IMPACT OF RECRUITMENT PROCEDURES ON EMPLOYEE RETENTION IN PRIVATE UNIVERSITIES IN RWANDA: A CASE STUDY OF UNIVERSITE LIBRE DE KIGALI (ULK-GISENYI)

BY

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DECLARATION

I hereby declare that this work entitled *"Impact of Recruitment Procedures on Employee Retention in Private Universities in Rwanda: A Case Study Of Universite Libre De Kigali(Ulk-Gisenyi)"* is a result of my own effort and has never been submitted for any award in any other University or Institution of higher learning. Any mistakes in this work are entirely mine.

Signature: ....

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APPROVAL

This work titled *"Impact of recruitment procedures on Employee retention in private universities in Rwanda: A case study of ULK-Gisenyi"* has been done under my supervision as the candidate's University Supervisor and has submitted with my approval for examination.

Sign: ....

Dr. Opolot-Okurut Charles

Date: ....

DEDICATION

I dedicate this work to my wife Mrs. Umutoni Laurence, my late father Sebuhura Jean Bosco, my mother Mukagasana Clementie, brothers and sisters Alexis, Amani, Arthur, Beatrice, Ange, Mapendo, Gisele, the secretary; Edwig and my children Adele, Yannick and Gift for having given me material and moral support to complete my study.

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LIST OF ACRONYMS

CUL   City University London

KIU   Kampala International University

HR   Human Resource

RP   Recruitment Procedures

SBC   Stafford Borough Council

ULK   Universite Libre de Kigali

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ABSTRACT

This report is the result of an academic research entitled "Impact of recruitment procedures on employee retention in Private Universities in Rwanda". The research design consisted of a case study. The researcher chose Universite Libre de Kigali, Gisenyi campus in particular, because is among the first private universities started after 1994 Genocide. The study was guided by three objectives and three research questions. The objectives of the study was to identify the recruitment procedures followed at Universite Libre de Kigali, Gisenyi campus; to investigate the sources and ways of sourcing employees, and assess the impact of recruitment procedure on employee retention . To achieve these objectives and answer research question stratified method of sampling was used to sample the population and purposive method was used to select respondent. Semi-structured questionnaire was used to collect primary data, while books and documentaries were used to collect secondary data, finally SPSS was used to analyse collected data.

The study found that Universite Libre de Kigali, Gisenyi campus has a well designed recruitment policy which elaborates the proper procedure to follow during recruitment of, new employees, being lecturers and administrators.

As far as source and ways of recruitment, the researcher found that both inside and outside source of recruitment are used simultaneously to attract potential applicants. Even though external source is the main source of employee of Universite Libre de Kigali, Gisenyi campus, internal source was observed to have given much emphasis in order to promote and retain existing competent employees.

The researcher discovered that the process of recruitment followed by the university affect in one way or the other the retention of employees. The steps identified to affect retention of employees

consist of the design of job description and the time new recruited employees are informed about job description and how candidates are selected. Therefore, it was recommended that well designed and updated job descriptions be designed and available to people concerned in order to avoid misunderstandings on what is supposed to be done and to ensure retention of competent employees at Universite Libre de Kigali, Gisenyi campus.

CHAPTER ONE: INTRODUCTION

1.0 Overview

This chapter presents the overall introduction of the study. It explores the historical, theoretical and contextual background of the existing problem, which needs to be solved. It indicates the purpose of the study, objectives, and research questions which were achieved and answered at the end of the study. This chapter further presents the scope of the study and the significance of the study.

1.1 Background of the study

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

For human relations movement, favourable conditions are not enough for employees to perform properly; there must be a minimum respect for individuals" (Maicibi, 2003, p. 11). It is also important to mention that effective performance of employees does not depend on favourable conditions and respect of individuals, but there is a need of a sound organisational structure. It was perceived by Robbins and Coulter (1999, p. 356) that "there must be labour division this means that people have to do what they do best; there must be clear lines of authority and clear unity of command". Still to get better performance from employees there is a need to motivate them.

Around the world, managers recognise that human resources deserve retention because they are significant factor in top management strategic decisions that guide the organisation's future operations. However, it is important to remember that people do the work and create the ideas that allow the organisation to survive. Even the most capital intensive, best structured organisations need people to run them. In most organisations, effectiveness is measured by the balance of such complementary characteristics as reaching goals, employing the skills and abilities of employees efficiently and ensuring the influx and retention of well trained and motivated employees.

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

After 1994 Genocide in Rwanda, there was a shortage of qualified employees because most of them died and others run away in different countries. The Government of Unity and Reconciliation put in place a policy which encouraged start up of new universities in order to promote education. Most founders of successful universities have the ability to interpret and

assess the past (history), and forecast the future relatively, accurately and realistically a reason why recruitment procedures are now considered as an important element in acquiring employees in all organisations most especially private university

1.2 Statement of the problem

Finding and hiring competent, capable and quality staff is a constant challenge facing large, medium and small businesses. Many companies find that it is even tougher today for to compete for talent and that as a result, many hire new staff quickly just to have somebody' fill a position.

Recently, there have been many reports in print media, and documentaries about defective and inefficient recruitment procedures (Devaro, 2005, p.10). Perceptively, recruitment procedures have led many organisations to run into challenges leading to near closure because of severe laxity in the adoption and choice of a suiTable recruitment procedure, which emphasizes the fact the problem may be enormous, under reported and or under researched.

Comparably, the issue of recruitment processes presents one of the greatest challenges to organisational performance. However, the knowledge and literature about the impact of recruitment procedure on employee performance in private universities in Rwanda remain unknown and unexamined. Therefore, this study will investigate the recrujtment processes employed by Universite Libre de Kigali, Gisenyi campus, how they affect the university's employee general performance and generate information that would help addressing the short fall of the system and suggest possible solution on how to improve the employee performance.

1.3 Purpose of the Study

The purpose of this study was to investigate the impact of recruitment procedures on employee performance in private universities, a case study of Université Libre de Kigali (ULK).

1.4 Objectives of the Study

This study was guided by the following objectives:

1. To identify the existing recruitment procedure followed by ULK

2. To investigate sources and ways of sourcing employees at ULK

3. To assess the impact of recruitment procedures on retention of employees at ULK

1.5 Research Questions

This study was guided by the following research questions:

1. What is the existing recruitment procedures used at ULK?

2. What are different sources and ways of sourcing employees at ULK?

3. What is the impact of recruitment procedures on employee retention at ULK?

1.6 Scope of the Study

This study was conducted at University Libre de Kigali, Gisenyi Campus. It is situated in Western Province of Rwanda. It looked at the theory of effective recruitment procedure, sources and ways of sourcing employees and the impact of recruitment processes on employee performance and it was conducted on academic staff.

1.7 Significance of the Study

This study is valuable to various parties such as the researcher, Universite Libre de Kigali, Gisenyi Campus and other institutions of higher learning.

As a graduate and future human resource manager, this study helps the researcher to discern the reality on field in order to come up with effective procedures of recruitment to minimise the costs of hiring new employees, thereby ensuring retention and increasing productivity in private universities,

Sometimes managers take rush decisions without taking into account or gauging the outcome. The results of study are assistance to human resource managers of private universities especially Universite Libre de Kigali, Gisenyi Campus to be acquainted with effect of recruitment procedures on retention and employee performance, thereby minimising mistakes throughout the course of action.

This research provides an in-depth evaluation of the recruitment procedure and its effect on the employee performance of Universite Libre de Kigali, Gisenyi Campus. Further, these generate discussions for future researchers, scholars and academicians,

The findings of this study help to find out the suiTable recruitment methods and sources used by universities, it is the vast accomplishment and contribution that the researcher shall achieve, in the sense that, the development and utilization of the research material is very vital and very effective to the success of private universities as the only genuine and hope to provide employment.

The results of this study make other users of this study to understand the evidence upon which decisions are intended to be based in the implementation of university services in both private and public sectors.

1.8 Chapter Review

For a study to be conducted there must be a problem at hand which needs to be solved. The summary, this chapter shows how organisation's human resource has evolved. The study aims at investigating the impact of recruitment procedures on employee retention in private universities in Rwanda. This study was conducted at Universite Libre de Kigali, Gisenyi Campus. It is situated in Western Province of Rwanda, where the researcher aimed at identifying the existing recruitment procedure followed by Universite Libre de Kigali Gisenyi campus; investigating sources and ways of sourcing employees at Universite Libre de Kigali, Gisenyi Campus; and finding out the impact of recruitment procedures on retention of employees at Universite Libre de Kigali, Gisenyi Campus. This chapter also shows beneficiaries of the study and how they will benefit from this study.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.0 Overview

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

2.1 Conceptual Framework

Figure 2.1 represents the conceptual framework of this study. There are two independent variables, and two dependent variables. The performance and retention of employees depend on procedures followed in recruiting those employees and sources of those employees, which will lead to increased productivity and effective management.

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

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

Independent variables

Dependent variables

1. Recruitment procedures
• Pre-advertisement
• Review of Requirements
• Reviewing the role
• Developing the Job Description and Person Specification
• Advertising/Searching
• Receipt of Applications
• Selection
• The Appointment
• Offer of Employment
• Induction
2. Sources or ways of sourcing qualified employees
2.1 Internal search
2.2 External source
• Advertisements
• Employee referrals
• Public employment agencies
• Private employment agencies
• School placements
• Temporary help services
• Employment leasing and independent contractors

1. Employee performance
2. Employee retention

Outcomes

1. Increased productivity
2. Effective management

Source: Lindner and Zoller, (2000, p. 7)

Figure2. 1: Conceptual framework of the study

2.2 Recruitment procedures

Before discussing theories on recruitment procedures, it is important to define recruitment. Lindner and Zoller (2000) defined recruiting as the process of generating a sufficiently large group of applicants from which to select qualified individuals for available jobs. This view is shared by Armstrong as cited by Kagobaire (2007, p. 7) who states that "recruit is a process of searching prospective employees and stimulating and encourages them to apply for job in an organisation".

Arguably, if this process is not carried out, businesses may not be able to select a qualified staff. In fact, there may be no selection at all; a business may be forced to hire those people who are available or allow jobs to go unfilled. This is particularly true for small businesses with affirmative action programs. It is perceived that to a certain extent these programs fail simply because no organized effort is made to develop sources of minority applicants.

Lindner and Zoller (2000) indicate that there is no generally accepted best way to recruit prospective employees. However, researchers suggests that the type and nature of information used in recruiting has a direct affect on who will apply and accept a particular position Bretz and Judge as cited by Kshitij (2006)

It is observed recruiting staff can be simple but very expensive mistakes in all sorts of ways when trying to take on new staff. Thus, sound recruitment procedures help to avoid mistakes, as well as ensure that recruitment process improves and takes on better staff as well. Kshitij (2006, p.4) argued that "in order to avoid the danger of discriminating in some way, particularly unconsciously, employers must take care to develop and use recruitment procedures which will avoid the risk". Furthermore, using sensible procedures will inevitably improve recruitment

decisions and the quality of the people, taken on. Because of expenses involved in recruiting employees, each and every organisation designs its procedure depending on availability of financial resources.

Even thought there is no standard of recruitment procedures, there are some important elements that need to be taken into account to assist managers in selecting the best candidate for the job and to ensure equality of opportunity for all applicants. It is perceived that recruitment starts with adverts, but before advertising there is a lot of things to do, as it is done at City University London (CUL) "except designing a job description, the department which has a vacant post must press a request to human resource manager to review the necessity of that post and look at different factors before posting adverts" Miller (2007, p. 1).

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

2.3 Pre-advertisement

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

In the researcher's view, these reasons create an opportunity to reconsider the overall functions and structure within a department and to consider any changes required to the job. But

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

Review of requirements

Prior to commencing the recruitment process, it is important to conduct a review of the need for the position, taking into account the strategic aims of the department and of the organisation, any foreseeable changes that might impact on the role or the area, budget, current staff structure and skills to see if no one in the organisation can perform that work SBC (2005). However, it is essential to review the necessity of the vacant post because they can discover someone performing the same job or they can combine with another post in order to minimize costs. Kagobaire (2007) discovered that at KIU the review of the need of the position is made against current staff structure and skills.

Reviewing the role

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

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University London Miller (2007). After identifying the necessity of the vacant post, the person in charge (in general the human resource manager) develop a job description and personal specification.

2.4 Developing the Job Description and personal specification

Once the review of the position has been completed a new or updated job description is required. According to Maicibi (2003, p. 6) "A job description defines the role's purpose; principal duties, activities and responsibilities attached to it t as well as its position within the organisation chart". An accurate job description allows applicants the opportunity to assess their suitability for the role and to decide whether to proceed with their applications, thereby helping to minimize the number of inappropriate applications. It will also define the expectations of both the successful candidate and the manager and serve as a framework for the working agreement and an essential tool for induction, probation and appraisal.

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

2.5 Advertising/Searching

After defining job description and personal specification, both internal and external advertisement can be arranged. Normally, advertisements explain clearly and briefly what the job involves and what qualifications, skills and experience are essential to do the job. "The advertisements should be designed to encourage self-selection and should be non-discriminatory. Consideration should be given to the use of positive encouragement to attract under-represented groups, i.e. flexible working hours as a means of attracting women wanting to return to work" SBC (2005)

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

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

2.6Selection of Candidates

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

Short listing

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

In a related insight, SBC (2005) contends that in preparing the final short list, people who fit all essential criteria are evaluated to pick those with desirable criteria. After drafting a final list of people who meet desired criteria, interviews are arranged. People who have been short listed have to be informed about the time and place of interviews. For those who are not short listed, the recruiting manager should write to the applicant explaining the reasons why they have not been short-listed as it is observed at City University London by Miller (2007). If the decision is

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in favour of the applicant, then the department must offer an interview. It is suggested that people must be formally informed about the time and place of interview using a letter SBC (2005), but in our days recruiters prefer to use telephone because it is cheap, no time consuming and they are certain that the message has been transmitted.

Graphology

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

Questionnaires and tests

According to Maicibi (2003, p. 24) "questionnaires and tests are used to measure effective domains, abilities, stability, team spirit and other aspects of personality". Relatedly, Kshitij, (2006, p. 3) argues that "questionnaires and tests are not also commonly used because of costs associated with it". He explains that this method of selection entail the service of an expert to design and administer the questionnaire and even interpreting generated data and this add to the cost of procurement of personnel . Arguably, in the researcher's view this method of selection is valuable but it also depend on the kind of vacant post, it means it can not be applied on a post which does not require special skills or techniques such as cleaning.

Interviews

In his view Hidimba (2007, p. 7) says that "the purpose of the interview is to obtain and assess information about a candidate, which will enable a valid prediction about their suitability for the

position". Selection interviews can be carried out by one person or by several people in a panel. Interviewing therefore involves processing and evaluating evidence about the capability of a candidate in relation to the employee specification. Some of this evidence will be on the application form, but this must be supplemented by more detailed or specific information about experience and personal characteristics that can be obtained in a face-to-face meeting. Additional evidence can be obtained from selection tests, other assessments and from references, which supplement the process.

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

Immediately after the interviews, candidates are evaluated to select the successful candidate. "Selection should be based on the application, measured against the information contained on the job description and person specification, if no clear favourite emerges the criteria should be weighted in terms of their importance to the post in question" Miller (2007, p. 5). It is also advised that human resource manager should ensure he or she or their representatives i.e. recruitment group apply the law of three before the best candidate is selected. "The law of three states that of all those interviewed; there should be the best top three to select one from" Maicibi (2003, p. 35). To select the successful candidate one of the above discussed methods of selection can be used being questionnaires, interviews or group exercise. Practical skills testing such as word processing or report writing can be useful to select the final candidate, as they give some idea of how an individual will perform if appointed.

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2.7 Appointment of successful candidates

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

2.8 Induction

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

Knoontz and Weihrich as mentioned by Maicibi (2003, p.36) defined orientation as "the introduction of new employees to the enterprise, its functions, tasks and people". Socialisation of people is explained in three aspects: acquisition of work skills and abilities, adoption of appropriate role behaviour and adjustment to the norms and values of the work group Robbins and Coulter (1999). Arguably, in the researcher's view, this is important because at initial stages, the new employees may not know from whom to seek advice, the organisation structure and

hierarchy. All new employees must have an induction programme designed to meet both departmental and organisation needs.

This view is shared by Cain and Reynolds (2007, p. 13) who assert that" the programme varies according to duties and responsibilities of the post and the individual location of a post". All new post holders has to be issued with an induction checklist which details the minimum requirements which enables an individual to become integrated into the organisation and which together with the job description and person specification should form the basis for the probationary assessment with their manager. Stafford Borough Council advises recruiters that "induction is important to all employees because, failure to provide individuals with a structured induction may lead to a number of consequences poor performance and low job satisfaction, absenteeism, high labour turnover, resignations or early dismissals, high demands on managers, accidents leading to injuries and/or prosecution, tribunal cases if employees complain of unfair dismissal because of inadequate training" SBC (2005, p. 14).

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

2.9 Probation

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

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

2.10 Sources and ways of sourcing qualified employees

Ivancevich (2001, p. 340) states that "there are commonly two sources of recruiting qualified employees: internal and external". External source of recruitment include different alternatives such as advertissments, employee referrals, public employment agencies, private employement agencies, school placements, temporary help services and employment leasing and independent contractors. It is percievd that certain sources of employees are better than others but it can be added that it depends on the type of post to be filled. Lindner and Zoller, (2000) believe that prospective employees may be recruited from a number of sources, depending on the type of job opening.

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

Robbins and Coulter, (1999, p. 345) argued that "the type or level of a position influences recruitment methods. The greater the position in the organisation's hierarchy, the more the recruitment process will expand to become a regional or national search". The scope of recruitment and the amount of effort will take, will be influenced by the size of the organisation. In general, the larger the organisation, the easier to recruit job appicants. Larger organisations have a large pool of internal candidates to choose from to fill positions above the lowest level. Large organisation also have more visibility and ypically more prsetige. They may also be perceived as offering grater opportunities for job promotions and increased responsibility. Table one gives an idea about different sources of recruitment for different employees. The first column represents different sources of recruitment, the second column shows diverse sources which can attract unskilled labor, the third column illustrate various source where skilled employees can be obtained, and the fourth and last columns stands for source of managerial or professional applicants. These sources are discussed in the following sections.

Table2.1: Type of job applicants likely to be recruited by different recruitment sources

Sources	Unskilled	Skilled	Managerial/Professional
INTERNAL SOURCES			
Internal job posting	X	X	
Employee refferals	X	X	X
EXTERNAL SOURCES			
Media	X	X	X
Walks-in	X	X	
Public agencies	X	X	
Private agencies		X	
Search firms			X
Educational institutions			
Vocational training	X		
Vocational/Techinincal		X	
College/Universities			X
Direct recruiting			X

Source: (Lindner and Zoller, 2000)

2.11 Internal sources of Recruitment

Internal job postings

It is perceived by Lindner and Zoller, (2000) that all vacancies should be internally publicized and all employees be allowed to apply for any opening. Posting and circulating notices of vacancies maximizes employee awareness of job openings. The internal search is used when a vacancy is attempted to be filled with the internal staff through promotion, advancement or transfer.

Relatedly, Maicibi (2003, p. 10) asserts that "it could also be through the interview and appointment of an internal staff to fill the vacancy".

In a comparable stand point; Cloudy (2007, p. 5) states that "job posting refers to the filling of job vacancies from within the business - where existing employees are selected rather than employing someone from outside". Arguably, Hidimba (2007) states that a business might decide that it already has the right people with the right skills to do the job, particularly if its training and development programme has been effective.

Internal vacancies are usually advertised within the business via a variety of media: staff notice boards, intranets, in-house magazines / newsletters, weekly staff magazine devoted solely to advertising jobs within organisation, or staff meetings. Because of the advantages associated with job posting such as contributing to the accomplishment of mission goals by staffing positions with high-quality employees, providing career opportunities for employees and ensuring that promotion opportunity information is made available to all employees, bringing to the attention of management high-quality employees who have the capacity to perform in more responsible assignments, fostering and facilitating the mobility of employees in the interest of broadening their experiences and increasing their qualifications, ensuring the maximum utilization of employees in positions for which they are best qualified, ensuring that the skills, qualifications, achievements, and promotion potential of employees are recognized and fairly considered in the staffing process, and encouraging employees to improve their performance to develop their knowledge, skills, and abilities among others, Cain and Reynolds, (2007) advise recruiters to first consider internal and available skills before searching outside the organisation.

Job posting can also be done through reassignment, which consists of non- competitive movement of an employee to another position for which he/she qualifies at the same grade level and with an equivalent target grade if applicable. A reassignment eligible is well thought-out a non-competitive candidate, or is a non-competitive referral, because he/she has already competed for and currently holds, or has held, an equivalent position to the one being filled, therefore competition is no longer required.

Reassignments can be management directed, these actions are initiated by, management to laterally move an employee to another position within the organization or between organizations. This often occurs when placing employees in order to avoid reduction-in- force actions or for other reasons when an employee's skills can be better utilized in another equivalent position. A reassignment can also be a voluntary request - These actions are initiated by an employee wishing to move to another position Cloudy (2007).

Another form of job posting consists of a detail which is "a temporary assignment of an employee to a different position or set of duties for a specified period with the employee returning to his/her original position at the end of the detail" Hidimba (2007, p. 7). There is no formal position change; officially the employee continues to hold the position from which detailed and keeps the same status and pay. An employee who continues to carry out the duties of the position to which permanently assigned and also performs some of the duties of another position for a limited time generally is not considered to be on detail.

Employee referrals

Robbins and Coulter, (1999) articulate that certain recruitment resources are better than others, they argued that employee referrals prove to be superior because applicants referred by current

employees are pre-screened by those employees, as recommenders know both the job and the person being recommended, they tend to refers applicants who are well qualified for the position.

While Hidimba, (2007) and (Lindner and Zoller, 2000) emphasise on merits of this source of employees, Signer as noted by Kambanda (2006, p.20) critisizes this source by saying that relying on this source of recruitment more especially in countries which experience racial and/or ethinic discrimination as workers may tend to refer members of their race or ethinic group, hence, making an organisatio a community of one group. Arguably, in the researcher's view this source of recruitment proves to be ineffective for the reason that employees can refer their unqualified relatives because they are starving, and they help them to forge required documents and qualifications.

It is argued by Luvmyjet (2008) that many large organisations favour this source to external sources because of its reliability and low cost of recruitment associated with it, candidates are familiar with the organisation and it is also used to motivate employees by promoting (for example from junior to senior manager) or transferring them from one department to another (accounting to finance). Concurring with this, Hidimba (2007) asserts that the preference of internal source to external source gives existing employees greater opportunity to advance their careers in the business, may help to retain staff who might otherwise leave, it requires a short induction training period, the employer should know more about the internal candidate's abilities (a reduced risk of selecting an inappropriate candidate), usually quicker and less expensive than recruiting from outside.

Even though it is has advantages, it is also associated with drawbacks as it was put forward by Cloudy, (2007) such us limits of the number of potential applicants for a job, external candidates

might be better suited / qualified for the job, another vacancy will be created that has to be filled, existing staff may feel they have the automatic right to be promoted, whether or not they are competent, business may become resistant to change; by recruiting from outside, new perspectives and attitudes are brought in.

Transfers and promotions

According to (Cloudy, 2007) this is a common way used by many organisations to fill vacancies. Instituting a policy of promoting from-within; the organisation search for qualified person while internally before recruiting externally.

2.12 External Sources of Recruitment for an Organisation

Maicibi, (2003) states that external sources are ways of sourcing the best applicant from both inside and outside the organisational existing staff. When the existence of the vacancy is publically announced and both organisational staff and non staff are requested to apply and compete on equal terms. External sources of recruitment include advertisement, employee referrals, public employment agencies, private employment agencies, school placement, temporary help services and employee leasing and independent contractors (Cloudy, 2007).

Media Advertising

One commonly used external recruiting source is advertising through radio, television, and newspapers. It is perceived that advertising allows the employer to reach a wider audience. The choice of advertising media depends on the requirement for the advert to reach a particular audience and, crucially, the advertising budget. (Ivancevich, 2001) argues that the advantages of advertisements are their wide distribution and they can target specific groups and attraction of

many unqualified applicants is considered as the main drawback of advertisement. Position announcements may also be posted in locations where they are likely to be seen by persons seeking jobs. Through advertising, recruiters can be selective and indicate clearly the nature of a job and required qualifications. Advertising also enables recruiters to target minorities through minority-oriented media, announcements at grassroots organizations, and colleges and schools with a large proportion of minority students, as it was advanced by Luvmyjet (2008).

Walk-ins

Another external recruiting source is walk-ins. This source is relatively inexpensive, and applicants may be filed and processed whenever vacancies occur Hidimba (2007). Walk-ins provide an excellent public relations opportunity because well-treated applicants are likely to inform others. On the other hand, walk-ins show up erratically, and there may be no match with available openings. This is particularly true for jobs requiring specialized skills Lindner and Zoller (2000). In the researcher' view, these walk-ins are predominantly blue-color and clerical workers who, to a high extent, are low or unskilled.

Public and Private Employment Agencies

Public and private employment agencies are established to match job openings with listings of job applicants; these agencies also classify and screen applicants. "Most agencies administer work-sample tests, such as typing exams, to applicants" Lindner and Zoller, (2000, p. 3). It was also argued by Kshitij (2006, p. 2) that "public employment agencies are free of charge services and are excellent source of applicants for support-level jobs". As far as private employment agencies are concerned, they are typically paid a fee for their services if they refer a candidate who is subsequently hired.

Businesses that use private employment agencies should attempt to have the agency agree to a minimum employment period during which the fee will be refunded if the candidate hired does not work out; typically three months Lindner and Zoller (2000). Few recruiters rely on public employment agencies because their candidates tend to be unskilled or minimally trained as it was put forward by (Ivancevich, 2001).

Educational Institutions

Different scholars such as Lindner and Zoller, (2000); and Ivancevich, (2001) state that high schools are excellent sources of non-skilled employees who are limited to entry level position. Vocational and technical schools train students on a variety of skills, such as secretarial, electronics, mechanics, data entry, construction, farm operations, and others that can be applied in the work place. Colleges and universities are excellent sources for managerial, technical, and professional employees. "All three types of educational institutions have persons on staff that assist businesses in recruiting potential employees" Cloudy (2007, p. 9). This seems to be the main source of recruitment used by Universities to recruit assistant lecturers, by choosing high performers and train them and or send them for further studies. This view is shared by Kagobaire (2007, p. 45) who asserts that "at KIU this is the main source of assistant lecturers".

Direct Recruiting

In his view, Hidimba, (2007) asserts that when using this method, recruiters send a representative to meet with potential applicants to encourage qualified individuals to apply for jobs. A manager, for example, might visit a number of vocational schools to recruit applicants for entry level positions, or the manager might attend professional meetings and trade shows to contact potential applicants for a senior level position Lindner and Zoller (2000, p. 7). Direct recruiting offers a

number of advantages, including selectivity, public relations, and better responses. As would be expected, however, direct recruiting is typically expensive and time consuming as it was said by (Ivancevich, 2001).

2.13 Impact of recruitment procedures on retention

Cain and Reynolds, (2007, p.23) describe employee retention as "a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project". They added by saying that employee retention is beneficial for the organization as well as the employee.

According to Luvmyjet (2008, p. 6) "the importance of retention is to reduce the turnover costs, but it is not only the cost incurred by a company that emphasizes the need of retaining employees but also the need to retain talented employees from getting poached as it was published on". Some of reasons of retention advanced include, the cost of turnovers itself, the loss of company knowledge; interruption of customer service; goodwill of the company; and regaining efficiency.

Dibble, (1999, p.30) says that "everything done before employing someone affects organisation's ability to retain him or her, mainly, when there is a mismatch between the position requirements and the new employee's skills, both the organisation and the employee are entering in a relationship that will not last longer". The results are on either side barren. On the side of the organisation, there will be loss of productivity because the work will not be getting done or not getting done right and on the side of the employee there will be annoyance due to not being able to use his or her skill, investment, time and energy to find another position.

In a comparable stand point, Luvmyjet (2008) ascertains that retention starts when describing the position to be filled. He added that if job description does not define what the organisation is

looking for, they end up recruiting people without required skills, if recruitment efforts reach a limited number of potential employees, the organisation can not have enough people to choose from. On the other hand, if selection process does not focus on defined competencies, they will not have the person who meets the requirements of the position, and if orientation does not begin to engage in the organisation, they can not contribute to the organisational goals.

Cain and Reynolds, (2007) argue that in 1980s - 1990s, employers often felt that it was up to them to fix the situation in time of mismatch by chasing mismatched employees, move them out of their jobs into something else, train them to develop skills required and or change what is required to do to match what they can do. However, in the researcher's view in our days, it is for the employee to look for another job once he or she recognises his or mistake or accepting the offer. Although it is the employee who takes the first step, both of them are loosing their time and resources to find another job and employee.

Arguably, Luvmyjet, (2008) concur with Cain and Reynolds, (2007) that to reduce dissipate of time and resources on the side of the organisation, there is need to lay foundation of retaining recruited employees. This is important because if there is no good foundation, organisation can not expect employees to stay for long because employees can not bear what they don't like in their employment situation.

Dibble, (1999, p. 32) states that "in twenty first century employment world, people must look at the foundations of retention in the eyes of potential employees because they are customers for vacant post". In the researcher's view this statement is true because when there is job to be filled, the organisation has to look for a qualified person to fill the gap, so, he or she should be

treated as an important customer who will contribute something to the achievement of the organisational goals.

Retention and Job description

In his view Luvmyjet (2008, p.9)contends that "the first step in building the foundation for retention is to have a clear picture of the work to be done and the required skills to perform that job". There is a need to write done the job description and personal specification. This view is shared by Dibble (1999, p. 32) who argues that "to support retention job description should state the purpose of the job, why it exists in the organisation; describe the basic responsibilities; list the skills needed to perform the responsibilities and describe the working conditions".

Cain and Reynolds, (2007, p. 9) observed that "many today's organisations believe that job descriptions are no longer useful. They want to base their staffing decisions on the skills of people and not on responsibilities of the job". Although these organisations do not consider job description as vital, well designed job description supports the organisation sustain other procedures of recruitment and foundations of retention. Concurring with these authors, Dibble, (1999, p. 32) argues that "during recruitment, a job description serves a basis for creative thinking on where to find non traditional potential employees, gives language for job postings, advertisements and executive recruiters, during selection a job description identifies competencies and behaviours to use for interviews and it spots job specific resources that are needed to have ready for employee".

In the researcher's view it is important to have a well defined job description because it helps in employee development and training as it contains the information needed to discover the employees' strengths and deficiencies and gives management information to plan career growth

for high potential employees. This view is supported by Dibble, (1999, p. 34) who argues that "overall job descriptions are a nuisance to prepare and have to be constantly revised".

Therefore, there is a need to support this statement for the reason that when an organisation does not have a well designed job description, the job to be performed disappear as employees changes, or as the organisation fails to get another person with the same qualification, experience and skills with ex-employee. It is difficult to evaluate performance because there are no standards and sometimes employee can say they are not responsible of unperformed activities because they are not written somewhere. In addition, there is no need to lose sight of the value of telling employees their basic functions and general responsibilities, employers must hold employees accountable for the results of their actions and there is a need to emphasize skills to produce results.

Retention and Search of Applicants (Recruitment)

According to Cain and Reynolds, (2007, p. 8) it is absolutely critical that organisations give prospective employees an accurate picture of their organisations and jobs, because they may lose potential people who are looking for the same work environment. Recruitment covers every thing done to create a candidate base for open positions. In recruitment, organisations search for potential employees, so it necessitates appropriate methods of communicating with them, tell them about he position and the organisation.

Section 2.3, discussed different sources of potential employees depending on the type of job to be filled, so in the researcher's view employers must know that people who will respond to their calls mighty be actively searching for a job or probably they are not, but because of the way used to attract them, they may respond as many as possible. This view is supported by Dibble, (1999) who argue that potential employees ask a lot of questions which recruiters must be able to answer to support and guarantee retention. These questions include self description of the organisation, sources of recruitment, clear job requirements, the mission and vision of the organisation, the flexibility in work arrangements, employee development and expectations, rewards, supervision and team work.

Some times people start organisations without a clear vision and strategy, when they recruit employees they become confused as they do not have a clear guideline so they decide to leave that organisation.

The researcher observed another problem which is emerging in our days in recruitment which affects the retention of employees. It consists of disagreement between what is advertised and the reality. For example an organisation advertising for a vacant job, and put in the advert some

benefits associated with that job in order to attract applicants. After selecting the right candidates, he or she is informed that it was a mistake, those benefits are not there. In this case the new employee will start looking for another job because what he or she what expecting to gain from organisation is not there. So there is a need for organisations to be terse about what they say and what they do.

Retention and selection

Ivancevich, (2001, p. 333) indicates that "selection includes all actions taken by an employer to identify the person who best matches the requirements of the vacant position and to negotiate a mutually satisfactory agreement". He argues that selection must be a two sided relationship because both parties have something to offer and receive i.e. one party wants another seek to negotiate a mutually satisfactory agreement.

The researcher observed that many employers consider selection as one way; this is reflected in the way it is carried out. This view is shared by (Dibble, 1999) who ascertains that "an organisation's selection is characterised in the language used to describe one way relationship. Some of the phrase used by recruiters include: we put candidates through hoops, our tests are hurdles, and we need people out". All of these phrases imply a one sided relationship. On the other hand employers have to put in their mind that they are not the only ones with a relevant view; they have to know that potential candidates are evaluating them; they are comparing them to their current or previous employers or to the others who are recruiting them. The way a candidate is well thought-out in selection will affect his or his time to stay in that particular organisation. Cain and Reynolds (2007, p. 12) advise recruiters that "in preparing selection, they

have to determine the essential skills required to perform the job successfully, since whatever they decide affect retention.

In a related insight, Maicibi (2003) states that selection starts with scrutinizing the resumes of applicants, to see if they claim to have what the organisation wants. As for Lindner and Zoller (2000) traditional way of screening resumes is said to compare work experience and education with requirements without looking at skills. The fact behind was that, if the applicant has the work experience and education can perform the work. Employers now are away that that approach eliminates potential employees who can bring breadth of knowledge as well as the skills that they are looking for. Dibble (1999) argues that in this era of technology, computer skills can be used to get rid of applicants with right skills and required experience. Consequently, it is necessary to screen resume cautiously to circumvent elimination of potential applicants

The way negotiation is done reflect the organisation's culture and gives the potential employee a picture of how things are done. It is a form of merger with each side having something to gain and something to lose. So, employers must give a positive picture of the organisation to ensure retention of new employees

Retention and orientation

It is perceived that new employee orientation begins the moment the agreement is reached and continues through the first several days of employment, therefore, organisations need to be prepared for the employees at different locations, in different level of the organisation and most importantly with different individuals we need. Dibble, (1999) suggested that organisations need careful planning and preparation to identify all the individualised paperwork they need to sign and the specific information required for their circumstances. She further advised that companies

that hire many people at once can involve them in a multiday group session with speakers and facilitators who introduce new employees to the values and beliefs of the organisation.

2.14 Review

Planning for a rationale approach to the retention employees is not an easy nor ignorable task for management as it is affected by various factors. Therefore, retention of potential employees is an important strategy which needs to be properly designed. This chapter discussed theories of recruitment procedures in relation to retention of employees in private universities. Since various universities differ from each other in different ways, also recruitment procedures differ in favour of their strategies and goals. Diverse scholars have different views on recruitment procedures to be followed in an organisation and sources of applicants. However, there is a common understanding that to retain potential employees, each and every organisation need to have a well designed recruitment policy.

CHAPTER THREE: METHODOLOGY

3.0 Overview

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

3.1 Research Design

A case study research design was used. Universite Libre de Kigali, Gisenyi Campus was selected purposively as a case study because of easy accessibility of information.

3.2 Population of the study

The population of this study consisted of all employees and lecturers of Universite Libre de Kigali, Gisenyi Campus It is composed of the department of administration and three faculties being the faculty of law, faculty of business and management, and the faculty of social science. Table 3.1 represents the target population of this study. At Universite Libre de Kigali, Gisenyi Campus there are full time employees and visitors or part-time employees. This study targeted full-time employees because they are familiar with recruitment procedures and sometimes they participate in recruiting part-time lecturers. In faculty of Law, there are seven employees and three of them are full-timers; there are twelve employees in faculty of business and management, six of them are permanent employees; there are ten employees in faculty of social science, among them only four are permanent and administration has four full-timer employees. The total target population is seventeen full-time employees.

Table3.1: Population

	Total number of employees	Full-time employees
Faculty of Law	7	3
Faculty of Business and Management	12	6
Faculty of social science	10	4
Administration	4	4
Total	**37**	**17**

Source: Université Libre de Kigali

3.3 Sample and Sampling Procedure

The target population of this study consists of seventeen full-time employees at Universite Libre de Kigali, Gisenyi Campus from this number, a sample is calculated using formulas in Appendix D.

The sample of this study was sixteen full-time employees of Universite Libre de Kigali, Gisenyi Campus. Sample size per stratum was selected in proportion to the target population. There were three respondents in the faculty of law, five in the faculty of business and management, four in faculty of social science and four respondents in administration. Table 3.2 shows the sample size per stratum. To select respondents, the researcher purposive method was used.

Table3.2: Sample size

Strata	Target population	Sample size
Faculty of Law	3	3
Faculty of Business and Management	6	4
Faculty of Social Science	4	4
Administration	4	4
Total	17	15

Source: Université Libre de Kigali

3.4 Instruments

Semi-structured questionnaire was used to collect primary data. The researcher designed the questionnaire in such format where there were closed and open-ended questions. From closed questions, respondents were supposed to pick a response from list, category, or and rating-scaled questions and from open-ended, they were expected to give there own opinions.

A pre-test were conducted to ensure the clarity of questions, their effectiveness and the time required to complete the questionnaire, and to make sure that the questionnaire measures what it intends to measure, the researcher assessed its content validity and reliability.

To test the content validity, the researcher used a panel of four individuals to evaluate whether each question in the questionnaire is fundamental and valuable. These people were given the questionnaire together with the objectives of the study, and research questions. They were asked to assess the validity of questions in the questionnaire by ranking them from 1 to 4 against objectives of the study, and research questions. One stood for not relevant, two stood for some

what relevant, three stood for quite relevant and four stood for very relevant. From there, a content validity ratio(CVR) and content validity index(CVI)were calculated.(see appendix E)

To test the reliability of the questionnaire; internal consistency or Chrobach Alpha coefficient was used. This was calculated using SPSS. It is perceived that for instrument to be reliable, the coefficient has to be at least 0.7 and more. Six questionnaires were distributed for pilot test and there were twenty four items in the questionnaire. The alpha coefficient of reliability resulted to0.717, which is acceptable as argued by Opolot-Okurut and Aguti,(2007).To collect related literature review, the researcher used documentary secondary data and primary sources. Documentary secondary data includes written materials such as organizations' databases, organizations' websites, journals and newspapers. The researcher will also use non published documents such as theses.

3.5 Procedure

Before starting research, the researcher requested an introduction letter from the school of Post Graduate studies and presented it to Universite Libre de Kigali to get authorization to conduct the research in their organisation, as given in Appendix A. The researcher was given a transmittal letter which allowed him to collect information from full time employees of Universite Libre de Kigali, Gisenyi Campus as an Appendix B.

Data was analyzed, explored and presented using different Diagrams and Tables; then the researcher interpreted result, wrote the final report, and finally, the dissertation was submitted to the School of Post Graduate Studies of Kampala International University for presentation.

3.6   Data Analysis

Data was continuously analysed during data collection. The data categories was identified and edited with a view of checking for competences and accuracy. Qualitative data was attributed numerical codes so that it can be analysed statistically. The researcher calculated the relationship between variables and finally finds out the soundness of research questions.

3.7 Ethical issues

To gain access to information from respondents, the letter received from Universite Libre de Kigali, Gisenyi Campus was placed on the top of the questionnaire; and a clear account of requirements was granted to respondents to allow them to be aware of what was required from them.

3.8 Review

To summarise, this chapter presented the methods and techniques used in conducting the study, it shows the design of the study, the target population, the sample size and sampling techniques used. It also presents the instruments used in collecting primary and secondary data, the techniques used to ensure validity and reliability of collected information.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Overview

This chapter presents, and analyses findings collected using a semi-structured questionnaire. Sixteen questionnaires were distributed to the sixteen fulltime employees of Universite Libre de Kigali, Gisenyi Campus, but only fifteen were returned to the researcher. Two respondents of faculty of Business and Management did not answer because they were out of the country pursuing their studies.

4.1 Demographic Information

This section explores respondents' demographic information collected using question one to six of the questionnaire.

Gender

Table 4.1 shows that majority of employees at Universite Libre de Kigali, Gisenyi Campus are male and less are female. The Universite Libre de Kigali, Gisenyi Campus needs to admit more females.

Table 4.1: Gender

		Frequency	Percent (%)	Valid (%)	Cumulative (%)
Valid	Male	14	93.3	93.3	93.3
	Female	1	6.7	6.7	100.0
	Total	15	100.0	100.0	

Source: Field Data

Respondents' Age

Forty six point seven percent (46.7%) of informants range between 34 to 42 years old as it is presented in Table 4.2. 40% are aged between 26 to 33 years old and only 13.3% are above 50 years old.

Table4.2: Age of Respondents

		Frequency	Percent (%)	Valid (%)	Cumulative (%)
Valid	26 to 33 years old	6	40.0	40.0	40.0
	34 to 42 years old	7	46.7	46.7	86.7
	Above 50 years old	2	13.3	13.3	100.0
	Total	15	100.0	100.0	

Source: Field Data

Marital status

It is observed in Table 4.3 that majority of employees at Universite Libre de Kigali, Gisenyi Campus are married.

Table4.3: Marital Status

		Frequency	Percent	Valid (%)	Cumulative (%)
Valid	Single	6	40.0	40.0	40.0
	Married	9	60.0	60.0	100.0
	Total	15	100.0	100.0	

Source: Field Data

Educational level

Findings in Table 4.4 revealed that majority (86.7%) of the respondents are masters holders. This therefore indicates that Universite Libre de Kigali, Gisenyi Campus has more masters holders than PhDs.

Table4.4: Educational level

		Frequency	Percent	Valid (%)	Cumulative (%)
Valid	Bachelor degree	4	26.7	26.7	26.7
	Masters degree	9	60.0	60.0	86.7
	PhD	2	13.3	13.3	100.0
	Total	15	100.0	100.0	

Source: Field Data

4.2 Recruitment Procedures at Universite Libre de Kigali, Gisenyi Campus

This section deals with respondents' view on recruitment procedures followed at Universite Libre de Kigali, Gisenyi Campus. It is answering research question one "What is the existing recruitment procedures used at Universite Libre de Kigali, Gisenyi Campus?" This was answered using question seven to twenty two of the questionnaire.

Time of recruitment

Fifty three point three percent (53.3%) agreed that at Universite Libre de Kigali, Gisenyi Campus, recruitment is done as long as there is a vacant post or as long as there is a need and 46.7% said that recruitment is done every year as it is presented in Table 4.5. Those who said that it is done every year, justified there answer by saying that at the end of every graduates with first class are recruited as assistant lecturers or they are given other jobs within university.

Table4.5: Time of recruitment

		Frequency	Percent	Valid (%)	Cumulative (%)
Valid	Every year	7	46.7	46.7	46.7
	As long as there is a vacant post	8	53.3	53.3	100.0
	Total	15	100.0	100.0	

Source: Field Data

Existence of Recruitment Policy

To ensure transparency in recruitment, it is advised to organisations to have a proper and well designed recruitment policy. It is in this case that the researcher wanted to know if there is a policy prevailing recruitment procedures at Universite Libre de Kigali, Gisenyi Campus. Table 4.6 shows that 93.3% know or are informed about recruitment policy, but 6.7% are not i.e. they do not know if such policy exists.

Table4.6: Existence of recruitment policy

		Frequency	Percent (%)	Valid (%)	Cumulative (%)
Valid	**Yes**	14	93.3	93.3	93.3
	Do not know	1	6.7	6.7	100.0
	Total	**15**	**100.0**	**100.0**	

Source: Field Data

Review of the Need of Recruitment

Table 4.7 shows that only 100% of the target sample answered this question. 100% of those who answered said that before recruiting new staff, people in charge assess job description and personal specifications to see if there is no one around who can perform the same job, or if it is really necessary to look for additional employees.

Table4.7: Review of the need of recruitment

		Frequency	Percent	Valid (%)	Cumulative (%)
Valid	**Yes**	15	100.0	100.0	100.0
Total		**15**	**100.0**		

Source: Field Data

Criteria of Review

Those who said that people in charge review the need of recruitment were asked criteria against which that review is made. Thirty five percent said that the review is made against current staff structure and skills; it means that before recruitment they assess available staff and there skills to

see if no one can perform the same work. Thirty four percent said that the review is made against strategic aim s of the area i.e. department and or faculty and aims of the entire university. Twenty three percent said that the review is made against the budget and 8% said that the review is against foreseeable changes that might occur. This information is displayed on Figure 4.1.
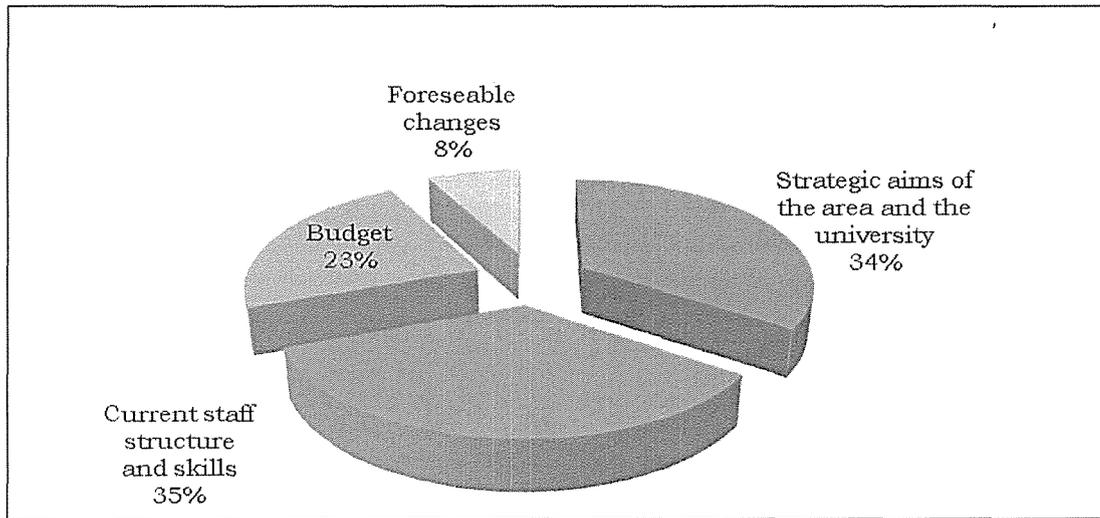
Figure4.1Criteria of review

Source: Field Data

Designer of Job Descriptions

Figure 4.2 shows informants' opinions about the person who design job description. 46% said that human resource manager is in charge of designing job descriptions especially for administrators, 40% said that the design of job descriptions is in charge of university council/board. Seven hundred percent said that the dean of faculty and head of department design job description in case of a lecturer.
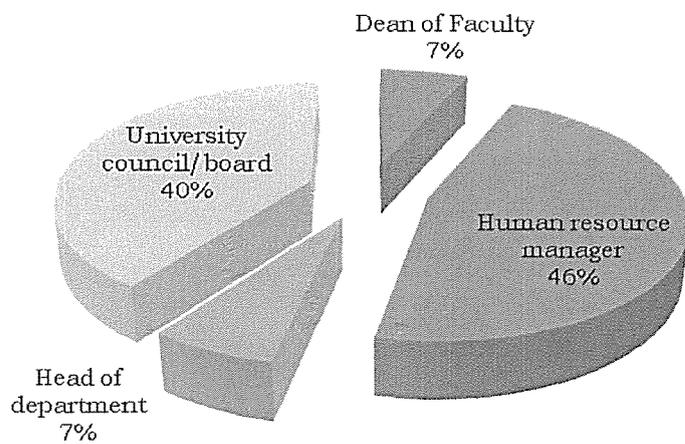
Figure4.2: Designer of job descriptions

Source: Field Data

How People Came to Know about Vacant Post at Universite Libre de Kigali, Gisenyi Campus

Participants were asked how they came to know about vacant posts at Universite Libre de Kigali, Gisenyi Campus. It is observed from Figure 4.3 that 37% came to know vacant posts at Universite Libre de Kigali, Gisenyi Campus through adverts on radios and TV; 18% knew about vacant posts through school placements; 15% came to now about vacant posts through news papers; 15% knew it through university's website; 11% knew it through employee referrals and 4% came to know about existing vacant post at Universite Libre de Kigali, Gisenyi Campus through internal memo.
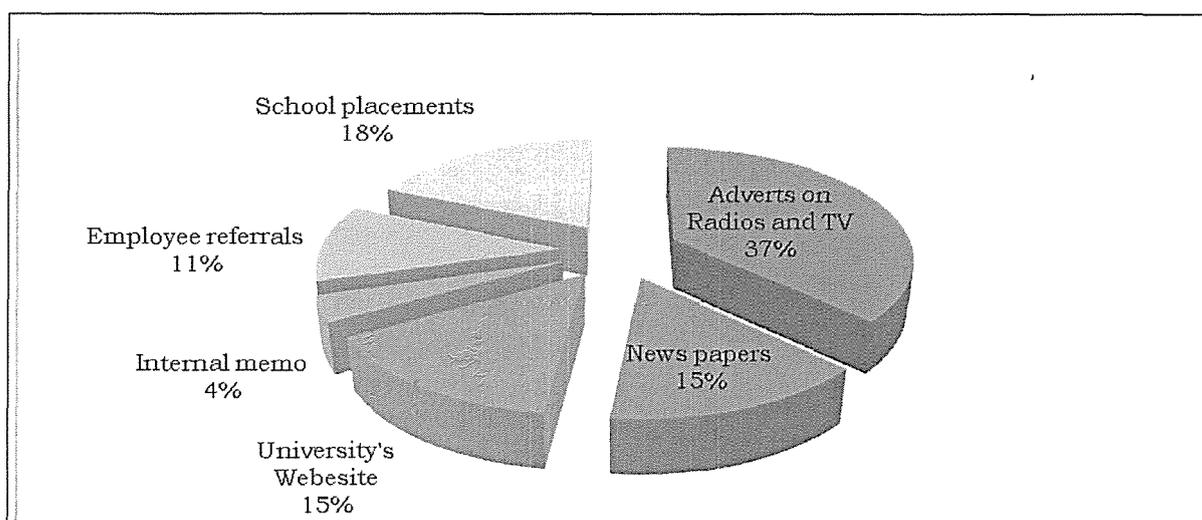
Figure4.3: How people came to know about vacant post at ULK

Source: Field Data

Means of Applications

It is observed from Table 4.8 that at Universite Libre de Kigali, Gisenyi Campus applications are made using application letters as it was alleged by 100% of informants.

Table 4.8: Means of applications

		Frequency	Percent (%)	Valid (%)	Cumulative (%)
Valid	**Application letters**	15	100.0	100.0	100.0

Source: Field Data

Assessment of Applications

An accurate job description is necessary to assess their suitability of applicants, it is observed from Figure 4.4 almost a half (46%) of respondents said that applications are assessed against job

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description and 31% said that they are assessed against personal specification together with job description, 15% said that they do not know and 8% of respondent said that applications are assessed against personal specifications in case they fail to get an applicant who satisfy requirements of job description.
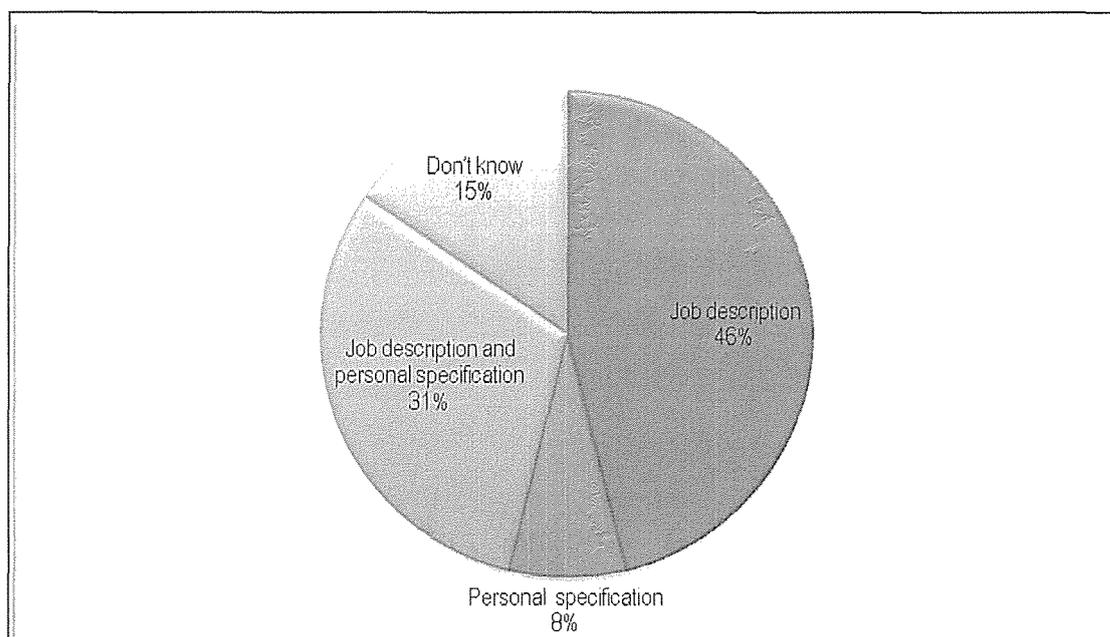
Figure4.4: Assessment of applications

Source: Field Data

Composition of Selection Committee

It is observed from Table 4.9 that only 100% answered this question. Among those who answered, 86.7% whispered that selection committee is made of recruitment board which is composed of people of different departments, faculties and human resource manager and 13.3% said that selection group is made of only people of faculty when they are recruiting lecturers.

Table4.9: Composition of selection committee

		Frequency	Percent (%)	Valid (%)	Cumulative (%)
Valid	Only people of faculty	2	13.3	13.3	13.3
	Recruitment board	13	86.7	86.7	100.0
Total		**15**	**100.0**		

Source: Field Data

Notification of Unsuccessful Candidates

One hundred percent answered to this question as it is observed from Table 4.10. 60% of those who responded to this question agreed that unsuccessful candidates are informed; 13.3% disagreed and 26.7% of respondents said that they are not sure if unsuccessful candidates are informed.

Table4.10: Notification of unsuccessful applicants

		Frequency	Percent	Valid (%)	Cumulative (%)
Valid	Yes	9	60	60	60
	No	2	13.3	13.3	73.3
	Not sure	4	26.7	28.7	100.0
Total		15	100.0		

Source: Field Data

Appointment of Successful Candidates

After passing the interview, candidates are supposed to obtain appointment letters from their employers. Table 4.11 presents different opinions from informants. Participants emphasized that time of appointment depend on the type of post to be filled. They said that generally lecturers are appointed immediately after passing their interviews as it was said by 46.7%. In the case of administrators, appointment is made after probation as advanced by 26.7% of respondents. 13.3% said that there are some sensitive posts like Dean of Faculties among others which require that referees must be consulted before appointing someone to that post. 6.7% said that sometimes recruiters require medical clearance but this is usually asked for because it is considered by candidates as a sign of discrimination and 6.7% said that they are not sure of the time the appointment of successful candidates is made.

Table4.11: Appointment of successful candidates

		Frequency	Percent (%)	Valid (%)	Cumulative (%)
Valid	Immediately after interview	7	46.7	46.7	46.7
	After consulting referees	2	13.3	13.3	60.0
	After presenting medical clearance	1	6.7	6.7	66.7
	After probation	4	26.7	26.7	93.3
	Not sure	1	6.7	6.7	100.0
	Total	15	100.0	100.0	

Source: Field Data

Induction

100% responded to this question. Table 4.12 shows that 80% of those who answered this question had induction and only 20% did not have induction.

Table4.12: Frequency and Percentages of Responses to Induction Period

	Responses	Frequency	Percent (%)	Valid (%)	Cumulative (%)
Valid	Yes	12	80.0	80.0	80.0
	No	3	20	20	100.0
Total		**15**	**100.0**		

Source: Field Data

The Place Where Induction Is Done

Sixty seven point three percent (67.3%) of respondents had induction at the whole university and 33.3% had their induction only of the faculty. It is observed (Table4.13) that majority of informants had the opportunity to familiarize with workmates at university level together with university's internal rules and regulations within the short period of probation.

They said that during probation, they met co-workers who gave them tips and information on how to handle problems. They got familiar with every one at campus and their work become easy, the induction helps new employees to know the philosophy and the culture of the organisation.

Table4.13: Frequency and percentages of Responses to Venues of Induction

	Venues	Frequency	Percent	Valid (%)	Cumulative (%)
Valid	At faculty level	5	33.3	33.3	33.3
	The whole university	10	67.3	67.3	100.0
	Total	15	100.0	100.0	

Source: Field Data

Time of Probation

Majority of informants (80%) had a probation of three months; 13.3% had a probation of one month (for the case of lecturers); and 6.7% had a probation of six months as presented on Table 4.14.

Table4.14: Time of probation

		Frequency	Percent	Valid (%)	Cumulative (%)
Valid	One month	2	13.3	13.3	13.3
	Three months	12	80.0	80.0	93.3
	Six months	1	6.7	6.7	100.0
	Total	15	100.0	100.0	

Source: Field Data

4.3 Sources of Recruitment

Section 4.4 presents information collected using questions twenty three to twenty six of the questionnaire. It answering research question two: "What are different sources and ways of sourcing employees at Universite Libre de Kigali, Gisenyi Campus?".

Source of Applicants

Table 4.15 shows that applicants are generally sourced from both inside and outside university as it was advanced by almost a half (46.7%) of respondents; 26.7% said that applicants are from only outside university, 20% said that applicants are from inside university, and 6.7% do not know where applicants are sourced from.

Table4.15: Sources of applicants

		Frequency	Percent (%)	Valid (%)	Cumulative (%)
Valid	Inside university	3	20.0	20.0	20.0
	Outside university	4	26.7	26.7	46.7
	Do not know	1	6.7	6.7	53.3
	Inside and outside university	7	46.7	46.7	100.0
	Total	15	100.0	100.0	

Source: Field Data

Factors that influence sources of applicants

It is observed from Figure 4.5 that at Universite Libre de Kigali, Gisenyi Campus the main factor that influence sources of applicants is the type of vacant post to be filled as it was said by more than a half of respondents (52%), while 48% said that sources of applicants are influenced by required qualifications and experience.
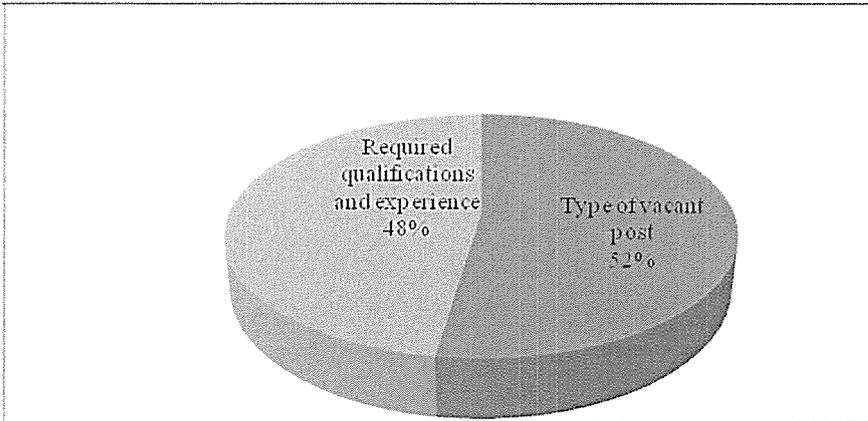
Figure4.5: Factors that influence sources of applicants

Source: Field Data

Approaches of Internal Recruitment

More than a half (67%) of informants said that promotion is one of the means used to by Universite Libre de Kigali, Gisenyi Campus to recruit internally. Twenty two percent agreed that internal recruitment is done through transfers and 11% do not know how internal recruitment is done. This information is displayed on Figure 4.6.
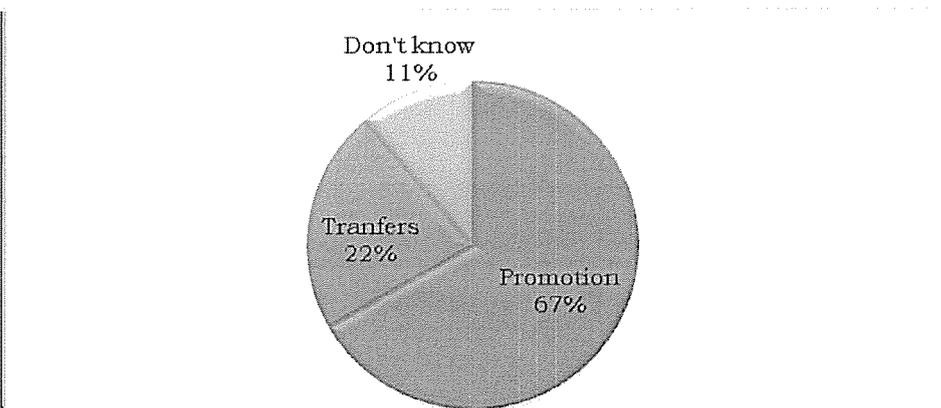
Figure4.6: Approaches of internal recruitment

Source: Field Data

Time of external recruitment

By asking this question, the researcher wanted to know if external recruitment is made after internal recruitment. Table 4.16 shows that 100% responded to this question. Forty six point seven percent of those who responded said that external recruitment is done after internal recruitment and 53.3% disagreed.

Table4.16: Time of external recruitment

		Frequency	Percent (%)	Valid (%)	Cumulative (%)
Valid	Yes	7	46.7	46.7	46.7
	No	8	53.3	53.3	100.0
Total		15	100.0		

Source: Field Data

Reasons Why External Recruitment Is Done After Internal Recruitment

There are many reasons why prior to search for applicants outside an organisations, recruiters search among existing staff. Thirty eight percent said that at Universite Libre de Kigali, Gisenyi Campus, they recruit internally before searching in public in order to retain competent employees; 37% said that it is done s in order to motivate employees and 25% said that external recruitment is done when there are no existing qualified employees (Figure 4.7).
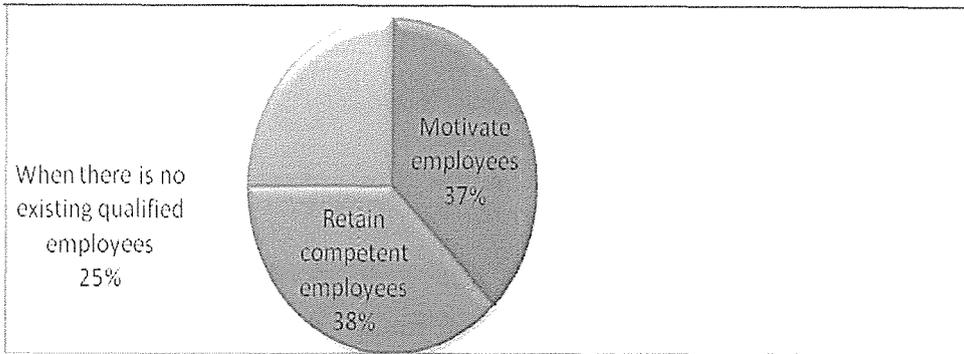
Figure4.7: Reasons why external recruitment is done after internal recruitment

Source: Field Data

4.4 Impact of Recruitment on Employee Retention

This section presents information collected using questions twenty six to twenty nine of the questionnaire in order to answer research question three: "What is the impact of recruitment procedures on employee retention at Universite Libre de Kigali, Gisenyi Campus?".

Period of Time of Which Respondents Have Been Working At Universite Libre de Kigali, Gisenyi Campus

It is observed from Table 4.17 that 46.7% of respondents have been working at Universite Libre de Kigali, Gisenyi Campus for a period of one to three years; 33.3% have been there for a period of three to five years; 13.3% have been working at Universite Libre de Kigali, Gisenyi Campus for a period of five to eight years and only 6.7% have been at Universite Libre de Kigali, Gisenyi Campus for more than eight years.

Table4.17: Period of time they have been working at Universite Libre de Kigali, Gisenyi Campus

		Frequency	Percent (%)	Valid (%)	Cumulative (%)
Valid	One to three years	7	46.7	46.7	46.7
	Three to five years	5	33.3	33.3	80.0
	Five to eight years	2	13.3	13.3	93.3
	More than eight years	1	6.7	6.7	100.0
	Total	15	100.0	100.0	

Source: Field Data

The Time Candidates Were Informed About Job Description

By asking this question, the researcher wanted to know the time in which respondents were informed about their job descriptions to see how it affects retention. It is observed from Table 4.18 that almost three quarter of informants was informed about their job description immediately after appointment. Thirteen point three of informants were informed after a short period of three months and 13.3% were informed about their job description after a long period of six months or more.

Table4.18: When they were informed about job description

		Frequency	Percent (%)	Valid (%)	Cumulative (%)
Valid	Immediately after appointment	11	73.3	73.3	73.3
	After a short period of (3 months)	2	13.3	13.3	86.7
	After a long period (More than six months)	2	13.3	13.3	100.0
	Total	15	100.0	100.0	

Source: Field Data

Effect of Recruitment Procedures on Job Performance and Retention

Respondents were asked if recruitment affect their performance and retention. Table 4.19 shows respondents' view on this statement. Ninety three point three percent of informants agreed that recruitment procedures affect job performance and retention of employees at Universite Libre de Kigali, Gisenyi Campus.

Table4.19: Effect of recruitment on job performance and retention

		Frequency	Percent (%)	Valid (%)	Cumulative (%)
Valid	Yes	14	93.3	93.3	93.3
	Do not know	1	6.7	6.7	100.0
	Total	**15**	**100.0**	**100.0**	

Source: Field Data

Those who agreed that recruitment procedures affect job performance and retention were asked to justify their answers. They said that when employees are recruited and treated fairly, they are motivated therefore stay longer in the organisation; others said that when skilled and competent candidates are hired, they can influence others (existing employees); they alleged that transparency in recruitment procedures make new employees motivated in the work place; and said that when someone is motivated, it is not easy to leave the work without a crucial problem and the quality of employees is based on the kind of recruitment made before work is performed.

4.5 Summary of Findings

Recruitment procedures followed by Universite Libre de Kigali, Gisenyi Campus is summarised in the following Figure 4.8. It is discovered that recruitment process starts with the review of the need of recruitment, here, human resource manager and people at departments and faculties come together to see if there is a need to recruit new employees at University. The review is mainly made against the structure of current staff and their skills, and strategic aims of faculty/ department or the entire university. If they find that there is a need to recruit, they design job descriptions for that vacant post.

The next step consists of searching for potential applicants which is done internally within University and outside university at the same time. Internal recruitment is done through promotions, transfers and adverts made internally through internal memos, whereas external recruitment is mainly made through advertisements on radios, Television, and news papers, and employee referrals. After receiving application letters, the selection committee composed of people of different departments, faculties and human resource department assess those application letters against job descriptions, then unsuccessful candidates are informed, whereas successful candidates are interviewed.

The researcher discovered that successful candidates especially lecturers were appointed immediately after interviews while administrators were appointed after probation period of three months minimum. To have productive workforce, induction is carried out to all employees in the university.

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                  ┌─────────────────────┐
                  │ Review of the need of│
                  │ recruitment          │
                  └──────────┬──────────┘
                             ▼
                  ┌─────────────────────┐
                  │ Design of Job Description│
                  └──────────┬──────────┘
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                  │ Search of applicants │
                  └──────────┬──────────┘
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│         ││        ││(Internal    │  │Radio and         │
│         ││        ││memos)       │  │News papers       │
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                  ┌─────────────────┐           │
                  │ Selection       │◄──────────┘
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           ▼               ▼
  ┌─────────────────┐ ┌──────────────────┐
  │ Notification of │ │ Interviewing     │
  │ unsuccessful    │ │ Successful       │
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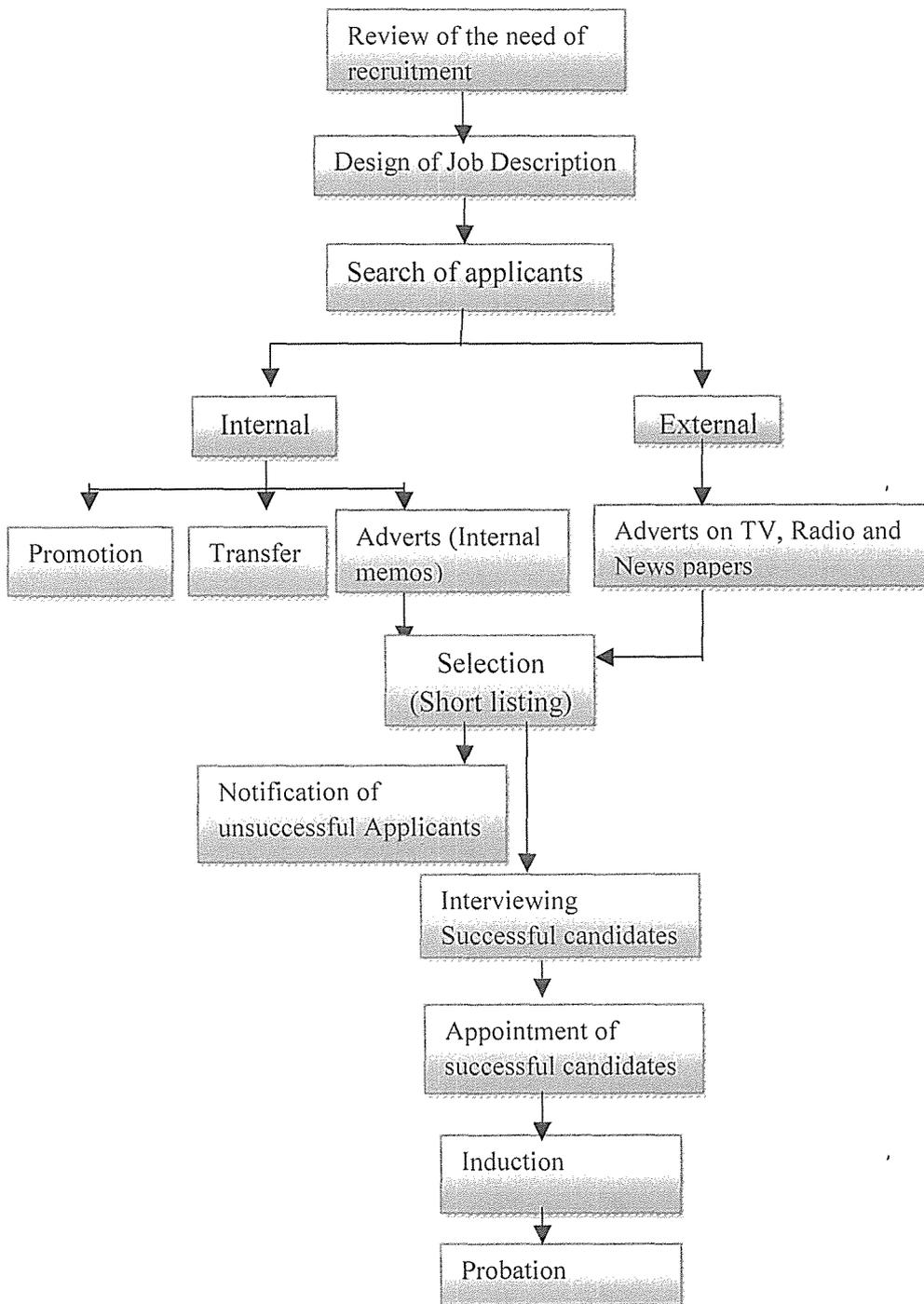
Figure4.8: Recruitment procedures followed by ULK

Source: Field Data

4.6 Review

This chapter presented data gathered using a semi structured questionnaire addressed to the staff of Universite Libre de Kigali, Gisenyi Campus Information is presented in different forms such as Tables and Figures in respect to research questions.

From the proceeding presentation and analysis, all research questions and objectives have been met. The findings show that Universite Libre de Kigali, Gisenyi Campus has a well established recruitment policy which provides guidelines in recruiting employees. The results also indicate that both internal and external sources of recruitment are considered in searching applicants.

CHAPTER FIVE: DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Overview

The present chapter explores findings as presented in chapter four in comparison to the existing literature discussed in chapter two thereby discovering their implications. Additionally, it summarises findings, and presents conclusion and recommendations of the study. This chapter also presents limitations of the study and proposes areas for further research.

5.1 Discussion

This section discusses findings as presented in chapter four in relation to chapter two.

Research question one: What is the existing recruitment procedure used at Universite Libre de Kigali, Gisenyi Campus?

To ensure transparency in recruitment, it is advised to organisations to have a proper and well designed recruitment policy. It is in this case that the researcher wanted to know if there is a policy prevailing recruitment procedures at Universite Libre de Kigali, Gisenyi Campus. More than majority of respondents 93.3% (Table 4.6) agreed that there is a well designed recruitment policy followed by University.

Pre-Advertisement

The results of the study show that before advertising for available post to be filled, at Universite Libre de Kigali, Gisenyi Campus, they review the need of recruitment to see if there is no one within the campus who can perform the same job as it is also done at City London University as

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observed by Miller (2007) and at Universite Libre de Kigali, Gisenyi Campus as observed by (Kagobaire, 2007).

As far as criteria of review is concerned, Stafford Borough Council suggest that during review of the need, recruiters have to look at the strategic aims of the department and of the organisation, any foreseeable changes that might impact on the role or the area, budget, current staff structure and skills among others SBC (2005). The researcher found that the main criteria in which the review is made against is current staff structure and skills as advanced by 35% of participants (Figure 4.1), the budget comes in the third place while reviewing the need of recruitment as said by 23% of respondents.

Design of Job Description

Once the review was made and the need was observed to be there, people in charge of design job description. The researcher observed that different people participate in the design of job descriptions depending on the kind of the post to be filled. Human resource manager design job description in case of recruitment of an administrator as said by 46% of informants (Figure 4.2), university council participate in the design of job description when it is to recruit both administrators and lecturers, whereas dean of faculties and heads of department participate when it is about lecturers. On contrary, at City London University, heads of department together with dean of faculties design job descriptions for lecturers which have to be approved by human resource manager or his/her adviser Miller (2007).

Search of applicants

The step which follows the design of job description is search of applicants. (Hidimba, 2007, p. 9) asserts that to ensure that all staff is provided with opportunities for consideration for career development or movement all vacancies can be advertised within and outside the organisation. Which is also the method used at City University London (most positions are simultaneously advertised externally in print media and/or internet sites). As far as Universite Libre de Kigali, Gisenyi Campus is concerned, the researcher observed that external source through advertisements on radios and Television is the main source of applicants used as advanced by 37% of respondents (Figure 4.3). However, it is also observed that internal source of recruitment is also used at Universite Libre de Kigali, Gisenyi Campus as 18% said that they came to know about vacant post at the university through school placements.

While Robbins and Coulter, (1999, p. 346) states that "employee referrals prove to be superior source of applicants", at Universite Libre de Kigali, Gisenyi Campus, this source of applicants was observed not to be commonly used as observed from Figure 4.3. It comes at the fifth position as ranked by respondents.

Selection of candidates

This phase of recruitment procedure starts with short listing. As Maicibi (2003, p. 22) says that "short listing is done in three phases being comparison of applications with job description; selecting the final short list, and arrangement for interview". The study revealed that at Universite Libre de Kigali, Gisenyi Campus, short listing starts with assessment of application. The assessments are made by comparing applications with job descriptions as said by 46% of informants (Figure 4.4). It was also observed that applications are mainly through letters.

This can help the organisation to select candidates through graphology, however, it can be disadvantageous because when recruiters base on written application letters, they might be biased and disfavour right candidates.

The researcher found that different people participate in selection candidates at Universite Libre de Kigali, Gisenyi Campus. They came together to form a recruitment board, this was said by 86.7% of respondents (Table 4.9). Recruitment board is composed of people from human resource department, departments and faculties and vice rectors.

The study further revealed that unsuccessful candidates are informed as said by more than a half of respondents this was also suggested by Cloudy (2007). While unsuccessful candidates are informed, successful candidates receive confirmation of the appointment immediately after the interview (especially lecturers) as said by 46.7% of respondents. Whereas others (administrators) receive are appointed after probation.

Induction and Probation

In his view, Maicibi (2003, p. 36) argues that "the first few days and weeks of the employee in the organisation can be very crucial for integrating the new person into the organisation". It is in this case at Universite Libre de Kigali, Gisenyi Campus take their time to' familiarize new employees with existing employees and working conditions, this was confirmed by 67.3% of respondents (Table 4.12), this helped new employees to acquire work skills and abilities, adoption of appropriate role behaviour and adjustment to the norms and values of the university, this view is also shared by Robbins and Coulter (1999).

As far as probation is concerned, the researcher observed that majority of employees at Universite Libre de Kigali, Gisenyi Campus had probation even though they didn't have the

same time of period. For lecturers, the induction period was of at one month, and for administrators the probation period goes up to six months, this is summarised in Table 4.16.

Research question two: What are different sources and ways of sourcing employees at Universite Libre de Kigali, Gisenyi Campus?

According to Luvmyjet (2008) many large organisations favour this internal source to external sources because of its reliability and low cost of recruitment associated with it, candidates are familiar with the organisation and it is also used to motivate employees by promoting or transferring them from one department to another (accounting to finance). Conversely, the research discovered that employees at Universite Libre de Kigali, Gisenyi Campus are sourced from both within and outside University, however, it is observed from Figure 4.7 that external source is main source of lecturers together with administrators, this was indicated by 46.7% of respondents. It is also observed that at Universite Libre de Kigali, Gisenyi Campus adverts are made simultaneously inside and outside university (Table 4.15).

Fifty percent (50%) of respondents said that recruitment is done internally before searching outside university, 38% justified their answer by saying that this is done to retain competent employees, 37% said it is for motivation of employees, and only 25% said that external source is used when there are no qualified employees in the organisation, this support the argument made by Hidimba (2007, p. 9) saying that "the preference of internal source to external source gives existing employees greater opportunity to advance their careers in the business, may help to retain staff who might otherwise leave". This view is also shared by (Cain and Reynolds, 2007, p. 4) who advice recruiters to first consider internal and available skills before searching outside the organisation.

The researcher observed that the main approach used to recruit internally consist of promotion as said by 67% of respondents (Figure 4.8). As far as external source is concerned, it was found that the way used to recruit employees at Universite Libre de Kigali, Gisenyi Campus consist of advertisements being on TV and radio (as said by 37% of respondents) and news papers (15% of respondents) (Figure 4.3). Indeed, this method of searching applicants proved to be efficient by attracting many applicants as argued by (Ivancevich, 2001).

What is the impact of recruitment procedures on employee retention at Universite Libre de Kigali, Gisenyi Campus?

For a university which has been working for more than ten years, it was observed that almost a half (46.7%) of respondents has been working at Universite Libre de Kigali, Gisenyi Campus for a period ranging from one to three years and only 6.7% has been working there for a period of more than eight years.

It is observed from Figure 2.1 that retention of employees depend on different factors such as recruitment procedures, sources and ways of sourcing competent employees. This section explores the relationship between these variables. As far as recruitment process is concerned, only some elements of the process will be analysed against retention. To analyse the relationship between variables, cross-tabulation was used.

Retention, Job description and probation

It was discovered that before recruiting employees, various people participate in designing job descriptions. Here, the relationship will be based on the time new recruited employees are informed about their job descriptions and the period of time respondents have been working at Universite Libre de Kigali, Gisenyi Campus.

It is observed from Table 5.18 that that there is no relationship between the time new employees are informed about their job description, time of probation and retention. This is justified by the fact that respondents who have been working for the same period were not informed about their job descriptions within the same period of time, and didn't have the same probation period of time.

Only two respondents had a probation period of one month and both of them were informed about their job description immediately after appointment, however, one has been working for a period of time ranging from one to three years and the other has been working for a period of three to five years. The study discovered that twelve respondents had probation for three months. Eight of these respondents were informed about their job descriptions immediately after appointment, although four have been working for one to three years, two of them have been working for three to five years; one respondent has been working for five to eight years and one respondent has been working for more than eight years. It is also observed that only one respondent had probation of six months and he/she was informed about his/her job description immediately after appointment.

Table5.1: Cross-tabulation between periods they have been working at ULK, when they were informed about job description and Time of probation

Time of probation			When they were informed about job description			Total
			After appointment	After a short period of employment	After a long period	
One month	Period they have been working at ULK	One to three years	1			1
		Three to five years	1			1
	Total		2			2
Three months	Period they have been working at ULK	One to three years	4	1		5
		Three to five years	2	1	1	4
		Five to eight years	1		1	2
		More than eight years	1			1
	Total		8	2	2	12
Six months	Period they have been working at ULK	One to three years	1		1	
	Total		1			1

Source: SPSS output 1

Retention and search of applicants

To analyse the relationship between the two variables, Pearson's correlation coefficient and Spearman's correlation coefficient was used. Pearson's coefficient give us a correlation of -0.156 whereas Spearman's give -.250. Even though the two formulas give different answers, they show

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that there is a negative relationship between the time people have working at ULK and the way recruitment is made (search of applicants).

Retention and selection of candidates

In his view Ivancevich (2001) indicates that selection includes all actions taken by an employer to identify the person who best matches the requirements of the vacant position and to negotiate a mutually satisfactory agreement. Relatedly, Maicibi, (2003, p. 22) states that "selection of candidates starts with comparison of applications with job description; selecting the final short list and arrangement for interview". Considering this, the researcher wanted to know if the way assessment of applications affects retention. The relationship was analysed using cross-tabulation together with Pearson's and spearman's correlation coefficient.

From Table 5.24, it is observed that six respondents agreed that applications are assessed against job descriptions, four of them have been working for a period of one to three years, one respondent has been there for a period of time ranging from three to five years and the remaining has been working for five to eight years. It is also observed that only one person said that the assessment is made against personal specification, this respondent has been working for five to eight years and four respondents said that the assessment is made against job descriptions and personal specification.

To confirm the relationship between the two variables, Pearson's coefficient of correlation was used; it is observed that there is a positive but weak relationship between retention and the way applications are assessed. Pearson's coefficient is 0.160.

Table5. 2: Cross-tabulation between assessment of applications and Periods of time they have been working at Universite Libre de Kigali, Gisenyi Campus

		Period they have been working at ULK				Total
		One to three years	Three to five years	Five to eight years	More than eight years	
Assessment of applications	Job description	4	1	1		6
	Personal specification			1		1
	Job description and personal specification	1	2		1	4
	Don't know	1	1			2
Total		6	4	2	1	13

Source: SPSS output 2

After looking at the relationship between the periods of time respondents have been working and the way applications are assessed, the researcher found it important to assess the relationship between retention and selection committee. To analyse the relationship, Pearson's coefficient of correlation was used, which gave us a weak positive coefficient of 0.260.

5.2 Conclusions

1. Universite Libre de Kigali, Gisenyi Campus has a well established recruitment policy, which involves guidelines designed to provide a clear and simple process to assist people in charge in selecting the best candidate for the job and to ensure equality of opportunity for all applicants. These guidelines have been designed to maximise flexibility to meet the needs of all departments/faculties and entire university, and any significant variations are discussed with human resource manager to minimise risk to the University.

2. As far as sources of applicants are concerned, it can be concluded by saying that Universite Libre de Kigali, Gisenyi Campus uses both internal and external source of recruitment. Even though both sources are used simultaneously, external source is the main source of employees, however internal source is given more emphasis in order to motivate and retain existing employees. Internal recruitment is made through promotions and transfers, whereas external recruitment is made through advertisements on FM radios, national Television and news papers.

3. Employers recruiting staff can make simple but very expensive mistakes in all sorts of ways when trying to take on new staff every time. Recruitment procedures involve keen steps to ensure that right people are in the right place at the right time. However, everything done before and during the process of employing someone affects organisation's ability to retain him or her, mainly, when there is a mismatch between the position requirements and the new employee's skills, both the organisation and the employee are entering in a relationship that will not last longer. To reduce wastage of time and resources on the side of the organisation, there is need to lay foundation of retaining recruited employees. Therefore, sound recruitment procedures help to avoid

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

5.3 Recommendations

The followings are some suggested recommendations:

1. To ensure retention of competent employees, it is advised to the university to always produce clear and updated job descriptions which identify both the essential activities of the job and the skills and attributes needed by candidates, and inform new recruited employees about job descriptions immediately after appointment to avoid misunderstandings on what it is supposed to be done.

2. The process for seeking candidates must not be discriminatory and not restricted in a way which could be seen to be discriminatory. Avoid gender references such as he/she and only refer to qualifications and/or experience which are clearly required by the job.

3. Selection methods must be chosen which enable the appropriate skills and attributes to be assessed but should avoid anything which would in effect be discriminatory. Where tests are used all candidates need to be given the same tests to avoid any suggestion of discrimination. It is also advised to use application forms in order to avoid elimination of candidates through the assessment of their handwritings.

4. It is essential that good records are kept for an appropriate period of time about applications, reasons for rejection and performance in any assessments and at interviews, and that these complement the job description and the skill requirements for the job, as these records might be the source of applicants in the near future in order to minimize costs of recruitment

5.4 Limitations of the study

The researcher employed self administered questionnaire to employees who are not conversant with English, the researcher overcame this by interpreting in French.

The researcher faced inadequate financial problems that make it very difficult to move from Kampala to Gisenyi. Besides this, printing, photocopying and typing the report up to the final work was very costly.

The study was conducted on academic staff of Universite Libre de Kigali, Gisenyi Campus. This means that the results obtained are limited to academic staff not on the entire staff.

The results of this study are limited by the sample and measures used which makes external validity difficult to measure. Findings are applicable to the case study used, so it is difficult to say that these results are applicable to all private universities in Rwanda, nor the region.

5.5 Areas for further researchers

This study emphasized on the impact of recruitment procedures on retention in private universities. The researcher observed that, recruitment procedures is not the only factor which influences retention in private universities. Future research could be carried out in the area of "Employee Retention and Labour Turn Over" and "Impact of Motivation on the Performance"

Furtherance to that, a comparative study should be conducted so as to see whether organisations or private universities have and set recruitment policies. Because our research could not generalised the findings of the study due to the fact, there was limited to just one private university.

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APPENDICES

APPENDIX A: INTRODUCTION LETTER

**KAMPALA
INTERNATIONAL UNIVERSITY**

P.O.BOX 20000
KAMPALA- UGANDA.
TEL:-041-266813

OFFICE OF THE DIRECTOR
SCHOOL OF POST-GRADUATE STUDIES AND RESEARCH

15 April, 2008

To:
The Rector,
Universite' Libre de Kigali,
ULK-Gisenyi

Dear Sir/Madam,

RE: INTRODUCTION FOR MR. SEBUHURA Alexandre

The above named is our registered student in the School of Post Graduate Studies and Research pursuing a Master of Arts in Human Resource Management(MAHRM), with the registration numberMAHRM/17692/DF.

He wishes to carry out a research in your organization on "*Impact of Recruitment procedure in Retention of Employees in private Universities. "Case study of "Universite' Libre de Kigali" ULK-Gisenyi.* Any assistance accorded to him regarding research will be highly appreciated.

Yours faithfully,
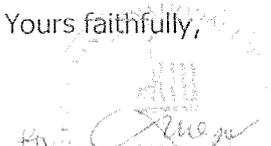
Prof. Samuel O. Owolabi
DIRECTOR-SCHOOL OF POSTGRADUATE STUDIES

APPENDIX B: TRANSMITTAL LETTER
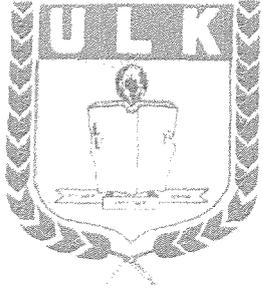
TO WHOM IT MY CONCERN

This is to introduce Mr SEBUHURA Alexandre from the school of post graduate studies at Kampala International University.

Mr SEBUHURA Alexandre is pursuing a master's degree in human resource management and he is carrying out a research on *"Impact of recruitment procedures on employee retention in private universities in Rwanda"*. A case study of Université Libre de Kigali/Campus of Gisenyi.

Therefore I kindly request you to assist him with any information he might require, any help provided to him will highly be appreciated.

Sincerely

Issued at Gisenyi on April 19th, 2008

Dr NKURUNZIZA Jean Pierre

The Academic Vice-Rector
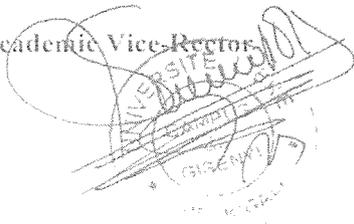
APPENDIX C: SEMI-STRUCTURED QUESTIONNAIRE ON IMPACT OF RECRUITMENT PROCEDURES ON RETENTION

This questionnaire is presented to you to help me to carry out my research work in partial fulfillment of the requirements for the award of a Degree of Masters of Arts in Human Resource Management. My research topic is "The impact of recruitment on employee performance at private universities". Answering all the questions truthfully will be your important contribution of my research work and to the recruitment process in private universities. I promise you that your answers will be strictly confidential and used only for the academic research purposes.

My name is Sebuhura Alexandre

Instructions: Cross (x) the answer of your choice among the alternatives provided, where there is space, feel free to give you opinion

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender

   ☐ Male

   ☐ Female

2. Age

   ☐ 18 to 25 years old

   ☐ 26 to 33 years old

   ☐ 34 to 42 years old

☐ 43 to 50 years old

☐ Above 50 years old

3. Marital status:

☐ Single

☐ Married

☐ Divorced

☐ Widower

4. Educational level

☐ Secondary education

☐ Bachelor degree

☐ Masters Degree

☐ PhD

☐ Others (Specify) _____

5. You work as

☐ A lecturer

☐ Administrative staff

6. Position held in department _____

SECTION B: RECRUITMENT PROCEDURES

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

SA: Strongly agree; A: Agree; SD: Strongly Disagree; D: Disagree; NS: Not Sure

7. ULK recruit employees

   ☐ Every Semester

   ☐ Every year

   ☐ As long as there is a vacant post

   ☐ Don't know

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

SA	A	SD	D	NS

9. Before starting recruitment process, people in charge review the need for the position

   ☐ Yes   ☐ No

If yes, the review is based on

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

Others (Specify)

_____

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

SA	A	SD	D	DK

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

☐ Head of department   ☐ Dean of faculty

☐ An external expert   ☐ Human resource manager

Other (Specify)

_____

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

☐ Head of department   ☐ Dean of Faculty

☐ Human resource manager   ☐ Rector Vice chancellor

☐ Others (Specify)_____

13. Advertisement or searching of applicants is made

☐ Inside the University   ☐ Outside the University

☐ Don't know

14. Applications are made using

	SA	A	SD	D	NS
Application forms					
Application letters					

15. Short-listing is made by assessing applications against

	SA	A	SD	D	NS
Job description					
Personal specification					

Others (Specify)

16. Applicants not short-listed are informed

SA	A	SD	D	DK

17. The selection committee is composed of

☐ Only people of the department   ☐ Only people of the faculty

☐ Only people of Human resource department

☐ Hired experts form outside university

Recruitment board (Composed of all above stated people)

Others (Specify)

_____

18. Unsuccessful candidate are notified after the interview

SA	A	SD	D	DK

19. Successful candidates are given appointment letters

Offer of appointment letter	SA	A	SD	D	NS
Immediately after interview					

After consulting his or her referees					
After presenting medical clearance					
After probation					

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

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

21. New employees are given probation period of

☐ One month   ☐ Three months   ☐ Six months

☐ One year   ☐ No probation period exists at ULK

☐ Not sure

22. The recruitment procedure followed at ULK affect the performance of its employees

☐ Yes   ☐ No

If yes, how?

_____

SECTION C: SOURCES OF RECRUITMENT

23. You came to know that there is a vacant post at ULK through

☐ Advertisement at Radio and television   ☐ News papers

☐ University's website   ☐ Internal memo

☐ Employee referrals   ☐ Public employment agencies

☐ Private employment agencies   ☐ School placements (appointments)

Others (Specify)

_____

The source of employees both lecturers and administrators at Universite Libre de Kigali, Gisenyi Campus depends on

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

Others (specify)

_____

24. Internal recruitment is made though

	SA	A	SD	D	NS
Promotion					
Transfers (from one department to another)					

Others (Specify)

_____

25. External recruitment is done after internal recruitment

92

☐ Yes   ☐ No

If yes, the reason is

	SA	A	SD	D	NS
To motivate employees					
To retain people who know are used to the system					
When there are no existing qualified employees					

Others (Specify)

_____

SECTION D: RECRUITMENT PROCEDURES AND RETENTION

26. You have been working at ULK for

☐ One to three years   ☐ Three to five years

☐ Five to eight years   ☐ More than eight years

27. The post you hold at ULK has specific descriptions

☐ Yes   ☐ No

If yes, you were informed about them

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

Other (Specify)

_____

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

☐ Yes   ☐ No

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

_____

29.   Do you think recruitment procedures followed by ULK affect work performance and retention of employees?

☐ Yes   ☐ No

Give reasons for your answer

_____

Thanks for your help!

APPENDIX D: FORMULAS APPLIED ALL OVER THE STUDY

Sample size

$$n = \frac{z^2 \cdot p \cdot q \cdot N}{e^2 \cdot (N - 1) + z^2 \cdot p \cdot q} \text{ (Korthari, 2004, p. 179)}$$

Where N: size of population

n: Size of sample

z: Standard variate for given confidence level (as per normal curve area Table)

p: Probability of success

q: Probability of failure

e: Acceptance error

For this study:

N: 17

p: 0.8

q: 0.2

z: standard variate at 95% confidence interval (1.96)

e: Error margin 5% (0.05)

$$n = \frac{1.96^2 \cdot (0.8) \cdot (0.2) \cdot 17}{0.05^2 (17-1) + 1.96^2 \cdot (0.8) \cdot (0.2)}$$

$$n = \frac{3.8416 \times 2.72}{0.0425 + 0.614656}$$

$$n = \frac{10.449152}{0.657156}$$

$$n = 15.9 \cong 16$$

APPENDIX E: CONTENT VALIDITY RATIO AND CONTENT VALIDITY INDEX

$$CVR = \frac{n_{3,4} - n_{1,2}}{N/2}$$

Where $n_{3,4}$: Number of items or questions judged quite relevant and very relevant

$n_{1,2}$: Number of items judged not and some what relevant

N: Number of people asked to assess the questionnaire

$$CVR = \frac{60 - 10}{4/2} = \frac{50}{2}$$

$$CVR = 25$$

Content Validity Index was calculated by dividing the total number of items judged to be quite and very relevant with obtained content validity Ratio.

$$CVI = \frac{23}{25} = 0.88$$

$$CVI \cong 0.9$$