

RECRUITMENT PRACTICES AND EMPLOYEE PERFORMANCE IN SELECTED
BRANCHES OF NATIONAL WATER AND SEWERAGE CORPORATION - KAMPALA
UGANDA

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Master of Business Administration - Human Resource Management

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DECLARATION A

"This thesis is my original work and has never been presented for a degree or any other academic award in any university or institution of learning".

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Name and signature of the candidate

Date: 19/10/2011

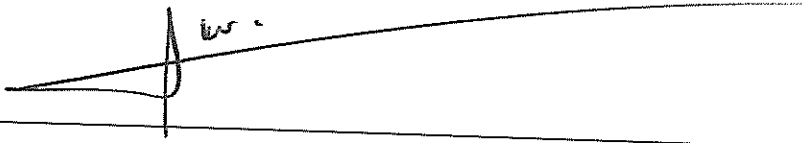


DECLARATION B

I confirm that the work reported in this dissertation was carried out by the candidate under my supervision.

Name and signature of the Supervisor

Dr Ibrahim Jazira



Date: 19/10/2011

APPROVAL SHEET

This thesis entitled "Recruitment practices and employee performance in selected branches of National Water and Sewerage Corporation Kampala Uganda" prepared and submitted by Bukirwa N Germina in partial fulfillment of the requirements for the Degree of Master of Business Administration – Human Resource Management has been examined by the panel on oral examination.

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DEDICATION

I would like to dedicate this thesis to my dear parents and guardians who mean a lot to me. They have been supporting me morally, financially and have always been encouraging me to work harder in order to accomplish this book on my own. May the Almighty God reward them abundantly!

To my lovely brother and sisters whom I treasure, to all my friends and workmates, my children who gave me enough time to do my work, without their prayers and guidance I would not make it.

To all my classmates, especially Human Resource students that have been sharing research knowledge with me especially Roland, Ronald, Caleb and all my colleagues in the School of Postgraduate Studies.

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A Basket of thanks goes to my husband, my children Hudson, Sophie and Elijah for giving me enough time to complete my thesis.

LIST OF ACRONYMS

NWSC	National Water and sewerage Corporation
EP	Employee Performance
LEAF	London Employment Agencies Federation
EAF	Employment Agencies Federation
SPSS	Statistical Package for Social Scientists
SAQs	Self Administered Questionnaires
IEC	Institute of Employment Consultants

ABSTRACT

This study on recruitment practices and employee performance in selected branches of National Water and Sewerage Corporation, Kampala was conducted with the main purpose of establishing the relationship between recruitment practices and employee performance.

The researcher carried out this study while being guided by four research objectives; to determine the respondents profile in terms of gender, level of education, age, type of education and length of service; to determine the performance and to establish the relationship between recruitment practices and employees' performance. Literature suggests that although internal recruitment may lead to increase in employees' productivity as their motivation level increases, saves time, money and efforts, at times internal recruitment refrains the organization from new blood. This means that hiring from outside has to be done through external recruitment. If this can be done in NWSC Kampala, employee performance would be achieved.

The study employed both descriptive and correlation research designs. The population of this study was characterized by Accountants, Plumbers, Field Supervisors, Secretaries, Cleaners and Human Resource Office. Purposive sampling and stratified sampling techniques were used to obtain 221 respondents that acted as sample size.

The research findings revealed that there is a significant relationship between recruitment practices and employee performance in NWSC. Findings further revealed that male employees cover the biggest percentage than female employees and majority of the employees are graduates. The researcher recommends that there should ensure that Management of NWSC Kampala should recruit the right employees for the right positions is very vital since it determines the organization success. Recruiters should be trained to find the right candidates to fill the vacant positions.

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CHAPTER ONE:

THE PROBLEM AND ITS SCOPE

Background

The advantage of a strong HR department is employees who are happier, more trustful, and more prone to stay with the company. A strong HR department ensures the recruitment of employees, who will fit into the set of values and vision of the organization (Liz report,2008).

Past research (DTI 2003) has recommended that employers should review their recruitment practices, as well as their cultures of employment to remove any potential for discrimination against race, age and sex. The effective recruitment of employees is a fundamental HRM activity, once that if managed well can have a significant impact on employee performance as well as lead to a more positive organizational image (Pilbeam & Corbridge 2006). Organisations use performance to drive behaviors from employees to get specific outcomes.

Like any other organization country wide, NWSC – Kampala branch provides equal employment opportunities to its employees while utilizing both external recruitment often effected via the media channels in form of advertisements and internal recruitment through promotions, transfers, demotions among others (Liz report 2008).

Worldwide in 1930, a group of employment agencies formed the London Employment Agencies Federation (LEAF) adopting an oak leaf as its emblem. This gradually extended its membership outside London and eventually changed its name to the Employment Agencies Federation (EAF).

Worldwide, in 1960 the EAF appointed its first general-secretary, Major Donald Cropper. Donald Cropper established regional activities in the Federation and was

responsible for many campaigns on behalf of the industry. In 1972 the Federation incorporated as the Federation of Personnel Services of Great Britain. When Donald Cropper retired in 1979, he was awarded the OBE for his services to the industry.

Meanwhile in 1963, the Institute of Employment Consultants, (IEC) was established as "a voluntary association of individuals from the employment consultancy profession and professions of like nature". Its purpose was to enhance the knowledge, skills and reputation of its members and as such gained charitable status for the purposes of education.

In 1984, the Federation of Personnel Services became the Federation of Recruitment and Employment Services and under the guidance of its Chief Executives, Leonard Allen and subsequently Christine Little, the following years saw a dramatic increase in membership particularly with the rapid growth in the industry from a turnover of £3billion in 1993 to £23billion in 2003.

Problem statement

Studies and most management authors like Robbins, (2004) and Armstrong, (2006) have clearly asserted that good recruitment will always result into selection of a right committed work force that is in position to a rouse organizational performance. Recruiting people who do not fit for the organization can lead to increased labour turnover, increased costs for the organization, and lowering of morale in the existing workforce. Such people are likely to be discontented, unlikely to give of their best, and end up leaving voluntarily or involuntarily when their unsuitability becomes evident. They will not offer the flexibility and commitment that many organizations seek (Tibamwanda, 2010). However the above explained scenario characterize NWSC – Kampala and the researcher states that poor utilization of recruitment sources coupled with other factors to be the cause behind poor employee performance. Furthermore, it is even unfortunate that there is no any detailed information which has ever been conducted to establish the impact of recruitment sources on employee performance a

content which induced the researcher to conduct a cross sectional survey study in selected branches of NWSC-Kampala to ascertain what could be the real cause of poor employee performance and action plans that can be devised to avert the situation.

Purpose of the study

To correlate recruitment practices and employee performance in selected areas of NWSC- Kampala.

Research Objectives

General Objective

To determine the relationship between recruitment practices and employee performance in selected areas of national water and Sewerage Corporation - Kampala Uganda.

Specific objectives

- (i) To determine the respondent's profile in terms of gender, level of education, age, type of employment and length of service.
- (ii) To determine the existing level of recruitment practices in selected National Water and Sewerage Corporation, Kampala.
- (iii) To determine the level of employees' performance in selected areas of National Water and sewerage corporation, Kampala.
- (iv) To establish if there is a significant relationship between recruitment practices and employee performance in selected areas of National Water and Sewerage Corporation, Kampala.

Research Questions

- (i) What are the respondent's profile in terms of gender, level of education, age, type of employment and length of service?
- (ii) What is the existing level of recruitment practices in selected areas of National Water and Sewerage Corporation Kampala Branch?
- (iii) What is the level of employees' performance in National water and sewerage corporation Kampala Branch?
- (iv) Is there any significant relationship between recruitment practices and employees' performance in National Water and Sewerage Corporation, Kampala?

Null Hypothesis

There is no significant relationship between the existing recruitment practices and employees' performance in selected branches of National water and sewerage Corporation, Kampala.

Scope of the study

This section basically specifies the area that the study would cover. Boundaries of the study that are categorized under;

Geographical scope

The study on recruitment and employee performance was carried out in selected areas of NWSC-Kampala and it was limited to officials at the head offices and field workers in specific areas of Kansanga, Makindye, Ggaba, Muyenga, Gogonya, Kiwempe, Namasuba and Najjanankumbi.

Content scope

The study concentrated mainly on determining the respondents profile, level of existing recruitment practices, level of employees performance and establishing the relationship between existing recruitment practices and employees performance in selected areas of NWSC – Kampala.

Time scope

The study was conducted between November 2010 to May 2011 and it covered a historical period that ranges from 2004 up to 2010.

Theoretical Scope

The study was guided by the Critical Factor Theory which stipulates that there are instances when a candidate is unable to choose an organization, out of alternatives based on objective factors such as pay and perks, location, opportunity for career growth, nature of work among others and subjective factors such as the image of the organization, competence and best fit. Such critical factors observed by the candidate during the interview and contact with personnel of the organization will have profound influence in his decision process.

Significance of the study

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

- From the study findings, the NWSC-Kampala Branch manager is likely learn how to employ and utilize both internal and external recruitment sources in an effort to attract and retain competent employees that are in position to articulate firm's activities efficiently and effectively in order to promote and maintain high enterprise performance and enable it achieve the largest market share and attain a competitive advantage over others.

- The findings are likely to be used as reference for future research work by any one who is interested in this area of study.
- The findings are likely to be of great importance to policy makers when drafting human relation policies that are geared towards providing equal employment opportunities internally and externally.
- The study is likely to educate human resource practitioners in public organizations about the need to give consideration to personnel recruitment strategy that focuses on merit appropriate educational qualifications, skills and experience even with in the principle of federal character as a basis for enhanced performance.

Operational definitions of key terms

Recruitment; refers to the process of searching the candidates for employment and stimulating them to apply for jobs in the organization

Internal Recruitment; refers to the process of attracting a pool of potential applicants to apply for jobs from within the organization.

External Recruitment; refers to the process of soliciting job applicants from outside the organization.

Employee performance; refers to the degree of accomplishment of a task that make up an employees' job.

Job Satisfaction; refers to the end feeling of a person after performing a task

Quality Output; refers to the freedom from waste, freedom from trouble and freedom from failure.

Workforce Flexibility; flexibility refers to an organization's ability to adapt its human resources in a manner appropriate to increasingly changing environmental conditions.

Commitment; refers to attachment and loyalty.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Concepts, Opinions, Ideas from Authors/Experts

Recruitment

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

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

The study will basically concentrate on internal sources of recruitment (which include promotions, transfers upgrading, demotion, retired employees, retrenched employees, dependants and relatives of deceased employees), external sources of recruitment which include press advertisement, educational institutes, placement agencies, employment exchanges, labour contractors, un solicited applicants, employee

referrals, recruitment at factory gate among other and other human related factors that influence performance of an employee other than recruitment respectively.

Internal Recruitment- is a recruitment which takes place within the concern or organization. Internal sources of recruitment are readily available to an organization. Internal sources are primarily three – Transfers, promotions and Re-employment of ex-employees. Re-employment of ex-employees is one of the internal sources of recruitment in which employees can be invited and appointed to fill vacancies in the concern. There are situations when ex-employees provide unsolicited applications also. Internal recruitment may lead to increase in employee's productivity as their motivation level increases. It also saves time, money and efforts. But a drawback of internal recruitment is that it refrains the organization from new blood. Also, not all the manpower requirements can be met through internal recruitment. Hiring from outside has to be done (Rao, 2001).

External Recruitment – External sources of recruitment have to be solicited from outside the organization. External sources are external to a concern. But it involves lot of time and money. The external sources of recruitment include – Employment at factory gate, advertisements, employment exchanges, employment agencies, educational institutes, labour contractors, recommendations among other (Rao, 2001).

Recent studies have suggested a different and more productive approach to the recruitment process. Newton (1998) suggests that the recruitment process is not just a function of the organization but rather an interactive process where both the organizational representative and the applicant make decision. Both the applicant and the organizational representative must make affirmative decisions at each stage of the process for recruiting efforts to be successful.

The researcher concurs with the recent researchers that recruitment is a two way process where organizational representatives and job applicants make decisions and that understanding the recruitment practices from both perspectives is crucial to achieving positive recruiting results. Organizations that view applicants as customers

will also plan their search properly, devote the appropriate time on the process, understand the job market, find out all they can about the applicant's concerns or misgivings early, assume they are competing for each applicant and be prepared to praise the organization and outline future goals and objectives.

Recruiting new employees is not the only problem. Fernandez Araoz (1999) reported that 30-50% of all executive level of appointments end in either firing or resignation. Retaining employees requires concerted efforts on the part of the management. Organisations which fail to meet workers' needs, will find themselves back on the recruitment circuit looking to replace employees they spent valuable time and money recruiting in the first place. Spencer (1984) estimates that recruitment costs equal about one third of new hires annual salary. Given the enormous cost of recruiting, human resource managers need to find new ways to recruit and retain new employees.

Employee performance

Employee performance on the other hand refers to the degree of accomplishment of a task that makes up an employees' job (Aswathappa, 2008). According to Robbins (2004) Employee performance is often affected by the goal, and standards to provide direction and fulfill an expectation, feed back to provide progress on performance, financial resources competence and motivation to perform and exploit opportunities. Employee performance includes activities to ensure that goals are consistently being met in an effective and efficient manner. Employee performance can focus on performance of the organization, a department, and processes to build a product or service (Robbins, 2004). In this study Employee performance will focus on productivity, quality out put, quality service delivery, low labour turnover and employee absenteeism respectively.

Employee performance can be influenced by many factors other than recruitment. Every person is motivated by different incentives, which will affect his or

her job. To keep employees doing the best they can do every day a manager should know how to help motivate each employee (Aswathappa, 2008). Appropriate training and career development opportunities need to be provided to the employees, fair and equitable remuneration, health and safety, counseling and welfare all affect Employee performance.

Theoretical perspective

The study was guided by Critical Factor theory of recruitment which stipulates that there are instances when a candidate is unable to choose an organization, out of alternatives based on objective factors such as Pay and perks, Location, Opportunity for career growth, Nature of work, Educational opportunities among others or subjective factors such as the image of the organisation, personality compatibility for the position, competence and best fit. This is due to many reasons such as limited contact and insufficient data, in regards to the organisation or his own inability to analyze and come to any firm conclusion. In such cases, certain critical factors observed by him during his interview and contact with personnel of the organization will have profound influence in his decision process.

It must be remembered that the theoretical base given above, is developed by Behling and others was mostly influenced by the labour conditions which exist in developed countries like USA and western European nations like UK, France, and Germany. In these countries vacancies are plenty and there is scarcity of suitable hands. In developing nations like India, Uganda, among others the reverse is the case, where vacancies are less and hands are more resulting into large scale "educated unemployment". The theoretical base given above as such cannot be applied in Indian conditions expect in high paid jobs like Research and Development, marketing, finance, among others, where higher skill and better knowledge are the prerequisites. In such cases a candidate has variety of choices and he is the master of his choice. In production, servicing and clerical jobs, unemployment is high where the number of jobseekers far exceeds the vacancies. In such situation candidates have little choice and grab whatever be the job offered by whichever in the organization. In such cases, the

potential employers/organizations are in a better position to choose the candidates from many available. And hence the recruitment process should be a process of filtering and discovering potential candidates not only, for actual or anticipated organizational vacancies but also searching for prospective employee. The researcher adopted this theory because it takes into consideration both subjective and objective factors hence rendering it contingent and fit for all employment situations.

Related studies

According to Banjoko (2003), employee recruitment is the process of reaching out, searching for and attracting a large supply of people or a large pool of interested applicants from which the organization can choose those it considers competent or most qualified for the job. Studies have shown that the human resource is the most valuable asset in any organization (Adebayo, 2001; Ejiofor and Mbachu, 2001; Olowu and Adamolekun, 2005). Aronof (1971) defines recruitment as a traditional measurement function of attraction. Subba (2008) affirms recruitment as a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers. Subba also suggests elements of recruitment as skills, talents, qualification, experience and some organizations even include organizational culture and religion. The human factor is therefore fundamental to the achievement of organizational goals. As a result, the need to put in place appropriate strategy for employee recruitment of organizational workforce cannot be overemphasized. Edwin further cites that recruitment is a process of searching for prospective employees and stimulating them to apply for jobs in the organization (Chandan, 2001).

Every organization has the option of choosing the candidates for its recruitment practices from two kinds of sources: internal and external sources. The sources within the organization itself (like transfer of employees from one department to other, promotions) to fill a position are known as the internal sources of recruitment. Recruitment candidates from all the other sources (like outsourcing agencies etc.) are known as the external sources of recruitment. External sources of recruitment have to be solicited from outside the organization. External recruitment is when organizations look to fill the vacancy from any suitable applicant outside organizations (Graffin, 2001). External sources are external to a concern. But it involves lot of time and money. The external sources of recruitment include – Employment at factory gate, advertisements, employment exchanges, employment agencies, educational institutes, labour contractors, recommendations among others. According to Sherman, Bohlander

and Snell (2001), external recruitment is the process of looking to source outside the organization for prospective employees. Not surprisingly, external recruitment has the impacts that are directly counter to those of internal recruitment for instance the source brings in new ideas in the organization, new perspectives and new way of doing things hence the organization can enhance its vitality, creativity and potential ability to innovate by routinely bring new people from outside (Sherman, Bohlander and Snell, 2001). External recruitment avoids ripple effect and there may simply not be any internal employee to fill new positions thereby making external recruitment the only option. External recruitment can be effectively and efficiently via employing techniques that Sherman, Bohlander and Snell, (2001) termed as external servers. They include the following among the many,

Press advertisements: Advertisements of the vacancy in newspapers and journals are a widely used source of recruitment. While new papers and trade journals are the media used most often, radio, television, billboards, posters and electronic mails are also utilized. Some degree of sensitivity can be achieved by using newspapers and journals directed towards particular group of readers. Professional journals, trade journals and publication of unions and various fraternal or non profit organizations fall into this category. Preparation of recruiting advertisements is not only time consuming, it also require creativity in developing design message content. Well written advertisements highlight the major assets of the position while showing the responsiveness of the organization to the job and career needs of the applicants. The main advantage of this method is that it has a wide reach. Also there appears to be a correlation between the accuracy and completeness of the information provided in advertisements and the recruitment success of the organization. Among the information typically included in advertisement is that the recruiting organization is an equal opportunity employer (Sherman, Bohlander and Snell, 2001). Advertising can some times place a severe burden on an organization's employment office. Even though the specifications for the openings are described thoroughly in the advertisement, many applicants who know that they do not meet the job requirement may still be attracted.

They may apply with the hope that the employer will not be able to find applicants who do meet the specification (Graffin, 2001)

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

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

Employment exchanges and Labour contractors: Government establishes public employment exchanges throughout the country. These exchanges provide job information to job seekers and help employers in identifying suitable candidates. Manual workers can be recruited through contractors who maintain close contacts with the sources of such workers. This source is used to recruit labour for construction jobs.

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

Employee referrals / recommendations: Many organizations have structured system where the 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 (Draft, 2000). 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.

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

Lastly it should be noted that most companies typically use external recruiting sources when they have exhausted their supply of internal candidates, are recruiting specialized talent or higher level positions, or have made a conscious decision to recruit externally. An array of sources exists to choose from including, but not limited to: newspaper and trade publication advertisements, educational institutions, labor and community organizations, job fairs, employee referral programs, state agencies, professional search firms, on-line recruiting sites, employee leasing, temporary agencies, billboards, and past employees. The amount of time, effort, and cost involved varies by source.

Internal recruitment means that a job vacancy is filled from within the business; an existing employee rather than employing externally. You may decide that you already have the right people with the right skills to do the job (Graffin, 2001). Internal recruitment is a process of recruiting people within the organization Tibamwenda

(2010). It is also defined as the practice of selecting candidates among present company workers to fill a position that becomes vacant. Workers in organization come to know about internal vacancies through many ways. The vacancies are generally advertised within the organization through a variety of media like Staff notice boards, Intranets, In-house magazines / newsletters (for a particular business), weekly staff magazine dedicated completely for advertising jobs within the organization, and Staff meetings.

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

Internal job candidate should be familiar to the organization. And the Human Resource Management function provides the required background information (qualifications and achievements) for the hiring manager. He further argued that internal sources uses in-house resources and builds on skills and expertise of existing staff, retains valuable employees: avoids recruitment costs ensures a return on any investment in training and development, motivation: provides opportunities for development and promotion for existing staff, shorter induction period and generally quicker and cheaper but the source calls for limited number of applicants. Tibamwenda (2010), asserted that internal recruitment can be effective when nurturing employees into senior position and can reduce recruitment costs. However, this is not a very diverse method of recruitment and a firm risks losing out on interesting and innovative perspectives from external candidates.

Internal recruitment can be effected through the following ways;

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

Promotions: The employees are promoted from one department to another with more benefits and greater responsibility based on efficiency and experience (Gomez, Balkin and Cardy, 1995). It is handing over the higher-level post to an employee from inside and this upward movement is known as promotion. In other words, it is the progression of an employee to a superior job in terms of superior responsibility, greater skill, more status, and greater than before pay rate. Promotion serves to reward employees for past performance and is intended to encourage them to continue their efforts. It also gives other employees reason to anticipate that similar efforts by them will lead to promotion thus improving morale with in the organization. This is particularly true for members of protected classes who have encountered difficulties in finding employment and have often even greater difficulty in advancing with in the organization. According to Adebayo (2001), promotion take different forms of Dry Promotion In this promotion, the worker is moved to the subsequent higher level in hierarchy with a greater power, responsibility, and prestige with no increase in salary. Vertical Promotion In this, the employee is moved to the subsequent higher level accompanied by greater power, responsibility, position, and salary. Up gradation the job is promoted in the organizational hierarchy. As a result, the employee obtains additional salary, higher responsibility, and power. Basically NWSC- Kansanga branch promote with the view to make use of the employee' knowledge, skill at the proper level

ensuring in organizational efficacy and employee contentment, build up capable internal source all set to start jobs at higher levels in the altering environment, build up the competitive spirit and instill the enthusiasm to obtain higher knowledge, skills requisite by higher level of jobs, encourage a feeling of contentment and a sense of belongingness towards the organization, encourage the employee's self development by plummeting employee turnover, chuck out the tribulations produced by the leaders of worker's union by promoting them to officer's level where they are not efficient in generating tribulations and reward dedicated employees, boost their confidence, and build reliability (Annual meeting minutes, 2009).

Many employers try to follow a "promote from within" policy when filling job vacancies because: They can capitalize on investments made in recruiting, selecting, and developing current employees. Promotions reward employees for past performance and motivate them to continue their efforts. Job opportunities created by promotions help protect other employees from layoffs and send a positive message that the company supports career development. Management is already aware of the job history and capability of internal candidates, which may be a more accurate predictor of the candidate's success than data gained about outside applicants through the selection process. The use of internal resources may facilitate compliance with equal employment opportunity requirements, maximize prior investments in existing human resources, eliminate the need for orientation, minimize training time, and reduce recruiting time and associated expenses (Prasad, 1999).

While many companies find this option to be a valuable resource, it assumes the availability of qualified internal candidates. However, specialized skills or experience may not always be readily available within the company. This is particularly common in smaller companies. Applicants hired from outside of the company may also be a source of new ideas and knowledge, which could help to expand the company's internal capabilities and prevent the inbreeding of ideas and attitudes.

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

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

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

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

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

The effective recruitment of qualified candidates is a key strategy to ensure that the company remains competitive in the marketplace. However, one of the challenges that businesses and organizational leaders are like to face is determining which strategy is the most appropriate. In other words, when should an internal recruitment process be used versus conducting an external search?

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

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

So when is an external recruitment or executive search strategy more appropriate? Most organizations select an external strategy when they are aware there

is a shortage of good internal candidates or when sincere objectivity is required. In situations where a new direction or vision has been developed, an external search process also allows an organization to bring in new people with fresh ideas and/or target a candidate who has the skills to take the vision and make it happen. In many cases, organizations will utilize these services of an executive search professional when they do not have the time or resources to conduct the search themselves.

At the same time, applying an external search process is essentially a marketing strategy. In other words, the organization is promoting itself and their employment opportunities. This can increase the organization's reputation as an employer, resulting in more highly qualified candidates applying for open positions. It also allows the organization to target potential candidates who may not be looking for another job opportunity at that moment.

An external search process must also be well managed, transparent and fair. Again, external candidates must be treated with respect and provided the same opportunity as an internal candidate. The search professional needs to spend a good deal of time to deeply understand the organization and the role the new incumbent will play. This includes understanding not only the technical skills of the job role but also the personality and behavioral characteristics required to succeed in the job. Once this is complete, the recruiter works closely with the client to develop an effective search strategy and the methodology for making the final selection.

External search consultants typically have access to more candidates and have a candidate research capability that most organizations want. This allows consultants to identify candidates, who would not normally be looking for a new opportunity, tap them on the shoulder and make them aware of what the organization has to offer. External executive search professionals also have more capability to conduct a broad national search. As the world is becoming a global marketplace, this becomes more and more important.

Recognizing that one of the keys to organizational success is the ability to attract and retain highly qualified staff, organizations also need to carefully determine which search methodology will be more effective. When making your determination, take time to examine the market conditions, the availability of candidates, the impact of each strategy on current employees, the necessity for objectivity and the overall cost benefit. Keep in mind that each job will have a different need.

Employee performance

According to Kane (1996), employee performance is something that the person leaves behind and that exists apart from the purpose. According to Rue and Byar (2000), employee performance refers to the degree of accomplishment of the tasks that makes up an employees job. It basically reflects how well an employee is fulfilling the requirements of the job. Bateman Snell (2002), posited that employee performance is often confused with effort, which refers to energy expected but he strongly commented that employee performance is measured in terms of results.

Bernadin (1995) defines employee performance as the outcomes of work because they provide the strongest record to the strategic goals of the organization, customer satisfaction and economic contributions. However, employee performance may be defined as the record of outcomes achieved by the employees on accomplishment of job ordered or undertaken of an organization which is evaluated according to their levels of performance. Employee performance will be characterized by productivity, quality output, employee commitment, work efficiency, reduced labour turnover, and reduced absenteeism.

Employee Commitment; Employee commitment, also called work engagement, is a business management concept. An "engaged employee" is one who is fully involved in, and enthusiastic about, his or her work, and thus will act in a way that furthers their organization's interests. According to Scarlett (2010), "Employee Commitment is a measurable degree of an employee's positive or negative emotional attachment to their

job, colleagues and organization which profoundly influences their willingness to learn & perform at work". Thus engagement is distinctively different from satisfaction, motivation, culture, climate and opinion and very difficult to measure.

Employee engagement was described in the academic literature by Schmidt et al. (1993). A modernized version of job satisfaction, Schmidt et al.'s influential definition of engagement was "an employee's involvement with, commitment to, and satisfaction with work." This integrates the classic constructs of job satisfaction (Smith et al., 1969), and organizational commitment (Meyer & Allen, 1991). Harter and Schmidt's (2003) most recent meta-analysis can be useful for understanding the impact of engagement.

Linkage research received significant attention in the business community because of correlations between employee commitment and desirable business outcomes such as retention of talent, customer service, individual performance, team performance, business unit productivity, and even enterprise-level financial performance (e.g., Rucci et al., 1998 using data from Sears). Some of this work has been published in a diversity context (e.g., McKay, Avery, Morris et al., 2007). Directions of causality were discussed by Schneider and colleagues in 2003.

Relationship between internal and external recruitment sources on the performance of employees

Employees are the most valuable asset in any organization. A successful and highly productive business can be achieved by engaging them in improving their performance. All employees are not equal in their working and they have different modes of working like some have highest capability regardless of the incentive but other may have occasional jump-start. If they are handled effectively, the result can be greater productivity and increased employee morale. Mostly the motivation of the employees is ignored in small companies. The reason is being employers' constant pressure to increase productivity, profitability and revenue growth and it often overshadows the importance of how an unengaged workforce can negatively affect performance (Chandan, 2001).

Two decades ago it was hypothesized that met expectations mediate the relationship between recruitment sources (internal vs. external) and post-hire outcomes (Klaus 2005). The current study tested this mediator hypothesis with new employees and found that those who entered the organization via internal recruitment sources experienced less unmet expectations than employees recruited via external recruitment sources. In addition, unmet expectations mediated the relation between type of recruitment source (internal vs. external) and both job satisfaction and organizational commitment. The study also found a considerable number of employees who reported that they have used multiple recruitment sources.

The Tournament theory (Lazear and Rosen, 1981) suggests that internal promotion generates better incentives than outside hiring. The rationale is straightforward: the scope for promotions as a reward to effort is reduced when a firm places greater reliance on external hires. However, in some cases, outside hiring may prove a better choice if the external candidates are more qualified and/or if the internal candidates collude, sabotage or, in general, exert too little effort (Chen, 2005). This specific component of the tournament model – the impact of external/internal hiring –

has been subject to little empirical analysis so far, despite its theoretical relevance and its importance for human resource management practice (see Eriksson, 1999, for empirical evidence on other aspects of tournament theory). Some related research include Chan (1996), who shows theoretically that, when firms design a contest open to outsiders, internal candidates are favoured over the external applicants (i.e. the latter have to be significantly better to get the job).

Moreover, Baker et al. (1994) found the progression within the firm (careers) was an important phenomenon, while Bognanno (2001) shows that top level jobs are mainly filled from within the firm. Moreover, studies of managerial succession and firm financial performance indicate that the CEO turnover is negatively related to firm performance (Murphy, 1999; Huson et al., 2004).

Our paper contributes to this literature, focusing on the differences between internal promotions and external hirings to top management positions. We use a matched employer–employee panel covering a large number of firms to assess the relationship between the share of top managers hired from outside each firm and its level of worker productivity. This task is feasible because our data are detailed enough to identify all workers for each firm and year and include information on these workers' date of entry into the firm. The results indicate that firms that exhibit a higher share of top managers hired from the external labour market also present lower levels of productivity. This result also holds when controlling for a number of additional variables, including a proxy for overall worker mobility in each firm, and lagged productivity levels at entry was concentrated in the lower hierarchical levels.

CHAPTER THREE

METHODOLOGY

Research design

The researcher employed descriptive correlation research design in exploring the opinions and perceptions of the respondents on matters regarding recruitment practices and employee performance in selected branches of NWSC Kampala and also in establishing the relationship between recruitment practices and employee performance in selected branches NWSC - Kampala

Research population

The research population comprised of employees of selected branches of NWSC-Kampala which are categorized under the following;

Table 1 Categories of respondents

Category	Number of employees	Sample Size
Accountants	52	23
Plumbers	164	72
Field supervisors	250	108
Secretaries	13	7
Cleaners	11	6
Human Resource Office	9	5
Total	499	221

Sample size

Out of the 499 employees, the researcher obtained a sample size of 221 employees from selected departments of different branches. The researcher arrived at this sample through the aid of Sloven's formula as stated below

$$n = \frac{N}{1 + N(e)^2}$$

Where n= Sample Size, N= accessible population and e= Level of significance at 0.05.

Sampling procedure

The researcher used purposive and stratified sampling techniques to collect data from various departments. These techniques enabled the researcher to get the employees with the quality information that was in line with the study objectives.

Research Instrument

Questionnaire

Only closed ended questions with likert scale were given to the cross section of respondents which in turn facilitated effective data gathering. The researcher decided to adopt this type of questionnaires because questions asked in it are easy to complete, analyze quantitatively and responses obtained through the use of this kind of questionnaire can be compared easily to different items hence making it easy for the researcher to detect a trend just by glancing at the responses.

Validity and Reliability of the Instrument

The Validity and reliability of the questionnaires were improved through pre-testing of pilot samples selected for this study. This enabled the researcher in the process of reshaping some questions that could not yield accurate and consistent information.

Research procedure

Before data gathering;

Upon accomplishment of defending and acceptance of the research proposal, the researcher first secured an introductory letter from the school of Postgraduate and Research that she used as an evidence for her to be allowed to conduct the study in NWSC-Kansanga Branch.

During data gathering

Due to the nature work and busy schedule of some prospected respondents, the researcher through the field workers scheduled appointment for such respondents. The researcher availed herself to give necessary explanation on some question where a need was. Then the researcher carried out a pilot study before the actual research in order to check feasibility of the research, so that the research design could be improved or adjusted where necessary to avoid wasting time. The researcher also made use of secondary data by reviewing available relevant text books, journal articles, periodicals, manuals dissertations, and publications and visited the website of the concerned branch.

After Data gathering

After one week, primary data was collected through questionnaires which respondents returned back to the researcher to allow the researcher to went a head to analyze the data. Completed (SAQs) were coded, edited, categorized and entered into a computer for the Statistical Package for Social Scientists (SPSS) for data processing and analysis.

Data analysis

After data collection from the field, the researcher went ahead and analyzed it qualitatively and statistically. Frequencies and percentage distributions were used to analyze data on the respondent's profile. Means were used to analyze data on the level of existing recruitment practices and employee performance

The following mean range were used to arrive at the mean of the Individual indicators and interpretation:

Mean Range	Response Mode
Interpretation	
1.0 - 1.75	Very low
1.76 - 2.5	Low
2.51 - 3.25	Moderate
3.26 - 4.0	High

Pearson's linear correlation coefficient was used to establish whether there is any significant relationship between existing recruitment practices and employee performance in selected branches of NWSC- Kampala.

Ethical Considerations

Throughout this research study, the researcher avoided everything that would cause discredit on her. she did this by complying to various ethical principles For stance the principle of voluntary participation that requires people not to be coerced into participating in research was adhered to where by participants were induced to participate into the study willingly and enthusiastically without necessarily be forced by the researcher. Informed consent- where by prospective research participants were fully informed about the procedures and risks involved in research. Confidentiality- where the researcher made sure that information obtained from the respondents is kept secretly and this was even guaranteed by not even allowing them to show their identity for stance on the filled questionnaires.

Limitations of the Study

Some respondents voluntarily refused to respond to some questions fearing that management may victimize them. However this was minimized by the researcher via cultivating and instilling a sense of trust in the minds of respondents and assuring them confidentiality.

Difficulty in accessing the respondents due to their busy schedules; however the researcher used multiple skills like call backs, re arranging appointments and extensive mappings.

The environment on which research was carried out was not fully conducive on the part of the respondents. Some respondents had anxiety, stress, and lacked motivation during the process of answering the questionnaires, although efforts shall be made to request respondents to be as objective as possible in answering the questionnaires.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

Description of respondents

Respondents in this study included employees of selected branches of NWSC-Kampala. The first objective of this study was set out to determine the profile of respondents in terms of gender, age group, education level, employment status, position and years in service. In each case, employees of selected branches of NWSC-Kampala were asked to provide us with their profile characteristics, using a closed ended questionnaire. Their responses were analyzed using frequencies and percentage distributions as indicated in table 2 below;

**Table 2
Respondents' Profile**

Main category	Sub category	Frequency	Percentage
Gender	Male	131	59.3
	Female	90	40.7
	Total	221	100
Age Bracket	20-30 years	23	10.4
	30-40 years	23	10.4
	40-50 years	92	41.6
	50 years and above	83	37.6
	Total	221	100
Level of Education	Certificate	41	18.6
	Diploma	61	27.6
	Degree	101	45.7
	Masters	15	6.8
	PhD	3	1.4
	Total	221	100
Years of Service	1-2 years	63	28.5
	3-4 years	62	28.1
	5-6 years	54	24.4
	7-8 years	42	19.0
	Total	221	100
Type of employment	Permanent	103	46.6
	Casual	70	31.7
	Contractual	29	13.1
	Probation	19	8.6
	Total	221	100

Source: NWSC, Kampala, 2011

The results in Table 2 indicate that most respondents (59.3%) were male, while women were only 40.7%. This indicates a gender gap in the employment distribution of selected branches of NWSC- Kampala. This gap may be due to inferiority of women such that few of them go for education to qualify for such jobs hence a disparity in the job market.

As regards age, most respondents belonged to the age group of 40 - 50 years (41.6%) and these were followed by those above 50 years (37.6%), and 20-30 and 30-40 (10.4%) implying that most employees of selected branches of NWSC- Kampala are adults and those in their early adulthood. This is true because, most local government like NWSC always prefer to employ adult people who are experience, skilled, energetic and flexible.

Concerning education level, results indicate that NWSC employs majorly graduates (45.7%), diploma holders (27.6%) and certificate holders (18.6%). There were very few of them with masters (6.8%) and PhDs (1.4%). This indicates adequate distribution of education among employees in selected branches of NWSC- Kampala. Such educated employees are desired in any service delivery organization like NWSC as they are more productive.

Results also indicated that the study sample was dominated by employees who had worked for a period of 1-2 years (28.5%), followed by those who had worked for 3-4 years (28.1%), 5-6 years (24.4%) and lastly those who had worked for over 7-8 years (19%). This is possible because of inevitable transfers in public entities like NWSC.

As for employment status, most employees in selected branches of NWSC- Kampala are on permanent basis (46.6%), 31.7 % on casual, 13.1% are employed on contract basis and only 8.6% are on probation. This indicates that NWSC is a government entity with strategic objectives that are to be achieved after a long period of time so there is no need for many contractual employees as it cannot realize its corporate objectives with such outsourced staff that work for a short while and leave.

Level of existing Recruitment practices in selected branches of NWSC-Kampala

The independent variable in this study was Recruitment practices used in selected branches of NWSC-Kampala and the first objective was set to determine the level of existing Recruitment practices in selected branches of NWSC-Kampala, for which the researcher wanted to find out how satisfactory are these practices. Recruitment practices were broken into twenty two aspects and all were measured using qualitative questions in the questionnaire, with each question scaled using four points, where 4= strongly agree ; 3 = agree; 2= disagree; and 1 = strongly disagree. Employees were required to rate how satisfactory each item by showing the extent to which they agree with each. In doing this each respondent was directed to tick a number corresponding to their best option and thinking.

Their responses were analyzed using SPSS and summarized using means, as indicated in table 3 below and this scale was used in the interpretation of their responses;

Rating Scale

Answer Range	Response mode	Interpretation
1.00-1.75	strongly Disagree	Very low
1.76-2.50	Disagree	Low
2.51-3.25	Agree	Moderate
3.26-4.00	strongly agree	High

TABLE 3

Extent of Existing Recruitment Practices in selected branches of NWSC-Kampala

Recruitment Practices	Mean	Interpretation	Rank
Transfers are compulsory for everyone in this firm	3.5837	High	1
Some employees get to know about jobs in this company via friends or relatives	3.5158	High	2
Lack of refresher courses in form of training sometimes affect my performance and that of my colleagues	3.4706	High	3
Promotions in this organization is based on performance	3.3982	High	4
It is compulsory when employees quit in this company they are replaced	3.3077	High	5
Employee layoffs are common in this organization	3.2443	Moderate	6
Employees always apply in this company in absence of advertisements	3.2443	Moderate	6
Unsuccessful applicants are often called back when need arises	3.1810	Moderate	7
Promotions are not administered on merit in this organization	3.1538	Moderate	8
The company always advertises in newspapers and on television for vacant positions	3.1222	Moderate	9
Some of our fellow employees are doing jobs that are not qualified for.	3.1086	Moderate	10
Employee demotions are unheard of in NWSC-Kansanga branch	3.0136	Moderate	11
The company always use colleagues of the incumbent employees as source of new recruits	2.8100	Moderate	12
The job I am doing was adequately advertised	2.6923	Moderate	12
The company goes in institution to get first class employees to work with it	2.6787	Moderate	13
I am confident with the transfer policy in this organization	2.6380	Moderate	14
I am confident with the selection policy in this organization	2.6109	Moderate	16
The company always uses experts to recruit on its behalf	2.6109	Moderate	16
The company often retires old employees	2.5294	Moderate	17
Dependants for deceased employees are given first priority when employing in this company	2.3439	Low	18
The demotion in this company is meant for non performers	2.2760	Low	19
The company always out sources its manpower from other companies	2.2489	Low	20
Average Mean	3.0596	Moderate	

Source: NWSC Kampala, 2011

Table 3 results indicate that five items or aspects on recruitment practices were ranked high (with means ranging from 3.58 to 3.31), all of which fall under strongly agree on the answer range. The most aspect that were strongly agreed on by the employees lie in the question of compulsory transfers in the firm (mean=3.5837), Friends/ relatives referral in case of any job opportunities in the firm (mean=3.5158), followed by questions on inadequacy of refresher courses which sometimes makes the performance of employees deteriorate (mean=3.4706), performance based promotions (mean=3.3982) and immediate replacement of worker after they have quitted the firm (mean=3.3077). This implies that employees find practice like compulsory transfers, performance based promotions and friends/relative referrals satisfying and in adequate refresher courses un satisfying. Fourteen aspects were rated moderate (with means ranging 3.2443 – 2.5294) some of the items that rated moderate include questions on employee layoffs that are common in this organization (mean=3.2443), followed by application for jobs by the applicants in absence of advertisements (mean=3.2443), callbacks of Unsuccessful applicants when need arises (mean=3.1810), advertisement of vacant positions in newspapers and on television (mean= 3.1222), followed by the question of incompetent employees doing jobs that are not qualified for (mean=3.1086), un often employee demotions (mean=3.0136), colleagues of the incumbent employees as source of new recruits (mean=2.8100), head hunting of first class employees from public and private institution to work with the company (mean=2.6787), confidence of employee about transfer and selection policies used in the organization (mean=2.6380 and 2.6109) and the question of the use of experts to recruit for the company on its behalf (mean=2.6109). These results indicate that though all source of recruitment are utilized still incompetent employees performing jobs that they are not qualified (mediocre) for are still there. Results further indicates that Dependants for deceased employees are given low priority when recruiting in the company (mean=2.3439), demotions being meant for non performers was also rated lowly (mean= 2.2760) and the question of external outsourcing was also lowly rated (mean= 2.2489). This means demotion are not only administered only for non performance but other factors like indiscipline and so on also contribute and

dependants for deceased employees are not given the first priority meaning that skills, experience and other competences are considered first and lastly external consultants are not always hired by the NWSC- Kampala Branch and this indicates that the company has its own competent employees with credible talents that it relies on.

To get an over view on how employees rated the practice of recruitment in NWSC- Kansanga branch, a mean for all the twenty two aspects on this practice was computed and turned out to be 3.0596 which falls under moderate on the rating scale. This implies that on average application recruitment practices in NWSC- Kansanga branch are moderately satisfactory.

Level of Employee performance in case of NWSC- Kampala Branch

The dependent variable in this study was employee performance, broken down into eighteen aspects and all were measured using qualitative questions in the questionnaire and each question was Likert scaled with points ranging between one to four; where 1 = strongly disagree; 2 = Disagree; 3= Agree 4 = strongly agree. The following was used in the interpretation of their responses;

Rating Scale

Answer Range	Response mode	Interpretation
1.00-1.75	strongly Disagree	Very low
1.76-2.50	Disagree	Low
2.51-3.25	Agree	Moderate
3.26-4.00	strongly agree	High

NWSC Employees were required to rate their performance on each of the items by ticking the relevant number in the corresponding box in the table. Their responses were analyzed using SPSS and summarized using descriptive statistics showing means as indicated in table 4;

TABLE 4
Level of Employee Performance in Case of NWSC-Kampala Branch

Employee performance	Mean	Interpretation	Rank
I love to develop new and more efficient ways to do my work	3.9593	High	1
I derive a lot of satisfaction from my job	3.7964	High	2
I feel part of this company	3.7828	High	3
I work beyond the call of duty	3.7783	High	4
I would be happy to spend the rest of my carrier with this organization	3.7104	High	5
I do not hope to leave this company even if I get another opportunity	3.6787	High	6
I exhibit a high degree of commitment in executing company assignments or tasks	3.6742	High	7
I deliver services up to the clients' satisfaction	3.5385	High	8
I observe the ethical codes of conduct of my job	3.4977	High	9
I am efficient and effective in performing company tasks	3.4163	High	10
Sometimes I am so involved into my job that I loose track of time	3.2941	High	11
I rarely absent myself on duty	3.2624	High	12
I feel as if this organization's problems are my own	3.1991	Moderate	13
My work related tasks are generally handled to my satisfaction	3.0814	Moderate	14
I plan to work here much longer	3.0633	Moderate	15
I exhibit high degree of creativity	3.0407	Moderate	16
I meet target company deadlines in time	2.3665	Low	17
I am perfect in time management	1.5566	Very low	18
Average mean	3.1452	Moderate	

Source: NWSC Kampala Branch, 2011

The means in Table 4 indicate that employees rated differently the performance of employees in NWSC- Kampala on different aspects. For example employee love by employee for the development of new and more efficient ways to do their work was rated high (mean=3.9593), followed by a lot of satisfaction employees derive from their jobs (mean =3.7964), being part of the company (mean= 3.7828), working beyond call of duty (mean=3.7783), desire for long stay in the organization (mean=3.7104), commitment in executing company assignments or tasks (mean=3.6742), deliverance of services by employee up to the clients' satisfaction (mean=3.5385), observance of ethical codes of conduct of job by employee (mean=3.4977), efficiency and effective of employee in performing company tasks (mean=3.4163) and low absent ism rates on duty (mean=3.2624) were all ranked

high equivalent to strongly agree on the answer range. These results indicate that employees in NWSC –Kansanga branch are workaholic and they exhibit high degree of organizational citizenship because their responses reveal a spirit of working beyond the call of duty. Results further revealed that ownership organization's problems by employees was ranked moderate (mean= 3.26240), followed by the long working plans that employees have (mean=3.0814), employee creativity (mean=3.0633), timely meeting of deadlines (mean=2.3665) and lastly time management was rated lowly (mean=1.5566). This indicates that though on average employee's exhibit high degree of creativity, meets the company deadlines and own the firms problem if time management is not seriously watched out employees performance rates will keep on declining as procrastination is a theft of time and yet time is money and when wasted will never be gained.

To get a final picture on the level of employee performance in NWSC-Kansanga branch, the researcher computed an overall (Grand) mean for all aspects in Table 4, which came out to be 3.1452, which confirms that the level of performance at NWSC is at its moderate level.

Relationship between Recruitment Practices and Employee Performance in selected branches of NWSC- Kampala

The fourth objective in this study was to establish whether there is a significant relationship between the existing recruitment practices and employee performance in the case of NWSC. On this, the researcher stated a null hypothesis that there is no significant relationship between the existing Recruitment practices and employee performance of selected branches of NWSC –Kampala. To achieve this last objective and to test this null hypothesis, the researcher correlated the means for all aspects of recruitment and those on employee performance using the Pearson's Linear Correlation Coefficient, as indicated in table 5 below.

Table 5

Regression Analysis between Recruitment and Employee Performance

Variables Regressed	R²	t-value	sig	Interpretation	Decision on Ho
Recruitment Vs performance	.697	6.072	.000	Significant relationship	Rejected

Level of significance at 0.05

The results in Table 5 indicate that the existing employee recruitment practices are significantly related with all aspects of employee performance in case of NWSC-Kampala (all sig. <0.05). Results also indicate that recruitment practices are positively related with all aspects of employee performance in selected branches of NWSC Kampala (all R²-values>0). This implies that an improvement in the recruitment practices significantly improves employee performance as per this study. Basing on these results, the stated null hypothesis is rejected at a 0.05 level of significance. These results lead to a conclusion that an improvement in the recruitment, for example making it more merit based is likely to improve the performance of NWSC- Kampala by a regression of 0.697 (R²-value on performance index).

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Summary of Findings

This study was set to find out the relationship between Recruitment practices and employees performance in selected branches of NWSC-Kampala. It was guided by four specific objectives, that included determining the i) profile of respondents in terms of age, gender, education level, position and experience; ii) examining the extent of the existing recruitment practices, iii) the level of employee performance in case of NWSC-Kansanga branch; and iv) the relationship between recruitment practices and employees performance.

Data analysis using SPSS's descriptive statistics showing frequencies and percentages revealed that male respondents were the majority with (59.3%) were male, while women were only 40.7%. This indicates a gender gap in the employment distribution of NWSC- Kampala Branch, Regarding age, most respondents belonged to the age group of (41.6%) were in the age category of 40 - 50 years followed by those above 50 years (37.6%), and 20-30 and 30-40 (10.4%) implying that most employees of NWSC- Kampala branch are adults and those in their early adulthood. Concerning education level, NWSC employs majority graduates (45.7%), followed by diploma holders (27.6%), certificate holders (18.6%) and few masters (6.8%) and PhDs (1.4%) holders and this indicates adequate distribution of education among employees in NWSC- Kampala branch. Such educated employees are desired in any service delivery organization like NWSC as they are more productive. Furthermore employees who had worked for a period of 1-2 years (28.5%) were the majority, followed by those who had worked for 3-4 years (28.1%), 5-6 years (24.4%) and lastly those who had worked for over 7-8 years (19%) and this was found to be possible because of inevitable transfers in public entities like NWSC and lastly it was found out that most employee in NWSC-Kampala branch are employed on permanent basis (46.6%), 31.7 % on casual, 13.1% are employed on contract basis and only 8.6% are on probation.

Furthermore, data analysis using SPSS's descriptive statistics showing means revealed that the overall, the level of recruitment practices stands at Mean \approx 3.1

(moderate level) due to inevitable and compulsory transfers in the firm, Friends/relatives referral in case of any job opportunities in the firm, performance based promotions, immediate replacement of worker after they have quitted the callbacks of Unsuccessful applicants when need arises, advertisement of vacant positions in newspapers use colleagues of the incumbent employees as source of new recruits, head hunting of first class employees from public and private institution to work with the company, confidence of employee about transfer and selection policies used in the organization and the use of experts to recruit for the company on its behalf with credible talents that it relies on. It was also found out that though all recruitment sources are used in NWSC –Kampala branch, incompetent employees are still brought on board and this implies that corruption and injustice still embeds the company's recruitment practices. Findings further revealed that demotions are not only meant for non performers only but also undisciplined employees and that the company does not give the first priority to the sons of the deceased employee but rather competences in form of abilities, skills, knowledge and experience are given the first priority when recruiting employees.

Considering the level of employee performance in selected branches of NWSC-Kampala, it was found out that the overall moderate level of employee performance in the firm (mean=3.1452) is attributed to eager and love that employee have towards the development of new and more efficient ways to do their job followed by a lot of satisfaction that they derive their jobs, desire to work the beyond call of duty and stay in the organization, commitment in executing company assignments or tasks delivery of services by employee up to the clients' satisfaction, observance of ethical codes of conduct of job by employee, efficiency and effectiveness of employee in performing company tasks and low absenteeism rates on duty . In general, results indicated that employees in selected branches of NWSC –Kampala are workaholic and they exhibit high degree of organizational citizenship because their responses reveal a spirit of working beyond the call of duty.

Concerning the analysis of the relationship between the study variables, findings by Pearson's linear correlation co-efficient revealed a significant and positive relationship between Recruitment practices and employee performance ($r=0.930$, $\text{sig}=0.000$). This means that all existing employee recruitment practices are significantly correlated with all aspects of organizational performance in case of NWSC- Kampala. The same results also reveals that recruitment practices are positively correlated with all aspects of employee performance in NWSC- Kampala branch (all r -values >0). This implies that an improvement in the recruitment practices significantly improves employee performance in NWSC- Kampala by a coefficient of 0.930 (r -value on performance index).

Conclusion

The extent of existing recruitment practices in selected branches of NWSC- Kampala

The first objective was set to determine the extent of existing recruitment practices in selected branches of NWSC- Kampala and it was found out that the level of existing recruitment practices is at its moderate level. Basing on the finding, the researcher concludes that the moderate level of recruitment practices is due to inevitable and compulsory transfers in the firm, friends/ relatives referral in case of any job opportunities in the firm, performance based promotions, immediate replacement of worker after they have quitted the callbacks of unsuccessful applicants when need arises, advertisement of vacant positions in newspapers use colleagues of the incumbent employees as source of new recruits, head hunting of first class employees from public and private institution to work with the company, confidence of employee about transfer and selection policies used in the organization.

The level of employee performance in selected branches of NWSC- Kampala

Considering the level of employee performance in selected branches of NWSC- Kampala it was found out that the overall level of employee performance in the firm is

moderate (mean=3.1452) due to eager and love that employee have towards the development of new and more efficient ways to do their followed by a lot of satisfaction that they derive their jobs, desire by the employees to work beyond the call of duty and stay in the organization, commitment in executing company assignments or tasks, delivery of services by employee up to the clients' satisfaction, observance of ethical codes of conduct of job by employee, efficiency and effectiveness of employee in performing company tasks and low absenteeism rates on duty. The researcher therefore concludes that the overall moderate level of employee performance is due to love the employees have towards the firm.

The relationship between existing recruitment practices and employee performance in NWSC- Kampala

The last objective was set to establish whether there is a significant relationship between existing recruitment practices and employee performance in NWSC- Kampala for which it was hypothesized that there no significant relationship between existing recruitment practices and employee performance in selected branches of NWSC- Kampala. Basing on the findings the null hypothesis is rejected to the effect that existing recruitment practices positively and significantly influence employee performance index in NWSC- Kampala at ($r=0.993$, $sig=0.000$).

Recommendations

Management of NWSC-Kampala should understand that selecting the right employees is a critical process since it determines the organization's long term success and stability. Selecting the wrong candidate is often translated into a loss for the organization therefore resulting in wasted time and effort. However, with some practice and experience, an organization should learn to recruit people of the right caliber in an efficient and quick manner. Here are some of the recommendations that could ensure this:

Recruiters should be trained to find the right candidates; Management of NWSC-Kampala should not expect recruiters to get them the most suitable candidates without being trained themselves. They need technical skills so they can use the Web for sourcing, or their desktop computers for online interviewing. They need to know how to sell the job and the organization by exploring what's important to a candidate and showing them how their needs match what the job and organization offer.

Recruiters in NWSC-Kampala should select well rounded personalities; Today's organizational structure isn't as rigid as it used to be in the past. Nowadays, jobs are built around processes and roles rather than static job functions. So ultimately, the job you hire someone for today may not exist tomorrow. This doesn't mean that you won't need people with specialized skills but rather that along with these skills, select candidates who have a strong desire to learn, are flexible, and have a wider range of experience.

Recruiters in NWSC-Kampala should pinpoint exact requirements when advertising jobs; many organizations these days don't define exactly what they're looking for in a candidate. A vision of the skills and competencies required to fulfill the requirements of specific position is needed in order for the recruitment process to be effective. If this is not the case then candidates and jobs will be mismatched. Furthermore, since job specifics and requirements change every while, it's important to review competencies periodically to verify that they are still valid.

Recruiters in NWSC-Kampala should use multiple sources for finding candidates. Efficient organizations use a multitude of sources for recruitment whether in-house recruiters, headhunters, advertising, temporary staffing agencies, campus recruiting, and ultimately, the internet. Another alternative for finding the right candidates could be through existing employees. Consider using bonuses and other incentives to encourage employees to refer qualified candidates. At the same time,

through improved training and career planning, many organizations are filling important jobs from the inside

Recruitment should be done on fair ground as discriminatory recruitment allows a room for incompetent employees who in turn tarnish the overall company's performance. Emphasis should be laid towards bring competent employees on the board. This therefore means that knowledgeable, skilled, and experienced candidates whose competences commensurate with details provided in both job description and specifications should be considered first when vetting suitable and potentials employees that are going to be subjected under a rigorous selection process.

Both internal and external should be used and totally integrated in the employment system of NWSC –Kampala but the decision on when to use a source should be determined by the existing conditions in the company. This means that internal recruitment in form of promotions should only be used when there has rigorous succession planning and there are enough competent employees who have been fully groomed and are now ready to takeover positions of the incumbent employees in order to ensure leadership continuity, motivation and high degree of both employee and company performance. External source of recruitment should be used when filling lower level position and when there is man power deficit in case of corporate position with the aim of bringing new blood and creative talents in the organization.

Areas for further research

Much as a lot of efforts were put by the researcher in investigating about this research problem, she cannot convince the public that she exhausted all problem areas pertaining the study variables. This therefore leaves a room for more areas requiring further research. For instance the study did not tackle topic like Matching people and jobs, Selectors and strategies, marketing the job, Informal recruiting, Web-based recruitment, targeting and diversity and tips for conducting effective recruitment that is

liked with the corporate goals of the organization. A comprehensive study by anyone who might be interested in these areas is recommendable by the researcher.

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APPENDIX I

Introductory Letter



**KAMPALA
INTERNATIONAL
UNIVERSITY**

Ggaba Road - Kansanga
P.O. Box 20000, Kampala, Uganda
Tel: +256- 41- 266813 / +256- 41-267634
Fax: +256- 41- 501974
E- mail: admin@kiu.ac.ug,
Website: www.kiu.ac.ug

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

Dear Sir/Madam,

June 30, 2011

**RE: REQUEST FOR BUKIRWA GERMINA MBA/43069/92/IDU
TO CONDUCT RESEARCH IN YOUR ORGANIZATION**

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

She is currently conducting a field research of which the title is "**Recruitment Practices and Employee Performance in National Water and Sewerage Corporation Kasanga Kampala, Uganda.**"

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

Any information shared with her in your organization shall be treated with utmost confidentiality.

Any assistance rendered to her will be highly appreciated.

Yours truly,

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

"Exploring the Heights"

APPENDIX II
INFORMED CONSENT

I am giving my consent to be part of the research study of Ms Germina Bukirwa that will focus on Recruitment process and employee performance.

I shall be assured of privacy and confidentiality and I will be given the option to refuse participation or withdrawal my participation at any time.

I have been informed that the research is voluntary and that the results will be given to me if I requested for it.

Initial:.....

Date:.....

APPENDIX III
RESEARCH INSTRUMENT

Dear Sir/Madam

Greetings!

I am a candidate for Masters of Business Administration Human Resource Management option at Kampala International University who is carrying out a study about recruitment practices and employee performance in your company. As I pursue to complete this academic requirement, may I request your assistance by being part of this study?

Kindly provide the most appropriate information as indicated in the questionnaires and if possible please do not leave any item un answered. Any data from you shall be un answered. Any data from you shall be for academic purposes only and will be kept with utmost confidentiality.

May I retrieve the questionnaires one week after you received them? Thank you for your cooperation.

Yours faithfully,

Bukirwa Gemina

Masters candidate

FACE SHEET

Code No:.....Date received by respondent:.....

PART A: DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

1) Gender (Please Tick):

- _____ (1) Male
- _____ (2) Female

2) Level of education

- (a) Certificate
- (b) Diploma
- (c) Degree
- (d) Masters
- (e) Ph. D
- (f) Others

3) Age bracket?

- (a) 20-30
- (b) 30-40
- (c) 40-50
- (d) 50 and Above

4) Type of employment

- (a) Permanent
- (b) Casual
- (c) Contractual
- (d) Probation

(5) Years of Service

- (1-2) _____
- (3-4) _____
- (5-6) _____
- (7-8) _____

Others specify; _____

PART B: RECRUITMENT PROCEDURES

Please respond to the options and kindly be guided with the scoring system below; please write your rating in the space provided

Score	Response code	Description	Legend
4	Strongly agree	You agree with no doubt at all	SA
3	Agree	You agree with some doubt	A
2	Disagree	You disagree with some doubt	D
1	Strongly disagree	You disagree with no doubt at all	SD
__(1)		The company always advertise in newspapers and on television for vacant positions	
__(2)		The company always use colleagues of the incumbent employees as source of new recruits	
__(3)		The company goes in institution to get first class employees to work with it	
__(4)		Employees always apply in this company in absence of advertisements	
__(5)		I am confident with the selection policy in this organization	
__(6)		Promotions in this organization is based on performance	
__(7)		Promotions are not administered on merit in this organization	
__(8)		Transfers are compulsory for every one in this firm	
__(9)		I am confident with the transfer policy in this organization	
__(10)		Employee demotions are unheard off in NWSC-Kansanga branch	
__(11)		Lack of refresher courses in form of training sometimes affect my performance and that of my colleagues.	
__(12)		Some of our fellow employees are doing jobs that are not qualified for.	
__(13)		The job I am doing was adequately advertised	
__(14)		The demotion in this company is meant for non performers	

- __(15) The company often retires old employees
- __(16) Dependants for deceased employees are given first priority when employing in this company
- __(17) Employee lay offs are common in this organization
- __(18) It is compulsory when employees quit in this company they are replaced
- __(19) The company always uses experts to recruit on its behalf
- __(20) The company always out sources its manpower from other companies
- __(21) Some employees get to know about this company via friends or relatives
- __(22) Unsuccessful applicants are often called back when need arises

PART C: EMPLOYEE PERFORMANCE

- __(1) I meet target company deadlines in time
- __(2) I am efficient and effective in performing company tasks
- __(3) I exhibit a high degree of commitment in executing company assignments or tasks
- __(4) I rarely absent myself on duty
- __(5) I work beyond the call of duty
- __(6) I am perfect in time management
- __(7) I exhibit high degree of creativity
- __(8) I feel part of this company
- __(9) I derive a lot of satisfaction from my job
- __(10) I observe the ethical codes of conduct of my job
- __(11) I deliver services up to the clients' satisfaction
- __(12) I love to develop new and more efficient ways to do my work
- __(13) My work related tasks are generally handled to my satisfaction
- __(14) Sometimes I am so involved into my job that I loose track of time
- __(15) I plan to work here much longer
- __(16) I do not hope to leave this company even if I get another opportunity
- __(17) I feel as if this organization's problems are my own

__(18) I would be happy to spend the rest of my carrier with this organization

CURRICULUM VITAE

Name : BUKIRWA N GERMINA

CURRICULUM VITAE

Gender : FEMALE

Nationality : UGANDAN

Current Location : UGANDA

Marital Status : Married

Address : Local Address: Admissions Department
Kampala International University
Kampala-Uganda, Campus,
P. O. Box 20000,
Kampala,(Uganda)

Date of birth : 23rd June, 1978

Contact Details : Mobile : +256-774388815
E-mail : bgermina77@yahoo.com

Languages : English : Fluent
Luganda : Fluent
Swahili : Working Knowledge

Work experience:

- Jan-Aug 2000:** Worked as a Travel Agent at Pan World Tours and Travels Ltd.
- Making airline bookings for the Clients both local and International
- Main duties:**
- Handling customers requests on a daily basis
 - Handling other necessary documentation regarding Travel

and Tourism issues.

**August 2002-
2004**

Administrator (Kampala International University Main Campus).

Main duties:

- To deal with clients regarding admission issues
- To check and verify applicants grades upon registration
- To issue registration certificates to all students who have been admitted and registered.
- To liaise with the Director of Admissions in attending to staff, students and other stakeholders' queries relating to Admissions.

2005 to date

Relevant skills:

Admissions Officer (Kampala International University Main Campus).

- To stand in for the Director of Admissions in his absence.
- To deal with clients regarding admission issues
- To check and verify applicants grades upon registration
- To issue registration certificates to all students who have been admitted and registered.
- To liaise with the Director of Admissions in attending to staff, To perform any other duties as may be assigned to me by the relevant University Authorities.

- Communication Skills
- Interpersonal Skills
- Problem Solving Skills
- Technical Skills
- Leadership and Management Skills

- Computer Skills (Ms Word, Excel, Ms Access, Epi Info)

Objective

Seeking a long-term career with an organization where I can contribute my skills and knowledge for the benefit and growth of the organization with the scope for self-advancement and contribution to the growth and development of the organization and society. To work with the organization with the best of my ability, rendering my service both intellectually and physically, as the organization gives service to the society, grants equal opportunities to both the least and the most fortunate people.

Academic and Professional Qualifications

M.B.A.(Candidate) (2011)	Specialization Area: Major – Human Resource Management	Pending
BHR (2009)	Bachelor of Human Resource Management Kampala International University, Kampala, Uganda.	Second Class Upper

Dissertations

- | | |
|---------------|--|
| BHR | : Fringe Benefits and Employee Commitment in Organizations, A Case Study of Kampala International University. |
| M.B.A. | : Recruitment Process and Employee Performance in National Water and Sewerage Corporation, Kansanga, Kampala, to graduate in November 2011 |