

**EFFECTS OF INTERNAL AND EXTERNAL RECRUITMENT PRACTICES ON
EMPLOYEE JOB PERFORMANCE: A CASE STUDY OF NATIONAL
WATER AND SEWERAGE CORPORATION (NWSC) JINJA AREA**

BY

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2015/FEB/MPAM/M20473/WKD**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF SOCIAL SCIENCES IN
PARTIALFULFILLMENT OF THE REQUIREMENTS FOR THE AWARD
OF THE DEGREE OF MASTERS OF PUBLICADMINISTRATION AND
MANAGEMENT OF NKUMBAUNIVERSITY, ENTEBBEUGANDA**

OCTOBER, 2018

Declaration

I Kimera Edward declare that the work contained in this dissertation is my original work and has never been presented to any other University or Institution of higher learning for any academic award or otherwise.

Candidate's name: KIMERA EDWARD

Signature.....

Date.....

Approval

This work titled “effects of internal and external recruitment practices on employee job performance.” A case study of National water and Sewerage Corporation Jinja area has been carried out under my supervision as a University supervisor.

Supervisor’s name:

Signature:

Date:

Dedication

This dissertation is dedicated to my family for the psychological, financial and advisory support.

Acknowledgements

I wish to thank the Almighty God for the gift of life and protection that has enabled me execute this enviable task, not forgetting my parents for their financial and advisory support

I also owe special thanks to my loving wife Nabaweesi Tracy for her patience prayers and encouragement whose desire to have a successful husband motivated me.

Special thanks also go to my friends Aunt Namusoke Jane, Dr. Alinaitwe Slyvia Tumuheirwe, Mugerwa Charles Gordon and Wampamba Arthur for their constant encouragement as well as their understanding from the initial stages to the completion of this research.

I further extend my gratitude to the lecturers of Nkumba University and National water Sewerage Corporation staff and in particular the respondents who provided the basic information in this research. I hope this research will yield positive results for them.

Thank you very much and I pray that God rewards you abundantly

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List of acronyms

SPSS	Statistical Package for Social Scientists
NWSC	National Water and Sewerage Corporation

Operational definitions

Human resource manual.

This is a document detailing an organization's policies regarding employee management and the relationship between managers and employees.

Job performance.

This is an assessment of an employee's execution of a given task at hand over a given period of time.

Annual Performance report.

This is a detailed explanation of an organization's progress in achieving its set out goals and objectives described in its strategic plan.

Abstract

This study was undertaken to examine the relationship between employment practices and employee job performance in NWSC Jinja area, it was undertaken following four specific objectives namely, (i) to examine the relationship between internal recruitment practices and employee job performance in NWSC Jinja area (ii) to examine the relationship between external recruitment practices and employee job performance in NWSC Jinja area (iii) to identify the challenges faced by NWSC Jinja area in implementing the different recruitment practices (iv) to identify the different approaches to address the challenges associated with the recruitment practices in NWSC Jinja area. The researcher adopted correlation research design to establish how each of the recruitment practices relates with employee job performance in NWSC Jinja area. A sample of 86 respondents was selected from a study population of 115 persons. These were selected using census sampling techniques. Data were collected by use of self-administered close ended questionnaires and interview guides all the selected responded in time which gave a response rate of 100%. After collecting data it was entered into the SPSS where Pearson's correlation analysis was used to establish the relationship between the study variables. Regression analysis was also employed to estimate how a change in the dependent variable could be explained by a change in the two independent variables of the study. The results from a Pearson's correlation analysis revealed that all the two recruitment practices had a statistically significant positive relationship with employee job performance in NWSC Jinja area. Moreover, a combination of all the two recruitment practices (internal and external) would predict up to 54.6% variations in employee job performance in NWSC Jinja area. The researcher therefore based on these findings to reject all the two null hypotheses and concluded that there is a statistically significant positive relationship between internal and external recruitment practices and employee job performance in NWSC Jinja area. This indicates that well designed internal and external recruitment processes with well thought out practices and procedures can improve employee job performance in NWSC Jinja area. Among others, the respondents indicated that there is limited involvement of the different section heads in the recruitment process, absence of a comprehensive policy covering all forms of recruitment and promotion as a form of internal recruitment was unfairly done with lots of favoritism and not even based on performance of employees. To address these challenges it was proposed that NWSC Jinja Area management starts involving different section heads in the recruitment process instead of vesting all the powers in the human resource department, develop a more comprehensive policy covering all forms of recruitment and at the same time embrace a more transparent and fair promotion system which is open to everyone irrespective of their tribe, sex, color or religion. Moreover, since the study was limited to NWSC Jinja area, it was recommended that, a similar study be conducted in other NWSC areas in Uganda. This will allow for comparison purposes and also increase the generalizability of the findings.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Employee performance is one of the most important factors that affect performance of the organization (Hamzah, Abdullah and Hamzah, 2014). It is also seen as a major source of achieving the organization's goals (Mwita, 2000 cited in Raja, Furqan& Muhammad, 2011) and defined it as the use of knowledge, skills, experiences and abilities, to perform the assigned mission required by their managers efficiently and effectively (DuBrin, 2006). Schmitt and Chan cited in Motowidlo (2003) categorized employee job performance into 'will-do' and 'can-do'. The former refers to individuals' knowledge, skills, abilities and other characteristics required in performing a certain job and the latter denotes the motivation level that individuals may have in performing their work. According to Muhammad, Muhammad & Muhammad (2011), there are many factors affecting employee performance one of which is recruitment. Moreover, organizations should always focus on identifying and attracting the most competitive candidates, which is achieved through an efficient recruitment process (Muscalu, 2015).

Recruitment involves the process of finding and attracting suitably qualified people to apply for job vacancies in the organization (Opatha, 2010). Costello (2006) also defines recruitment as set of activities and processes used to legally obtain an adequate number of qualified applicants at the right place and time to enable the applicants and the organization to select each other for their own optimum interest. According to Armstrong (2006), the aim is to obtain, at a minimum cost, the number of suitable and qualified candidates to satisfy the needs of the organization. The organisation attracts candidates by means of identifying, evaluating and using the most appropriate sources of applicants. Cole (2005) also stated that the principal purpose of recruitment activities is to attract sufficient and suitable potential employees to apply for vacancies in the organization.

Several key recruitment practices have been employed in recent times by different organizations due to growing awareness of the key importance of the role played by employees in the success of all businesses. According to Adu-Darkoh (2014), every organization has the option of choosing the candidates for its recruitment processes from two kinds of sources: internal and external sources. The sources within the organization itself (like transfer of employees from one department to another, promotions etc.) to fill a position are known as the internal sources of recruitment while recruiting candidates from all the other sources (such as referrals etc.) are known as the external sources of recruitment. The current study seeks to establish whether there is any statistically significant relationship between these recruitment practices and employee job performance at National water and sewerage corporation Jinja area.

All over the world, considerable research has been conducted to demonstrate the relationship between recruitment and employee job performance. In a study conducted in Indonesia, Patimah (2015) stated that a good recruitment program can provide a positive influence towards increasing employee commitment, productivity, the work quality and performance. In a study conducted among Jordan universities, Al Azzam and Jaradat (2014) recommended that such universities have to pay more attention to human resource recruitment ethics and diversify their external human resource recruitment resources in order to reach justice and equality for the applicants and to increase effectiveness through recruitment of qualified applicants. In a study conducted in Japan, Gamage (2014) revealed a strong positive relationship between recruitment and business practices and business performance of manufacturing small and medium enterprises in Japan. Sang (2005) also discovered a positive association between recruitment, selection, and business performance in a study conducted among manufacturing firms in Cambodia and Taiwan. In Romania, Muscalu (2015) observed that for an organization to succeed, it must combine rational use of both internal and external sources of recruitment.

In Nigeria, Ofobruku and Iheabunike (2013) concluded that recruitment does have significant effects on the performance of the hospitality businesses. Chukwu & Igwe (2012) also noted that for both public and private sector organizations, the provision of quality goods and services begins with the recruitment process because poor recruitment decisions can have a long-term negative effect on the organization such as high training and development costs. In Ghana, Adu-Darkoh (2014) observed that out of the 16 identified recruitment and selection methods, the most

frequently used medium of employee selection, in the order of highly recognized method includes newspaper advertisement, in-house (internal recruitment), labour office, employee referrals, radio advertisement and lastly internet recruitment. In-house recruitment, Initial job offers, internet recruitment, newspaper advert and radio advert are five (5) key quantifiable recruitment and selection methods, which influence workers' performance.

In South Africa, Coetzee and Schreuder (2010) stated that the importance of recruiting and selecting the right people, including scarce and critical skills, and of being seen as an employer of choice, has been enhanced by the increasingly competitive and globalised business environment and the requirement for quality customer service. In a study conducted in Kenya, Mokaya et al., (2013) also established that all the three variables (recruitment sources, recruitment policies, recruitment message) had a positive relationship with employee performance in the Cooperative Sector of Kenya. In a study conducted about external recruitment and employee performance at City Oil Uganda, Rahmo (2015) revealed that internship is the only significant predictor of employee performance at City Oil Uganda. The researcher also recommended that management of needs be put into consideration as candidates' possession of supervision and management skills before they recruit employees and also make it an obligation to do background checks on interns so that they hire those whose performance they know about.

Management of National water and Sewerage Corporation also acknowledges that recruitment, as a human resource management function, plays a pivotal role in shaping its effectiveness and general employee job performance. Consequently, several key recruitment practices have been employed mainly involving both external approaches like referrals, internships and walk-ins and internal approaches like promotion, job transfers and job postings. With such recruitment practices in place, management expected to attract and hire the best job candidates who have the necessary potential, competencies and traits to fill job needs and at the same time assist the organisation in achieving its overall objectives. However despite the existence of all these recruitment practices, the performance of most of the employees in this organisation has been reported to be unsatisfactory and below acceptable standards (National Water Sewerage Corporation, Staff Annual Performance Report, 2016). This study therefore seeks to establish

whether the existing recruitment practices have any statistically significant relationship with employee performance in National water and Sewerage Corporation Jinja Area

1.2 Statement of the Problem

Recruitment is increasingly being regarded as a critical human resource function for organisational success and survival (George and Slabbert, 2014). It is also seen as the most essential component of any organisation because when organisations appoint the right people for the job, train them properly and treat them appropriately, the people not only produce good results but also tend to stay with the organization longer (Cummins, 2015). It is against this background that management of National water and Sewerage Corporation embraced several recruitment practices involving both external approaches like referrals, internships, and walk-ins and internal approaches like promotions, job transfers and job postings. With such recruitment practices in place, management expected to attract and hire the best job candidates who have the necessary potential, competencies and traits to fill job needs and at the same time assist the organisation in achieving its objectives. However despite the existence of all these recruitment practices, the performance of most of the employees in this organisation has been reported to be unsatisfactory and below acceptable standards (National water and Sewerage Corporation, Staff Annual Performance Report, 2016). This report further revealed that there was general laxity among most of the employees with many of them continuously neglecting their duties, achieving low on their set targets and others spending most of their office time in their private businesses. This study therefore seeks to establish whether the existing recruitment practices have any statistically significant relationship with employee performance in National water and Sewerage Corporation Jinja Area.

1.3 General Objective

The study is set to investigate the effects of employee recruitment practices of National water and Sewerage Corporation Jinja Area on the performance of employees.

1.4 Specific Objectives

In order to address the general objective, the following specific objectives will guide the study.

- i. To examine the relationship between external recruitment and employee job performance in National water and Sewerage Corporation Jinja Area.
- ii. To examine the relationship between internal recruitment and employee job performance in National water and Sewerage Corporation Jinja Area
- iii. To identify the challenges faced by NWSC Jinja Area in implementing the different recruitment practices.
- iv. To identify the different approaches to address the challenges associated with the recruitment practices in NWSC Jinja area.

1.5 Research hypothesis

The following null hypothesis will be adopted for this study

- i. There is no statistically significant relationship between external recruitment and employee job performance in National water and sewerage Corporation Jinja Area.
- ii. There is no statistically significant relationship between internal recruitment and employee job performance in National water and Sewerage Corporation Jinja area.

1.6 Scope of the Study

1.6.1 Content scope:

The study will delimit itself to investigating the relationship between recruitment practices and employee job performance in National water and Sewerage Corporation Jinja area. Recruitment practices will be defined in terms of external (referrals, internships, and walk-ins) and internal (promotions, job transfers, and job postings). An investigation will consequently be made to examine how each of these recruitment practices relates with employee job performance in National water and Sewerage Corporation Jinja Area

1.6.2 Time scope

The study will focus on the period between 2011 and 2016 since deteriorating employee job performance in National water and Sewerage Corporation Jinja Area is documented during this period (National water and Sewerage Corporation, Staff Annual Performance Report, 2011).

1.6.3 Geographical scope

The study will be conducted in Jinja at National water and Sewerage Corporation. NWSC Jinja area was chosen because it is easily accessible to the researcher and ties in very well with the operationalisation of the research problem under study.

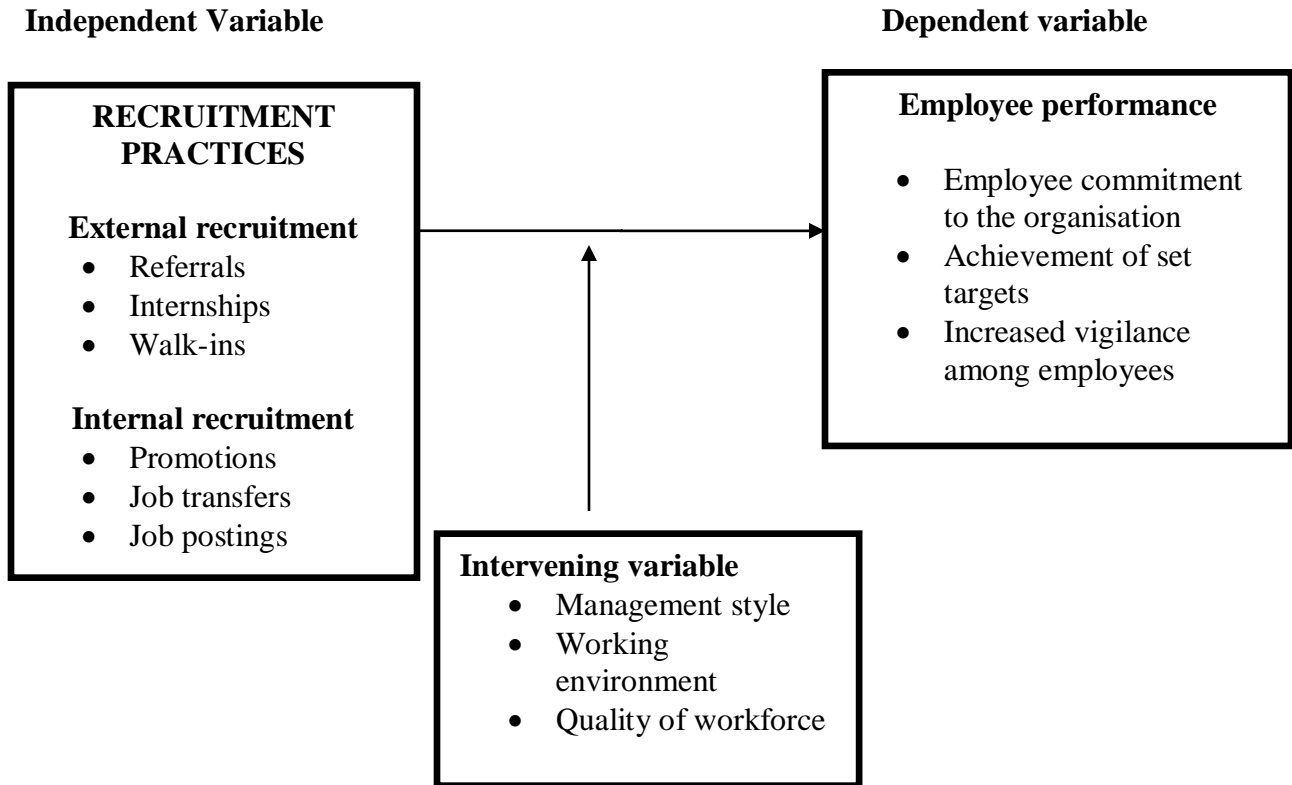
1.7 Significance of the Study

- i. Management of National water and sewerage Corporation may utilize the findings from this study to formulate policies related to recruitment and employee job performance.
- ii. Other organizations may also find this study beneficial as they may use its findings in drafting their recruitment policies and practices.
- iii. The research may develop data for literature that will guide other researchers in their academic endeavors

1.8 Conceptual Framework

This figure summarizes the anticipated relationship between the independent variable, which is recruitment practices, and the dependent variable that is, employee job performance.

Figure 1.1: Conceptual Framework of the study



Source: Adapted with modifications from Rahmo (2015)

According to the conceptual framework above, recruitment practices are regarded as the independent variable. These include external sources (referrals, internships and walk-ins) and internal sources (promotion, job transfers and job postings). On the other hand, employee performance is conceptualized as the dependent variable. This is defined in terms of employee commitment to the organization, achievement of set targets and increased vigilance among employees.

Following the conceptual framework, the researcher hypothesizes that once internal and external recruitment practices are effectively carried out at National water and Sewerage Corporation Jinja, employee performance is likely to improve and all the aspects in the dependent variable shall be achieved. However this may not always be the case unless the intervening variables like management style, working environment and quality of workforce are kept favorable. For instance, even when all the recruitment practices are perfectly handled, corresponding desirable

performance may not be achieved if the management style, quality of workforce and working environment are not conducive.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter, the researcher made a review of the existing literature on the variables under study. Appropriate literature was got from books, journals, reports, journals, dissertations and other publications.

2.1 Theoretical framework

Burns and Grove (2007) describe a theoretical framework as a brief explanation of the theory or those portions to be tested in a study. The theoretical framework forms the basis of explanation of what variable is expected to lead to another and the idea is usually expressed as a research question to be answered by the study methodology. This study was based on the Human Capital Theory advocated by Schutz (1961) and Becker (1964) cited in Ng'ethe, et al., (2012) and states that people are worth investing in as a form of capital. According to this theory, people possess natural abilities, skills, knowledge and personal energy and that these elements make up the human capital they bring to their work (Davenport, 1999). It is these skills and abilities of individuals that create value to the organisation. As a result, focus has to be on the means of identifying and developing these abilities, skills, knowledge. Armstrong (2010) also indicates that the human capital theory sees people as assets and that organizations that invest in people, improve their abilities and performance which in turn generates positive results to the organization. It is assumed that it is employees' knowledge, skills and abilities that create value in organizations. In linking this theory to the current study, the researcher notes that the employees recruited in NWSC possess several natural abilities, skills, knowledge that need to be identified, developed and utilized since these abilities and skills add value to the entire

organisation. Among others, NWSC management should endeavor to identify employee knowledge, skills and abilities during external recruitment practices like referrals, internships and walk-ins and at the same time develop them through regular internal recruitment practices like promotion, job transfers and job postings. The effective implementation of such recruitment practices can enhance the abilities of employees and add value to the entire organisation.

2.2 Internal Recruitment

Internal sources refer to recruiting employees from within the organization (Adu-Darkoh, 2014). In deciding requirements of employees, initial consideration should be given to a company's current employees, which is concerned with internal recruitment. They include those who are already available on the pay roll of the company. This is an important source of recruitment as it provides opportunities for better development and utilization of existing human resources in the organization. Armstrong (2006) proposed that first consideration should be given to internal candidates, although some organizations with powerful equal opportunity policies (often local authorities) insist that all internal candidates should apply for vacancies on the same footing as external candidates.

Internal recruitment allows managers to observe employees for a certain period of time to evaluate each individual's potential and performance in office. An organization which promotes its own employees in functions become available and/or new companies may produce additional motivation for employees. Moreover, recruitment within the organization can be particularly effective if the organization has previously conducted a recruitment of qualified staff with a very high potential (Muscalu, 2015). In this study, internal recruitment practices will be defined in terms of promotion, job transfer and job postings. The contribution of each of these internal recruitment practices towards employee job performance is described in the subsequent sub sections.

2.2.1 Promotion and Employee Job Performance

Promotion refers to elevation or upgrading an employee who is already existent on the pay roll and contributed to the organizational performance (Mavis, 2014). Rao (2005) also views

promotion as an upward movement of an employee from current job to another that is higher in pay, responsibility and organizational level. It involves shifting an employee to a higher position with high responsibilities, facilities, status and pay. Usually, many companies fill higher job vacancies by promoting employees who are considered fit for such positions. This is due to the fact that it has a great psychological impact over other employees for their motivation towards better performance. It also involves the practice of placing employees from lower grades in the organization into higher grades with subsequent increase in salary on one hand and responsibilities on the other (Christina, 2014).

According to Dang (2012), promotions which involve the advancement of an employee's rank or position in a hierarchical structure can be used to motivate employees. The author further stated that, job promotions usually include a new job title, a greater number of responsibilities and a pay increase. They might also include an expansion of benefits and managerial authority over other employees. Gibbons (2008) further stated that promotions assign workers to jobs better suiting their abilities and quickly move up talented workers. They can be used to reward past employee efforts, promote investments in specific human capital and lower job turnover (Oyer& Edward, 2012).

Harrison and Novak (2006) also indicated that efforts by management to establish promotion opportunities contributes to employee's job satisfaction and act as a motivator for job performance. Heathfield (2005) also viewed promotion as desirable for employees because of the impact it has on pay, authority, responsibility, and the ability to influence broader organizational decision making. Moreover, by building up loyalty, promotion reduces, labor turnover, stimulates self-development and creates interest in training and development programs (Gupta, 2011).

Nighat (2013) also revealed that promotions enhance employee's satisfaction because they make them feel confident about their job performance and a sense of justice. Owusu (2012) also suggested that measures should be put in place by management to ensure that there is continuity in the promotion of staff to avoid low productivity. Moreover, by getting to higher positions employees could have more chances to express and develop their capability which will in turn give them more motivation to perform better (Iyabga and Fajana, 2010).

Robbins (2007) also asserts that promotion creates the opportunity for personal growth, increased levels of responsibility and an increase on social standing and results into better performance. Teseema and Soeters (2006) also observed that there is a positive relationship between promotion practices and perceived performance of employee. These findings are also in relation with Poisat (2006) who argued that employees generally value the need for autonomy and authority, and that they prefer a job that would require increased responsibility and risk. In addition, it provides avenues for continuous learning and developing of personnel as promotion depends on promotion ability which is a result of continuous learning and development. This process increases individual effectiveness (Prasad, 2012).

A study conducted by Teseema & Soeters (2006) found a significant and positive correlation between promotion practices and perceived employee performance. Similarly, Muya & Kang'ethe (2002) observed that since promotion whether academic or administrative is very appealing regardless of the consequential wage increase, it acts as a strong incentive mechanism provided employees value the higher positions in the context of long-term employment which is common. Moreover, according to Mohamed (2015), employees consider promotions as good opportunities to advance into positions with greater challenges, more responsibility and more authority than in the previous job. In such situations, promotions bring about an increased feeling of self-worth, more remunerations and higher status in the organization which will in turn give employees more motivation to perform better. This has the implication that more emphasis has to be placed on promotion as a motivational strategy in use so that employees can get their satisfaction and perform better (Mohamed, 2015).

2.2.2 Job transfers and Employee Job Performance

A job transfer is defined as the act of an employee moving to a different position in an agency for purposes not linked to a planned increase or decrease in responsibility (Bossert and Baeuvais, 2002). Singh and Rawat (2006) also noted that employee transfer is regarded as the movement either horizontally or laterally of an employee from one department, section, shift, job, or plant. Very often transfers involve changes in duties and pay, which are incidental rather than essential in the transfer since the jobs involved in a transfer are supposed to be of the same level of difficulty (Noe et al., 2010). It is important to note that transfer may occur within the same

department or unit in an organization where the employee works, or to another work shift, or from one department or unit to another within the organization (Sison, 2004). It may also occur as a result of position or work unit in another geographical location in the same firm. However any movement to another organization is regarded as separation from the said organization. However, in the case of a transfer, a transfer policy should be set in order to achieve uniformity within the firm (Sison, 2004).

Simplicio (2004) observed that, transfers encourage employees to view the organization as the one offering them career growth, increase of performance and products. Transfer of employees is a must and essential in an organization for the purpose of minimizing politics between employees, to ensure a cordial relationship between employees, to increase transparency in work, to obviate syndicate of employees for unethical purpose and to obviate nepotism in organizations (Yoder cited in Hassan, 2016). Sison (2004) also observed that employees are often transferred so that their talents and training may be put to more effective use. Furthermore transfers are a way of encouraging resourcefulness and flexibility among employees. Often employees attend evening classes; attend some training or seminars or self-study hoping that they can be considered for promotion or transfer to a job which will give them better employment opportunities, more job satisfaction or greater satisfaction and better still, promotion (Sison, 2004).

Noe et al. (2010) observed that transfers disrupt employees' daily lives, interpersonal relationships and work habits. This is because people have to find new housing, shopping, healthcare, and leisure facilities which may be miles from the emotional support of friends and family. Individuals also have to learn new set of work norms and procedures; they must develop interpersonal relationships with their new managers and peers; and they are expected to be as productive in their new jobs as they were in their old jobs though they may know little about the products, services, processes, or employees for whom they are responsible (Kleynhans, R., Markham, Meyer, W., Van Aswegen, S. & Pilbeam, E. 2006). Because transfers can provoke anxiety, many companies have difficulty getting employees to accept them. Research has also identified the employee characteristics associated with a willingness to accept transfers: high career ambitions, a belief that one's future with the company is promising, and a belief that accepting a transfer is necessary for success in the company (Noe et al., 2010).

Transfers have to be carried out in a systematic way with a view to avoid allegations of discrimination and favoritism (Snell and Bohlander, 2007) Moreover, Naku and Mutambara (2014) noted that organizations should clearly specify their policy regarding transfers. Otherwise, superiors may transfer their subordinates arbitrarily if they do not like them. This can result in frustration among employees. As such, organizations may find it difficult to manage such transfers. Hence, an organization should formulate a systematic transfer policy (Naku and Mutambara, 2014).

2.2.3 Job postings and Employee Job Performance

The most common method of internal recruitment according to Grobler (2006) is job posting. Job posting refers to the practice of publicizing an open job to employees (often by literally posting it on bulletin boards) and listing its attributes, such as criteria of knowledge, qualification, skill and experience (Dessler, 2005). It involves a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda (Asafo, 2014). The purpose of posting vacancies is to bring to the attention of all interested persons (inside of the organization) the job vacancies that are to be filled (Asafo, 2014).

According to Mavis (2014), job posting has become a very common practice in many organizations across the world and provides an equal opportunity to all employees currently working in the organization. Under this, vacancy announcement is made through bulletin boards or in lists available to all employees. Interested employees, then apply for the post being advertised. In this way, it has become one of the cost saving techniques of recruitment (Keshav, 2013). Mustapha et al., (2013) also observed that job posting system has a number of advantages. They argue that, it provides flexibility and greater control over career progress; for the employer, it should result in better matches of employee and job, in addition to meeting requirements for equal opportunity for advancement of all employees. However, while this argument is generally valid, it is well to remember that occasions often arise when existing employees do not possess the skills for the required tasks, or when giving them such skills will entail considerable costs to the organization. It has been argued that, no matter how much a company may design its manpower requirements to take account of internal skill developments, it still becomes necessary to bring in new talents into the organization through external recruitment (Mustapha et al., 2013).

Internal job postings require issuing a circular regarding these vacancies for all employees in the organization, which provides an opportunity for employees who have the necessary efficiency, capabilities, and competences to apply for the vacancies (Haroon, 2010). Werther cited in Amadu (2014) also observed that the purpose of job posting is to encourage employees to seek promotions and transfers that help the human resource department fill job openings and meet employees' personal objectives. Amadu (2014) further observed that job posting is most common for lower – level, clerical, technical, and supervisory positions. According to Harris (2000), the organization publicizes job openings on bulletins, boards, electronic media and other medium. Dessler (2005) asserts that some union contracts require job posting to ensure union members get first choice of new and better positions. Internal recruitment methods like job postings aim at motivating own personnel and strengthen their bond with the organization. The system of job posting and job bidding can provide many benefits to an organization. However, these benefits may not be realized unless employees believe the system is being administered fairly. Furthermore, job bidding is more effective when it is part of a career development program in which employees are made aware of opportunities available to them within the organization (Bohlander and Snell, 2004).

2.3 External Recruitment

External sources of recruitment refer to attracting applicants from outside a particular organization to fill vacant positions (Adu-Darkoh, 2014). Like internal sources, they are useful to attracting competent applicants to apply for advertised positions in various organizations. Broad varieties of methods are available for external recruitment. Organizations should fully assess the kinds of positions they want to fill and select the recruiting methods that are likely to produce the best results. External recruitment is always used when it is considered that the interior cannot provide a suitable candidate for a particular job. External recruitment must be well planned and coordinated and is especially needed for fast growing organizations or those with a keen interest from a pool of highly qualified labor force (Muscalu, 2015). In this study, external recruitment practices will be defined in terms of referrals, internships and walk-ins. The contribution of each these external recruitment practices towards employee job performance is described in the subsequent sub sections.

2.3.1 Referrals and Employee Job Performance

Employee referrals represent one of the most effective sources for recruiting new employees (Greet, 2011). Many jobs are found through employee referrals, where existing employees at a firm refer a potential candidate for a job (Topa, 2012). It is seen as the process of recruiting the candidates through reference given by the employee working in the same organization (Vijaya, 2012). In this case, the existing employees recommend prospective candidates for the job offered, and in some organizations if the suggested candidate is hired, the employee receives a cash bonus (Adu-Darkoh, 2014). Under this method, a candidate is appointed on the recommendation of some currently working employees. Hence, the HR managers of various companies depend on the present employees for reference of the candidates for various jobs. This source reduces the cost and time required for recruitment. Further, this source enhances the effectiveness of recruitment (Rajaroo, 2010).

According to Fafchamps and Moradi (2013), there are many different types of referrals forexample by relatives, teachers, or previous employers. However, one kind of referral that has attracted the attention of economists is referral by current employees. This form of referral is thought to play three possible roles: the transmission of information that is relevant to the hiring process; the monitoring of workers after recruitment; and the reduction in search costs when attracting suitable workers is eased. In these cases, referral enhances efficiency either by increasing effort and productivity through employee monitoring (Bandiera, Barankay and Rasul 2005; Heath 2011). Referral can also be an exchange of favors between employer, referee, and new recruit. In this case, referral is a likely source of inefficiency and inequity since it distorts the recruitment process, e.g., to favor friends and relatives (Bandiera, Barankay and Rasul 2009).

Employee-referral programs are especially effective in the case of highly specialized positions that might be difficult to fill through conventional channels. People tend to associate with others in their professions, which gives them access to specialized or rare talent (Vijaya, 2012). The author further stated that one benefit of an employee-referral program is that it can provide the employer with a source of passive candidates — those workers who are not actively seeking new jobs. Candidates referred by employees also tend to be of higher quality because the referring employee usually screens his or her referrals closely. After all, his or her reputation is somewhat

on the line with every person he refers for a position. Moreover, employee-referral programs can replace more expensive recruitment channels such as newspaper advertising, employment agencies, job fairs and so on (Vijaya, 2012).

Previous research has demonstrated that organizations can benefit from actively involving their current employees in the recruitment of new personnel (Breugh, 2008). In fact, positive employee referrals have been found to be one of the most effective recruitment sources, given their positive impact on pre-hire recruitment outcomes such as organizational attractiveness and application decisions as well as on post-hire attitudes and job performance (Weller, Holtom, Matiaske, & Mellewig, 2009). The major finding from most of the previous studies is that employees recruited through informal sources such as employee referrals show higher job satisfaction, better job performance, and lower turnover than employees recruited through formal sources such as advertising (Weller et al., 2009).

Another way referrals could be valuable to firms is if they lower the costs that firms incur in hiring new workers. Various studies in sociology and in economics argue that referrals do indeed help reduce recruiting costs (Fernandez et al., 2000; Burks et al., 2015). That is, to achieve a hiring outcome through an employee referral, the total cost of recruitment may be lower than to achieve a hiring outcome for a non-referred individual. In some developed economies referred workers have also often been shown to earn higher wages, have higher productivity, and enjoy lower turnover and higher tenure than other workers (Kugler 2003). Similar results were found in Egypt by Antoninis (2006) who reports a positive correlation between start-up wage in a manufacturing firm and referral by a former colleague. Such findings have been interpreted as evidence of better match quality for referred workers. However, they suffer from potential sources of bias, such as survivor bias and variation in skill levels by recruitment channel. They could also be manifestations of employer nepotism, as for instance suggested by Barr and Oduro (2002).

Stewart (2001) asserts that, managers have found that the quality of employee – referred applicants is normally quite high, since employees are generally hesitant to recommend individuals who might not perform well. However, some managers avoid employee referrals because inbreeding and nepotism can cause employee morale problem, as well as a lack of

successful and productive employees in future years. For example, employees whose friends were rejected for employment will also feel disappointed and may affect their morale and productivity. Naturally, employees who recommend applicants are dissatisfied when their applicants are not hired. They may show their dissatisfaction by not cooperating with the new employee (Grobler, 2005). However, the new employees may also come with a more realistic picture of what working in the firm is like. But the success of the campaign depends a lot on employee morale. And the campaign can backfire, if an employee's referral is rejected and the employee becomes dissatisfied (Dessler, 2005).

2.3.2 Internships and Employee Job Performance

Most research on recruitment and selection has been performed under maximum performance situations, such as job interviews, which can reveal only what applicants can do but not necessarily what they will do after hiring (Klehe & Anderson, 2007). Authors of past reviews have indicated that there is a need for empirical examination of recruitment and selection processes in typical performance situations (Posthuma, Moregeson, & Campion, 2002). In the current study, we answered this call by focusing on a widely used but rarely studied recruitment and selection approach in a typical performance setting: internship.

Internships are structured and career relevant work experiences obtained by students prior to graduation from an academic program (Taylor, 1988 cited in Zhao and Liden, 2011). After working side by side with permanent workers for weeks or months, interns gain general work experience to help in their future job searches. More important, they are privileged to obtain direct job offers from the host organizations upon completion of the internship (Zhao and Liden, 2011). It is therefore natural that some interns desire job offers from the internship host organizations. Likewise, for host organizations, interns are an ideal pool of job candidates, because they are relatively well educated and have acquired a substantial amount of organization-specific knowledge from actually working with the host organizations (Zhao and Liden, 2011).

The primary benefit of internships from an organizational perspective is their ability to attract, recruit and screen potential future employees (Beenen & Mrousseau 2010). A substantial number of new employees are employed through their internship programs (Beenen & Mrousseau 2010;

Zhao & Liden 2011). Moreover, internship programs are progressively being used by more organizations globally, as a means by which to attract and identify talented future employees, to the point where, in many organizations, internships have become the primary pathway into entry level employment positions for university graduates (Gerdes 2009; National Association of College and Employers (NACE) 2011). Such programs provide students an opportunity to gain working knowledge and on-the job training for a profession while in college.

Several researchers have argued that internship programs are beneficial to the trio involved in the programs that is, the students, the universities, as well as the host organizations (Abu Bakar, M., Harun, R., Yusof, K., & Tahir, I (2011). Schambach, T., & Dirks, J., 2002; Cook, S. J., Parker, S. R & Pettijohn, 2004; Henry, Rehwaldt, & Vineyard, 2001; Beck & Halim, 2008). According to Philip (2013), the prevalent utilization of internships by practitioners in a recruitment and selection capacity is not surprising given the number of unique strengths of internships have when they are considered as a supplement to organizational recruitment and selection efforts. Primarily, internships provide a unique opportunity for host organizations to evaluate potential job applicants in an actual workplace setting, prior to making a formal commitment to their employment, in what Coco (2000) refers to as a 'try before you buy arrangement'. Therefore, although internships represent a greater investment by organizations when contrasted with traditional recruitment and selection methods this expenditure can be justified, due to the potential for internships to provide a more reflective picture of how potential employees will behave in post internship employment positions. Thus, reducing the risk of the large organizational costs associated with incorrect employee selection decisions (Cascio 2006).

Concurrently, from a recruitment perspective, internships provide interns with the opportunity to evaluate a potential employer prior to making the decision to accept a job offer, therefore also enhancing their fit with the organization and their jobs if they convert to regular employment (Resick, Baltes & Shantz 2007). Moreover, compared with other recruitment and selection approaches, internship is unique in that it is a relatively typical performance situation. According to Sackett et al. (1988 cited in Zhao and Liden, 2011), in a typical performance situation, performers are normally not attuned to the fact that they are being evaluated, are not explicitly instructed to perform their best, and are observed over an extended period of time. Interns and organizational representatives are less pressured to act but rather to perform the real tasks at

hand. Internship allows organizations to evaluate interns' abilities and motivations more accurately and makes their recruitment and selection more effective (Zhao and Liden, 2011).

Advantages of internships for students are increased career opportunity, higher salaries, quicker job offers, faster promotion rates, job satisfaction, ease of transition from college to work, better communication skills, working, and applying the knowledge gained from the classroom (Gault, Leach, & Duey, 2010; Weible, 2010). Divine et al. (2007) also stated that an internship's benefits to employers are a source of qualified, low-cost motivated workers. Internships also provide opportunities for employers to evaluate potential long-term employees without long-term commitments. When hiring for a full-time, permanent position, the internship experience provides employers with better hiring decisions and the first choice of the best students (Weible, 2010). If the employer hires an intern for a permanent position, there is reduced turnover because the student has adjusted to the work environment and experiences less culture shock in the work environment (Maskooki et al., 1998).

Given the range of developmental benefits gained from internship participation, former interns tend to have enhanced employability following graduation, evidenced by reduced job search time, enhanced desirability in the eyes of employers, accelerated career progression, and higher starting salaries (Sagen, Dallam & Lavery 2000). In addition to these tangible career benefits, former interns have also been shown to possess greater clarity in their career direction and more realistic job expectations (Cheung & Arnold 2010), leading to higher levels of job and career satisfaction amongst former interns (Divine, Linrud, Miller & Wilson 2007).

Host organizations also benefit from the knowledge that students transfer from their university experiences. These could be in the area of using information technologies or new ideas and perspectives on how to conduct business (Bennett, et al., 2008). Mgya and Mbekomize (2014) also observed that most students are highly motivated while on an internship job. They work hard and try their best to impress the job supervisors. Some of the students develop products such as websites which can be used by the organization even after the internship is completed.

2.3.3 Walk-ins and Employee Job Performance

According to Sardar and Talat (2006), mostly, recruiting managers begin recruitment according to the available job. However, in walk-in, recruitment starts from applicants. Some applicants just come to organizations with applications and resumes and drop them at the human resource office. Moreover, from time to time, applicants turn up unexpectedly. One advantage is that many direct applicants are to some extent already “sold” on to the organization. Most of those applicants might have done some research and concluded that there is enough ‘fit’ between themselves and the vacant position to warrant submitting an application, a process called self-selection, which, when it works, eases the pressure on the organization recruiting and selection system (Noe et al, 2004).

According to Bohlander and Snell (2004), even though the percentage of acceptable applicants from this source may not be high, it is a source that cannot be ignored. In fact, it is often believed that individuals who contacted the employers on their own initiative will be better employees than those recruited through college placement services or newspaper advertisements, they added. According to Wanous et al., (1992) it is not clear what motivated these kind of applicants. The appearance of these kind of applicants can be useful because the HR manager can review the applications and conduct interviews instantly. Thus, many applicants get the job on the spot. On the other hand, it is cost effective and provides recruiters with a large available and highly talented pool of applicants who can join the organization in a short period time (Sardar and Talat, nd).

In a study conducted on Evaluation of Recruitment Methods in Selected Banks in Tamale Metropolis, Sule (2012) noted that walk-in is one of the popular recruiting strategies used in banks and indeed banks receive several unsolicited applications from job seekers at various points of time. The author further stated that the number of such applications usually depends on economic conditions in the country, the image of the bank, and the applicant’s perception of the type of job that might be available. Such applications are used to create a talent pool or database and whenever a suitable vacancy arises, the bank would inform the candidate. This is perhaps the cheapest and the easiest means to recruit people to fill vacancies in the banks. Unsolicited applicants are sometimes considered a nuisance to the daily work activities of the banks due to

the frequency and sheer volumes involved. The huge volumes of applications that the banks receive on daily basis are fuelled largely by lack of jobs and also the general perception that banks pay higher salaries than other sectors of the economy. Managing such applications becomes a nightmare and time-consuming to the banks (Sule, 2012).

In a study conducted about external recruitment and employee performance in City Oil Uganda, Rahmo (2015) also revealed that there is a significant relationship between walk-ins and employee performance. This is because, employees recruited by walk-ins always go through a comprehensive screening process which helps to ensure that the organization recruits those with good communication abilities and able to demonstrate effort.

2.4 Research Gap

The foregoing literature reveals that several previous scholars have conducted studies on the different recruitment practices in organizations. Although a number of studies have found these variables to be important in organizations, most of the previous researchers, simply give a general description of how these practices function without specifically showing how they directly or indirectly affect performance of employees expressed in terms of employee commitment, achievement of set targets and increased vigilance among employees especially in public corporations like NWSC where the employee job performance has been greatly threatened by these factors. Additionally, most of the above mentioned scholars have concentrated their studies in developed countries where the working environments are different from those of under developed countries like Uganda. Moreover, despite their earlier findings, the literature reviewed is reportedly done in previous years of 2015 and below. Currently, we are in 2017 where new developments and work challenges have emerged. Thus, this called for a study like this to empirically test and reveal updated information on the relationship between recruitment practices and employee job performance in the context of NWSC Jinja Area.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the methodology that will be used in the study. It covers the research design, sample size and criteria of selection, the data collection methods and the corresponding data collection instruments. It also looks at data analysis procedure as well as steps that were taken to ensure validity and reliability of the study instruments.

3.1 Research Design

A research design is the general plan of how the researcher intends to go about answering their research questions. It guides the researcher in planning and implementing the study in a way that is likely to achieve the intended goals (Saunders, et al, 2007). In the current study, the researcher used a correlational research design. This study design was selected because the researcher sought to establish whether the existing recruitment practices have any statistically significant relationship with employee job performance in NWSC Jinja Area. According to Oso and Onen (2008) a correlational design involves the determination of whether or not, and to what extent an association exists between two or more paired and quantifiable variables.

3.2 Study Population

According to Hair and Bush (2006), target population is said to be a specified group of people or object for which questions can be asked or observed, made to develop required data structures and information. The population of the current study is the entire staff of NWSC Jinja Area involving the top management, Supervisory staff and Support staff. These are 115 individuals in total.

3.3 Sample Size

Stevenson (2007) describes a sample as a subset of the population and it comprises of some selected members who are referred to as subject. The relatively small target population eliminates the necessity of sampling. In other words, it is essential for all members of the target

population to be included in the study (census). According to Cooper & Schindler (2003) when the population is small any sample we draw may not be representative of the population from which it is drawn; hence all the 115 employees in NWSC Jinja Area will be considered in this study.

3.4 Sampling Technique

This is the technique that a researcher uses to select a number of individuals or objects from a population to be the subject of a study (Kombo and Tromp 2006). Since all the 115 employees in NWSC Jinja Area will be considered for the study, the researcher will use a census sampling technique. According to Maina and Kwasira (2015) census method which involves selection of all elements in the population eliminates the sampling bias which would have otherwise compromised the accuracy of the study findings.

Table 3.1: showing the study population, the sampling strategies and study sample

Category	Population	Sample	Sampling technique
Top Administrators	6	6	Census
Supervisory staff	9	25	Census
Support staff	100	55	Census
TOTAL	115	86	

Source: Primary Data, 2018

3.5 Data Collection Methods

This researcher used both questionnaire and interview guides data collection methods. Quantitative data was collected using a survey approach. Amin (2005) defines a survey as a research method that is used to gather data from a sample of a population. According to Polit and Beck (2008) a survey is designed to obtain information about the prevalence, distribution, and interrelations of variables within a population. In the survey method, questionnaires were used basing on the fact that the relationship between the study variables could not be observed. Similarly, the questionnaires were used to collect vast amount of data from a large sample in a short time and at a low cost (Amin, 2005). On the other hand, qualitative data was collected using an interview approach. In this case, the study used an interview guide to collect data from

2 selected top administrators and 2 support staff in the study area. According to Charmaz (2002), interviewing is a very useful approach for data collection because it allows the researcher to have control over the construction of the data and it has the flexibility to allow issues that emerge during dialogue and discussion to be pursued.

3.6 Data Collection Instruments

The researcher will use two research instruments which will be questionnaires and the interview guide. These are described below

3.6.1 Questionnaire

A questionnaire is a type of survey instrument that utilizes a standardized set or list of questions given to individuals or groups, the results of which can be consistently compared and contrasted (Trochim, 2006). This instrument will be used to collect data from all respondents in the study area. The questionnaire will be composed of close ended items and responses rated on a five point Likert scale with 5 denoting strongly agree, 4 representing agree, 3 not sure, 2 disagree and 1 strongly disagree. Questionnaires will be used to collect data because they are economical in terms of time, energy and finances (Kothari, 2004). Jwan (2010) also stated that questionnaires are advantageous because they save time on the part of the researcher and heighten the independence and accuracy of responses from respondents.

3.6.2 Interview Guide

An interview guide comprising of open ended items will also be used in this study. This instrument will be used to collect data from the selected top administrators in the study area. The researcher will employ this instrument because of its flexibility and ability to provide new ideas on the subject as observed by Kakooza (2006). An interview guide will also be employed since it has the ability to collect a large amount of information in a reasonable quick space of time (Orodho, 2008).

3.6.3 Validity and Reliability

Krishnaswamy et al. (2009) contend that validity is the degree to which the sample of test items represents the content the test is designed to measure. Krishnaswamy et al. (2009) further argues

that the usual procedure in assessing the content validity of a measure is to use a professional or an expert in a particular field. The researcher will therefore seek for the opinions of two experts in the field of research who will assess the relevance of the items in the proposed questionnaire. A content validity index thereafter be computed using the following formula.

$$\text{CVI} = \frac{\text{Items identified as appropriate}}{\text{Total number of items being judged}}$$

3.7 Reliability of the instruments

According to Trochim (2006), reliability of the measuring instrument addresses the question of whether the results of the measuring processes are consistent on occasions when they should be consistent. To test for reliability of the questionnaire, the researcher will carry out a pilot study on 15 individuals in the study area. According to Mugenda and Mugenda (2003), a pilot study is conducted when a questionnaire is given to just a few people with an intention of pre-testing the questions. Pilot test is an activity that assists the research in determining if there are flaws, limitations, or other weaknesses within the interview design and allows him or her to make necessary revisions prior to the implementation of the study (Ngechu, 2004). A total of 85 questionnaires were distributed to these people and data collected entered in the Statistical Package for Social Scientists computer program. Using this program, a Cronbach’s Coefficient Alpha (α) test was computed to test for reliability of the instrument. According to Mugenda&Mugenda (2003), a study instrument is considered to be reliable if its Cronbach’s Coefficient Alpha is more than 0.7. A summary of the scores of the valuables on the Cronbach’s alpha reliability coefficient is presented in table 3.2

Table 3.2: Showing reliability of statistics.

Cronbach’s Alpha	N of items
.836	34

Source: Primary Data, 2018

3.8 Data analysis

Data analysis is a practice in which raw data is ordered and organized so that useful information can be extracted from it (Gall, Gall & Borg, 2007). After collection, data will be entered in a Statistical Package for Social Scientists (SPSS) computer program to facilitate processing and

analysis. Both Pearson correlations and multiple regression analyses will be conducted. In this case, Pearson correlation analysis will be used to establish whether the existing recruitment practices have any statistically significant relationship with employee job performance in NWSC Jinja Area while a multiple regression analysis will be used to determine to what degree the independent variables (recruitment practices) can explain a change in employee job performance in NWSC Jinja Area.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter deals with presentation and interpretation of findings. The presentation of the results is done in three sections. The first section presents the response rate; the second section focuses on demographic characteristics of the respondents while the third section presents the major findings about the four specific objectives of the study. Pearson's correlations were used to analyze the relationship between study variables while regression analysis was used to estimate how a change in the dependent variable could be explained by a change in each of the independent variables.

4.1 Response Rate

The researcher selected a sample of 86 respondents from a population of 115 individuals. Eighty six questionnaires were distributed to all the selected respondents in the study area. Four of the respondents that filled the questionnaires were also interviewed to supplement findings from the questionnaires. All the questionnaires that were given out were fully completed and returned to the researcher in time. All the interviewed respondents also responded in time. This represented 100% response rate. This response rate was found to be appropriate for the study since Kothari (2004) asserts that any response rate of 50% is adequate, while a response rate greater than 70% is very good. This commendable response rate was made a reality after the researcher made personal calls to remind the respondents to fill-in and return the questionnaires.

4.2 Demographic Characteristics of Respondents.

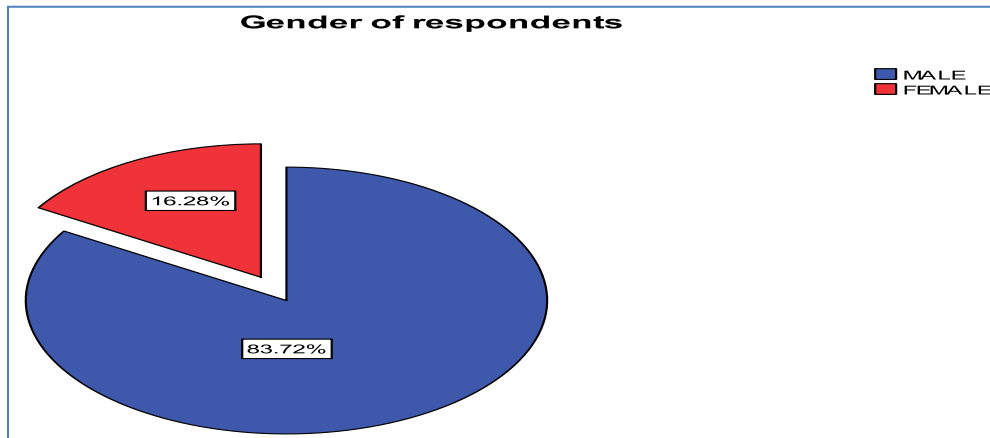
Descriptive statistics such as frequencies and percentages relating to the demographic characteristics of respondents are presented in this section. These include respondents' gender, age, level of education and number of years respondents had spent working in NWSC Jinja Area. Information about demographic characteristics of the respondents was deemed relevant since there is evidence of a significant relationship between demographic characteristics of employees (gender, age, qualification and experience) and their commitment towards organizational

activities (Affum-Osei, Acquah, & Acheampong, 2015). Moreover, understanding demographic characteristics helped the researcher to come up with proper information about the nature of the respondents in the area of study.

4.2.1 Gender of the Respondents.

The results for the gender distribution of respondents are presented in figure 4.1 below;

Figure 4.2: showing Gender of respondents



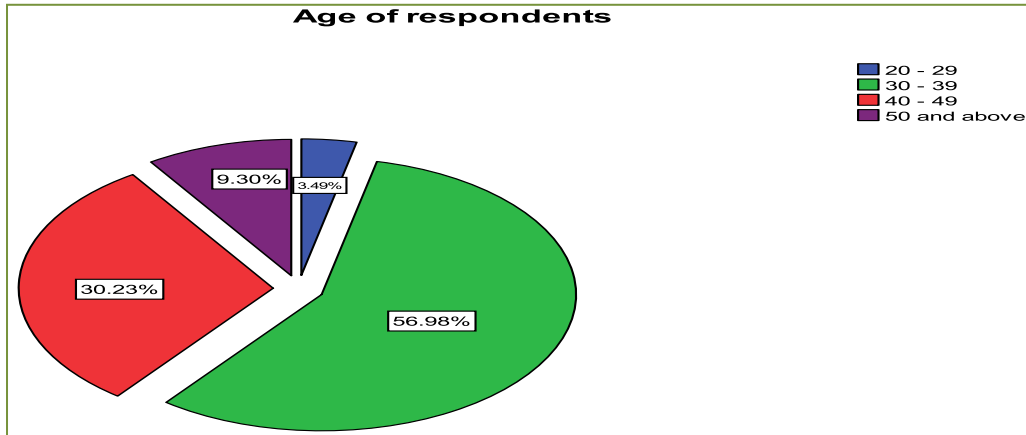
Source: Primary Data, 2018

Figure 4.1 above shows that the study involved both male and female respondents who constituted 83.72% and 16.28% respectively. This suggests that NWSC Jinja Area is mainly dominated by male employees. Dominance of male employees confirms what was observed by Green, Jegadeesh, & Tang (2009) that women have historically been underrepresented in many careers. Explanations for the low representation of women range from gender discrimination to differences in preferences and abilities. Nevertheless, one would expect high level of commitment among employees in NWSC Jinja Area since evidence available indicates that males are always found to be more committed to their respective organizations compared to their female counterparts (Kumasey, Delle, & Ofei, 2014).

4.2.2 Age of the respondents.

The study further investigated the age of respondents. The results are presented in figure 4.2 below.

Figure 4.3: showing age of respondents.



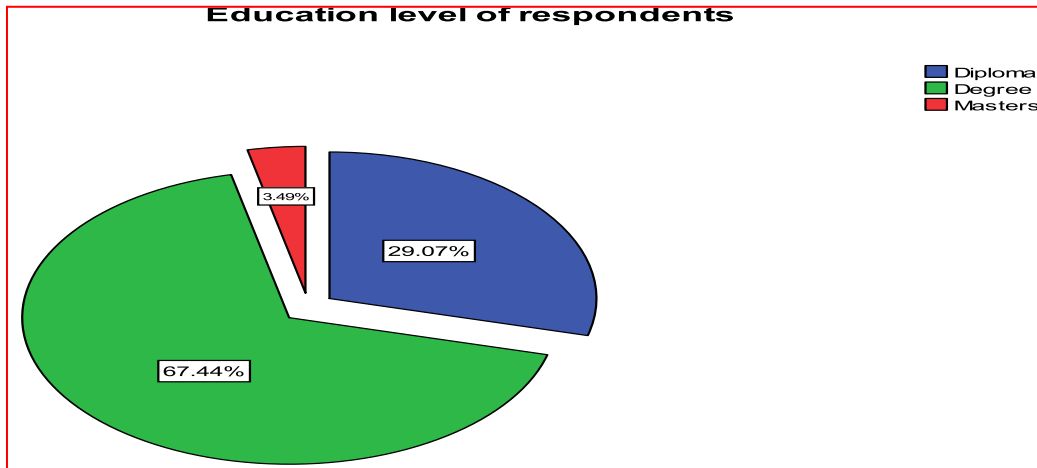
Source: Primary Data, 2018

The findings in figure 4.2 above shows that respondents in the age bracket of 30 - 39 were the majority constituting 56.98% followed by those in the age bracket of 30 – 39 years who constituted 30.23%. Those over 50 years constituted 9.30% while those between 20 – 29 years constituted 3.49%. These findings suggest that NWSC Jinja Area is taking measures for succession planning by ensuring a proper mix of young and old experienced employees. This is based on Darmadi (2013) who stated that the age of the employees in an organization can help determine the preparedness of an organization for succession planning as well as the amount of energy that employees have to help in achieving corporate goals. However, dominance of respondents within an age bracket of 30 – 39 years indicates that most of the employees in NWSC Jinja Area are still in their youthful stages and this is likely to lead to low commitment levels since Affum-Osei, Acquaah, &Acheampong (2015) stated that young employees are associated with low commitment levels. This result may be due to the fact that younger employees have more job opportunities compared to older employees on the other hand, older employees are perceived to have invested much in the organization and their turnover intention reduces as the years go by (Affum-Osei, Acquaah, &Acheampong, 2015).

4.2.3 Education level of the respondents

The study further investigated the level of education of respondents. The results are presented in figure 4.3 below.

Figure 4.4: showing Education level of respondents



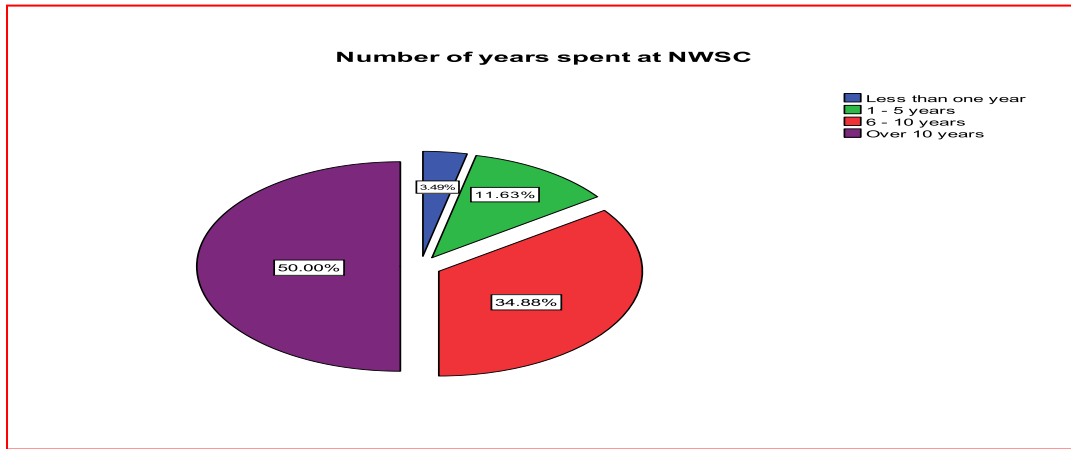
Source: Primary Data 2018

As far as educational achievement was concerned, it was found out that 67.44% of the selected respondents possessed bachelor's degrees, 29.07% had diploma and 3.49% had master's degrees. In general, the level of education of respondents was high. One would also expect high level of commitment among employees in NWSC Jinja Area because of the high levels of education they have. This is based on Akintayo (2010) who observed that highly qualified employees are considered to be more committed to organizations due to their awareness about the organizational culture in comparison to those who are less qualified.

4.2.4 Number of years respondents had spent working with NWSC Jinja Area

The study further investigated about the number of years respondents had spent working with NWSC Jinja Area. The results are presented in figure 4.4

Figure 4.5: Showing number of years respondents had spent working with NWSC Jinja Area



Source: Primary Data, 2018

From figure 4.4, it is evident that majority of the respondents 50.00% had spent over 10 years in NWSC Jinja Area followed by those who had spent between 6 – 10 years who constituted 34.88%. Those that had spent between 1 – 5 years constituted 11.63% while those that had spent less than one year constituted only 3.49%. These findings indicate that majority of the respondents had worked at NWSC Jinja Area for a period long enough to be familiar with the variables under study. One would also expect high level of commitment among employees in NWSC Jinja Area because of the many years they have spent working with the organization. This is based on Ng & Feldman (2013) who observed that long-tenured employees experience fewer absences can implement and facilitate change more efficiently than short-tenured employees can.

4.3 Findings about specific objectives of the study

In this section, the researcher presents the major findings relating to the variables under study. These are presented following the specific objectives of the study.

4.3.1 Objective one: To examine the relationship between internal recruitment practices and employee job performance in NWSC Jinja Area.

This was the first objective of the study and it was meant to establish whether there is any statistically significant relationship between internal recruitment practices and employee job performance in NWSC Jinja Area. The researcher formulated questions that required respondents to indicate the extent to which they agree or disagree with various internal recruitment practices in NWSC Jinja Area. Their responses were rated on a five point Likert scale with 5 denoting strongly agree, 4 representing agree, 3 not sure, 2 disagree and 1 strongly disagree. The mean of the scale was a score of 3.0 suggesting that the respondent neither agreed nor disagreed. Any score above 3.0 therefore signified that the respondents agreed with the item while scores below 3.0 signified that respondents disagreed with the item. Table 4.1 gives pertinent results about this objective.

Table 4.1.: Responses regarding internal recruitment practices in NWSC Jinja Area

STATEMENT	SD		D		N		A		SA		Mean response	Overall rating
	F	%	F	%	F	%	F	%	F	%		
Management of this organisation always use promotion as a recruitment strategy	-	-	8	9.3	-	-	76	88.4	2	2.3	3.84	Agree
Promotion is based on employee job performance	10	11.6	64	74.4	-	-	12	14.0	-	-	2.16	Disagree
Promotion is also based on seniority of employees	1	1.2	6	7.0	-	-	57	66.3	22	25.6	4.08	Agree
Promotion is fairly done without any discrimination	12	14.0	67	77.9	-	-	7	8.1	-	-	2.02	Disagree
I have ever been transferred either from one department or from one branch to another in this organization	3	3.5	17	19.8	-	-	59	68.6	7	8.1	3.58	Agree
Since coming to this organization, I have developed a positive attitude towards job transfers	4	4.7	62	72.1	-	-	20	23.3	-	-	2.42	Disagree
I am always informed in advance before being transferred	4	4.7	75	87.2	-	-	7	8.1	-	-	2.12	Disagree
I am fully aware about the existence of the policy regarding job transfers in this organization	5	5.8	14	16.3	-	-	52	60.5	15	17.4	3.67	Agree
I have always seen job postings on our company notice board	-	-	6	7.0	-	-	77	89.5	3	3.5	3.90	Agree

All employees have liberty to apply to these job postings	7	8.1	12	14.0	-	-	56	65.1	11	12.8	3.60	Agree
The HR department involves various departmental heads while designing the job postings	2	2.3	53	61.6	-	-	22	25.6	9	10.5	2.80	Disagree
I have realized that job postings motivate me to perform better	5	5.8	14	16.3	-	-	52	60.5	15	17.4	3.67	Agree

Key: (SD-Strongly Disagree, D-Disagree, N-Neutral, A-Agree, SA-Strongly Agree, F-frequency)

Source: Primary Data, 2018

The findings presented in table 4.1 indicate that 8 (9.3%) of the respondents disagreed, 76 (88.4%) agreed and 2 (2.3%) strongly agreed when asked whether management of NWSC Jinja Area always use promotion as a recruitment strategy. The mean value of the responses on this item is 3.84 which suggest that most of the respondents agreed about this item. Since majority of the respondents answered in agreement with this item, it indicates that management of NWSC Jinja Area indeed use promotion as a recruitment strategy. From the interview with one of the managers, the researcher was informed that;

“Yes, it is because of such opportunities that many of us have been able to rise through the ranks of this organization”(Source: Interviewee 1)

The researcher also sought for the opinions of respondents on whether promotion in NWSC Jinja Area is based on employee job performance. Findings about this item indicate that 10 (11.6%) of the respondents strongly disagreed, 64 (74.4%) disagreed and 12 (14.4%) agreed. The mean value of the responses on this item is 2.16 which suggest that most of the respondents disagreed about this item. Since majority of the respondents answered in disagreement with this item, it also indicates that promotion in NWSC Jinja Area is not based on employee job performance. From the interview with one of the lower level employees, the researcher was informed that;

“Not always, some of us really work so hard but because we are not so close to managers, we have not yet been promoted” (Source: Interviewee 2)

Another one also stated that;

“In this institution, it is always about winning favors from your supervisor and being in good terms with them. I have noted scenarios where staff with lukewarm performances receives more favors including promotions at the expense of good performers” (Source: Interviewee 1)

The researcher further inquired whether NWSC Jinja Area promotions are based on seniority of employees. The findings presented in table 4.1 indicate that 1 (1.2%) of the respondents strongly disagreed, 6 (7.0%) disagreed, 57 (66.3%) agreed and 22 (25.3%) strongly agreed. The mean value of the responses on this item is 4.08 which suggest that most of the respondents agreed about this item. Since majority of the respondents answered in agreement with this item, it indicates that NWSC Jinja Area promotions are also based on seniority of employees. From the interview with one of the lower level employees, the researcher was informed that;

“Yes, it is well known here that the more experienced you are the more you know things and in this case even the chances of committing mistakes are minimal. This makes it easy for senior colleagues to gain promotions”

When the researcher inquired whether NWSC Jinja Area promotions are fairly done without any discrimination, responses in table 4.1 above indicate that 12 (14.0%) of the respondents strongly disagreed, 67 (77.9%) disagreed and only 7 (8.1%) agreed. The mean value of the responses on this item is 2.02 which suggests that most of the respondents disagreed about this item. Since majority of the respondents answered in disagreement with this item, it indicates that NWSC Jinja Area promotions are not fairly done and are associated with discrimination. From the interview with one of the lower level employees, the researcher was informed that;

“It is very discriminative and benefits only a selected few” (Source: Interviewee 3)

The findings presented in table 4.1 also indicate that 3 (3.5%) of the respondents strongly disagreed, 17 (19.8%) disagreed, 59 (68.6%) agreed and 7 (8.1%) strongly agreed when asked whether they have ever been transferred either from one department or from one branch to another in NWSC. The mean value of the responses on this item is 3.58 which suggest that most of the respondents agreed about this item. Since majority of the respondents answered in agreement with this item, it indicates existence of job transfers as one of the internal recruitment

practices used in NWSC. From the interview with one of the managers, the researcher was informed that;

“Yes, we do especially for top and middle line positions” (Source: Interviewee 2)

The researcher also sought for the opinions of respondents on whether they have developed a positive attitude towards job transfers in NWSC. Findings about this item indicate that 4 (4.7%) of the respondents strongly disagreed, 62 (72.1%) disagreed and 20 (23.3%) agreed. The mean value of the responses on this item is 2.42 which suggest that most of the respondents disagreed about this item. Since majority of the respondents answered in disagreement with this item, it indicates that most of the employees in NWSC have a negative attitude towards job transfers. Moreover, when the researcher inquired whether they were always informed in advance before being transferred, responses in table 4.1 above indicate that 4 (4.7%) of the respondents strongly disagreed, 75 (87.2%) disagreed and only 7 (8.1%) agreed. The mean value of the responses on this item is 2.12 which suggest that most of the respondents disagreed about this item. Since majority of the respondents answered in disagreement with this item, it indicates that employees in NWSC Jinja Area are rarely informed in advance before being transferred. From the interview with one of the managers, the researcher was informed that;

“No. At least not always” (Source: Interviewee 3)

The researcher also sought for the opinions of respondents on whether they were aware about existence of policy regarding job transfers in NWSC Jinja Area. Findings about this item indicate that 5 (5.8%) of the respondents strongly disagreed, 14 (16.3%) disagreed, 52 (60.5%) agreed and 15 (17.4%) strongly agreed. The mean value of the responses on this item is 3.67 which suggests that most of the respondents agreed about this item. Since majority of the respondents answered in agreement with this item, it indicates that most of the employees were aware about existence of policy regarding job transfers in NWSC Jinja Area. From the interview with one of the managers, the researcher was informed that;

“Yes. We have it clearly highlighted in our HR manual and at least everyone here can access this manual” (Source: Interviewee 4)

The findings presented in table 4.1 also indicate that 6 (7.0%) of the respondents disagreed, 77 (89.5%) agreed and 3 (3.5%) strongly agreed when asked whether they have always seen job postings on NWSC notice board. The mean value of the responses on this item is 3.90 which suggests that most of the respondents agreed about this item. Since majority of the respondents answered in agreement with this item, it indicates existence of job postings in NWSC Jinja Area. From the interview with one of the managers, the researcher was informed that;

“Yes. We always post them on our notice board and even websites so that everyone gets an opportunity to apply” (Source: Interviewee 6)

The researcher further sought for the opinions of respondents on whether all employees in NWSC Jinja Area have liberty to apply to its job postings. Findings about this item indicate that 7 (8.1%) of the respondents strongly disagreed, 12 (14.0%) disagreed, 56 (61.6%) agreed and 11 (12.8%) strongly agreed. The mean value of the responses on this item is 3.60 which suggests that most of the respondents agreed about this item. Since majority of the respondents answered in agreement with this item, it indicates that all employees in NWSC Jinja branch have liberty to apply to its job postings. From the interview with one of the managers, the researcher was informed that;

“Yes. If they meet the minimum requirements” (Source: Interviewee 5)

The researcher also sought for the opinions of respondents on whether the HR department involves various departmental heads while designing the job postings. Findings about this item indicate that 2 (2.3%) of the respondents strongly disagreed, 53 (61.6%) disagreed, 22 (25.6%) agreed and 9 (10.5%) strongly agreed. The mean value of the responses on this item is 2.80 which suggest that most of the respondents disagreed about this item. Since majority of the respondents answered in disagreement with this item, it indicates that NWSC Jinja Area HR department rarely involves various departmental heads while designing the job postings. From the interview with one of the managers, the researcher was informed that;

“Not always. They do most of the work by themselves” (Source: Interviewee 4)

4.3.1.1 Pearson's correlation analysis for objective one

The researcher carried out Pearson's correlation analysis to test the hypothesis and also establish whether or not and to what extent a relationship exists between internal recruitment practices and employee job performance in NWSC Jinja Area. In this case, the computed mean scores for internal recruitment practices were correlated with those of employee job performance in NWSC Jinja Area. The findings are summarized in Table 4.2 below.

Table 4.2: Showing results of a Pearson's correlation analysis between internal recruitment practices and employee job performance in NWSC Jinja Area

		Internal Recruitment	Employee Job Performance in NWSC
Internal Recruitment	Pearson Correlation	1	.723**
	Sig. (2-tailed)		.000
	N	86	86
Employee Performance in NWSC	Job Pearson Correlation	.723**	1
	Sig. (2-tailed)	.000	
	N	86	86

** . Correlation is significant at the 0.01 level (2-tailed). **Source: Primary Data, 2018**

Table 4.2 shows that the value of the co-efficient (r) is .723 and p (Sig. value) = 0.000. The value of r being positive, it means that there is a statistically significant positive relationship between internal recruitment practices and employee job performance in NWSC Jinja Area. And since the Sig. value is less than 0.05, the researcher rejects the null hypothesis and concludes that there is a statistically significant positive relationship between internal recruitment practices and employee job performance in NWSC Jinja Area. This indicates that a well-designed internal recruitment process with well thought out practices and procedures can improve employee job performance in NWSC Jinja Area.

4.3.1.2 Simple regression analysis

The researcher also carried out a simple regression analysis to estimate how a change in the dependent variable (employee job performance in NWSC Jinja Area) could be explained by a change in the independent variable (internal recruitment practices). Results are presented in table 4.3 below.

Table 3.3: Showing Model Summary Results for a simple regression analysis

Model R	R Square	Adjusted Square	R Std. Error of the Estimate	Change Statistics				
				Change	Square F Change	Sig. Change	F	
1	.723 ^a	.523	.35718	.523	91.919	1	84	.000

a. Predictors: (Constant), Internal Recruitment) **Source: Primary Data, 2018**

Table 4.3 above shows the model summary results for a simple regression analysis. The results indicate that R Square is 0.523 which suggests that 52.3% variation in employee job performance in NWSC Jinja Area could be attributed to internal recruitment practices like promotion, job transfers and job postings.

4.3.2 Objective two: To examine the relationship between external recruitment practices and employee job performance in NWSC Jinja Area.

This was the second objective of the study and it was meant to establish whether there is any statistically significant relationship between external recruitment practices and employee job performance in NWSC Jinja Area. The researcher formulated questions that required respondents to indicate the extent to which they agree or disagree with various external recruitment practices in NWSC Jinja Area. Their responses were rated on a five point Likert scale with 5 denoting strongly agree, 4 representing agree, 3 not sure, 2 disagree and 1 strongly disagree. The mean of the scale was a score of 3.0 suggesting that the respondent neither agreed nor disagreed. Any score above 3.0 therefore signified that the respondents agreed with the item while scores below

3.0 signified that respondents disagreed with the item. Table 4.4 gives pertinent results about this objective.

Table 4.4: Responses regarding external recruitment practices in NWSC Jinja Area

STATEMENT	SD		D		N		A		SA		Mean Respons e	Overall rating
	F	%	F	%	F	%	F	%	F	%		
I know of an employee who was employed on the recommendation of an existing employee in this company	-	-	8	9.3	-	-	7	88.	2	2.3	3.84	Agree
Referrals are always recruited without any undue influence from the existing employees in this company	1	1.2	1	17.	-	-	6	80.	1	1.2	3.63	Agree
I have realized that competency is the major criterion used in recruitment of referrals in this company	5	5.8	9	10.	-	-	6	69.	1	14.	3.76	Agree
Management does background checks on referrals before employment in this company	1	1.2	6	75.	-	-	1	18.	4	4.7	2.50	Disagre e

I know of an employee who was employed after completion of his/her internship in this company	2	2.3	1 2	14. 0	-	-	7 0	81. 4	2	2.3	3.67	Agree
The HR department involves various departmental heads while recruiting interns	1 9	22. 1	6 3	73. 3	-	-	2 1	24. 4	-	-	2.10	Disagree
Interns are always given a clear understanding of what they are supposed to do	2	2.3	6 3	73. 3	-	-	2 1	24. 4	-	-	2.47	Disagree
Interns' performance is also evaluated before confirmed for employment	1	1.2	1 3	15. 1	-	-	6 5	75. 6	7	8.1	3.74	Agree
There is an effective selection team that assesses qualities of walk-ins	-	-	1	1.2	-	-	7 5	87. 2	1 0	11. 6	4.09	Agree
We have a well stream lined policy followed in recruitment of walk-ins	9	10. 5	5 6	65. 1	1 0	11. 6	1 1	12. 8	-	-	2.27	Disagree

Walk-ins are always informed about the conditions of employment before employment in this company	-	-	24	27.9	-	-	50	58.1	12	14.0	3.58	Agree
The company always provides orientation/induction training to all walk-ins in this company	7	8.1	5	5.8	-	-	69	80.2	5	5.8	3.70	Agree

Key: (SD-Strongly Disagree, D-Disagree, N-Neutral, A-Agree, SA-Strongly Agree, F-frequency)

Source: Primary Data, 2018

The findings presented in table 4.4 indicate that 8 (9.3%) of the respondents disagreed, 76 (88.4%) agreed and 2 (2.3%) strongly agreed when asked whether they knew of an employee who was employed on the recommendation of an existing employee in NWSC Jinja Area. The mean value of the responses on this item is 3.84 which suggest that most of the respondents agreed about this item. Since majority of the respondents answered in agreement with this item, it indicates that management of NWSC Jinja Area uses referral as a recruitment strategy. From the interview with one of the managers, the researcher was informed that;

“Yes, we always ask our staff to recommend anyone they know with the requisite qualifications in case we get a gap” (Source: Interviewee 2)

The researcher also sought for the opinions of respondents on whether referrals in NWSC Jinja Area are always recruited without any undue influence from the existing employees. Findings about this item indicate that 1 (1.2%) of the respondents strongly disagreed, 15 (17.4%) disagreed, 69 (80.2%) agreed and 12 (14.4%) strongly agreed. The mean value of the responses on this item is 3.63 which suggest that most of the respondents agreed about this item. Since

majority of the respondents answered in agreement with this item, it indicates that referrals in NWSC Jinja Area are always recruited without any undue influence from the existing employees. From the interview with one of the managers, the researcher was informed that;

“Of course we are professionals and we do it with lots of independence and integrity. We even involve the Board in higher level positions” (Source: Interviewee 3)

The researcher further inquired whether competency is the major criterion used in recruitment of referrals in NWSC Jinja Branch. The findings presented in table 4.4 indicate that 1 (1.2%) of the respondents strongly disagreed, 15 (17.4%) disagreed, 60 (69.8%) agreed and 12 (14.0%) strongly agreed. The mean value of the responses on this item is 3.76 which suggest that most of the respondents agreed about this item. Since majority of the respondents answered in agreement with this item, it indicates that competency is the major criterion used in recruitment of referrals in NWSC Jinja Area. From the interview with one of the managers, the researcher was informed that;

“Yes. Together with education and experience” (Source: Interviewee 5)

However, when the researcher inquired whether management of NWSC Jinja Area does background checks on referrals before employment in this company, responses in table 4.4 above indicate that 1 (1.2%) of the respondents strongly disagreed, 65 (75.6%) disagreed, 16 (18.6%) agreed and 4 (8.1%) strongly agreed. The mean value of the responses on this item is 2.50 which suggest that most of the respondents disagreed about this item. Since majority of the respondents answered in disagreement with this item, it indicates that management of NWSC Jinja Area rarely does background checks on referrals before employment in this company. From the interview with one of the managers, the researcher was informed that;

“Background checks are done though sometimes not adequately because of time and financial constraints” (Source: Interviewee 1)

The findings presented in table 4.4 also indicate that 2 (2.3%) of the respondents strongly disagreed, 12 (14.0%) disagreed, 70 (81.4%) agreed and 2 (2.3%) strongly agreed when asked whether they knew of an employee who was employed after completion of his/her internship in NWSC Jinja Area. The mean value of the responses on this item is 3.67 which suggest that most

of the respondents agreed about this item. Since majority of the respondents answered in agreement with this item, it indicates that there is existence of internship in NWSC Jinja Area as an external recruitment practice. From the interview with one of the managers, the researcher was informed that;

“Yes, we do hire interns especially for entry level positions like administrative assistants”
(Source: Interviewee 4)

The researcher also sought for the opinions of respondents on whether the HR department involves various departmental heads while recruiting interns in NWSC Jinja Area. Findings about this item indicate that 19 (22.1%) of the respondents strongly disagreed, 63 (73.3%) disagreed and 21 (24.4%) agreed. The mean value of the responses on this item is 2.10 which suggest that most of the respondents disagreed about this item. Since majority of the respondents answered in disagreement with this item, it indicates that the HR department rarely involves various departmental heads while recruiting interns in NWSC Jinja Area. Moreover, when the researcher inquired whether interns are always given a clear understanding of what they are supposed to do, responses in table 4.4 above indicate that 2 (2.3%) of the respondents strongly disagreed, 63 (73.3%) disagreed and 21 (24.4%) agreed. The mean value of the responses on this item is 2.47 which suggest that most of the respondents disagreed about this item. Since majority of the respondents answered in disagreement with this item, it indicates that interns are rarely given a clear understanding of what they are supposed to do. From the interview with one of the managers, the researcher was informed that;

“I would say no. because it is not as thorough as it would have been” (Source: Interviewee 6)

The researcher also sought for the opinions of respondents on whether interns’ performance is also evaluated before getting confirmed for employment. Findings about this item indicate that 1 (1.2%) of the respondents strongly disagreed, 13 (15.1%) disagreed, 65 (75.6%) agreed and 7 (8.1%) strongly agreed. The mean value of the responses on this item is 3.74 which suggests that most of the respondents agreed about this item. Since majority of the respondents answered in agreement with this item, it indicates that interns’ performance is also evaluated before getting confirmed for employment in NWSC Jinja Area. From the interview with one of the managers, the researcher was informed that;

“Yes. It is part of our recruitment process and always carried out by the HR department”
(Source: Interviewee 2)

The findings presented in table 4.4 also indicate that 1 (1.2%) of the respondents disagreed, 75 (87.2%) agreed and 10 (3.5%) strongly agreed when asked whether there is an effective selection team that assesses qualities of walk-ins in NWSC Jinja Area. The mean value of the responses on this item is 4.09 which suggest that most of the respondents agreed about this item. Since majority of the respondents answered in agreement with this item, it indicates there is an effective selection team that assesses qualities of walk-ins in NWSC Jinja Area. From the interview with one of the managers, the researcher was informed that;

“Yes. That job is done by the HR team” (Source: Interviewee 2)

The researcher further sought for the opinions of respondents on whether there is a well stream lined policy followed in recruitment of walk-ins. Findings about this item indicate that 9 (10.5%) of the respondents strongly disagreed, 56 (65.1%) disagreed, 10 (11.6%) where not sure and 11 (12.8%) agreed. The mean value of the responses on this item is 2.27 which suggest that most of the respondents disagreed about this item. Since majority of the respondents answered in disagreement with this item, it indicates absence of a well stream lined policy followed in recruitment of walk-ins in NWSC Jinja Area. From the interview with one of the managers, the researcher was informed that;

“We are yet to incorporate a policy about walk-ins in our HR manual” (Source: Interviewee 1)

The researcher also sought for the opinions of respondents on whether walk-ins are always informed about the conditions of employment before employment in NWSC Jinja Area. Findings about this item indicate that 24 (27.9%) of the respondents disagreed, 50 (58.1%) agreed and 12 (14.0%) strongly agreed. The mean value of the responses on this item is 3.58 which suggest that most of the respondents agreed about this item. Since majority of the respondents answered in agreement with this item, it indicates that walk-ins are always informed about the conditions of employment before employment in NWSC Jinja area. From the interview with one of the managers, the researcher was informed that;

“Of course we give them appointment letters that clearly stipulate the terms and conditions of employment” (Source: Interviewee 6)

The findings presented in table 4.4 also indicate that 7 (8.1%) of the respondents strongly disagreed, 5 (5.8%) disagreed, 69 (80.2%) agreed and 5 (5.8%) strongly agreed when asked whether management of NWSC Jinja Area always provide orientation/induction training to all walk-ins. The mean value of the responses on this item is 3.70 which suggest that most of the respondents agreed about this item. Since majority of the respondents answered in agreement with this item, it indicates that management of NWSC Jinja Area always provides orientation/induction training to all walk-ins. From the interview with one of the managers, the researcher was informed that;

“That is also part of our recruitment process where we orient all new employees to help them learn about their tasks, company policies as well as their co-workers” (Source: Interviewee 2)

4.3.2.1 Pearson’s correlation analysis for objective two

The researcher carried out Pearson’s correlation analysis to test the hypothesis and also establish whether or not and to what extent a relationship exists between external recruitment practices and employee job performance in NWSC Jinja Area. In this case, the computed mean scores for external recruitment practices were correlated with those of employee job performance in NWSC Jinja Area. The findings are summarized in Table 4.5 below.

Table 4.5: Showing results of a Pearson’s correlation analysis between external recruitment practices and employee job performance in NWSC Jinja branch

		External Recruitment	Employee Job Performance in NWSC
External Recruitment	Pearson Correlation	1	.667**
	Sig. (2-tailed)		.000
	N	86	86
Employee Job Performance in NWSC	Job Pearson Correlation	.667**	1
	Sig. (2-tailed)	.000	
	N	86	86

Correlation is significant at the 0.01 level (2-tailed). **Source: Primary Data, 2018**

Table 4.5 shows that the value of the co-efficient (r) is .667 and p (Sig. value) = 0.000. The value of r being positive, it means that there is a statistically significant positive relationship between external recruitment practices and employee job performance in NWSC Jinja Area. And since the Sig. value is less than 0.05, the researcher rejects the null hypothesis and concludes that there is a statistically significant positive relationship between external recruitment practices and employee job performance in NWSC Jinja Area. This indicates that a well-designed external recruitment process with well thought out practices and procedures can improve employee job performance in NWSC Jinja Area.

4.3.2.2 Simple regression analysis.

The researcher also carried out a simple regression analysis to estimate how a change in the dependent variable (employee job performance in NWSC Jinja Area) could be explained by a change in the independent variable (external recruitment practices). Results are presented in table 4.6 below.

Table 4.6: Showing Model Summary Results for a simple regression analysis

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics						
				R Square Change	F Change	df1	df2	Sig. Change	F	
1	.667 ^a	.445	.438	.38516	.445	67.287	1	84	.000	

a. Predictors: (Constant), External Recruitment) **Source: Primary Data, 2018**

Table 4.6 above shows the model summary results for a simple regression analysis. The results indicate that R Square is 0.445 which suggests that 44.5% variation in employee job performance in NWSC Jinja Area could be attributed to external recruitment practices like referral, walk-ins and internship.

4.3.2.3 Multiple regression analysis

A Multiple regression analysis was also carried out to establish the contribution of the two recruitment practices (internal recruitment and external recruitment) on employee job performance in NWSC Jinja Area. Results are presented in table 4.7 below.

Table 4.7: Showing Model Summary Results for a multiple regression analysis

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics						
				R Square Change	F Change	df1	df2	Sig. Change	F	
1	.739 ^a	.546	.535	.35024	.546	49.979	2	83	.000	

Predictors: (Constant), Internal Recruitment, External Recruitment) **Source: Primary Data, 2018**

The model summary results for a multiple regression analysis presented in Table 4.7 above indicate R square as being 0.546 which suggests that 54.6% variation in employee job performance in NWSC Jinja Area can be attributed to a combination of the two recruitment practices (internal and external recruitment). This implies that the two independent variables can explain up to 73.9% variations in dependent variable (employee job performance in NWSC Jinja Area); the remaining 26.1% is explained by other factors / variables not included in the current study.

4.3.3 Objective three: To identify the challenges faced by NWSC Jinja Area in implementing the different recruitment practices

The challenges faced by NWSC Jinja Area in implementing the different recruitment practices were explored using a frequency table. The findings are indicated in the table 4.8 below.

Table 4.8: showing responses on challenges faced by NWSC Jinja Area in implementing the different recruitment practices

Response	Frequency	Percent
Limited involvement of the different section heads in the recruitment process	25	29.1
Absence of a comprehensive policy covering all forms of recruitment	19	22.1
Limited conduct of background checks on new employees	16	18.6
Negative attitude towards job transfers	14	16.2
Unfairness in promotion of employees	12	14.0
Total	86	100

Source: Primary Data, 2018

As indicated in the table 4.8 above, 25 (29.1%) of the respondents indicated that there is limited involvement of the different section heads in the recruitment process. This is likely due to the fact that the recruitment exercise was mainly vested in the hands of the HR department with limited involvement of other departments. 19 (22.1%) of the respondents also indicated that absence of a comprehensive policy covering all forms of recruitment. The researcher observed that the NWSC HR manual only mentions about promotion, job transfers and internship and is silent on job postings, referral and walk-ins. 16 (18.6%) of the respondents also indicated that there is limited conduct of background checks on new employees which made it difficult to hire employees whose performance they are sure of. 14 (14.0%) of the respondents also indicated that they have a negative attitude towards job transfers. The researcher observed that employees were rarely informed in advance before being transferred which forced most of them to have a negative attitude towards job transfers in NWSC Jinja Area. It was also revealed by 12 (14.0%) of the respondents that promotion as a form of internal recruitment was unfairly done, associated with lots of favoritism and not even based on performance of employees. Existence of all these challenges weakened the contribution of recruitment practices towards desirable employee job performance in NWSC Jinja Area.

4.3.4 Objective four: To Identify approaches to address the challenges associated with the different recruitment practices in NWSC Jinja Area.

The respondents identified the following strategies that management of NWSC Jinja Area can take on to address the challenges associated with the different recruitment practices in NWSC Jinja Area.

Table 4.9: showing responses on recommendations to address the challenges associated with the different recruitment practices in NWSC Jinja Area

Response	Frequency	Percent
Need to involve several section heads in the recruitment process	25	29.1
Need to develop a more comprehensive policy covering all forms of recruitment	19	22.1
Need to conduct adequate background checks before confirmation of all new employees	16	18.6
Need to inform employees in advance before being transferred	14	16.2
Need to be more transparent and fair in promotion of employees	12	14.0
Total	86	100

Source: Primary Data, 2018

As indicated in the table 4.9 above, 25 (29.1%) of the respondents proposed that NWSC Jinja Area management needs to involve different section heads in the recruitment process instead of vesting all the powers in the Human Resource department. 19 (22.1%) of the respondents also proposed that the organization needs to develop a more comprehensive policy covering all forms of recruitment. 16 (18.6%) of the respondents also proposed that management needs to conduct adequate background checks before confirmation of all new employees so that they hire employees whose performance they are sure of. 14 (14.0%) of the respondents also indicated that management needs to inform employees in advance before being transferred. It was also revealed by 12 (14.0%) of the respondents that NWSC management needs to be more transparent and fair in promotion of employees.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter focuses on the summary as well as discussion of findings derived about the specific objectives of the study.

5.1 Summary of findings

The study was set to examine the relationship between recruitment practices and employee job performance in NWSC in Jinja Area. Specifically, it sought to establish how each of the internal and external recruitment practices relates with employee job performance in NWSC Jinja Area, the challenges faced by NWSC Jinja Area in implementing the different recruitment practices and recommendations to address the challenges associated with the different recruitment practices in NWSC Jinja Area. The researcher adopted a correlational research design to establish how each of the recruitment practices relates with employee job performance in NWSC Jinja Area. A sample of 86 respondents was selected from study population of 110 persons. These were selected using census and purposive sampling techniques. Data was collected by use of self-administered close ended questionnaires and interview guides. All the selected respondents responded in time which gave a response rate of 100%. After collecting data, it was entered into the SPSS where Pearson's correlation analysis was used to establish the relationship between the study variables. Regression analysis was also employed to estimate how a change in the dependent variable could be explained by a change in the three independent variables. The results from a Pearson's correlation analysis revealed that all the two recruitment practices had a statistically significant positive relationship with employee job performance in NWSC Jinja Area. Moreover, a combination of all the two recruitment practices (internal and external) would predict up to 73.9% variations in employee job performance in NWSC Jinja Area. The researcher therefore based on these findings to reject both the null hypotheses and concluded that there is a statistically significant positive relationship between internal and external recruitment practices and employee job performance in NWSC Jinja Area. This indicates that a well-designed internal

and external recruitment process with well thought out practices and procedures can improve employee job performance in NWSC Jinja Area. Among others, the respondents indicated that there is limited involvement of the different section heads in the recruitment process, absence of a comprehensive policy covering all forms of recruitment and promotion as a form of internal recruitment was unfairly done, associated with lots of favoritism and not even based on performance of employees. To address these challenges, it was proposed that NWSC Jinja Area management starts involving different section heads in the recruitment process instead of vesting all the powers in the Human Resource department, develop a more comprehensive policy covering all forms of recruitment and at the same time embrace a more transparent and fair promotion system which is open to everyone irrespective of their tribe, sex, color or religion.

5.2 Discussion of the findings

A discussion of the study findings is presented in the subsequent sub sections based on the specific objectives that guided the study.

5.2.1 Objective one: To examine the relationship between internal recruitment practices and employee job performance in NWSC Jinja Area

In this objective, the researcher sought to establish whether there is any statistically significant relationship between internal recruitment practices and employee job performance in NWSC Jinja Area. The study findings based on the Pearson correlation analysis revealed that there is a statistically significant positive relationship between internal recruitment practices and employee job performance in NWSC Jinja Area ($r = 0.723$, $p = 0.000$, $N = 86$). Moreover, results of a simple regression analysis indicated that 72.3% variation in employee job performance in NWSC Jinja Area could be attributed to internal recruitment practices. These findings agree with works of previous researchers like Patimah (2015), Al Azzam and Jaradat (2014), Gamage (2014), Sang (2005) and Muscalu (2015) who found a positive relationship between internal recruitment practices and employee job performance.

The study findings based on majority of the respondents also indicated that management of NWSC Jinja Area uses promotion as one of the internal recruitment practices. These findings agree with Harrison and Novak (2006) who observed that efforts by management to establish

promotion opportunities contributes to employee's job satisfaction and acts as a motivator for job performance. Heathfield (2005) also viewed promotion as desirable by employees because of the impact it has on pay, authority, responsibility, and the ability to influence broader organizational decision making. However, it was also revealed by majority of the respondents that promotion of employees in NWSC Jinja Area was unfairly done, associated with lots of favoritism and not even based on job performance of employees. Mays, Coleman, and Jackson (2006) discouraged this state of affairs and noted that perceptions of favoritism increase employees' job stress, limit their advancement and skill development, and is also related to less effective interpersonal work relationships with co-workers and supervisors. A study conducted by Sanchez and Brock (2006) about effects of perceived discrimination on work outcomes, also revealed that preferential treatment among employees contributed to higher work tension and decreased job satisfaction and organizational commitment, above and beyond other common work stressors, such as role conflict and ambiguity. Gutek, Cohen, and Tsui (2006) also found that perceived discrimination among employees was related to lower feelings of power and prestige on the job. These findings also disagree with with Rupia, Garashi, Nandi & Odera (2012) who advocated for performance based promotion since it is seen as a fair method of rewarding those whose performance is considered exemplary and in the process encourages everyone to strive and perform better.

The study findings based on majority of the respondents also indicated that NWSC Jinja Area also uses job transfers as one of the internal recruitment practices. This state of affairs agrees with Simplicio (2004) who advocated for employee transfers since they encourage employees to view the organization as the one offering them career growth and increase in performance. Transfer of employees is also essential in an organization for the purpose of minimizing politics between employees, ensuring cordial relationship between employees, increasing transparency in work, and obviating nepotism in an organization (Yoder in Hassan, 2016). However, it was also revealed by majority of the respondents that they had a negative attitude towards job transfers since they were never informed in advance before being transferred. This state of affairs disagrees with Cole (2005) who emphasizes the importance of keeping employees informed about general matters affecting their work role as it contributes to increased understanding of management's actions, reduces misunderstandings arising from day-to-day activities and improves trust between employers and employees. King'ori (2012) also stressed that it is important that the manager shares the relevant information with the employees without being

stingy with it as this provides the employee with the bigger picture thus helping him make the right decisions. These findings further confirm what was observed by Noe et al., (2010) that because transfers provoke anxiety, many companies have difficulty getting employees to accept them. This is because transfers disrupt employees' daily lives, interpersonal relationships and work habits. They always have to find new housing, shopping, healthcare, and leisure facilities which may be miles from the emotional support of friends and family (Noe et al., 2010).

The study findings based on majority of the respondents also indicated that NWSC Jinja Area also uses job postings as one of the internal recruitment practices. This state of affairs confirms what was observed by Mavis (2014) that job posting has become a very common practice in many organizations across the world and provides an equal opportunity to all employees currently working in the organization. Werther cited in Amadu (2014) also observed that the purpose of job posting is to encourage employees to seek promotions and transfers that help the human resource department fill job openings and meet employees' personal objectives. However, it was also revealed by majority of the respondents that the HR department rarely involves various departmental heads while designing the job postings in NWSC Jinja Area. These findings disagree with Kaye & Jordan-Evans, (2009) who observed that letting several employees in on the decision making processes gives them a feeling that their opinions are respected and that they hold a place of importance within the company. Erasmus, et al. (2003) also stated that if several staff members are involved in any changes or decisions that directly affect them, it is seldom that they will be against the changes and decisions.

5.2.2 Objective two: To examine the relationship between external recruitment practices and employee job performance in NWSC Jinja Area.

In this objective, the researcher sought to establish whether there is any statistically significant relationship between external recruitment practices and employee job performance in NWSC Jinja Area. The study findings based on the Pearson correlation analysis revealed that there is a statistically significant positive relationship between external recruitment practices and employee job performance in NWSC Jinja Area ($r = 0.667$, $p = 0.000$, $N = 86$). Moreover, results of a simple regression analysis indicated that 66.7 percent variation in employee job performance in NWSC Jinja Area could be attributed to internal recruitment practices. These findings agree with

works of previous researchers like Adu-Darkoh (2014), Ofobruku and Iheabunike (2013) Chukwu&Igwe (2012), Mokaya et al., (2013) and Rahmo (2015) who found a positive relationship between external recruitment practices and employee job performance.

The study findings based on majority of the respondents also indicated that management of NWSC Jinja Area uses referral as one of the external recruitment practices. These findings agree with Greet (2011) who observed that employee referrals represent one of the most effective sources for recruiting new employees. Moreover, many jobs are found through employee referrals, where existing employees at a firm refer a potential candidate for a job (Topa, 2012). Additionally, positive employee referrals have been found to be one of the most effective recruitment sources, given their positive impact on pre-hire recruitment outcomes such as organizational attractiveness and application decisions as well as on post-hire attitudes and job performance (Weller, Holtom, Matiaske, &Mellewigt, 2009). However, it was also revealed by majority of the respondents that management of NWSC Jinja Area rarely does adequate background checks on referrals before their employment. This state of affairs disagrees with Rahmo (2015) who stated that management needs to make it an obligation to do adequate background checks on new employees so that they hire those whose performance they know about.

The study findings based on majority of the respondents also indicated that NWSC Jinja Area also uses internship as one of the external recruitment practices especially for entry level positions like administrative assistants. This state of affairs agrees with Zhao and Liden (2011) who indicated that interns are an ideal pool of job candidates, because they are relatively well educated and have acquired a substantial amount of organization-specific knowledge from actually working in the host organizations. Internship programs are progressively being used by more organizations globally, as a means by which to attract and identify talented future employees, to the point where, in many organizations, internships have become the primary pathway into entry level employment positions for university graduates (Gerdes, 2009). Moreover, if the employer hires an intern for a permanent position, there is reduced turnover because the student has adjusted to the work environment and experiences less —culture shock in the work environment (Maskooki et al., 1998). However, it was also revealed by majority of the respondents that interns in NWSC Jinja Area are rarely given a clear understanding of what

they are supposed to do. This state of affairs disagrees with Xavier (2002) who posits that clarifying expectations, roles and responsibilities of employees through clear communication and feedback can improve employee performance and effectiveness.

The study findings based on majority of the respondents also indicated that NWSC Jinja Area also uses walk-ins as one of the external recruitment practices. This state of affairs confirms what was observed by Sule (2012) noted that walk-in is one of the popular recruiting strategies used in organizations and indeed organizations receive several unsolicited applications from job seekers at various points in time. Moreover, it is cost effective and provides recruiters a large available, highly talented pool of applicants who can join the organization in a short period of time (Sardar and Talat, nd). However, majority of the respondents also indicated absence of a well stream lined policy followed in recruitment of walk-ins in NWSC Jinja Area. These findings disagree with Naku and Mutambara (2014) who stressed that organizations should clearly specify and communicate their policy regarding recruitment. Otherwise, superiors may recruit employees arbitrarily. Sison (2004) also noted that an employee recruitment policy should be set in order to achieve uniformity within the organization.

5.3 Conclusions

The main conclusions drawn from this study are presented in the subsequent sub-sections following specific objectives of the study.

5.3.1 Objective one: To examine the relationship between internal recruitment practices and employee job performance in NWSC Jinja Area

The study findings based on the Pearson correlation analysis revealed that there is a statistically significant positive relationship between internal recruitment practices and employee job performance in NWSC Jinja Area ($r = 0.723$, $p = 0.000$, $N = 86$). Moreover, results of a simple regression analysis indicated that 52.3% variation in employee job performance in NWSC Jinja Area could be attributed to internal recruitment practices. Based on these findings, the researcher rejects the null hypothesis and concludes that there is a statistically significant positive relationship between internal recruitment practices and employee job performance in NWSC

Jinja Area. This indicates that a well-designed internal recruitment process with well thought out practices and procedures can improve employee job performance in NWSC Jinja Area.

5.3.2 Objective two: To examine the relationship between external recruitment practices and employee job performance in NWSC Jinja Area.

The study findings based on the Pearson correlation analysis revealed that there is a statistically significant positive relationship between external recruitment practices and employee job performance in NWSC Jinja branch ($r = 0.667$, $p = 0.000$, $N = 86$). Moreover, results of a simple regression analysis indicated that 66.7% variation in employee job performance in NWSC Jinja Area could be attributed to external recruitment practices. Based on these findings, the researcher rejects the null hypothesis and concludes that there is a statistically significant positive relationship between external recruitment practices and employee job performance in NWSC Jinja Area. This indicates that a well-designed external recruitment process with well thought out policies and procedures can improve employee job performance in NWSC Jinja Area.

5.3.3 Objective three: To identify the challenges faced by NWSC Jinja Area in implementing the different recruitment practices.

The study findings based on the majority of the respondents indicated that NWSC Jinja Area faced several challenges in implementing the different recruitment practices. Among others, it was indicated that there is limited involvement of the different section heads in the recruitment process, there was absence of a comprehensive policy covering all forms of recruitment, there was limited conduct of background checks on new employees, most of the employees had a negative attitude towards job transfers and promotion as a form of internal recruitment was unfairly done, associated with lots of favoritism and not even based on performance of employees. Existence of all these challenges weakened the contribution of the different recruitment practices towards desirable employee job performance in NWSC Jinja Area.

5.3.4 Objective four: To identify the different approaches to address the challenges associated with the recruitment practices in NWSC Jinja Area

The respondents identified several strategies that management of NWSC Jinja Area can take on to address the challenges associated with the different recruitment practices in NWSC Jinja Area.

Among others, respondents proposed that NWSC Jinja Area management needs to involve different section heads in the recruitment process instead of vesting all the powers in the HR department, the organization needs to develop a more comprehensive policy covering all forms of recruitment, conduct adequate background checks before confirmation of all new employees and at the same time embrace a more transparent and fair promotion system which is open to everyone irrespective of their tribe, sex, color or religion.

5.4 Recommendations.

The study findings based on descriptive statistics indicated that NWSC Jinja area indeed has several recruitment practices involving external (referrals, internships and walk-ins) and internal (promotions, job transfers and job postings). The findings based on both Pearson and regression analyses also indicated that effective adherence to all these recruitment practices can significantly enhance employee job performance in NWSC Jinja area. It was however observed that there were several inadequacies associated with implementation of each of these practices. Existence of such inadequacies limited their contribution towards satisfactory employee job performance. The researcher therefore believes that if such inadequacies are adequately responded to, the existing recruitment practices can significantly enhance employee job performance in NWSC Jinja area. The study presents the following recommendations which can be adopted to deal with the different inadequacies associated with the different recruitment practices in NWSC Jinja branch

The researcher observed that there was limited involvement of the different section heads in the recruitment process. It is therefore suggested that, NWSC management ensures that the opinions of the different section heads are always considered right from placement of adverts, interviews, selection, induction and placement of new employees. Adhering to this practice is likely to give all section heads a greater sense of contentment and a feeling that they have a stake in management of the organisation.

The researcher observed that employees were rarely informed in advance before being transferred which forced most of them to have a negative attitude towards job transfers in NWSC Jinja area. It was therefore suggested that NWSC management should ensure that during job transfers, all employees to be transferred are informed in advance so that they can prepare for the

transfers well in time. Since the study also indicated absence of a policy regarding transfers in NWSC, a comprehensive policy regarding all recruitment practices should also be established at NWSC. This should spell out all the different forms of recruitment as well as all terms and conditions that would be followed in the process of recruiting employees. Copies of this policy should also be distributed or made accessible to all employees.

The researcher also observed that promotion as a form of internal recruitment was unfairly done, associated with lots of favouritism and not even based on performance of employees. NWSC management should therefore ensure that all promotions are carried out in a transparent and equitable manner mainly based on employee performance and seniority. Moreover, management should also seek for the opinions of the different staff members in the process of promoting their colleagues. Such involvement would not only help to minimize tension and anxiety associated with the process but will also give employees a feeling that their opinions are respected and that they hold a place of importance within the organisation.

In the case of job postings, several section heads should be involved in the process of designing job postings in NWSC Jinja area. Additionally, instead of putting all the job postings on one NWSC Jinja area notice board, management can also put such postings on the company websites so that even employees in other NWSC areas can apply.

In the process of employee orientation as part of its recruitment practice, it is proposed that, instead of only being taken around the company and told about the dress code and how to use the different tools and equipments, NWSC Jinja area employees should also be provided with more information especially the incentives associated with their job, how they will be appraised and the different offices where they could get help in case they need it. Similarly, management should also ensure that orientation programs are tailored according to employee capabilities and skills. In this case, the methods of orientation given to top managers should not be the same as those of lower level staff like cleaners, office attendants or machine operators especially due to the different educational levels and work requirements.

5.5 Areas for further research

Since this study was limited to the relationship between recruitment practices and employee job performance in NWSC in Jinja Area, it is recommended that; a similar study be conducted in other NWSC Areas

in Uganda. This will allow for comparison purposes and will increase the generalizability of the findings. It was also revealed that recruitment practices would explain up to 73.9% variation in employee job performance in NWSC Jinja Area. This implies that there are other factors that affect employee job performance in NWSC Jinja Area apart from recruitment practices. The researcher therefore proposes that future researchers conduct studies to establish the contribution of other factors like working environment, reward systems, appraisal practices and others in order to obtain a more comprehensive understanding of the factors that affect employee job performance in NWSC Jinja Area.

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APPENDIX I:
QUESTIONNAIRE

Dear respondent,

I am a Masters of Public Administration and management student of Nkumba University undertaking a study to generate information on the effects of employee recruitment policy of National Water and Sewerage Corporation on the performance of employees at *NWSC Jinja area*. Kindly spare some of your valuable time to answer these questions by giving your views where necessary or ticking one of the alternatives given. You have been selected to participate in this study because of the valuable information about the study variables. The information you will provide is solely for academic purposes and will be treated with utmost confidentiality. Thank you for your time and cooperation.

SECTION A

BACKGROUND INFORMATION

Please circle the numbers representing the most appropriate responses for you in respect of the following items:

1. Your gender

- a) Male b) Female

2. What is your age group?

- a) 20-29, b) 30-39, c) 40-49, d) 50 and above

3. What is your highest level of education?

- a) Diploma, b) Bachelor's degree, c) Masters' degree
d) Doctorate

4. For how many years have you dealt with NWSC?

- a) Less than one year b) 1-5 years s c) 6-10 years d) Over 10 years

SECTION B

For the questions below, Please tick the options that suits your level of agreement for each of the following questions. The options are;

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
5	4	3	2	1

No.	Statement	5	4	3	2	1
External recruitment practices in NWSC Jinja area						
Referrals	I know of an employee who was employed on the recommendation of an existing employee in this company					
	I have realized that referrals attract employees with diverse skills in this company					
	Referrals are always recruited without any undue influence from the existing employees in this company					
	I have realized that competency is the major criterion used in recruitment of referrals in this company					
	Management does background checks on referrals before employment in this company					
Internship	I know of an employee who was employed after completion of his/her internship in this company					
	The Human Resource department involves various departmental heads while recruiting interns					
	I have realized that recruitment through internship generates employees with reliable character					
	Interns are always given a clear understanding of what they are supposed to do					
	Interns' performance is also evaluated before confirmed for employment					

Walk-ins	There is an effective selection team that assesses qualities of walk-ins					
	We have a well stream lined policy followed in recruitment of walk-ins					
	Walk-ins are always informed about the conditions of employment before employment in this company					
	The company always provides orientation/induction training to all walk-ins in this company					
	Walk-ins always attract employees with rare skills necessary to carry out certain activities in this company					
Internal recruitment practices in NWSC Jinja area						
Promotions	Management of this organisation always use promotion as a recruitment strategy					
	Promotion in this company comes with both monetary and non-monetary benefits to employees					
	Promotion is based on employee job performance					
	Promotion is also based on seniority of employees					
	Promotion is fairly done without any discrimination					
Job transfers	I have ever been transferred either from one department or from one branch to another in this organisation					
	Since coming to this organization, I have developed a positive attitude towards job transfers					
	I am always informed in advance before being transferred					
	I have accumulated a lot of experience through job transfers in this organization					
	I am fully aware about the existence of the policy regarding job transfers in this organisation					
Job postings	I have always seen job postings on our company notice board					
	All employees have liberty to apply to these job postings					
	I have realized that recruitment through job postings generates					

	employees with reliable character					
	The Human resource department involves various departmental heads while designing the job postings					
	I have realized that job postings motivate me to perform better					
Employee performance in NWSC Jinja area						
	I always report on duty in time					
	I am always available to carry out my duties					
	I always deliver my assigned tasks in time					
	I always strive to meet the expectations of my supervisor					
	I willingly accept the extra tasks assigned by my supervisors					
	I strive to perform my duties accurately.					
	My level of enthusiasm for working in this organisation is high					
	I always feel bad whenever I perform below expected standards					
	I am sure my supervisor is happy with the quality of my work					
	I sometime work beyond the normal working hours					
	I always strive to keep the positive image of this organisation					

END

THANK YOU FOR YOUR COOPERATION

APPENDIX II:

INTERVIEW GUIDE

External recruitment practices in NWSC Jinja area

- i. Do you always recruit employees using referrals in this company?
- ii. Would you state that referrals always recruited without undue influence from existing employees in this company?
- iii. Do you consider competency as the major criterion used in recruitment of referrals in this company?
- iv. Do you also do background checks before you employ them in this company?
- v. Do you also recruit interns?
- vi. Does the HR department involve various departmental heads while recruiting interns?
- vii. Are interns always given a clear understanding of what they are supposed to do?
- viii. Do you also evaluate interns performance before confirming their employment?
- ix. Do also recruit employees using walk-in this company:
- x. Do you have an effective selection team that assesses qualities of walk-ins?
- xi. Do you also have a well stream lined policy followed in recruitment of walk-ins?
- xii. Are walk-ins always informed about the conditions of employments before employment in this company?
- xiii. Does the company always provide orientation/induction training to all walk-ins in this company

Internal recruitment practices in NWSC Jinja area

- i. Do you always use promotion as a recruitment strategy?
- ii. Have you realized that promotion in this company comes with both monetary and non monetary benefits to employees?
- iii. Is promotion based on employee job performance?
- iv. Is it also based on seniority of employees?
- v. Would you state that promotion is fairly done without any discrimination?
- vi. Have you ever been transferred either from one department or from one branch to another in this organization?

- vii. Would you state that employees have a positive attitude towards job transferred?
- viii. Are employees always informed in advance before being transferred?
- ix. Would you state that employees accumulate a lot of experience through job transfers in this organization?
- x. Do you know of any policy regarding job transfers in this organization?
- xi. Have you also seen job postings on your company notes board?
- xii. Have you realize that all employees have liberty to apply to these job posting?
- xiii. The HR department involve various departmental heads while designing the job posting.

APPENDIX III:

SAMPLE SIZE (S) REQUIRED FOR THE GIVEN POPULATION SIZE (N)

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	301	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

From: R.V. Krejcie and D. W. Morgan (1970)