job, conditions, terms and prospects they offer.

\_\_\_\_8. In the last stages of recruitment, authentic screening is always done.

\_\_\_\_9. The management of RECO-RWASCO makes decision on the process of recruitment regarding where, when, and how to implement recruitment activities.

\_\_\_\_10. The recruitment policy of RECO-RWASCO always enables the organization to employ competent personnel for vacant places.

\_\_\_\_11. Avoiding favoritism during recruitment encourages competence at work and enhances service delivery to clients.

\_\_\_\_12. Avoiding bribes at recruitment encourages efficiency since competent individuals are taken up.

\_\_\_\_13. Appropriate screening during the last stages of recruitment enhances the general performance of the organization.

\_\_\_\_14. Effective service delivery leads to increase in customer base and profit levels.

### **SECTION C: LEVEL OF PERFORMANCE OF RECO-RWASCO**

\_\_\_\_15. RECO-RWASCOS' service delivery effectively meets its objectives and goals.

\_\_\_\_16. RECO-RWASCO has improved on the quality and quantity of service delivery to its clients.

\_\_\_\_17. RECO-RWASCO maximally uses its' resources to get highest gain or reduction in loss from each unit.

\_\_\_\_18. Team work consistently works at RECO-RWASCO.

\_\_\_\_19. Financial statements of RECO-RWASCO are always relevant to the data that is obtained on useful information.

\_\_\_\_20. There is progressive rise in the level of profit of RECO-RWASCO.

\_\_\_\_21. There has been high level of innovation in RECO-RWASCO in the last few years.

**Thanks for your time and cooperation!**



## APPENDIX III

### CURRICULUM VITAE

#### I. PERSONNEL INFORMATION

NAME: NDAYISENGA TELESOPHORE

DATE OF BIRTH: 1981

STATUS: Married

E-MAIL: ndayisengateles@ yahoo .fr

Tel: +250788854380

#### II. EDUCATION

From: 2009-2011: Master's degree in human resource management at KIU (Kampala international university)

2004-2007: Bachelor degree in sociology at ULK ( Université Libre de Kigali ) to Gisenyi campus

1999-2003: A2 in human sciences at ESTB BUSOGO (Ecole de science et technique de **BUSOGO**)

#### II. SKILLS AND ABILITIES

##### COMPUTER SKILLS

SOFTWARE	LEVEL
MICROSOFT WORD	VERY GOOD
MICROSOFT EXCEL	VERY GOOD
MICROSOFT WINDOW	GOOD
MICROSOFT INTERNET EXPLORER	VERY GOOD
MICROSOFT POWER POINT	VERY GOOD

##### LANGUAGES SKILLS

LANGUAGE	WRITTEN	SPOKEN
KINYARWANDA	EXCELLENT	EXCELLENT
ENGLISH	VERY GOOD	VERY GOOD
FRENCH	VERY GOOD	VERY GOOD
SWAHILI	GOOD	GOOD

#### **IV. EXPERIENCE**

2008-2011: Socials Affaires in GITOVU Sectors at BURERA District

#### **REFERENCE**

TUYISHIME CELESTIN: TEL: 0788487089

I confirm to the best of my knowledge that the information given above is true

NDAYISENGATELESPHORE

