



**College of Arts and Social Sciences**  
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**Assessment of Women Recruitment in Rwandan Public Institutions. Case study of Nyanza District.**

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**A Dissertation Submitted as a Partial Fulfilment of the requirements for the award of Degree of Master of Arts in Development studies.**

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**Huye, June 2021**

## DECLARATION

I, Claudine MUKAMUDENGE, hereby declare that this dissertation entitled “*Assessment of Women Recruitment in Rwandan Public Institution. The Case study of Nyanza District.*”

Study of Nyanza District public institutions is my own work and it has not been submitted anywhere for the award of any degree.

Signature:.....

Claudine MUKAMUDENGE

Date:...../...../2021

## **CERTIFICATION**

This is to certify that this dissertation was successfully completed by Claudine MUKAMUDENGE with registration number 216367689 a student of Master's Program, at University of Rwanda in the Fulfilment of the Academic requirement for the Award of the Masters' degree in Development Studies.

Signature .....

Date ...../...../2021

Supervisor: Dr. Innocent NDAHIRIWE

## **DEDICATION**

**To:**

The Almighty God,

My family,

Brother and sisters,

Relatives and friends,

All people who helped me.

## **ACKNOWLEDGEMENTS**

The writing of this dissertation has been one of the most significant academic challenges I have never had to face. I sincerely first thank God, I know that He has always been with me, led my thoughts and ways and helped me to achieve my desired goals.

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**Claudine MUKAMUDENGE**

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## **LIST OF ABBREVIATIONS**

|                   |  |
|-------------------|--|
| <b>AFER:</b>      | Association on Women Entrepreneurs in Rwanda                               |
| <b>BPFA:</b>      | The Beijing Platform of Action,  |
| <b>CEDAW:</b>     | Convention on the Elimination of All forms of Discrimination against Women |
| <b>COMESA:</b>    | Common Market for Eastern and Southern Africa                              |
| <b>CV:</b>        | Curriculum Vitae   |
| <b>DS:</b>        | Development Studies  |
| <b>EDPSR:</b>     | Economic Development and Poverty Reduction Strategy                        |
| <b>FAO:</b>       | Food and Agriculture Organization  |
| <b>GBV:</b>       | Gender Based Violence  |
| <b>GMO:</b>       | Gender Monitoring Office   |
| <b>GoR:</b>       | Government of Rwanda   |
| <b>HRM:</b>       | Human Resource Management  |
| <b>MINECOFIN:</b> | Ministry of Finance  |
| <b>NGP:</b>       | National Gender Policy   |
| <b>NHS:</b>       | National Health Service  |
| <b>NISR:</b>      | National Institute of Statistics of Rwanda                                 |
| <b>SDGs:</b>      | Sustainable Development Goals  |
| <b>TVET:</b>      | Technical and Vocational Education and Training                            |
| <b>UN:</b>        | United Nations   |
| <b>UR:</b>        | University of Rwanda   |

## ABSTRACT

The study entitled “*Assessment of women Recruitment in Rwandan public institutions. The case study of Nyanza District*”, was carried out in the Nyanza district public institutions, in southern province. The aim of this study was to assess how recruitment is conducted in Nyanza district in respect to equal access on both men and women particularly in public institutions, the process in which recruitment is conducted up to the job appointment. The research got information from different sources using different methods. The study used qualitative approach, and the research was conducted on the sample size of 45 respondents, where they were approached respectively to both sexes. The tools used in collecting data include interviews, questionnaires, focus group discussions and documentation.

The findings of this study showed that despite different policies and laws that establish how recruitment have to be done, there is inequality of both men and women in recruitment in Rwandan public sectors especially in Nyanza sectors. Among the respondents asked 75% of them both men and women showed ineffective recruitment in Nyanza district. It has shown that in public institution 89% are men while women took the rest especially in low wages positions. Women stated that the causes of this imbalance among them are stereotypes used on them, corruption and nepotisms that lead to rejection of some candidates’ sheets. On the respondents asked 90% of them stated that most of unfair activities start from written exams and interview, whereby they have total access to manipulate. The first steps of recruitment, which done online, is done in respect of the principles of equality; however the rest stages of the recruitment process do not consider the laws and order, this is where they are cheated. Despite the use of the electronic methods of recruitment, some recruitment stages are operated out of the electronic systems, which create a room for discrimination and corruption. Therefore, the recommendations and suggestions were stated to the government of Rwanda, Huye district and further researchers to increase the taking attention to the effectiveness on recruitment process.

**KEYWORDS:** *Employee, Recruitment, Human Resources, Nyanza District.*

## **CHAPTER I: GENERAL INTRODUCTION**

### **1.1. Introduction**

Rwandan government identifies the need to expand opportunities for men, women, boys and girls not only as a human right but also as a means for sustainable inclusive development through equal opportunity on employment. These are justified in some activities and noted from the gender responsive legal and policy environment aimed at reducing gender inequalities and vulnerabilities across different social, political and economic spheres. These changes are also obvious in the recruitment process, which is the main characteristic of effective human resource recruitment that help have organizational and institutional development.

### **1.2. Background of the study**

Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. While it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement, it is taking a long time for public service institutions in many jurisdictions to identify and implement new, effective hiring strategies. Recruitment is a process which involves selection and the process is the first step towards getting the skilled labour needed for the organization and this create a competitive strength for the organization and the recruitment strategic advantage for the government and private organization (Klaus & Varvakis, 2016). Good and fair recruitment increase the performance of the institution and the production due to the quality and good performance of the employees recruited.

Historically, employee recruitment has been said to favour the men in employment opportunity that their women counterpart. This has occurred most of the time in patriarchal societies especially in Africa. But this inequality in employee recruitment have shown the dramatically changes as different movements for gender equality were created to advocate for women. In decade ending in 2008, employment expanded year on year, sustained by a growing economy and employment and welfare policies aimed to ensure ‘employment opportunity for all’ with ‘work for those who can, security for those who cannot. This move towards an adult worker model reflects a profound change in social thinking from the male breadwinner model inscribed in post-war welfare policy (Sterling and Reichman 2016). Recruitment is the process of getting

human resources into organizations, departments, sections and jobs use. What might be an even more useful definition of recruitment is that about the art of discovering and procuring potential applicants for actual and anticipated vacancies in the organization. This definition has introduced the concept of art, which is about the soft skills of management, some of which might be a natural talent of some managers or acquired through specialized training. The use of the word ‘discover’ emphasizes effective recruitment, a process that involves exploration, which require specialized methods and techniques, short of which no ‘discovery’ of potential people for the job can be made (UNDP, 2015). In different institutions, fair and effective recruitment is taken as most serious tool to institutional development. Today the current makeup of the labour force is 52 percent male and 48 percent female (Jalilvand, 2012).

Recruitment in Rwandan community has shown pleasant improvement to the level that all Rwandans have the equal opportunity to compete on employment post without any kind of discrimination. Rwanda has shown improvement in fighting against gender based violence particularly in employee recruitments in order to give both men and women the equal opportunity in employment sector. Rwanda constitution of June 2003 reversed in 2015 reinforces the principles of gender equality and elimination of all forms of discrimination against women and provides a very strong platform for gender mainstreaming in all sectors In 2004 the GoR adopted the National Gender Policy (NGP); its second edition was approved in July 2010 (Verdiana Grace Masanja,*et al.*, 2016). The recruitment processes in Rwandan public institutions are guided by the presidential order n<sup>o</sup> -128//01 of 13/12/2020 relating to recruitment of public servants and induction program. This order determines the details of the requirements for recruitment of public servants and the entire recruitment process which includes announcement of the vacant post, job application procedure, shortlisting of candidates, preparation of exams, examination process the passing of exams, procedures for appealing and appointment and nomination (official Gazette n<sup>o</sup> 18 of 01/05/2017). Since the establishment of the NPSC in May 2008, with a mission to supervise the implementation by public institutions of policies, principles and laws relating to recruitment and management of public service, there has been a number of major legislative reforms of recruitment in the public services with the aim of enabling the NPSC to constantly monitor and ensure that proper recruitment systems are in place in public services

and ensure a fair and impartial recruitment process, based on principles of equity, transparency and good governance.

The government of Rwanda also adopted the electronic recruitment known as ‘E-recruitment’ as the way of ensuring fair and employee recruitment that can achieve to all Rwandans without any form of isolation or discrimination. The use of E-recruitment unlike traditional hiring methods that have been used in the past, assist employers establish the brand identity while attracting talented workers and retaining valuable employees (Gazzawi & Accoume, 2014). The manifestation of gender inequality in recruitment is demonstrated in a reality that “women perform 66 per cent of the world’s work, produce 50 per cent of the food, but earn 10 per cent of the income and own 1 per cent of the property”(Ferguson, 2011). The National Public Service Commission annual reports indicated that from July 2017 to June 2018, 104 bids were advertised from 73 government entities. All these bids had 1,144 positions with attracted 74,061 applicants, in which 49,398 were males and 24,663 were females. For the period of July 2018 to June 2019 the number of bids increased to 126 from 81 public institutions. The report further shows that the number of vacancies was 1,556, where the number of applicants was 189,733 in which 126,970 were males and 62,763 were females. The engendering employee recruitment policies and poverty eradication strategies is very key to attaining women’s economic empowerment and Rwanda’s sustainable development. In this line, Rwanda has put in place favourable and inclusive policy and legal frameworks as well as strategies related to employment, poverty eradication and effective recruitment with a special target to the poor and most vulnerable population in both rural and urban areas (Rose Rwabuhira, 2017).

### **1.3. Problem Statement**

Effective human resources recruitment is essential to ensure that future resources needs are planned accurately, and the service delivery is predicted and met. The government of Rwanda has established laws that give both men and women equal opportunity in employment. However, there occur inequalities in public sectors particularly in Nyanza district whereby men dominate the number of women. There is ineffective recruitment that lead to unqualified candidates, undermine the development of the institution and the service delivery provided are not well in relation to the principles and guidelines of institution’s values. This lead to the issues of

competitive and merit-based recruitment practices, its implementation process and its impacts on service delivery in Nyanza public institutions. The study is going to assess the recruitment process in public institutions in Nyanza district, different policies, strategies to favour equal opportunity on both men and women employment.

## **1.4 Research questions**

### **1.4.1. Main research question**

- How are women considered on recruitment of Rwandan public institutions in respect of equal participation?

### **1.4.2. Specific questions**

- How does gender equality contributes to the development of institutions through an appropriate recruitment process in Nyanza District?
- What are the causes of women discrimination during employee recruitment in Nyanza District?
- How can the unfair recruitment in Nyanza district lead to unqualified employee?
- What can be done to eradicate unequal treatment of men and women during recruitment process in Nyanza sector?

## **1.5. Research objectives**

This study has both general and specifics objectives as they stated in the following way:

### **1.5.1. Main objectives**

- The main objective of this study is to assess how women are considered on employee recruitment in Rwandan public institutions to respect equal participation.

### **1.5.2. Specific objectives**

- To assess the contribution of gender equality to the development of institutions through an appropriate recruitment process in Nyanza District.

- To investigate the causes of gender discrimination during employee recruitment in Nyanza District.
- To find out how the unfair employee recruitment in Nyanza district can affect the employee performance and their production.
- To propose some solution to the gender discrimination on recruitment in Nyanza District.

### **1.6 Scope of the Study**

The study is limited to service quality practices of Nyanza District. Nyanza district is located in Southern Province; it has 10 Sectors. However, this study focuses on the populations live in Nyanza District only but it will be generalized to whole country. The study will focus on the data collected in three years from 2018 up to 2020 in order to use good and accurate information. The financial means, proximity and time period allocated to this study will not allow for an extensive research into the topic.

### **1.7 Significance of the Study**

The output (results) of this research contributes a lot to the performance and increase the social changing nature in different domains. The study helps the researcher to acquire skills in the gender and recruitment problem solving process. The research is more important to the policy makers as well as the government as it might be the roadmap on how men and women should be equally treated within public institutions, and the policy makers would use it in policymaking and implementation. It helps the researcher to know how theories applied in class are put in practical. The study might help the community especially Rwanda labour laws. The academic university also interested by this study as it help in knowing the level of understanding of students about the external environment apart from academic areas of study.

### **1.8 Limitations**

In the course of information gathering, the author may encounter many problems. Some may be personal and finance or it might be a major hindrance to the course of this research. Personally, the author tried to solicit information from specific employees and employers within the institutions despite the obstacles or hindrances. The study was conducted in six months to gather

all information that were used. The study also was focused on public institution because the researcher had little time and she wanted to get updated information without bias. If the authors have been given the necessary assistance from some of the employees, much information could be collected to enhance the work. Lack of financial resources may be among the restriction of the researcher to seek information from several areas, and the time problem was a big problem in this study that reduced its expansion and caused it be limited in time as well.

### **1.9 Structure of the Research**

This research is structured in five chapters. Chapter one is the introduction and background of the study composed of some history on the topic into Background, problem statement, significance of the study, main and specific objectives of the research, research question, research hypothesis and the structure of the study. Chapter two is literature review, the research which includes concept definition, literature review, of the study and theoretical framework of the study. Chapter three is concerned by Research methodology which presents data design, source of data and data analysis. Chapter four is the interpretation of the results and output where all data are analysed and visualized. Chapter five is the conclusion and recommendation on the research.

## **CHAPTER II: LITERATURE REVIEW**

### **2.1. Introduction**

This chapter presents many theories from different authors and concepts related to gender and recruitment. Literature review is also done on the development of gender and recruitment, Scholarly work done within and out of Rwanda is reviewed. The chapter proposes a conceptual framework on problems besetting gender and a possible way forward.

### **2.2 Definitions of the Key Concept**

#### **2.2.1 Gender**

The term “gender”, like many other concepts in social sciences, is polysemy. That means that it might have different meanings (Open University, 2011). The word gender is widely considered as a “social sex”. It describes social differences, as division of labour, between men and women that are not directly linked to biology. The recourse to the notion “gender” tends to highlight the inequalities between men and women. Gender covers the hierarchical structuring between men and women in terms of utilization of power, wealth and other resources. Therefore, the gender stratification, which is unequal distribution of wealth, power and privilege, has become one of the fields discussed in the social sciences in the recent years (Macionis, 2013, p. 328).

Unlike the word “sex” that refers to the biological distinction between male and female humans, the one of “gender” refers to the contingent experience of oneself as man or woman. “Gender” refers to the cultural distinction between social roles, psychological attributes and identities of men and women. Whereas sex is invariant, gender can be modified by a political action. Gender is not determined by sex because it belongs to the social sphere, which means that it is “constructed” and it is a “variable “. Its synonym would be “social sex “. Sex is the symbol of social division that brings to existence men and women as antagonistic groups under unequal rights (Transparency Rwanda, 2011).

Gender recruitment is the removal of gender-identifying information from the application or resume of an applicant to minimize the risk of bias occurring against the applicant based on

their gender. It is a process that seeks to minimize the risk of gender-based biases coming into play when hiring staff, and to even the playing field for men and women applying for positions (Office for Women, 2017).

### **2.2.2 Recruitment**

Bratton and Gold (2015) stated that recruitment is the process of generating a pool of capable people to apply for employment to an organisation. Recruitment can play a pivotally important role in shaping an organisation's effectiveness and performance, if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are able to make an accurate prediction regarding their future abilities.

Price (2007), in his work *Human Resource Management in a Business Context*, formally defines recruitment and selection as the process of retrieving and attracting able applications for the purpose of employment. He states that the process of recruitment is not a simple selection process, while it needs management decision making and broad planning in order to appoint the most appropriate work force. There existing competition among business enterprises for recruiting the most potential workers in on the pathway towards creating innovations, with management decision making and employers attempting to hire only the best applicants who would be the best fit for the corporate culture and ethics specific to the company (Price 2007). This would reflect the fact that the management would particularly shortlist able candidates who are well equipped with the requirements of the position they are applying for, including teamwork. Since possessing qualities of being a team player would be essential in any management position (Price 2007).

Employing talented and committed staff is critical for the successful operations of any form of organization whether public, private or nonprofit. As the job market becomes increasingly competitive and the available skills grow more diverse, recruiters need to be more selective in their choices, since poor recruiting decisions can produce long term negative effects like high training and/or retraining and development costs to minimize the incidence of poor performance and high staff turnover which. Incidences of this nature are known to affect staff morale and by extension, the quality of their productivity as well as the retention of organizational memory. At worst, the organization can fail to achieve its objectives thereby losing its competitive edge.

Traditionally, Public institutions had little to worry about market share and competition since they operated in a monopolistic environment. In recent times however, the emphasis on New Public Management (Public Sector Management) approach has forced public institutions to pay more attention to the quality of service delivery to “customers” as the public they serve has increasingly begun to expect and demand more from their tax money. No longer are citizens content to grumble about poor services and the under-qualified, untrained public employees who provide them. As societies become more critical and litigious, public service organizations must seek all possible avenues to improve their output and provide satisfactory services that their clients require and deserve.

Recruitment is described as “the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their respective best short and long term interests”. In other words, the recruitment process provides the organization with a pool of potentially qualified and competent job candidates from which judicious selection can be made to fill available vacancies. Successful recruitment begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expended to attract and retain such talent.

### **2.3 Theoretical framework**

As an organisation needs to succeed and survive, or compete effectively in the global economy in this era of globalization, employers must be in the position to propound and practice recruitment and selection of employees in the best way. The success of a business or an organization is directly linked to the performance of those who work for that organization, and this performance comes as the results of effective employee recruitment, which gives good, qualified employees that are able to perform effectively and efficiently assigned activities. Bratton and Gold (2015) stated that recruitment is the process of generating a pool of capable people to apply for employment to an organisation. Recruitment can play a pivotally important role in shaping an organisation’s effectiveness and performance, if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are able to make an accurate prediction regarding their future abilities. Recruitment and selection also has

an important role to play in ensuring worker performance and positive organisational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2010). This the activity that need attentions and respect of the process of recruitment in order to be successful. Most of the institutions and organizations fail to attain their objectives or visions due to the lack of effective employee recruitment.

Recruitment is the activity that generates a pool of applicants, who have the desire to be employed by the organization, from which those suitable can be selected.” In other words, “recruitment is a process of attracting applicants with certain skills, abilities and other personal characteristics to job vacancies in an organization”. Furthermore, it is not only the activity that satisfies the needs of the company, it is also an action that influences the future of the organization and its sustainable development (Sarma, 2014). According to Hilary Metcalf and Heather Rolfe (2015), recruitment is the process of finding and attempting to attract job candidates who are suitably qualified and therefore capable of filling vacancies in job positions effectively. The purpose is to encourage them to apply for the vacant position. Management Neha kumar & Agnes R. Quisumbing (2015) affirm that recruitment is a set of activities and processes used to legally obtain adequate number of qualified applicant at the right place and time to enable applicant and the organization to select each other for their own optimum interest.

### **2.3.1. Recruitment and Organization Productivity**

Hiring the right person for example requires linking recruiting strategies to organizational needs (Hendon, 2000) on the other hand legislation like employment equity must be fulfilled. Yet still is the question of “redeployment”. Whatever the case, municipalities cannot go about hiring without taking organizational needs into primary consideration. Recruitment is viewed as one of the key factors to organizations’ growth and success (Tanova, 2003). The profitability and survival of an organization usually depends on the caliber of its employees (Wickramasinghe, 2006). Taylor (2006), defined recruitment as an activity which generates a pool of applicants wishing to be employed by an organization out of which suitable candidates are selected. Though there are a range of activities and processes involved, organizations should reflect equality and diversity in practice. Previous studies have shown the importance of recruitment practices to business success. (Tanova, 2003). Ahmad and Schroeder (2002) opined that the first step to

ensuring the success of organizations is to make sure that employees possess the right qualities thus; effective recruitment practice reduces labor turnover and enhances employee morale (Bonn and Forbinger, 1992; Lee et al., 1999). Ayoade (2000) observed that subjecting recruitment, appointment and promotion to the Federal character usually discriminates against merit. This results in the recruitment of incompetent people in the workforce which eventually leads to poor performance (Gberevbie, 2010).

The efficiency and effectiveness of any work place (whether the private or the public sector) largely depend on the caliber of the workforce. The availability of a competent and effective labor force does not just happen by chance but through an articulated recruitment exercise (Peretomode and Peretomode 2001). Recruitment is a set of activities used to obtain a sufficient number of the right people at the right time from the right places (Nickels et al., 1999), and its purpose is to select those who best meet the needs of the work place, and to develop and maintain a qualified and adequate workforce through which an organization can fulfil its human resource plan. A recruitment process begins by specifying human resource requirements (numbers, skills mix, levels, time frame), which are the typical result of job analysis and human resource planning activities (Cascio, 1986). Information from job analysis and human resource planning activities activates the next phase in the recruitment process, namely, attracting potentially qualified candidates to apply for vacant positions in an organization.

This can be done through recruitment within the organization (internal sources), and or recruitment outside the organization (external sources). After this phase, the organization should devise selection tools to help sort out the relative qualifications of the job applicants and appraise their potentials for being good performers in a particular job (Jones et al., 2000). Those tools include applications and resumes, interviews, reference checks, tests (Snell, 1999). The essence of these recruitment activities is for the organization to appoint the best applicant with the right ability temperament and willingness (Mullins, 1996). Due to the increasing significance and importance of the civil service in modern society and the assumption of responsibility by the government for the performance of various social and economic functions, it has become necessary to recruit competent applicants into the service. The recruitment process should attract the best available talents to the civil service. The key to most recruitment process in the civil service is the notion of position classification, which is arrangement of jobs on the basis of duties

and responsibilities and the skills required to perform them (Denhardt and Denhardt, 2006). This classification is derived from a thorough job analysis. The use of position classification system is important in the civil service recruitment process because it maintains an objective inventory that connects positions to the tasks and skills required to fill them. Once it has objective statements about positions, a civil service is able to source potential applicants by creating awareness of the existence of vacancies. The recruitment process into the civil service involves a number of problems because of diversification of the civil service functions and the growth of democratic and equalitarian principles. Some of these arise from the location of the recruiting authority, methods or sources of recruitment, qualifications of the employees and methods of determining qualifications (Basu, 1994). Other problems include unavailability of skills needed (Manchester, 1998), emphasis on corporate culture, and unattractive work places (Nickel et al., 1999). These and other problems arising from the environment are monitored and appropriate corrective measures taken in order to ensure the ability to recruit the right type of persons for the right jobs based on the principles of merit and equal opportunity for all.

### **2.3.2. Sources of Recruitment**

There are mainly two types of sources of recruitment namely, internal sources and external sources. These sources can be found portrayed in a full-cycle recruiting system. This system is what the HR department uses to effectively carry out management of the recruitment and selection process from beginning to end. This cycle begins with searching for applicants who are qualified and suitable for the job (Prashant, 2013). Full-cycle recruiting is a term used by human resources specialists who manage the recruitment process from start to finish as shown in the following figure Full-cycle recruiting begins with sourcing candidates, which means looking for prospective applicants whose qualifications might be suitable for the job openings you have.

Most organizations use both internal and external recruitment thus select from their own organization when qualified employees are available and are recruiting from external sources when new expertise and knowledge are needed. When it is possible, recruitment is done within the organization, internally, as an attempt to develop own employees before considering new ones (Price, 2004). Advantages of using internal recruitment includes being less costly, the candidates already know the organization, and it encourages employees to be ambitious as

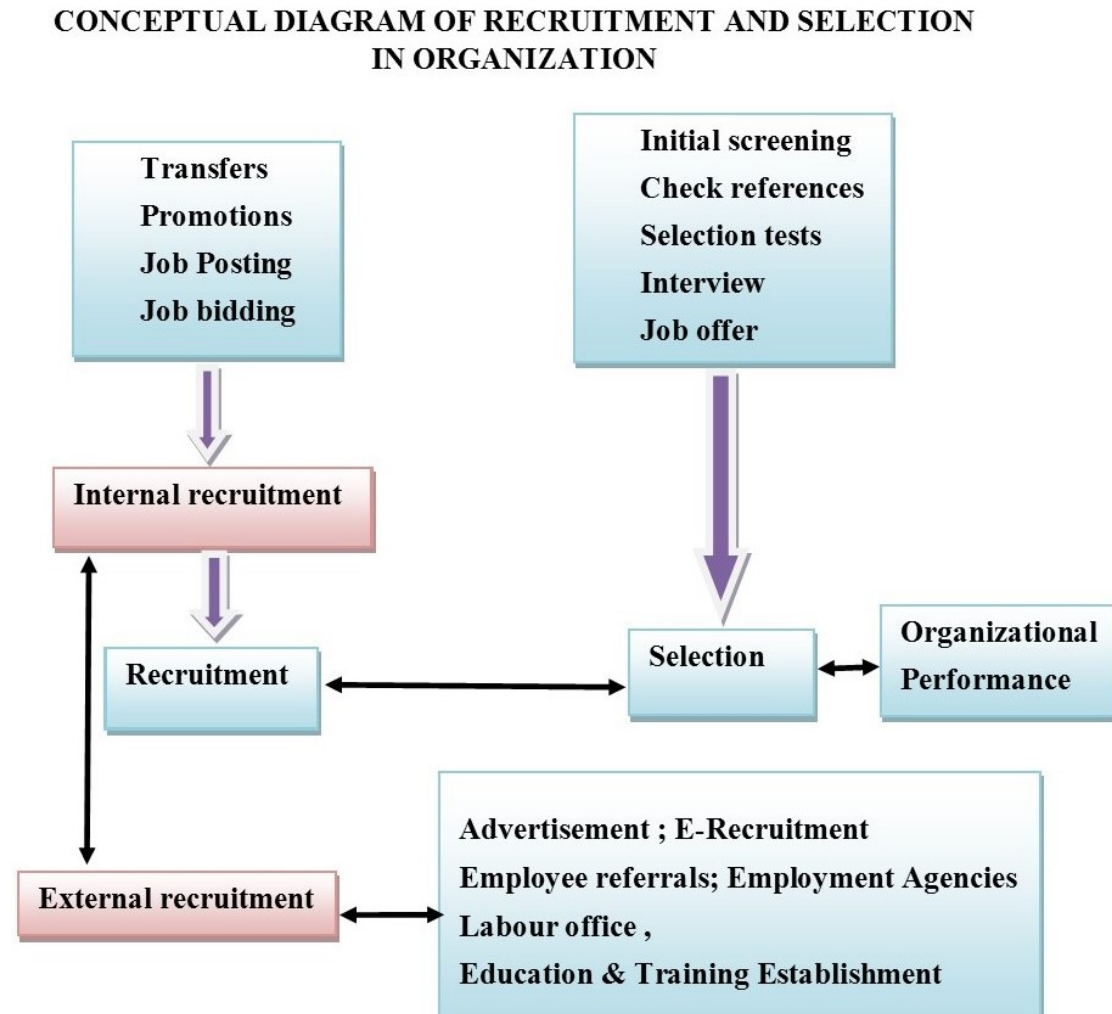
promotion is possible. The internal recruitment is done through employee promotion, demotion, transfer, Job posting, Job bidding within organization. On the other hand some disadvantages with internal recruitment includes the fact that excellent external candidates can be missed, it may create internal conflicts among rival candidates, and it may also decrease morale levels of those not selected. It is an imperative that organizations to avoid too much of inbreeding. “New blood” may be required in order to broaden current ideas, knowledge, and enthusiasm (Decenzo & Robbins, 2002). To find fresh ideas and replace leaving employees, the organization can turn the applicant search to the external labour market.

External recruitment happens when recruitment is solicited from outside the organization. External recruitment can affect the organization in positive way because it brings in new ideas, facilitate the fulfilment of pre-determined goals, and save training costs by hiring educated employees. Some disadvantages of external recruiting can be high recruiting costs, time consuming, and a possible risk that the candidate will not match the criteria. Too much of external recruitment can also be discouraging to current employees, since it reduces their chances to advance in the organization (Fisher et al., 2003). This means that the organization attracts applicants from without the organization to send application for posts within the organization. External sources of recruitment include: Advertisement, E-recruitment, Employee referrals, Labour office, Education and Training Establishment and Employee Agencies. When job vacancies exist in the organization and the organization needs only entirely employees, the human resource department will advertise those positions for applicants outside the organization to apply. Advertising the job positions will create awareness, attract attention, maintain interest, and stimulate action (Mavis Adu-Darkoh, 2014).

Sourcing has evolved in the past several years with the proliferation of job and career sites. 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 other, promotions) to fill a position are known as the internal sources of recruitment. Recruiting candidates from all the other sources (such as outsourcing agencies etc.) are known as the external sources of recruitment. Recruitment and selection is characterized finally by potential difficulties and it is necessary to keep abreast of developments in research in this field. One of the assets of every organization is its employees. To engage and employee’s services the employer needs to undertake recruitment

by creating a pool of applicants, which mainly leads to the selection of qualified people to work in the organization. Recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes. Two main sources of recruitment was identified - internal and external source of recruitment.

**Figure 1: Conceptual diagram of recruitment and selection in organization**



*Conceptual Framework explaining Recruitment and Selection practices in organisation*

### 2.3.3. The recruitment process for effective performance

The recruitment by definition is a process of finding and hiring the best-qualified candidate (from within or outside of an organization) for a new or existing job. The recruitment process includes analysing the requirements of a job, attracting employees to that job, screening and

selecting applicants, hiring, and adding the new employees to the organization. Human resource management practices such as recruitment (Armstrong, 2010), are aimed to improve the overall performance of employees within the organization, ultimately resulting in increased organizational performance through job satisfaction. The recruitment and selection process varies from organization to organization, job to job, and country to country. Some of the processes include screening applications and resumes, testing and reviewing work samples, interviewing, checking references and background.

Organizations use these processes to increase individuals who possess the right skills and abilities to be successful at their jobs (Wolker, 2009). Effective recruitment means that the organization employed for the job is the best possible candidate for it, with all the required skills, talents and qualifications of the job. An effective recruitment process looks at both internal and external candidates. The organization will not make the easier choice of hiring a less appropriate person simply because they are an internal candidate. The general purpose of recruitment is to provide the organization with a pool of potentially qualified job candidates. The quality of human resource in an organization highly depends on the quality of applicants attracted because organization is going to select employee from those who were attracted. The objective of selection function are to get the rights person to the right job and maintain a good image as good employer and maintain the selection process as cost effective as possible (Ekwoaba & Ikeije ugochukuy, 2015).

#### **2.4. Gender bias in Employee Recruitment and selection**

Gender bias is pervasive at work and in organizations, creating inequalities at every stage of the employment cycle. Gender-based stereotypes affect which candidates get recruited for certain roles and which do not, which candidates get selected for those roles and why, how salaries are negotiated, how managers provide feedback to their employees, and which employees receive career development opportunities and career encouragement and which do not. Each of these factors compounds across women's careers, producing and sustaining gender inequality from recruitment to selection to promotion.

Decades of research has made one thing clear that gender biases are nearly always present in employment decisions, subtly influencing the assessments about who is the 'right' or 'best'

person for the job. So called situation tests for a review of Riach& Rich, (2012), where a pair of equally qualified job applications with different names are sent in response to real job advertisements, have shown systematically high levels of recruitment discrimination of various groups in society on the grounds of, for example, ethnicity, nationality or gender around the world (Booth, Leigh & Varganova, 2010). Currently a widely accepted view of any prejudiced behavior, like recruitment discrimination, is that it can operate automatically (without conscious intent) or systematically (with conscious intent), and that this corresponds to explicit (deliberate) and implicit (automatic) attitudes, respectively (Agerström & Rooth, 2011). Although recruitment discrimination has been shown to take place also without conscious intent, regardless of its underlying mechanisms it represents unjustifiable negative behavior towards a group or its members on the basis of their group membership (Al Ramiah, Hewstone, Dovidio, & Penner, 2010). One's membership in an ethnic, national or gender group, in turn, can be easily detectable from the individual's name and as previous research has shown, names and gender have indeed been evidenced as a direct antecedent of employment discrimination (Deros, Nguyen, & Ryan, 2010).

#### **2.4.1. Gendered wording in job advertisements**

It has long been unlawful to advertise positions specifically for women or men or to discriminate on the basis of sex (Sex Discrimination Act 1984 (Cth)). However, research has shown that the language used in job advertisements can subtly filter men and women into separate occupations and industries. Advertisements in male-dominated occupations and industries are more likely to contain masculine-stereotyped words like 'competitive' and 'dominant' than advertisements for jobs in female-dominated occupations and industries (Gaucher et al., 2011). When presented with such advertisements, women are more likely than men to rate these jobs as unappealing; they also tend to believe that women are not well represented in these roles. Use of such language is unlikely a deliberate attempt to exclude. However, gender-coded language in job advertisements may not only deter individual women from applying for certain jobs, it can also reinforce wider social beliefs about who 'belongs' in those jobs and who does not (Gaucher et al., 2011).

One key aspect of unfair discrimination in recruitment is the practice whereby people are selected into jobs based on stereotypical designation of work into male and female jobs. Moreover, the jobs that tend to be designated for women entail the same kinds of tasks that women perform as wives and mothers at home, thereby replicating the status hierarchy that exists between the two sexes in the larger society. The result is a long-standing pattern wherein women are concentrated in a predictable range of low-status, low paying and low-skilled jobs involving cleaning, cooking, serving, nursing, sewing, teaching, child-care, clerical and sales work (Mulyoutami et al., 2012). In the same vein, organizations are quite unwilling to recruit women into jobs that require travelling and frequent transfers. The usual explanation is that females lack the stamina required in such jobs; and that consideration for their families would force them to quit earlier than males in same jobs (Ragins and Winkel, 2011). Indeed, women have been known to intentionally omit feminine appellations from their curricula vitae in a bid to improve their chances at securing jobs. Visibly pregnant women are hardly successful at interviews as it is obvious in the statement above. The findings of the study conducted by Hazel in 2011 revealed that in Ireland, the rate continues to be more female applicants than male although the percentage dropped by around 5% in 2010: 60.9% of all applicants were female in 2008; 63.5% in 2009; 58.8% in 2010 (Hazel in 2011). From the total number of applications of each gender received a slightly higher percentage of female applicants were appointed over the 3-year period but men are the ones holding the higher and permanent places (Hazel, 2011).

#### **2.4.2. Gender bias in interview invitations**

Multiple studies have demonstrated that when women apply for jobs, they receive fewer interview invitations than equally qualified men an effect that is compounded for older women, women with children and women from certain ethnic or racial groups (Abrams et al., 2016; Bertrand and Mullainathan, 2004; Correll et al., 2007; Moss-Racusin et al., 2012; Neumark, 2010; Riach and Rich, 2006; Weichselbaumer, 2016). Research from Australia and the United Kingdom has shown that men are similarly disadvantaged when applying for entry-level roles (Riach and Rich, 2006) or jobs in heavily female-dominated occupations (Booth and Leigh, 2010). In each of these studies, researchers sent out matched pairs of applications, which differed only in candidates' identifying information, to thousands of actual job advertisements and monitored interview invitation rates. Because this approach effectively controls for other

factors, such as work history or education, it is widely seen to be the most reliable indicator of gender-based employment discrimination in the initial recruitment stage (Neumark, 2010). If all else is equal, and men receive more interview invitations than identically-qualified women, logic dictates that managers must be using gender to assess candidates' employability (Foley and Williamson, 2018).

recruitment and selection plays a pivotal role during such situations. With shortage of skills and the rapid spread of new technology exerting considerable pressure on how employers perform recruitment and selection activities, it is recommended to conduct a systematic strategic analysis of recruitment and selection processes. With reference to the current context, this paper presents an incisive review of previous literature on the recruitment and selection process. This paper is primarily based on an analysis of six pieces of literature conducted by practitioners and researchers in the field of Human Resource management. Due to its strategic role, recruitment can therefore be seen as one of the most important human resource activity of the organization. Recruitment and selection refer to activities performed by organizations in contacting potential appointees, and establishing whether it would be appropriate to appoint any of them (Bratton *et al.*, 2013). Organization's human capital, as a set of skills, knowledge and competences, has a crucial role in organization's competitive advantage and ability to survive in the market. The capabilities of organization's human resources determine organization's competitive advantage and are the foundation of its overall performance. Failure to acquire employees with right capabilities entails a risk of low effectiveness, which is likely to decrease organization's viability on a particular market. (Phillips and Gully, 2015).

#### **2.4.3. Gender bias in evaluation of credentials**

Research has shown how women face tougher evaluation of their credentials during the initial recruitment stage. A Yale University study asked 127 science faculty at research-intensive universities to rate the job application materials of a prospective laboratory manager who was randomly assigned either a female or male name (Moss-Racusin *et al.*, 2012). Both male and female evaluators rated the male candidate as more competent and 'hireable' than the female candidate, even though both applications were otherwise identical. Evaluators also recommended higher starting salaries for the male applicant and offered more mentoring opportunities.

In another study, 238 academic psychologists in the United States were randomly assigned to evaluate one of two identical resumes (either ‘Karen Miller’ or ‘Brian Miller’) for a candidate applying for an academic role (Steinpreis et al., 1999). Although participants said they liked the female candidate better than the male candidate, they were more likely to recommend the male candidate for the job. Interestingly, participants were four times more likely to write cautionary remarks in the margins of the female candidate’s application, questioning the independence and legitimacy of her accomplishments, such as: ‘I would need to see evidence that she had gotten these grants and publications on her own’. These findings suggest that women face more rigorous scrutiny and are held to higher standards than equally qualified men and that, consciously or unconsciously, managers associate candidates’ genders with their likelihood of job-related success (for a comprehensive and accessible account of gender differences in job evaluations, see Bohnet, 2016; Fine, 2011).

#### **2.4.4. Gender bias and the myth of meritocracy**

Many organizations pride themselves on employing and promoting candidates based on their individual skills, attributes and qualifications, irrespective of gender or race. However, the evidence presented in this paper demonstrates the way in which cultural assumptions and stereotypes can sway managers’ recruitment, selection and promotion decisions in a non-conscious fashion. Because we are all subtly influenced by these pervasive biases, it can be difficult for managers to determine which candidate truly has ‘merit’ and which does not.

In a series of three experiments involving 445 participants with managerial expertise, researchers in the United States have demonstrated that managers in organizations that explicitly promote themselves as meritocratic-recruiting, rewarding and promoting the ‘best’ people based on their individual merits, are more likely to favor men over equally qualified women (Castilla, 2008; Castilla & Bernard, 2010). This so-called paradox of meritocracy occurs because managers in these organizations are not forced to examine the subjective nature of their decisions, and how they might be affected by biases. Unchallenged faith in the objectivity of merit can also act as a barrier to managerial support for policies and programs aimed at supporting women’s entry into and progression within certain occupations and industries. A substantial body of research has demonstrated that belief in the fundamental rightness and fairness of merit is the primary source

of opposition to affirmative action, such as gender targets and quotas (Son Hing et al., 2011). Even when managers accept that recruitment and promotion processes are plagued with biases and subjectivities, they nevertheless hold the ideal of merit paramount when presented with affirmative action measures, such as gender targets, as a potential solution (Foley & Williamson, 2019).

However, Australian research has shown that women are significantly less likely than men to perceive that their organizations are governed by merit. In one large survey of Australian employees, only 45 percent of women said that they believed their organizations were truly meritocratic, compared to 61 percent of men (Sanders et al., 2017). Surveys have repeatedly shown that only 30 percent of women believe that qualified men and women have equal opportunity to be recruited or promoted into management and executive positions, compared with 60 percent of men (Sanders et al., 2017, p.7.). there is clearly a gender gap in how employees perceive meritocracy in Australian organizations.

## **2.5. The overview of Employee Recruitment in Rwanda**

The effective human resources recruitment is essential to ensure that the future human resources needs are planned accurately, and the service delivery is predicted and met. However, for the government institutions to meet the proper human resources recruitment there are some issues and challenges, which must be assessed and addressed accurately in the line with government objectives of good governance, rule of law, professional ethics and effective service delivery. Among these issues include issues of competitive and merit-based recruitment practices, its implementation process and its impacts on service delivery in public institutions among others. Nowadays, every organization necessitates personnel planning as one of the most vital activities. Human Resource Planning is, by far, an essential ingredient for the success of any organization in the long run. There are a number of techniques that need to be followed by every organization that guarantees that it possesses the right number and type of people, at the right time and right place, so as to enable the organization to achieve its planned objectives. Commonly, the objectives of Human Resource Planning department include resource, planning, recruitment and selection, career planning, training and development, promotions, risk management, performance

appraisal, to name a few. Each of these objectives requires special attention and accurate planning and execution.

The government of Rwanda have established the National Public Service Commission which independent institution in 2008 as provided for by the 139 of the republic of Rwanda of 2003 Revised in 2015 and established by law n° 06/2007 determining the organization and functioning of the commission. This institution was committed to the organization and management of the recruitment of public servants. The above law was reviewed and revised by Law n° 39/2012 of 24/12/2012 determining the responsibilities, organization and functioning of the public service commission. By this law, the mandate of the NPSC changed to being responsible for ensuring the policies, principles and laws governing public service recruitments and administration are adhered to and put into effect by all government institutions. The Government of Rwanda has also established a conducive and favourable legal and policy frameworks including those related to labour and employment in both public and private sectors. The 2003 Rwandan constitution as revised in 2015, especially in its art provides for the right to free choice of employment and equal pay for equal work. It stipulates, “All individuals, without any form of discrimination, have the right to equal pay for equal work”. In addition, the Presidential Law of 2016 regulating to the labour in Rwanda provides for equal opportunities and equal pay for women and men and prohibits GBV, harassment, and discrimination on the grounds of gender, marital status or family responsibilities. In addition, the law grants maternity leaves for 12 weeks with full pay and the payment of maternity leave benefits to the father or the guardian of the new-born in case of death of the mother before the expiration of the maternity leave. The Country’s long-term development VISION-2020 envisages Rwanda to become knowledge based economy and a middle-income country by 2020 with employment as one of the fundamental pillars. Through this long-term vision, the government of Rwanda has committed to fight against poverty and practice a positive discrimination policy in favour of women with a special focus on TVET (Technical, and Vocational Education and Training) Higher learning education and employment opportunities. It further emphasizes that gender will be integrated as a cross-cutting issue in all development policies and strategies (MINECOFIN, 2013).

The 7 year Government Programme also envisages to build youth capacities (knowledge and skills) so that new jobs are created and unemployment rate is maintained. A Labour Market

Information System was created and it provides quantitative and qualitative information on the labour market and informs on career planning, job market opportunities. More importantly, it links education system with labour market needs and trends. According to the research conducted on Rwandan public institutions, the first citizen satisfaction survey on recruitment practices covered the period of 2011/2012 and found out that the citizens satisfaction with the recruitment service was at 63.1%. The second survey also covered the period of 2012/2013, and established that the citizen satisfaction had increased to 67%, and the third covered the period of 2013/2014-2014/2015 and established that the citizen satisfaction had increased to 70.9%, and the fourth survey conducted in 2019 have that over 79 of citizens are satisfied by the employee recruitment in Rwandan public institution (NPSC, 2020).

One key aspect of unfair discrimination in recruitment is the practice whereby people are selected into jobs based on stereotypical designation of work into male and female jobs. Moreover, the jobs that tend to be designated for women entail the same kinds of tasks that women perform as wives and mothers at home, thereby replicating the status hierarchy that exists between the two sexes in the larger society. The result is a long-standing pattern wherein women are concentrated in a predictable range of low-status, low-paying and low-skilled jobs involving cleaning, cooking, serving, nursing, sewing, teaching, child-care, clerical and sales work (Mulyoutami et al., 2012). In the same vein, organizations are quite unwilling to recruit women into jobs that require travelling and frequent transfers. The usual explanation is that females lack the stamina required in such jobs; and that consideration for their families would force them to quit earlier than males in same jobs (Ragins and Winkel, 2011). Indeed, women have been known to intentionally omit feminine appellations from their curricula vitae in a bid to improve their chances at securing jobs. Visibly pregnant women are hardly successful at interviews as it is obvious in the statement above.

### **2.5.1. Recruitment process in Rwanda Public Institutions**

The recruitment process in public institutions in Rwanda is guided by the Presidential Order n<sup>o</sup> 144/01 of 13/04/ 2017 determining modalities for recruitment, appointment and nomination of public servant. The presidential order details the requirements for recruitment of a public servant and the entire recruitment process which includes announcement of a vacant post, job application

procedures, shortlisting of candidates, preparation of exams, examination process the passing of exams, procedures for appealing and appointment and nomination (Official Gazette no 18 of 01/05/2017).

During the period of May 2008 to March 2009 the PSC adopted a “hands-on process”. Means that it adopted full involvement of PSC in the recruitment of public servants (Presidential Order no 37/01 of 30/08/2004). The public service reform of 2009 introduced a “dual system” which prevailed from March 2009 to July 2011. Under this system, public institutions were delegated the powers to hire personnel, while the NPSC remained with the role of assisting those institutions in this process. From July 2011 up to date, the NPSC has adopted a “hands-off” approach, aiming at enhancing accountability in public service recruitments, while the NPSC remains as an oversight and appeal body.

### **2.5.2. Reasons and importance of effective employee recruitment in Rwandan public institutions**

Successful recruitment techniques involve an incisive analysis of the job, the labour market scenario/ conditions and interviews, and psychometric tests in order to find out the potentialities of job seekers. Furthermore, small and medium sized enterprises lay their hands on interviews and assessment with main concern related to job analysis, emotional intelligence in inexperienced job seekers, and corporate social responsibility. Therefore, demand rather than supply must be the prime focus of the recruitment and selection process and a greater emphasis must be put on planning, supervising and control rather than mediation. Extending this principle, a realistic approach to recruitment and selection process was demonstrated, and the study found that an organization is efficient only when the value it commands exceeds the price involved in determining the process of decision-making or product. In other words, value-added and non-value added activities associated with a company’s recruitment and selection process impacts its role in creating motivated and skilled workforce in the country (Taher et al. 2000).

The Rwandan institution have developed since the changes in recruitment that favoured both men and women to participate in job application and taken into consideration without any form of discrimination. There are different reasons that have greatly influence women’s employment and job wanting which are the provision of family income to even greater proportions. Single

parenting with children has become a common feature in Rwandan community that such families are headed by women, who then, must provide for the families. Access to education has opened-up women as a workforce group. Rwanda has adopted the principle of education for all which allow all 'men and women, boys and girl' to access to education which is the good way to have many women in all sectors of Rwandan employment. The mental ability of women has proved them able and beyond and earned them great social status, where they are included in many educational domains like doctors, engineers, teachers, managers among others. There are also changes in self-perceptions. Work and family roles often cause personal conflicts and the higher women raise in organizations, the more that work demands of them in terms of time and commitment. Many women executives have paid high personal prices in terms of facing broken marriages, or never to get married at all. Regard for women in equally employment opportunities require that the awareness their feminine issues, women like men should be considered for employment openings or promotions on an equal basis with and treatment alike,

Changes in technology that Rwanda have achieved whereby both at home and workplace have reduces the physical effort and time required to accomplish tasks. Through technology, more women now qualify for formerly all-males jobs. However, still in some occupations the ability to meet physical demands is the price of respect and acceptance. The E-Recruitment software and systems are available, through which the entire recruitment process becomes automated. One of the systems is the Recruitment Management System, which is a portal that involves hiring the candidates online and each step involved in the recruitment process is automatized. Various organizations are using Internet as a source of recruitment. They advertise job vacancies through worldwide web. The candidates who are looking for job with matching skills send their applications or curriculum vitae (CV) through an e-mail using the Internet. Another method is candidates place their CVs or resumes in job websites, which can be drawn by prospective employees depending upon their requirements. The motivation behind e-enrolment is to make the procedures included more productive and powerful, and in addition more affordable. Online enlistment can achieve a bigger pool of potential representatives and encourage the determination procedure.

## **CHAPTER III: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter explains how the research was conducted. It starts with a brief definition of research, the design, strategy, then followed by the method and procedures that were used in collecting data: the population, sampling size and sampling technique, data collection, data analysis and limitations. In addition is the organizational profile of the study area in Nyanza District. Research is the scientific and systematic search for pertinent information about the topic; it is also the application of scientific methods in solving the problems (Pandey P. and Mishra M, Pandey, 2015). The research methodology outlines the way in which the research has been conducted. This chapter explained the employee recruitment procedures in Nyanza district.

### **3.2 Research Design**

Research design is a plan, mode or conceptual structure of the research and type of approach adopted in the study. It can also be explaining as the blue print for the measurement of variables, collection and analysis of data. The choice of research design depends on the objectives of the research in order to be able to answer the research questions (Crotty, 2014). The study used a cross sectional survey design for data collection and data analysis. The research design helped in examining relationships among the variables. Cross sectional survey design refers to the selection of a relatively large sample of people from a predetermined population. The research was based on assessing recruitment and gender in Nyanza district. Qualitative analysis was used as the research strategy to achieve the research aim of investigating into gender and recruitment. The study used questionnaires and interviews. These approaches were satisfactory tools for collecting data for the sample population to investigate the topic under study. Qualitative research is a formal, objective, systematic process in which researcher used the quality instead of numbers; he used to ask question related to the study. The study used qualitative because it is the study conducted in social science field.

### **3.3 Sources of Data**

The researcher used both primary and secondary sources of data for the study.

#### **3.3.1 Primary Data**

The primary data was obtained using the interviews, questionnaire and observation method. These include the distribution of questionnaires and collection of data from key respondents and professionals pertaining to the construction study. In order to achieve the aim and objectives of the study, well-designed questionnaire with both close-ended and open-ended questions were formulated to gather information from appropriate respondents. The wordings were without bias and the questions provided multiple-choice options, which gave the respondents the opportunity to present their ideas by way of selecting from the options, provided. Data obtained was analysed using coding and editing to get meaningful conclusions and recommendations. The close-ended questions were used because theorist such as Naom, (2013) and others indicated that their analysis is straightforward. The researcher conducted interview to the employee respondents in the district public institutions about recruitment process and its respect of gender equality in Nyanza district; the questionnaires were distributed on job seekers to get their views about recruitment and how they suggest it should be done. The researcher also visited the district public sectors in Nyanza district in collected information to supplement the data from interview and questionnaires.

#### **3.3.2 Secondary Data**

Secondary data is data collected by someone other than the user; it is the data from different authors or researchers. A clear benefit of using secondary data is that much of the background work needed has already been carried out or analysed (Funsho, 2012). Because the data already exist, you can evaluate them prior before to use it. These include desk review of both published and unpublished material including policy documents, newspapers, internet, journals, articles, reports, bulletins, newsletters. The secondary source was to get a deeper understanding of published information on worker recruitment and gender in Nyanza district institutions. The information gathered from these sources helped guide the second phase of the questionnaire structuring, distribution and collection of data from the key respondents. The researcher used

secondary data to harmonize them with primary data which added information that led to the completion of the study.

### **3.4 Population**

According to Malhotra and Birks (2016), population is the group of elements that possess the information sought and about which inferences will be made. The population, as far as this research is concerned, embodied contractors and human resource officers within the various departments in established construction firms and statutory authorities and other government institutions in Nyanza district particularly in Human resource department where the recruitment is done. The population for this study concentrated public sector institutions. Nyanza district has different kind of institutions public that helped in getting information about the study. Therefore, the researcher took Nyanza district public institutions as the target population whereby the information of the study would be drawn from.

### **3.5. Sample size**

Sampling is the process of selecting observations. The researcher selected participants purposively in order to get the trusted information from the trusted sources. This was done through the selection of respondent in every sector who can give information that can contribute in the development of this research. Significantly, the purposive sampling technique, which is a non-probability sampling technique, was used to select respondents who deal directly with recruitment and gender from the Human Resource Department. This was because the researcher wanted to deal with only typical cases based on the objectives of the study. The sample size of this study as is 45 people working in Nyanza district in different public departments. Among these populations are leaders in Nyanza district, employees and the job seekers to ask them the views about recruitment in the district public sectors.

**Table 1: Table of the sampled people during data collection**

| <b>Level</b>                 | <b>Target population of the study</b> | <b>Sample size of the study</b> |
|------------------------------|---------------------------------------|---------------------------------|
| District Executive secretary | 1                                     | 1                               |
| Division managers            | 1                                     | 1                               |
| Human Resource office        | 2                                     | 1                               |
| District staffs              | 70                                    | 15                              |
| Recruitment committee        | 3                                     | 3                               |
| Job seekers who fail exams   | 80                                    | 24                              |
| <b>Total</b>                 | <b>157</b>                            | <b>45</b>                       |

**Source: Primary data (April 2021)**

### **3.6 Data Collection**

The research tool used for data collection was questionnaires and interview. Both questionnaire and interview covered all the necessary information needed for the study. The developed questionnaires were distributed to and retrieved from the respondents in person. This process of distribution and retrieving of the questionnaires in person was taken for two reasons as suggested by Danso (2010), first, to make sure that the questionnaires get to the intended recipients and secondly, to help improve the response rate. In all, some of the questionnaires were collected back on the same day while others were collected later from the respondent. Questionnaire was generally designed in identifying the personal data like gender, age, position, profession, academic qualification and experience in the field of study while others related to the recruitment and gender issues existing formal policy for the recruitment of employees and the respect of gender, types of recruitment and selection processes usually used by construction institutions, which recruitment and gender affects workers performance and challenges confronting the recruitment and gender processes by construction firms.

### **3.7 Data Analysis**

After the responses were gathered, every type of data relating to the questions were separated and gathered to answer different research objectives. The information received was classified

into answer categories and expressed as code and interpret them in word. The research methodology that was used is qualitative.

The researcher used such technique for understanding the rationale of the respondents through structured questions related to the research, thus this helps in getting the real information the recruitment process in Rwandan community. Here some of the selected cases and, last not least, on available time and resources are analysed (Patton, 2012: 7) thus it provides an answer to why things are how they are. The qualitative techniques were used to explain the information related employee recruitment in Nyanza district. This was done by hearing their views about respondents, their perception on employee recruitment process. The researcher constructed questionnaires of critical thinking that make respondents be open and made them contribute in solving some questions that make the research more successful. Qualitative research does not start with clearly specified research questions or hypotheses to be tested; instead, questions are formulated after open-ended field research has been completed (Lofland and Lofland, 2015). This method is used only for the analysis of the feelings; views of respondents drawn from the interviews. The respondents were asked many questions about employee recruitment in Nyanza as well as other parts of the country in order to see their expressions in responding in order to get good information from them.

## **CHAPTER 4: DATA ANALYSIS AND INTERPRETATION**

### **4.1. Introduction**

This chapter treats mainly with presenting the findings and their interpretation. It is concerned with the general discussion of the study's exploratory findings. It concerns with the presentation and discussions of the major findings which are only in qualitative forms. The analysis of the data is based on primary data obtained from direct respondents. The primary data was used and collected from Nyanza district public institutions, and job seekers. The secondary data were also used to know the historical information on the employees' recruitment and the gender perspectives within different public institutions.

### **4.2. Demographic characteristics of respondents**

The general information that was needed to make the study so clear and relevant was the ages, gender, marital status, and the employment in which respondents have within the institution. The ages of respondents can be factors that influence the level of understanding the economic status of the community and the experience they have to the position; gender is the factor for women empowerment and taking part in economic and social development of community; moreover, the gender status helped the researcher know how the gender perspectives is respected in recruitment and employment within public institution.

Marital status is state at which people are attributed or acquired as they grow which are in four categories such as married; single, divorced and widowed. All these categories affect people's marital status increase the understanding of the gender and the recruitment process within institution. This helps the researcher to interpret the findings found in his study and helped the readers and all those who use this study to easily understand what researcher found in the areas of study.

#### 4.2.1. Distribution of respondents by age

Below are the ages of respondents that researcher used. The researcher decided to use all the categories of years to understand if there are effects of age on gender and employee recruitment in the public institutions.

**Table 2: age of respondents**

| <b>Years</b> | <b>Frequency</b> | <b>Percentage %</b> |
|--------------|------------------|---------------------|
| [19-28]      | 7                | 16                  |
| [29-38]      | 13               | 29                  |
| [39-48]      | 15               | 33                  |
| [49-above]   | 10               | 22                  |
| <b>Total</b> | <b>45</b>        | <b>100</b>          |

*Source: primary data, 2019.*

The above table shows that 16% of respondents are between 19 and 28 years of age; 29% of the respondents represents the respondents of the ages between,29-38; 33% represent the respondents with 14-16 years of age while 46.6% of the respondents represent the respondents of 39-48 years of age, while 49% and above of the respondents are represented by 22%.

#### 4.2.2 The characteristic of respondents by gender

**Table 3: The gender classification of respondents**

| <b>Respondents</b> | <b>Frequency</b> | <b>Percentages</b> |
|--------------------|------------------|--------------------|
| Men                | 25               | 55.6               |
| women              | 20               | 44.4               |
| <b>Total</b>       | <b>45</b>        | <b>100</b>         |

*Source: Primary data, 2019.*

The table above showed that 55.6% of the respondents are men while 44.4% of the respondents are women. This is clear that the in Nyanza district employees both men and women. However, in departments visited by the researcher male number was greater than the one of female.

#### 4.2.3. Characteristics of respondents by marital status

The researcher selected respondents of different marital status in order to get the information on how marital status when associated with gender could affect recruitments in Nyanza district.

**Table 4: the marital status of respondents**

| <b>Marital status</b> | <b>Frequency</b> | <b>Percentage/%</b> |
|-----------------------|------------------|---------------------|
| Single                | 11               | 24                  |
| Married               | 13               | 29                  |
| Separated             | 7                | 16                  |
| Divorced              | 5                | 11                  |
| Widowed               | 9                | 20                  |
| <b>Total</b>          | <b>45</b>        | <b>100</b>          |

*Source: Primary data, 2019.*

The table above illustrates that 24% of respondents are single; 29% of respondents are married; 16% of respondents are separated; 11% of respondents are divorced while 20% of respondents are widowed. Through the above statements, the researcher in all categories of the marital status of the respondents

#### 4.2.4. Characteristics of respondents by educational level

The researcher selected respondents in different educational levels.

**Table 5: the educational level of respondents**

| <b>Level of education</b> | <b>Frequency</b> | <b>Percentage/%</b> |
|---------------------------|------------------|---------------------|
| Secondary                 | 12               | 27                  |
| University                | 20               | 44                  |
| Masters level             | 9                | 20                  |
| Phd                       | 4                | 9                   |
| <b>TOTAL</b>              | <b>45</b>        | <b>100</b>          |

*Sources: Primary data, 2019.*

27% of the respondents have studied secondary schools; 44% of the respondents have completed undergraduate; 20% of them are the master's degree holders while 9% of the respondents have studied doctorate. This is obvious that the researcher has selected in all categories of the employees working in Nyanza district especially in the public institution.

#### 4.2.5. Characteristics of respondents by occupation

The respondents' occupation sector is detailed below. Getting information from respondents working in different sectors guided the researcher to understand how recruitment is done in different sectors and how gender is considered in all sectors of public institutions in the district.

**Table 6: Characteristics of respondents by occupation**

| <b>Occupation</b>                   | <b>Frequency</b> | <b>Percentage%</b> |
|-------------------------------------|------------------|--------------------|
| Public administration               | 10               | 22                 |
| Agricultural sector                 | 9                | 20                 |
| One Stop Center                     | 6                | 13                 |
| Social affaires                     | 12               | 27                 |
| Socio-Economic Development Officers | 7                | 16                 |
| Human resource department           | 1                | 2                  |
| <b>Total</b>                        | <b>45</b>        | <b>100</b>         |

*Sources: Primary data, 2019.*

#### 4.3. Satisfaction of respondents with recruitment practices

Satisfaction on recruitment practices was analysed in terms of citizens' expectations and perception of the quality of services at all stages of the recruitment process. This includes job advertisement, job application, and shortlisting, the conduct of written and practical interviews, oral interviews and appointment of successful candidates.

### 4.3.1. Satisfaction with job advertisement

The overall citizens satisfaction on job advertisements in Nyanza district is 65%, which is below the government target of 90% of citizens satisfaction on service delivery in the whole country by 2024 (NST1, 201-2024).

**Table 7: The citizen satisfaction with recruitment practices in Nyanza district**

| Recruitment Process                 | FEMALE       |                 | MALE         |                 |
|-------------------------------------|--------------|-----------------|--------------|-----------------|
|                                     | Satisfaction | Dissatisfaction | Satisfaction | Dissatisfaction |
| <b>Job advertisement</b>            | 89%          | 11%             | 91%          | 9%              |
| <b>Job application</b>              | 88%          | 12%             | 95%          | 5%              |
| <b>Job pre-selection</b>            | 48%          | 52%             | 51%          | 49%             |
| <b>Written /practical interview</b> | 45%          | 55%             | 62%          | 38%             |
| <b>Oral interview</b>               | 45%          | 55%             | 65%          | 35%             |
| <b>Job placement</b>                | 98%          | 2%              | 99%          | 1%              |

*Source: Primary data, (February 2021)*

The satisfaction of job advertisement have shown the satisfaction on both men and women especially on accessibility of the announcement, particularly men are the ones who have shown great satisfaction on job advertisement at the level of 89% for female and 91% for male respectively. This satisfaction though is in pleasant level but still there is gap between both sexes on the way of satisfaction, which should be improved. The respondents also focused on the clarity of job requirements, overall job announcement experiences and the satisfaction with application process. These processes have shown great impact on the recruitment process and to the candidates to be appointed on the job position.

On the application process women satisfied were 88% while those dissatisfied were 12% on the other hand men satisfied where 95% while those dissatisfied were 5% of the respondents. This was generated from the criteria and application stages such as ease of application, feedback/acknowledgement of application, overall application experiences and satisfaction. On the pre-selection process women satisfied were 48% and those dissatisfied were 12% on the other hand men satisfied were 51% and those dissatisfied were 49% of the respondents. This pre-

selection was based on objectives of pre-selection based on the announced criteria, timely announcement of pre-selection, accessibility on pre-selection results announcement and overall preselection experience. Among the suggestions stated by respondents to make the recruitment more effective and accessible there have to be transparency in the preselection states, promote integrity and honest within people who select; avoid favouritism, nepotism or corruption; remove experience requirements; selection should follow the laws, regulations and guidelines; provision of clear selection criteria and follow them smoothly. There is also empowering human resource of Nyanza district public institution to provide good and quick service; provide online exams to facilitate selected candidate; select right people for selection preferably external people such as private companies; meeting potential candidates in person is more effective than reviewing resumes; use of ethical attitude in recruitment; improve E-recruitment application system; these are among the suggestions of participants that they stated as challenging traps or gaps that lead to the unfair recruitment in most of public institutions. On the satisfaction with written /practical interview women were 36% and 62 for men on the satisfaction while the women were 64 & & and 38%of level of satisfaction. Among the causes of this dissatisfaction from both men and women, respondents include problem of accessibility of the avenue, the conduct of interview, inaccurate of the results, timely announcement of the results and accessibility of the results announcement. Among the reasons of the dissatisfaction of women is that most of the interview are conducted by men without respect of gender, which said to be the main causes of being left behind.

On the last stage of satisfaction on job placement the overall satisfaction on women 40% while their dissatisfaction took 60%, on the male side, 45% of satisfaction and 55% of dissatisfaction. This level of satisfaction left the gap on how men and women view recruitment process. Among the challenges viewed were nepotism and sometimes the sexual corruption that are asked of women by the employers which reduce the use of fair and effective recruitment and this lead to organizational low production or low service delivery.

A respondent in Nyanza district defined employee recruitment process as follow: *In my point of view and in my experience on how the employee recruitment is done in Nyanza district, employee recruitment process is the ways of searching the employees who can fill in the vacant place to perform a given task, be productive and develop the institution.*

Referring to the above statement of the respondent on a meaning of employee's recruitment, the recruitment process is a course of activities done to get a new employee in a given role at a given institution. Another respondent defined recruitment saying that: *The employee recruitment is the ways in which the employer used to get the new employees in his/her company. Though the recruitment is done in different ways, but its purpose is to get new employees in the institutions and fill in the roles where there is no employee. Recruitment process includes several stages such as pre-selection and giving the exam to selected candidates.*

Another respondent spoke about employment recruitment process in Nyanza District specifically. Her statement was: *After the installation of the unique way of recruitment in Rwandan public institutions, Nyanza also adopted that process of employee recruitment by posting the vacant post on E-recruitment in order to give both men and women equal chances and opportunities to get the job.*

#### **4.3.2 The relationship between employee recruitment and gender perspective in Nyanza district**

The gender perspective focuses particularly on gender-based differences in status and power, and considers how such discrimination shapes the immediate needs, as well as the long-term interests, of women and men. In a policy context, taking a gender perspective is a strategy for making women as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally. In Nyanza as stated by the respondents, recruitment is done considering the gender perspectives in order to give the equal chances and opportunity both men and women to compete for the post. The interviewed employee respondents said: *Gender equality in employee recruitment in Nyanza district is respected. It follows the recruitment policy of Rwanda, which brought a strategic way of recruitment that allows both men and women to compete without gender discrimination or any other form of discrimination. If a woman passes written exam and the interview, she is given job like if man passes, and this increased the performance of the district and the production increased significantly, because the recruitment was based on capacity. I got a job after trying*

*more than two times. After failing they gave me feedback and stated reasons why I failed, it encouraged me and gave me hints on how and where to correct next time.*

This statement highlights a relationship between the employee recruitment and gender. Both male and female are equally considered for employment opportunities. When capacity is considered it positively affects the performance of the institution. Another respondent also spoke about the relationship between employee recruitment and gender. His statement is as follow: *The consideration of gender equality in recruiting employees in Nyanza district is among recruitment values. For instance, me, I am a girl, new here, I applied through e-recruitment and I was selected to do written exam, after passing the exam I was interviewed. I was with many other men and women but I succeeded and got the job. I wasn't asked discriminating questions; they asked me questions concerning the post applied for and the activities to be carried out on that post.* As the statements from respondents indicated it and from Nyanza district performances and records, the consideration of gender equality in employee recruitment increased district performance throughout its activities and services carried in different departments. One of the local leaders in Nyanza district said: *The public institutions in Nyanza district make recruitment in respect to gender equality. For example, every the public institution has to make balance of both men and women employees in order to avoid discrimination and increase gender equality among the employees. This is done to promote both genders in all domains without discrimination or isolating some people. This increases the social inclusion within institutions and interrelationship as well as interdependence, which results in yielding better and high production.*

#### **4.3.3 The Causes of discrimination during employee recruitment in Nyanza district**

Pregnancy and Maternity leave: It is has to be accepted for a new job while you are pregnant. Even if you are not pregnant for some positions, young women are not considered because they will be having child and be allowed for 3 months.

- ***Society perception on women potential***

Some respondents think there are still gender gaps in some sectors, where women potential is disregarded. A woman, employed in Nyanza district, when interviewed she said: *Women*

*performance is still undermined, for example you can find a department with five employees without any women with a pretext that tasks done there are for men not for women, that women have at most no power to perform such activities. This discourages women, undermines their potentiality and it may hinder their performance if hired and still receive such discriminating pressure.*

Through these views from the respondents, the societies in some areas still have the misconception about women potentiality and capability on their performance and community building. As stated by women respondents who said: *The society still takes women as unable, and dependent on their husbands even in some institution whereby in some institutions women are given such simple position like secretary or any other job with the supportive of men saying that men will on behalf of the women who are in that position which is hurtful and cause women feel unconfident.* This was the claims of woman respondents who was interviewed, the women ability within Rwandan community is still doubtful and cause challenges to the community performance in case all gender are not yet given the same chance to participate equally in the socio-economic development of the community especially in institutional development.

- ***Historical background***

History of worldwide, from the past women was viewed as the subordinates of men who caused them depend on their husbands. The same as Rwandan community, women were not allowed to perform in community development. This is taken as one of the causes of the women discrimination not only in households but also in labour market including development. The woman who was interviewed on the causes of the discrimination in employment said: *The history is the biggest cause of gender discrimination on employment especially in Rwandan community. For instance in our community, the women was subjected to submissive to their husbands and they are taken as the property of their husbands. This goes along even today where most of men who stick themselves in traditional culture brought such ideology of undermining the women in the workplace even in recruitment.*

The other woman who was asked to add her view on her counterpart on the same question of how history influences gender discrimination said: *The history does not only affect the part of*

*gender discrimination on education as it used to be in the past no girl who was allowed to go to school, and when it said that they are allowed to go to school they were limited in some subjects which affected their employment as well because they were unable to participate in difficult jobs such as sciences because they did not study them.*

Through this perspective and idea of the respondents, the historical background can be the causes of gender discrimination or the cause of abolishing the gender discrimination not only in education but also in employment even recruitment.

- **The Gender socialisation**

Gender socialization is the process through which children learn about the social expectations, attitudes and behaviours associated with one's gender. As children attain a sense of their own gender identity "i. e., knowing whether they are a girl or a boy", they pay heightened attention to information related to gender, and especially to same-gender models. This gender awareness, in combination with an early exposure to gender from multiple sources of socialization such as parents, siblings and peers, has immediate consequences on children's attitudes and behaviours toward members of their own and other-gender group. The woman respondent who works in Nyanza district public administration said: *Parents provide children with their first lessons about gender. Although gender-egalitarian attitudes have increased in many cultures over the past decades, parents and especially fathers typically have different expectations for their sons and daughters with regard to personality traits, abilities and activities. Parents' roles inside and outside the family also influence children's conception of gender roles. This also plays a big role in gender discrimination on recruitment and lead to some women has little influence on some jobs.*

On this view of the respondent about the part of gender socialization on influencing gender discrimination on employment, most institution directors depending on their social interaction during their childhood can use gender socialisation factors in employment recruitment which can affect gender equality within institution. The respondent also said: *The society is the most one to increase gender inequality not only in employment but also in daily life from the birth. It is likely that gender unequal practices within households produce their intended effect. That is, gendered*

*norms govern what is deemed to be acceptable behaviour for the sexes and become the basis upon which girls and women throughout the world are systematically given fewer resources and opportunities than boys and men. When these restrictions are condoned by political and legal systems, women and girls become powerless to protect themselves from harm and are made vulnerable to disease, mental disorder, and death and employment sector.*

Family experiences consisted of three variables: gender-discriminatory practices, performing chores inside and outside the home, and family violence. Gender-discriminatory practices asked youth whether or not compared with their opposite-sex siblings, their families of origin placed greater value on sons' education, allowed sons greater freedom, and expected less housework from sons but also not forgetting their sisters giving them the same chances because both are capable and can perform equally in all activities.

#### **4.4 Challenges faced in the recruitment process**

The research conducted in Nyanza district has shown the gap between men and women in access job. This is caused by many reasons that hinder fair and effective recruitment and lead to gender discrimination in recruitment in Nyanza district public institution whereby men occupy all position of above with few numbers of women. Corruption, nepotism, miscommunication and sometimes sexual corruption were presented as the main challenges in recruitment. Due to a high number of unemployment, skills are not the only thing that qualifies people for job. A respondent explained it in a following statement: *You must know someone to put you in a position or you give corruption to get a job. Only few institutions have a transparent recruitment process where it is strictly based on skills. There are many people who are looking for a job. During written exams, there is fairness, the marks but for interview, it is different. During interviews, you may respond correctly to questions and you find your marks are very bad. For example, you may see someone who passed written exam with 86% but has 40% in interview. To get a job if you do not have a relative or some else to push your application you must give corruption. For women, it is even worse because they are requested sexual corruption. This is not just in Nyanza; this is a general case for people searching for a job.*

Women's capacity, confidence and availability were also raised as challenges of recruitment. Women meet with many challenges including the domestic activities like taking care of the

children as well as the reproductive health, which hinder their fully participation on economic development of the organization or equal participation in organizations focusing on gender.

**Table 8: The table of suggested challenges faced in the recruitment process**

| <b>Challenges</b>  | <b>Frequency</b> | <b>Percentages %</b> |
|--|------------------|----------------------|
| Lack of transparency, integrity and favouritism              | 33               | 73.3                 |
| Lack of transparency,  | 40               | 88.8                 |
| Poor communication, frauds and delays of feedback            | 42               | 93.3                 |
| Job requirements not well specified                          | 28               | 62.2                 |
| Violation of rules during appointment of candidates          | 45               | 100                  |
| Scoring of written and oral exam                             | 25               | 55.5                 |
| Corruption, sexual corruption                                | 35               | 77.7                 |
| Elaboration of similar recruitment system                    | 30               | 66.6                 |
| Not all candidates are informed about recruitment procedures | 43               | 95.5                 |
| Little access to E-recruitment                               | 18               | 40                   |

**Sources: Primary data, (February 2021)**

The table above shows that the higher number of respondents affirm that some process of recruitment is not followed due to the lack of transparency, integrity, favouritism during exam both written and interview resulting into subjectivity in appointment of employees, this means ignoring the candidates on waiting lists, exams or sometimes passing exams to some people without being shortlisted or make application because of corruption which lead to ineffective and unjust recruitment of qualified employees in Nyanza district public institution. The respondents also stated poor communication, frauds and delays or sometimes no feedback in shortlisting process, announcement of results for oral and written exams. This leads the favouring those who have someone in the institutions to push him or her which lead sometimes to ignoring women's applications and the poor men candidates.

The respondents have shown that recruitment criteria sometimes came as barrier to women and some men in general. Here the respondents in Nyanza district both those who were employed and the job seekers claimed that job requirements that are not well specified and requiring huge work experience for some jobs hinder the access to job position for those qualified candidates and favour the employers to give job those who have connection with them. Women respondents

added that sometimes this caused their employers sexual corruption in order to get jobs, which is the lack of ethics, and expertise in institution for some employers. The respondents in Nyanza district also claimed of not being informed about all recruitment criteria, which made them lose their jobs. Some of respondent said that the information are given those who are needed to succeed in order to fulfil criteria alone without any other completion, which is not good for other candidates and institution as well. Most of women respondents who was asked about the 29` There is also the little access to E-recruitment especially those in remote area where it is difficult to get to the internet and when they are recruited, it is difficult to be informed about exam and when it will take place. Other concerns that respondents in Nyanza district public institutions see as barriers in recruitment process include poor communication, fraud or delay in shortlisting process or in publication of shortlisted candidates.

#### **4.5. Results and discussions**

The employee recruitment is the most discussed theme in different organizations worldwide. The lack of better recruitment leads to the low production of the institution. Different government through the protection of the institutional safety and competitiveness oblige the public institutions as well as the privates to recruit fairly without any form of discrimination in order to increase their production. The research conducted in Nyanza district showed inequality between men and women in recruitment process whereby even in public institutions men took dominant positions compared women. Among the respondents asked women showed high number of claims about recruitment process and the respect of recruitment rule. Among the respondents asked, 75% of the respondents have shown inequality in recruitment in Nyanza district. Among the causes of this includes nepotism, miscommunication, gender stereotypes which hinder women to apply or sometimes they are asked the sexual corruption which they fear. In a market situation where organizations viability is determined by its competitive advantage, the ability to acquire individuals with right set of skills and knowledge becomes crucial. This is in relation with the views of the respondents in Nyanza district public institutions who stated the consequences of lack of fair recruitment in any organization.

One key aspect of unfair discrimination in recruitment is the practice whereby people are selected into jobs based on stereotypical designation of work into male and female jobs, which is

among the causes provided by respondents. Recruitment and selection is not only about choosing the most suitable candidate. The recruitment and selection experience can also impact on the likelihood that a candidate will accept a job offer and on their commitment to remaining with the organization. Committing time and resources to develop a comprehensive recruitment strategy is a worthwhile investment. Poor recruitment choices (i.e., poor person-job fit) can have a range of undesirable consequences for the organization and the worker including higher rates of turnover, reduced performance effectiveness, lowered job satisfaction and reduced work motivation. Recruitment comprises of attracting candidates, screening applications, selecting candidates, and offering or rejecting candidates. In his estimate, Cappelli (2010) stated that E-recruitment process will cause an organization about one-twentieth (1/20) to make online employment. This should be done without inclusion of any kind of discrimination especially the gender discrimination because according to the information from respondents and the theories from different authors, employee recruitment and gender equality lead the better performance of the employees and the increase of the production to the institution as well as the increase of competitiveness.

## **CHAP V: GENERAL CONCLUSION AND RECOMMENDATION**

### **5.1. GENERAL CONCLUSION**

The research have summarised the key facets of gender bias that serve to undermine equality for women in the recruitment and selection process. This bias can be overtly and covertly reinforced through the gendered ‘coding’ f job advertisements, the gendered review of performance; and in the skewed ways in which applications are tracked and credentials compared in ways, which benefit male applicants. Women can also experience significant barriers to career development because gender bias has limited their opportunities to undertake challenging job assignment; and because workplace culture either directly or indirectly discouraged them from assuming leadership styles at variance to men. Taking into account all the results from this research, it can be generally concluded that the recruitment is the main factor of institutional development when recruitment has happened based on capacity and with no gender discrimination or nepotism. Planning recruitment properly and investing in creating recruitment processes that enable institutions to execute it in transparency and quick would reduce the institutions spend in recruitment. In Nyanza district, there are unequal treatment of men and women in recruitment in public sectors, which hinder the development of women economically and socially. This also decrease the participation of women in not only family but also country development increase the success of institutions. The biggest challenge to a Human Resource manager is to make all employees contribute to the success of the organization in an ethical and socially responsible way. Because society wellbeing to a large extent depends on its organizations. Following the recruitment process fairly and effectively is the main source of district development through provision of good and pleasant service to the citizens.

### **5.2. Recommendations**

#### **To the government of Rwanda**

- The government of Rwanda should set policies and programs that favour equality in employee recruitment.
- Enforce the use of e-recruitment in recruiting the employees for the public institutions to improve effectiveness

- The government of Rwanda should put in place adequate measures to encourage female to aspire for application in public institutions.

#### **To Nyanza district public institutions**

- Provide materials for new staff
- Remuneration should be equal for male and female in work of comparable value.
- Eliminate all forms of gender discrimination that hinder gender equality in the institution.

#### **Suggestions for further researches**

From the findings and limitations of this study, there are suggestions for future research that would contribute in understanding better recruitment in gender perspective in Rwanda. Suggested research may have as objective:

- Comparing application documents of men and women and their relevancy to jobs they applied for.
- Recruitment policy that leads to having males passing exams

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## **Laws and regulations**

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3. Presidential order n°65/01 of 04/03/2014 determining modalities of imposing disciplinary sanctions to public servants,
4. Presidential Order n°144/01 of 13/04/2017, determining modalities for recruitment, appointment and nomination of public servants,
5. N° 67/2018 of 30/08/2018 Law determining the responsibilities, organization and functioning of National Public Service Commission.

## **APPENDICES**

## QUESTIONNAIRES

### QUESTIONS OF THE RESPONDENTS IN NYANZA DISTRICT PUBLIC INSTITUTION

Madame/ Bwana,

My names are **Claudine MUKAMUDENGE**, a student at Master's program at university of Rwanda, Huye Campus. I am conducting a research on “**Assessment of Women Recruitment in Rwandan Public Institutions. Case study of Nyanza District.**” The information collected is strictly for academic purposes and will be helpful to the employers and professionals in recruitment process.

Kindly answer all the questions in this questionnaire freely, correctly and honestly. All the answers you give will be treated confidentially.

Thanking you in advance

#### Conditions to follow:

- Read carefully the questions before answering
- put  where it is necessary
- on the long questions put answers where it is necessary

**I. PART ONE**

1. Sex of respondents:

Male

Female

2. Ages of Respondents

19-28

29-38

39-48

49+

3. **Marital Status:**

a) Single

d) separated

b) Married

e) widowed

c) Divorced

4. Occupation of respondents

a) Educational sector

d) Administrative and service delivery

b) Umuhinzi/Farmers

e) social affaire

c) Information and communication

d) Gender and development

5. Educational level of respondents

a) secondary school

b) university

c) master's program

d) Doctorate

6. Level of Satisfaction of recruitment in Rwanda

a) High

b) Moderate

c) Lower

7. Among your colleagues are there most women or men?

- a) I work alone / I don't have colleagues
- b) Mostly women
- c) Mostly men
- d) Approximately same amount of men and women

8). How is your institution make follow up at workplace on the recruited employee?

.....  
.....

**II. PART TWO**

9. What do you know about recruitment?

.....  
.....

10. How is the recruitment done to your public institution?

.....  
.....

11. How is gender related employee recruitment in your institution?

.....  
.....

12. Are there fairness in the recruitment in your institution?

.....  
.....

.....  
.....  
13. How did you get hired for the job you are working currently?

- a) Through my friend/acquaintance/relative
- b) I was hired just based on my CV
- c) I was interviewed
- d) Other.....?

14. What are the Causes of discrimination during employment recruitment?

.....  
.....  
15 If you have ever turned down for job, what do you think was the reason for not getting the job you applied for?

- a) I don't know
- b) Due to the lack of experience
- c) Due to the lack of my skills
- d) For being pregnant
- e) Due to my gender
- f) Due to my appearance
- g) Other:.....?

16 How is your local institution make recruitment in respect to gender equality?

.....  
.....

17. How is gender consideration in recruitment related to institutional performance?

.....  
.....

18 What are the challenges found in recruitment in your institution?

.....  
.....

19 How is the follow up done after the new employee being recruited?

.....  
.....

20. What are recommendations can you give to get good recruitment in your institution?

.....  
.....

THANK YOU!