

The Analysis of Effective Recruitment towards Organizational Performance and Competitiveness in Rwanda

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Abstract: Effective recruitment contributes to the organizational performance and competitiveness in various ways. Having the right person in the right place of work and at the right time is crucial to organizational performance and competitiveness. Hiring a person is easy, but hiring the right person takes more efforts and makes a huge difference. The quick hire can require hours of supervision and time spent in discipline, retraining and worst-case termination. The main objective of the study was to showcase how effective recruitment can lead to organizational performance, to know more about effective recruitment process, to identify challenges if any, discuss, and provide recommendations. This study used purposive sampling technique, and 30 respondents from numerous Recruitment Officers in Rwanda were selected. Questionnaire and in-depth interviews were used to obtain primary data. The secondary data were collected from different sources such as books and journal articles from several authors to know recruitment and organizational performance deeper. The results showed that Effective recruitment plays a vital role on organizational performance together with competitiveness. The research hypothesis states that there is a positive correlation between effective recruitment and organizational performance and competitiveness in different parameters. HR practitioners should stay tuned to changing environment especially in technology; the recruitment process should be flexible, adaptive and responsive to the immediate requirements.

1 INTRODUCTION

Over the decades, organizations' economic development, performance, profitability and competitiveness had been relying on employees' performance, skills and knowledge while carrying out their jobs. In Rwanda, employee performance is also a pillar to organizational performance and competitiveness. Worldwide, some organizations had been suffering from loss, bankruptcy, cease or early termination due to poor performance of their employees and themselves as well. Some Rwandan government or private companies had also experienced this problem. In order to make an organization successful and well-performed, there should be a proper way of recruiting and retaining the right person, in the right place, at the right time, and doing the right job. Shall it be successfully done, then it is an Effective recruitment. This contributes to the performance and competitiveness of the organization in various ways. This study aimed to gather the analytical baseline data on the role of effective recruitment towards organizational

performance and competitiveness, to know what is effective recruitment and how does it affect organizational performances and competitiveness, to show steps, types, and sources of recruitment that may lead to organizational performance and competitiveness, and to identify the challenges faced by organizations in an effective staff recruitment to achieve organizational performance and competitiveness.

Recruitment and selection practices are the fulcrum in which all HRM functions operate. Without the right staff, selected using the right methods, none of the other functions will operate successfully. Therefore, it is crucial that HR professionals, frontline, middle and senior managers, and HR consultants to continuously analyze and refine their recruitment and selection systems and competencies to ensure their effectiveness in providing the organizations with the best employees concerning their qualifications, competencies, and work behaviors. (Robert-Leigh Compton, 2014)

1.1 Problem Statement

This study was initiated to know the cause of poor organizational performance and competitiveness of several organizations whether or not it was due to recruitment process. Most organizations face constant change in their competitive business environment and need to find ways of maintaining a competitive advantage over rivals. One way of doing this is to build up the organization's core competencies. These competencies comprise the organization's business strengths. They are the resources that managers use to counter threats from competitors and to help them to take advantage of any arising opportunities. Although organizations use many physical resources, their most important is often Human Resources (HR). This is particularly important for reputable organizations to have highly skilled workforce in order to maintain high quality output.

1.2 Recruitment

According to Wikipedia, recruitment is the action of finding new people to join an organization or support a cause. Recruitment has many requirements to make it successful and effective. A successful recruitment process can be lengthy and costly but an unsuccessful recruitment can be a burden for the organization. If the recruitment and selection are unsuccessful, it brings an inefficient and ineffective employee pool for the company. An inefficient and ineffective employee pool can't help the company to achieve its goal, rather the pool increases the cost of the organization (Sharmin, 2015). But, an effective and successful recruitment can be costly and time-consuming.

Attracting highly qualified and skilled employees is important, failing to do so will result in further on job training and high labor turnover. A well-motivated and skilled workforce is crucial for organizations to compete effectively, both for national and global markets. Khan emphasized the importance of recruitment process by stating that mismatch between the candidates and job can cost an organization a great deal of money, time and energy and later lead to failure of the organization (Khan, 2008). That's why Becker and Gerhart (1996) found that growing empirical evidence linking HRM activities and organizational performance as human resources are the most valuable resources for the successful functioning of an organization (Khan, 2008).

1.3 Effective Recruitment

Effective recruitment is the process of finding and hiring the best-qualified candidate from within or outside an organization for a job opening in a timely and cost-effective manner. The recruitment process includes analyzing the requirements of a job, attracting applicants to that job, screening and selecting applicants, hiring, and integrating the new employee to the organization in an effort for the employee to perform well.

The purpose of effective recruiting is to attract strong applicants prepared to perform successfully on the job. Recruiting is an on-going process. It is not a phase nor is it something to do when new employee is required. Recruitment is a function that requires business perspective, expertise, and ability to find and match the best potential candidate for the organization, diplomacy, marketing skills (as to sell the position to the candidate) and wisdom to align the recruitment processes for the benefit of the organization.

1.4 Organizational Performance

Organizational performance can be measured by looking at the actual output or results with its intended goals and objectives, based on its actual investment. Performance management is one of the key elements to organizational performance, which is commonly applied to employee performance and development. Having the right person, in the right place, at the right time, and performing the right task is crucial to the organizational performance and competitiveness. Today's businesses face unprecedented challenges caused by ineffective recruitment. Leaders are confronted with increased competition, globalization, and demand for growing social responsibilities, technological changes and new strategic thinking.

1.5 Sources of Recruitment

Internal sources are primarily divided into three: Transfers, Promotions (through Internal Job Postings), and Re-employment of ex-employees etc. While External recruitment sources has to be solicited from outside the organization. External sources are external to a concern. But it requires significant of time and money. External recruitment sources includes employment at the factory gate, advertisements, employment exchanges, employment agencies, educational institutes, labor contractors, recommendations etc. Selecting the

incorrect strategy may result in too many or too few applications. Efficient recruitment strategies produce the required results in the shortest time.

1.6 Effective recruitment in Rwanda

Rwanda has a good international reputation about effective recruitment especially for local authorities' recruitment. In order for the government to success, it has created a recruitment system called IPPIS e-recruitment used for public employees and applicant. It is monitored online so that everyone can access without any delay. It would reduce queue and possible nepotism or corruption during recruitment that will make it effective.

2 METHODOLOGY

During this study, purposive sampling method was used to obtain a sample of respondents who are working as recruitment officers. It was selected from different areas where 30 respondents were selected randomly. The researcher used primary and secondary data. The researcher used questionnaire and in-depth interview for recruitment staff throughout Rwanda as primary data. The primary data were analyzed using SPSS and MAXQDA software. Correlational Test was performed to analyze the interconnection between effective recruitment and organizational performance. This enabled the researcher to assess the relation between effective recruitment and organizational performance and competitiveness. Primary data collected from different districts in Rwanda. The researcher also used books, documents, and archives concerning previous recruitment in Rwanda as the secondary data.

3 RESULT OF THE STUDY

Research findings showed that there is a positive correlation between effective recruitment and high performance and competitiveness of the companies in their day to day activities. This paper provided detailed information for those who are interested in improving their knowledge about the contribution of effective recruitment on organizational performance, how effective recruitment is conducted, and the effective recruitment processes towards organizational performance and competitiveness.

Effective recruitment is derived from various steps. Job specification and description, call for applicants, receive and screening applications, invite qualified to attend written test, invites the successful ones for interview, signing employment agreement, induction and orientation time are required to be done. This helps to identify and make every step clear. Nowadays, all of mentioned above are done by system to save money and time.

According to the obtained findings, 95% of respondents stated that organizational performance and competitiveness is the main fruit of effective recruitment. Organizations have been successful in their daily businesses because they made it through effective recruitment. The respondents stated that organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). However, some failed to effectively recruit employees mostly because of time and money. Though recruitment department faces challenges during recruitment, 100% respondent know recruitment and its processes very well. As some are not implemented during recruitment, it resulted in a poor performance and incompetency.

4 DISCUSSIONS

As respondents stated, an effective recruitment has been the cutting edge to on organizational performance and competitiveness in Rwanda. Effective recruitment is the key to success and effectiveness of organizations. Following the main recruiting steps and processes makes it effective. Having the right person in the right place of work and at the right time is crucial to organizational performance and competitiveness. According to respondents, the key of successful recruitment is to ensure that the criteria of suitability are overt and relevant to the job. Once these criteria are agreed and shared, it is possible to make rational decisions concerning employee's suitability based on evidences, and this is called as effective recruitment. Organizational performance relies on employee performance and skills, which comes from effective recruitment. It should be conducted in a smooth, positive, and productive way towards the organizations' goals and objectives. Effective recruitment is the main root of the organizational performance and competitiveness.

5 SUMMARY AND CONCLUSION

The study showed that effective recruitment helps organizations performances and their employees to raise their standards of living as well as helping them to achieve their expected objectives and goals. Organizations highlight challenges such as lack or shortage of qualified applicants during the recruitment process, adaptability to globalization and technology, and lack of motivation to recruiters, ignorance of job applicants, and time and cost consuming. Recruiters should know about the job and external factors such as unemployment and the applicants' education level. Recruitment continues to be the driver for organizational performance since it is the main source of the companies' workforce. This is the activity that should be taken care of in order to maintain company's reputation and performance. All respondents agreed that technology should be utilized in conducting a recruitment because it makes it easy, convenient, and fast.

To conclude, an effective recruitment looks like a computer motherboard to the organizational profitability as it is the key to the organizational performance and competitiveness. But, this study showed that there are challenges that may hinder effective recruitment and recommended some solutions to overcome these challenges in order for the organizations to achieve better organizational performance and competitiveness in Rwanda and abroad.

RECOMMENDATIONS

The research findings showed that there are still many things to be conducted to achieve effective recruitment considering there are challenges that affect recruitment process. These recommendations are directed to people whose positions are related to recruitment. HR professionals are expected and required to keep in tune with the changing times, i.e. the changes taking place across the globe. The immediacy and speed of the recruitment process are the main concerns of the HR in recruitment. The process should be flexible, adaptive, and responsive to the immediate requirements. Recruiters should also adapt recruiting system technology because it saves money and time and such system is convenient and trustable.

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