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DEPARTMENT OF POLITICS AND PUBLIC MANAGEMENT

AN ANALYSIS ON THE IMPACT OF INTERNAL RECRUITMENT ON LOCAL AUTHORITIES PERFOMANCE IN ZIMBABWE: THE CASE OF GWERU CITY COUNCIL.

BY

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This serves to confirm that the undersigned has read and recommended to the Midlands State University for acceptance of a dissertation entitled,

"AN ANALYSIS ON THE IMPACT OF INTERNAL RECRUITMENT ON LOCAL AUTHORITIES PERFOMANCE IN ZIMBABWE: THE CASE OF GWERU CITY COUNCIL."

Submitted by **MARUBA LOREEN** in partial fulfilment of the requirements for a Bachelor of

Science (Hons) Degree in Politics and public management

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DEDICATION

This dissertation is a dedication to my husband who has always stood by me throughout and has always believed in me, also to my children and lastly to my mother who has always been my pillar of strength and that kept me going.

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My sincere gratitude goes to the Almighty Lord who made it possible for me to travel this journey. It is through his wisdom, intelligence, meekness and good health which he laid upon my life. It is not by my strength nor power to have made it this far, but it is through His love and grace.

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Lastly, i would also like to thank myself for having the courage to compile this dissertation.

ABSTRACT

The research investigated the Impact of Internal Recruitment on Local Authorities focusing on Gweru City Council. The study used a descriptive research design and the quantitative research approach. A sample of 12 managers, 23 members of technical staff and 42 shop floors was used. Primary data was collected using questionnaires. The research investigated the methods of internal recruitment, impact of internal recruitment, challenges and the strategies for mitigating the challenges. The research found that council employees were notified of available vacancies through notice boards, magazines and by managers and supervisors. The council website was not used. Available vacancies in the council were filled through promotions, transfers from other department and job referrals to fill in available vacancies. The study showed that internal recruitment managed to ensure that workers recruited from within the existing council labour force fit well with the council culture. Internal recruitment assisted the council in retaining qualified personnel as it acted as a reward and recognition to the employees. It saved production time and assisted the council in reducing recruitment coasts. However, the study also found that internal recruitment inhibited innovation as it promoted stagnation and was associated with favouritism and lacked transparency. It also revealed that internal recruitment led to hiring of less qualified staff. The research further revealed that the internal recruitment process suffered from management influence and the use of inappropriate job descriptions and person specifications. To mitigate the challenges the study found out that there was the need for the council to train the internal recruiters or to outsource the recruitment function to an independent authority. The study also found out that there was the need to involve supervisors in the internal recruitment process. The research recommended that the Gweru City Council recruitment authorities be trained in recruitment skills and competencies and appropriate job descriptions and person specifications were to be used during the internal recruitment process. It further recommended that the recruitment function be outsourced to experts and supervisors were to be involved in the internal recruitment process. There was also the need for management to stop interfering with the internal recruitment process.

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Abbreviations
GCC   - Gweru City Council
LOA   - Local Authority

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

The chapter gives out an introduction on the proposed topic. It will highlight the background of the problem thus being the significance of the study, statement of the problem, purpose of the study, research questions, significance of the study, definition of terms, assumptions, limitations and delimitations and conclusion

1.2 BACKGROUND OF THE STUDY

Recruitment is one of the activities that impact most critically on the performance of local authorities. It is essential to note that the impact of recruitment in general without isolating the net effect of internal recruitment on local authorities' performance is not effective. The council provides essential services such as health, housing, roads and recreational facilities to the residents of the city. To fill current and future vacancies, the city of Gweru uses both internal and external recruitment. The policy framework of the council states that internal recruitment is done for junior employees while external recruitment is used to search and identify potential candidates for technical and senior posts. However as from the year 2008 this policy framework has not been observed with internal recruitment also used to identify potential candidates for technical and senior posts.

The importance of studying the impact of internal recruitment on organisational performance was highlighted by Breaugh (2009) who carried out a study in American retail shops and found out that a poorly designed recruitment process can miss appropriate job candidates. The study found out that attracting talented individuals was critical to the success of an organisation. However Breaugh's study only considered external recruitment processes without paying any attention to internal recruitment. The study did not also attempt to link recruitment process to organisational performance. This same gap was not addressed by the Diversified Business Communications (2014) which carried out a study on American and British businesses and found

out that companies were spending more than US$110 billion on internal employee recruitment. Even though the study considered internal recruitment, it did not make any attempt to link the amount of resources spent on internal recruitment to organisational performance. Also a study carried out by Glover and Wilson (2007) in UK on effective recruitment strategies and practices for women in Electronic and Computing profession found out that one of the major sources for potential candidates was internal recruitment. The study found out that internal recruitment help enhance the loyalty of employees but the study was not specific on the impact on organisational performance. This stems from the fact that not all loyal employees perform to the expected organisational performance.

Azzam and Jaradat (2014) carried out a study on the effects of internal recruitment on Jordanian Universities and found out that internal recruitment was one of the sources of organizations success and was an instrument which enabled organizations to achieve competitive advantage. The study highlighted that internal recruitment minimizes the risks of hiring employees with a culture incompatible to that of an organisation. While the study revealed that internal recruitment positively contribute to organisational performance, the study was however carried out in Universities and not in local authorities. Given the fact that universities and local authorities experience different environments, it is essential that a separate study be carried out to ascertain the impact of internal recruitment on performance in local authorities.

The importance of studying the link between internal recruitment and organisational performance was further studied by the Danish Institute for International Studies (2007) in Tanzania and Uganda public sectors on staff management and performance. The study revealed that organisations used internal recruitment for hiring employees. However the study was not specific on the categories of employees who were hired using internal recruitment. The study did not also highlight the effect of internal recruitment on organisational performance yet organisations hire workers in order to accomplish organisational goals and objectives.

Mudashiru (2011) carried out a research in Nigeria on the impact of recruitment and selection on corporate performance in the banking sector. The research found out that the banking sector used both external and internal recruitment methods. External recruitment was found to be used for

recruiting professionals and managerial staff while internal recruitment was found to be used to recruit junior staff. The study concluded that recruitment and selection enhance organisational performance. However Mudashiru did not concluded on the effect of internal recruitment on performance on its own. Mudashiru's conclusions were based on recruitment and selection's effect on performance in general without isolating internal recruitment in general and how it would have impacted on organisational performance.

While many studies have been carried out in Zimbabwe to consider the effect of recruitment and selection on organisational performance, no study has been independently devoted to internal recruitment especially in local authorities. Tinofirei (2011) carried out a study on factors affecting employee performance in non profit making organisations in Zimbabwe and found out that one of the factors was internal recruitment. However the study did not go further to investigate whether there was a negative or positive correlation ship between performance and internal recruitment. After the research of Tinofirei, no other study was carried out to investigate the link between internal recruitment and organisational performance especially in local authorities.

One of the local authorities is Gweru city council established in terms of the Urban Councils Act Chapter 29:16 responsible for the provision and maintenance of public services and infrastructure by utilising funds generated from the local community in addition to grants and loans from central Government. The council provides essential services such as health, housing, roads and recreational facilities to the residents of the city. To fill current and future vacancies, the city of Gweru uses both internal and external recruitment. The policy framework of the council states that internal recruitment is done for junior employees while external recruitment is used to search and identify potential candidates for technical and senior posts. However as from the year 2008 this policy framework has not been observed with internal recruitment also used to identify potential candidates for technical and senior posts.

Post level	Year 2005-2007	Year 2008-2010	Year 2012-2014
Shop floor worker	23	27	16
Junior level	9	13	12
Technical staff	1	18	14
Senior posts	0	8	24

Table 1.1 Source; City of Gweru HR Department September 2014

While there is an upsurge in the number of technical and senior staff being internally recruited in the city of Gweru, the effect on the council's performance has not been analysed.

This therefore makes it imperative that a study be carried out in local authorities to ascertain the effect of internal recruitment on organisational performance.

1.3 STATEMENT OF THE PROBLEM

The research seeks to assess the impact of internal recruitment on local authorities performance. Gweru City Council has a policy framework which stipulates that internal recruitment is done for junior employees while external recruitment is used to search and identify potential candidates for technical and senior posts. However, as from year 2008 the policy framework has not been observed with members of management being also internally recruited. In 2013 the council internally recruited the Chief Fire Officer but was dismissed from work in 2014 on the grounds of incompetence. The Town Clerk on 22 December pointed out that the council's service delivery was being grossly affected by incompetent employees who were being internally recruited without the prerequisite skills and competences (Minutes of the Meeting Held in the Town Clerk's Office on 22 October 2014). This makes it imperative that a study be carried out to assess the impact of internal recruitment on the council's service delivery.

1.4 SIGNIFICANCE OF THE STUDY

On completion of the study the researcher would have gained a lot of knowledge on the impact of internal recruitment on the performance of local authorities. As for Gweru City Council the research would provide essential information on effective measures to improve its recruitment process. If the research is accepted by the Midlands State University it would provide an

important foundation to fellow students who would venture into similar studies. The study would also be of important value to the academic fraternity for it would provide a firm foundation to other institutions venturing into further studies on the impact of internal recruitment on local authorities. The Zimbabwean government would also benefit, for the recommendations of the study would inform it in its policy formulation.

1.5   RESEARCH OBJECTIVES

- To determine the internal recruitment methods used by Gweru City Council
- To assess the effects of internal recruitment on the performance of Gweru City Council
- To identify the challenges encountered by the Council in implementing internal recruitment
- To determine the strategies to mitigate the challenges

1.6   RESEARCH QUESTIONS

- What internal recruitment methods are used by the Gweru City Council?
- Who is involved in the internal recruitment process?
- What have been the effects of internal recruitment on the performance of Gweru City Council?
- What challenges have been encountered by the Gweru City Council in its implementation of the internal recruitment process?
- What can be done to mitigate the challenges?

1.7   HYPOTHESIS

These are assumed answers to the research problem

H_O Internal recruitment affects organisational performance

H_1 Internal recruitment does not affect organisational performance

1.10 ASSUMPTIONS

The researcher assumed that respondents will give accurate information.

- Respondents would be easily available and ready to share their views and experiences with the researcher.
- Gweru City Council Officials will assist in providing the relevant information required by the researcher

1.11 LIMITATIONS

- The study is most likely to be affected by low cooperation of participants which may be due to fear of victimization on disclosing any organizational information that may be harmful to the council. However the researcher would seek permission from the top management so as to be authorised to carry out the research.
- The researcher would also be constrained by the availability of time since the participants are workers who might consider this as a waste of time.

1.12 DELIMITATIONS

- The study was theoretically guided by the human capital theory and was confined to Gweru urban.
- The research was confined to Gweru City Council and only investigated the impact of internal recruitment on the performance of local authorities, the research was not too broad to cause confusion.

1.8 DEFINITION OF KEY TERMS AND ABBREVIATIONS

Recruitment

According to William et al (2009), recruitment is a process of attempting to locate and encourage potential applicants to apply for existing or anticipated job openings. It attempts to create a pool of appropriately qualified, skilled and experienced people so that selection strategies and decisions can be effective. It is about resourcing the right people at the right time in the right place at the right price either internally or externally.

Internal recruitment

Taylor (2005) defines internal recruitment as when vacancies are filled internally before considering people from outside the organisation. This happens in form of promotions from within, lateral transfers, job rotation and many other ways, Newell and Shackleton 2000, p116).

Internal recruitment involves identifying potential internal candidates and encouraging them to apply for and be willing to accept jobs that are vacant, (Lewis et al 2006). It can be greatly facilitated by using human resource information system containing a shills inventory, or computerised employee database of information about employee's previous work experience, education and certificates, job and career preferences, performance and attendance, (Gitmanand McDaniel 2007)

Local Authority

According to the business dictionary (2016), it is an administrative unit of local government

External Recruitment

It is when a vacancy is advertised to potential candidates outside the organisation and the existing employees, (Carbery and Cross 2013).

Selection

Is a process of collecting and evaluating information in order to extend an offer of employment. Such position could either be the first position for a new employee or different position for a current employee. The selection process is performed under legal and environmental constraints and addresses the future interests of the organization and that of the individual (Gatewood, Field and Barrick, 2010).

GCC.......City Council

LOA.......Local Authority

1.13   CONCLUSION

The chapter pointed out the importance of studying the impact of internal recruitment on organisational performance of local authorities, using Gweru City Council as a case study. It shows the gap to be filled. The study shows that the council's services delivery was affected by incompetent employees who were internally recruited. The chapter also gives out the theory guiding the research which is the human capital theory. Objectives as well as research questions are outlined.

CHAPTER II

LITERATURE REVIEW

2.0   Introduction

This chapter makes an analysis of what authors have written about the impact of internal recruitment on the performance of local authorities and other organisations. The chapter reviews the internal recruitment methods, impact of internal recruitment on organisational performance, the challenges that organisations face in implementing internal recruitment and the strategies that may be used to mitigate the challenges.

2.1   Literature Review

Internal recruitment is part of the cycle of local authorities as well as organizations. It helps out in recruiting staff in accordance to the vacant posts. Internal recruitment has both positve and negative impacts on local authorities as well as other organizations. studying the importance of internal recruitment on the performance of local authorities and other organizations helps note whether it is helping the company's   performance and how it impacts be it positively or negatively.   There are various scholars who share different views on the impacts of internal recruitment on local authorities. Richardson (2006) pointed out that recruitment is one of the activities that impact most critically on the performance of local authorities but however he studied the impact of recruitment in general without isolating the net effect of internal recruitment on local authorities' performance.

The importance of studying the impact of internal recruitment on organisational performance was highlighted by Breaugh (2009) who carried out a study in American retail shops and found out that a poorly designed recruitment process can miss appropriate job candidates. However, Breaugh's study only considered external recruitment processes without paying any attention to internal recruitment and the study did not also attempt to link recruitment process to organisational performance.

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While many studies have been carried out in Zimbabwe to consider the effect of recruitment and selection on organisational performance, no study has been independently devoted to internal recruitment especially in local authorities. Tinofirei (2011) carried out a study on factors affecting employee performance in non-profit making organisations in Zimbabwe and found out that one of the factors was internal recruitment. However, the study did not go further to investigate whether there was a negative or positive correlationship between performance and internal recruitment. There are several theories to this study.

2.2   Theoretical Foundations of the Recruitment Process

Atkinson (1984), Anderson N. and Shackleton V. (1986) proposed the model of a flexible firm which is a management technique for organizing the workplace using various forms of flexibility in order to optimize the use of human resources. The model is based on the principle of segmenting the workforce into core and peripheral groups. The core group is composed of employees that are vital to the organization, functionally flexible, and difficult to replace because of their skills, knowledge, or experience while the peripheral group is composed of employees who are numerically flexible because their skills are in plentiful supply in the labour market, and so they can be easily replaced. They are only needed to complete particular tasks especially at peak times across the working day or week (Armstrong 2006). The flexible firm model identifies the importance of core workers whom the organisation must not lose and so must be provided with greater job security, better remuneration and conditions of work, and better

prospects. In any recruitment process they must be considered first before looking outside the organisation.

The flexible firm model can be complemented by the human capital theory which postulates that people and their skills, abilities and experience, make a significant contribution to organizational success. According to Armstrong (2006) what is needed is for an organisation to be able to identify these people and be able to deploy them in the interests of the employing organization so as to make a significant contribution to organizational success. Thus an effective recruitment system must be able to attract candidates that would generate, retain and use knowledge and skill to create intellectual capital. It must be able to attract potential candidates with knowledge, skills and abilities that would create value for an organisation. The human capital theory underlines that people possess innate abilities, behaviour and personal energy and these elements make up the human capital they bring to their work (Armstrong, 2006). This implies that for internal recruitment to be effective it must be able to attract candidates whose skills, knowledge and abilities add value to organisational performance.

The propositions of the human capital theory were echoed by the Resource Based View of firms which suggests that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals. This means firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage, (Granovetter (1981)). A major part of any firm's strength or weakness stem from the caliber of the people employed and the quality of their working relationships. Identifying what is most valuable and protecting it with "barriers to imitation" is at the heart of resource base thinking. Commenting on the Resource based view; Boxall (1998) reveals that firms which recruit and retain exceptional individuals have the capability of generating human capital advantage. He nonetheless notes that a difference should be established between 'human capital advantage' and 'human process advantage'. Thus, in order to be differentiated companies need to be very careful with the recruitment and selection process. The Company's HR practices should therefore emphasize on recruiting highly skilled individuals". Companies should consider recruitment as a key tool to achieve the overall business goal (Boxall and Purcell 2008). Recruitment should be based on merit.

2.3 Internal Recruitment Methods

According to Mondy (1999) recruitment is a process of attracting individuals on a timely basis in sufficient numbers and with appropriate qualifications and encouraging them to apply for jobs in an organisation. In other words, the recruitment process provides the organisation with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. This implies that recruitment is the process of attracting potential candidates so as to fill existing vacancies in an organisation. In carrying out the recruitment process there is the need for the organisation to cast its net as wide as possible. Swanepoel (2003) argue that once an organisation decides that employees of certain skills and competencies are needed the recruiter is faced with the decision of where to search for applicants. Two basic sources of recruitment that can be used are internal and external. When recruitment is done internally the organisation simply fills vacant positions using its own employees and may use various methods and externally the organization is extending to outsiders.

2.3.1 Classification of Internal Recruitment Methods

An organization engaging in internal recruitment must develop a method to locate viable internal job applicants. The method must be able to consider where to look, how to look, and when to look for the candidates. Heneman (2006) classified internal recruitment methods into closed, open and targeted recruitment.

2.3.1.1 Closed Internal Recruitment System

For Heneman (2006) under a closed internal recruitment system, employees are not made aware of job vacancies. The only people made aware of promotion or transfer opportunities are those who oversee placement in the HR department, line managers with vacancies, and contacted employees. The steps followed in closed internal recruitment system

- Manager notifies human resources of vacancy
- Human resources searches files for candidates
- List of candidates given by human resources to manager
- Manager interviews candidates
- Position filled by manager

Gusdorf (2006) argues that a closed system is very efficient for there are only a few steps to follow, and the time and cost involved are minimal. However, a closed system is only as good as the files showing candidates' skills and competences. If the files have inaccurate or out-of-date information, qualified candidates may be overlooked.

2.3.1.2 *Open Internal Recruitment System*

Under an open internal recruitment system, employees are made aware of job vacancies. Heneman (2006) argues that open internal recruitment system is usually accomplished by a job posting and bidding system and it follows the following steps in filling a vacancy

- Manager notifies human resources of vacancy
- Human resources posts job opening
- Human resources receives bids from interested applicants
- Human resources screens candidates
- List of candidates given by human resources to managers
- Manager interviews candidates
- Manager fills position

An open system gives employees a chance to measure their qualifications against those required for advancement. Gusdorf (2006) posits that an open system minimizes the possibility of supervisors selecting only favourite employees for promotion or transfer and hidden talent is often uncovered. However it creates unwanted competition among employees for limited advancement opportunities. Heneman (2006) noted open internal recruitment system is a very lengthy and time-consuming process to screen all candidates and provide them with feedback. As a result potential employee morale may be decreased.

2.3.2 Internal Methods of Attracting Potential Candidates

Once it has been specified where and how in the organization individuals are likely to be found, there are several major methods that can be used to attract the potential candidates.

2.3.2.1 *Targeted System of Internal Recruitment*

Under a targeted system, both open and closed steps are followed at the same time. Jobs are posted, and the HR department conducts a search outside the job posting system. Both systems are used to cast as wide a net as possible. The large applicant pool is then narrowed down by

competence, skills, seniority eligibility, demographics, and availability of applicants. For Heneman (2006), a targeted system ensures that a thorough search is conducted and people have equal opportunity to apply for postings. It ensures that hidden talent is uncovered. However, the system is time-consuming and costly.

2.3.2.2 Skills Inventories

This is a compilation of list of skills and competences used by an organisation in making advancement decisions. For Heneman (2006) the skills inventory consists of manual files or computer files for each employee. The skills inventory may be used by management to fill an existing vacancy in an organisation. However, for Heneman (2006) many skills inventories are plagued by problems that make their usefulness suspect. One of the problems noted in the use of inventory files tedious recordkeeping required to keep them up to date and useful. Maintenance of these files is critical. Qualified candidates may be by-passed if current files are not maintained. At times the inventory may have many files and at times may contain information that will not be relevant recruitment purposes. Managers are often overwhelmed by the sheer volume in files and, as a result, may be resistant to using a skills inventory.

2.3.2.3 Employee Bidding

According to Breaugh (2009) this was inspired by the successes of online auction. In such bidding employees scan for positions available inside the company, and then submit the wage rate they would be willing to accept for the position. One of the areas in which bidding has become popular is in nursing, where the labour market is very tight. Staffing nurses' wanting extra hours can log onto the hospital Web site scan available shifts, and submit the hourly wage they would be willing to work for. From the employer's perspective, the advantage of bidding systems is that, candidates are able to quickly fill difficult to-fill slots without having to rely on expensive temp agencies.

2.3.2.4 Promotions and Internal Transfers

This is one of the dimensions that make up internal labour markets. Richardson (2004) pointed out that internal recruitment may be conducted internally through the promotion and transfer of existing personnel. For Gusdorf (2006), if a job opening in an organisation is above entry level, it may be appropriate to promote someone already working for the organization. Organizations use promotion from within as a motivation tool and a reward for good work or longevity with the

organization. This is because when employees see their co-workers being promoted, they become more aware of their own career opportunities. Gusdorf (2006) noted that promotion from within is important in a stagnant economy where people have little chance of improving their lot by changing organizations. Their only opportunity for career growth and increased income is to move up within their current organization. Richardson (2006) argues that the problem with promotion from within is that the promoted person leaves a staffing gap in his or her former position, so there is still a position to be filled. Mudashiru (2011) however argued that, the gap left is likely to be at a lower, less-skilled position, and therefore it may be an easier position to fill. The advantage of promotion from within is that your promoted employee is already comfortable with the corporate culture, knows organization policies and will likely get up to speed much faster than a person new to the organization. The disadvantage of promotion from within is that the organization loses out on the chance for new ideas and the creativity that can come from a new person entering the organization for the first time.

2.3.2.5 Job Posting

This refers to the practice of publicizing an open job to internal employees and listing its attributes, such as criteria of knowledge, qualification, skill and experience. For Swanepoel (2003) the purpose of posting vacancies is to bring to the attention of all interested persons inside the organisation the jobs that are to be filled. An organisation may internally advertise available vacancies in its yearly magazine or intranet for its existing employees whom it already trusts. This can also be done through placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda. It intends to retain the job in its present form and with its present title, remuneration and status to its existing employees. It tries to identify sufficient qualified, potential applicants serving in other positions within the organization who may be potential candidates for a job. Job posting can be done through organizational web site and job boards.

2.3.2.6 Organizational Web Site

Richardson (2004) argued that many organizations when advertising internally have resorted to the use of intranet for it is faster and cheaper than many traditional methods of recruiting. Jobs can be posted on Intranet sites for a modest amount and may remain there for a long period of time at no additional cost with candidates viewing detailed information about the job and the

organization and then respond electronically. According to Breaugh (2009) employers are increasingly using their web sites as a method for recruiting. However the use of website an organization must advertise it to steer employees to its web site. For a site to be able to attract candidates it should grab the viewer's attention with effective use of colour and an uncluttered design and must be easy to navigate with a few clicks. Richardson (2004) noted that a web site must provide an easy way to post a resume and the potential candidates must view it as credible.

2.3.2.7 Job Boards

Many organizations rely heavily on job boards which can be categorized in terms of, geographic focus, specificity and salary level. For internal recruitment an organisation use a local job board. Breaugh (2009) argues that with a local board candidate outside the organisation is eliminated thereby reducing the pool of resumes to be screened. An organisation may use both local board and position specific job so as to attract internally candidates with specific experience and skills, as well as a better understanding of what a job entails.Breaugh (2009) pointed out that in most cases applicants generated from position specific boards have a higher level of skill and better educational credentials. Of course, no one type of job board fits all situations. In carrying out recruitment, a manager should consider the pros and cons of each type of job board and determine if its use will be beneficial. In conducting such an evaluation the manager should consider the likelihood of reaching targeted candidates, the likelihood of generating interest in the job opening and the relative cost-per-hire of using different types of job boards.

2.3.2.8 Referral

This is done by employees, supervisors or members of management and can be used for both internal and external recruitment. Gusdorf (2004) said that some managers believe that the best method to find top performers is to hire individuals referred by existing employees. This was supported by Breaugh (2009) in survey in the USA on recruitment and selection which found out that employee referrals are rated as one of the most commonly used and best methods for internally recruiting potential candidates. The survey noted that using managers and supervisors as a source for identifying potential job candidates from within an organisation is effective as managers and supervisors their reputation so they will only refer individuals they believe would make good candidates. This is in effect a form of pre-screening. The managers and supervisors are likely to provide those they refer with realistic information about the job, so the prospective

applicants will make more informed decisions about whether the position is a good fit. Gusdorf (2004) pointed that   applicants generated by employee referrals tend to have better job qualifications and make better employees—performing better and remaining longer. However, Breaugh (2009) noted that while referrals have many advantages, it is not a panacea. For maximum benefit, the manager, supervisor or employee making the referral must be committed to the organization and have sound knowledge of what the job opening involves. So referrals made by people who work in the department with the job opening must provide more accurate job information.

2.4   Effects of Internal Recruitment on Performance of Organisation

The effect of internal recruitment on the performance of organizations can be categorized into positive and negative. For Ashok (2010) internal recruitment has both positive and negative impacts on organizational performance as dictated by the business operating environment.

2.4.1   Positive Effects

Internal recruitment have several positive effects. It saves as a reward for employees, ensures employee-organization cultural fit, little production time is lost, reduces recruitment costs and saves as an internal marketing drive.

2.4.1.1 Reduces Recruitment Costs

An effective recruitment method must be cost effective. Ashok (2010) argue that internal recruitment cuts the costs that external recruitment would entail as it may eliminate the costs of training and orientation as candidates already know the organisation and its operations. This was supported by Richardson (2004) who argued that internal recruitment is cheaper and quicker than external recruitment which requires advertising in various media and interviewing "outsiders". Time spent in training and socialisation internally recruited staffs needs less induction and orientation training than externally recruited ones. They adjust easily to the   environment. Stoner, Freeman and Gilbert (2000) it is usually less expensive to recruit or promote from within than to hire from outside the organization.

2.4.1.2 Employee-Organisation Cultural Fit

For Swanepoel (2003), internal recruitment is an effective way of sourcing employees especially for organisations which require efficiency in terms of performance and capacity. Such

organisations need employees who are well versed with their organisational culture and other specific requirements so that they retain their competitive advantage. Failte (2013) argued that in internal recruitment candidates are already familiar with the organisation, its aims, and objectives. Not only does internal recruitment tend to attract better people, but it also help create brand evangelists within the company who portray the good image of the organisation and further strengthening the tie between the organisation current employees and its culture. For Blauw (2002) the interested persons who respond to the job opening are aware of the organisational values and so their adjustment to the new job requirements will be relatively easy. Stoner, Freeman and Gilbert (2000) noted that individuals recruited from within are already familiar with the organization and its members, and this knowledge increases the likelihood that they will succeed. Internal recruitment has the ability of creating loyalty and job security among workers and the organisation which may be difficult if the staff is outsourced. This is because both the organisation and the employee would have cultivated a bond and become secure to remain together. Internal recruitment enhances the already existing good fit between the organisation and individual values.

2.4.1.3 Saves as a Reward for Employees

Ashok (2010) argues that recruiting from within the organisation serves as a reward for employees for their good performance and motivates them. This is because internal recruitment protects employees from being laid off and broadens employee job experience.

Torrington (2005) asserts that any recruitment strategy must focus on the promotion of sustained competitive advantage through the development of human capital rather than merely aligning human resources to current strategic goals. Internal recruitment ensures that employees feel that the organization is the best employer and provides an opportunity for current employees to develop their and this call for a strategic link with the corporate strategy. Internal recruitment provides an excellent method of providing promotion opportunities for employees and minimizing employee complaints of unfair treatment and discrimination. Stoner, Freeman and Gilbert (2000) noted that recruit from within fosters loyalty and inspires greater effort among organization members. For Mudashiru and Ilesanmi (2013) internal recruitment provides employees with an opportunity to have greater control over their career progression. For the employer, result in better matches of employee and job, in addition to meeting requirements for equal opportunity for advancement of all employees.

Fomunjong (2011) argues that internal recruitment boosts employee motivation. It acts as a motivating factor for others in the business by showing them that it is possible to move 'up the ranks'. Blauw (2002) carried out a study on recruitment strategies and labour mobility in Netherlands and found out internal recruitment is a means to motivate own personnel and strengthen their bond with the company. This was supported by Mudashiru and Ilesanmi(2013) in a study on the impact of well Planned Recruitment and selection process on corporate performance in Nigerian Banking Industry noted that a policy of internal recruitment is superior to a policy which looks outside the boundaries of the organization because it allows individual development. In internal recruitment employees have a right to advance in their jobs and therefore should be given first consideration when job occur. Filling a job opening from within the organisation stimulates morale. Promotions from within build motivation to employees and a sense of commitment to the organisation. Skilled and ambitious employees are more likely to become involved in developmental activities if they believe that these activities will lead to promotion.

2.4.1.4 Little Production time is lost

Ashok (2010) indicated that any effective recruitment and selection strategy must ensure that there is timely supply of an adequately qualified workforce. Ashok pointed out that a key source of uncertainty in the business strategy implementation is whether there is a timely supply of adequate qualified people or not. The scholar indicated that any organisation can successfully eliminate this uncertainty by resorting to internal recruitment which eliminated delays in ensuring employee contribution to productivity. This view was supported by Zinyemba (2014) who argued that internal recruitment ensures that little production time is lost through orientation and induction training. Internal recruitment ensures the promotion or transfer of already motivated employees who would be ready to perform to the expected standard. Internal recruitment ensures that there are no disruptions to the production process for potential employees are motivated to perform because they know that for any promotion or new vacancies, they are given a chance to apply for the jobs. Ashok (2010) in a study carried out to investigate the effect of recruitment and election strategies on the performance of Small to Medium Enterprises in Kenyan Kisumu Municipality found that the overall average performance of Small to Medium Enterprises in Kisumu Municipality was 60.71%. The study noted a significant positive correlation between internal recruitment and performance of Small to Medium

Enterprises at α = .01. The study concludes that internal recruitment has a significant effect on the performance of employees

Fomunjong (2011) pointed out that internal recruitment minimizes the wastage of time and other resources that would have been invested in advertisement or in training the new employee. External hires have lower initial performance than internal movers just as people moving from one firm to another need to learn about new technologies or build new relationships, so do people moving to new jobs within the same firm (Quinones, Ford and Teachont, 1995; Gibbons and Waldman, 2006). For Mudashiru and Ilesanmi(2013) internal recruitment ensures better utilization of employees because an organization can often make better use of their abilities in a different jobs. Internal recruitment generates greater employee reliability as compared with an external recruitment because a present employee is known more thoroughly than an external candidate. Also a present employee is likely to stay with the organization than an external candidate.

2.4.1.5 Ensures an Organisation Recruitment and Retain Skilled and Competent Employees

Internal recruitment ensures that the organisation remains with the best talent. This is because both the organisation and the potential employee have complete information of each other. The organisation knows the potential of the candidate and the employee is equally aware of the attractiveness of the organisation. These employees have a better chance of remaining in the organisation. Granovetter (1981) pointed out that for an effective recruitment to take place a key determinant of the parties' ability to form an effective match is the amount of information they can use to assess this but organisations and workers often have highly incomplete information about each other. Firms struggle to evaluate the true qualities of applicants and workers struggle to know which of the jobs available will best suit their preferences and abilities (Granovetter (1981).

This information asymmetry is minimised in internal recruitment. Internal recruitment ensures that an organisation recruit and retains an employee whom it has adequate information with regard to performance. In internal recruitment the potential candidate is aware of the organisation's policies and strategies. It results in an easy integration between organisation and individual values and this enhances organisational performance. In internal recruitment management has better knowledge of the performance record of the employee than they have from the application letter, curriculum vitae and references of external candidate. For

Richardson (2004) when recruiting from within the ability of the recruit is known so it is easy to assess potential for the next level. By contrast, assessments of external recruits are based on less reliable sources, such as references, and relatively brief encounters, such as interviews. Insiders know the organisation, its strengths and weaknesses, its culture and, most of all, its people.

2.4.2 Negative Impacts

2.4.2.1 Promote Stagnation

For Ashok (2010), one notable disadvantage of an internal recruitment policy is that it can promote stagnation in the organisation by ignoring new initiatives from outside and this may negatively affect the performance of the organisation. Organisational culture should not be nurtured to an extent where employees become resistant to change. Internal recruitment shields narrow thinking and inbreeding of stale ideas. The same sentiments were echoed by Richardson (2004) who pointed out that internal recruitment leads to in-fighting, in-breeding, and a shortage of varied perspectives and interests which may reduce organisational flexibility and growth. The resistance to change by those who have an interest in maintaining the status quo may present long term problems. Internal recruitment does not cope with rate of transition activities and rapid organisational growth often which often at a later stage mask managerial deficiencies. It is not until the growth rate slows that the deficiencies become apparent and, then, the organisation finds it difficult, if not impossible, to undo the damage. The resulting cost of remedial training can prove prohibitive.

2.3.2.2 Discourages Labour Diversity

Breaugh (2009) asserted that any recruitment policy must ensure that an organisation has a diverse labour so as to promote equal opportunity and innovativeness. This is because a non-diverse workforce tends not to bring job openings to the attention of minorities and women. For Mudashiru and Ilesanmi (2013) internal recruitment limits the pool of available talent and it reduces the chance that fresh viewpoints will enter the organization. It labour of diversity encourage complacency among employees who assume seniority ensures promotion.

2.4.2.2 May force an Organisation to settle for a Candidate who Possess Less than Ideal Mix of Competences

For an organisation to attain competitive advantage there is the need to recruit employees with the necessary prerequisite skills and competences. Richardson (2004) argues that with internal recruitment it is sometimes difficult to find the "right" candidate within and the organisation may settle for an employee who possesses a less than ideal mix of competencies. If the vacancies are being caused by rapid expansion of the organisation there may be an insufficient supply of qualified individuals above the entry level and this may result in people being promoted before they are ready, or not being allowed to stay in a position long enough to learn how to do the job well. This view was supported by Zinyemba (2014) who noted that internal recruitment limits the company to a small pool of candidates for occasions often arise when existing employees do not possess the skills for the required tasks, or when giving them such skills will entail considerable costs to the organization. Mudashiru and Ilesanmi (2013) argue that no matter how much a company may design its manpower requirements to take account of internal skill developments; it still becomes necessary at times to bring in new talents into the organization through external recruitment.

2.4.2.3 Discriminatory

Fomunjong (2011) internal recruitment is discriminatory for minority groups outside the organisation do not have an equal chance of being considered and in some instance it favour friends or relatives of employees already serving the organisation. Internal recruitment is a closed recruitment channels which allow only a small group of potential applicants to have access. In which case, the use of internal recruitment discriminates against outsiders who have no close connections with the firms' workforce (Windolf 1986).

2.5 Challenges Encountered In Effective Implementation of Internal Recruitment

2.5.1 Use of inappropriate personnel specifications and job descriptions

The effective implementation of internal recruitment in many organizations has in the majority of cases been associated with many challenges. According to Briggs (2007) one of the challenges encountered by organisations in implementing internal recruitment is the use of inappropriate personnel specifications and job descriptions. This in the majority of cases leads to

the recruitment of inappropriate candidates. In some instances even if the person specifications and job descriptions there would be no competent personnel to conduct the interviews.

2.5.2 Lack of transparency and independence

Briggs (2007) also noted that in some situations the whole process would be marked by lack of transparency and independence of the recruiting authority and the administrative machinery for determination of qualifications. This may result in nepotism and the recruitment of inappropriate candidates. The whole process might be influenced by influential members of the organization which might lead to non-adherence to organizational rules and procedures that government the internal recruitment process.

2.5.3 Non-competitive recruitment

Peters (2004) noted the paradox of balancing competing values, that is, the need for timely recruitment and hiring a competent candidate. In most cases organisations resort to internal recruitment so as to fill an immediate vacancy but in the majority of cases this results in poor hiring. The situation is further worsened by non-competitive recruitment whereas single official completes the process without a formal comparison of candidates but this affects quality of recruits hired.

2.6   Strategies for Mitigating the Challenges

There are various strategies that scholars noted as essential for mitigating challenges encountered in internal recruitment.

2.6.1   Have Appropriate Policies and Standards

One of the strategies that may be used to mitigate the challenges encountered in conducting internal recruitment process is through setting of appropriate policies and standards. The internal recruitment policies of any organisation must put in place the necessary procedures that those involved in internal recruitment must follow so as to minimise some biases and inappropriate decisions. The policy must set out the standards and parameters that must guide the recruiters. Anderson and Shackleton (1986) indicate that the quality of new recruits depend upon an organisation's recruitment practices as spelt out by the organisation's policy. The policy framework helps spell out the values and practices that an organisation needs to abide by the

rules in carrying out the internal recruitment process. It spells out how job descriptions and person specifications must be prepared in order to recruit the most suitable candidates.

2.6.2 Training of those Responsible for Internal Recruitment

It is important that those responsible for internal recruitment are equipped with the necessary prerequisite skills and competences so as to be able to make correct hiring decisions. According to the Acas (2008) recruiters need to be trained so as to be kept abreast of changes in the labour market to ensure that their recruitment efforts are not wasted or directed at too small a pool of labour. Recruiters must be trained so that they are able to make correct decisions. Elsaid (2013) argues that being a recruiter is a profession on its own which requires adequate training in order to deliver desired results. The scholars pointed out that choosing a career in recruitment offers a range of challenges of which success is directly related to an individual's core competences. Recruiters need to be trained so that they hire correct candidates who would be valuable assets to their organisations. Elsaid (2013) noted that the training of recruiters can be done internally by an organisation or may be outsourced.

2.6.3 Involvement of Line Manager in the Internal Recruitment Process

Line managers are critical in any organisational success and must therefore be involved in the identification and selection of potential candidates to fill existing vacant posts. This view is supported by Walker (2008) who pointed out that most employers involve the line manager in the process recruitment for they are the one who would work with the hired candidate. Line managers occupy a central position in realizing core business objectives and should therefore have a say in the candidate that is to be hired. This is because it is the line managers who have a more direct impact on their subordinates' motivation, commitment and discretionary behaviour as compared to the HR department. Also the line manager could possibly be aware of some of the potential candidates with the necessary prerequisite knowledge and competences who may be targeted by the recruiters to fill the existing vacant positions and this may avoid waste of time in the hiring process. It is also essential to note that the inclusion of line managers in the recruitment team ensures transparency and openness.

2.6.4 Outsourcing the Internal Recruitment Process

One of the strategies that may be used to ensure transparency and independency of the recruitment process is through outsourcing. Elsaid (2013) pointed out that recruitment

outsourcing is an activity carried out by organizations to attain talent by delegating to a third party, known as recruitment service provider, who partly implements the organization's recruitment needs. This strategy has become very popular, due to its efficiency in cutting costs of in-house recruitment and ensuring transparency. Outsourcing helps the human resource department to give more on some of the core objectives of the organisation. It gives a structured approach to the whole process. It enables an organisation to select the best talent from within. Reilly (2012) pointed out that outsourcing the recruitment function enhances employee brand for it can actually help a business become a better place to work.

2.7 Conclusion

The researcher gave an overview of the literature review used the researcher went on to talk about the internal recruitment methods, effects of internal recruitment on performance. The challenges encountered in the effective implementation of internal recruitment were also highlighted. Lastly, the researcher gave the strategies for mitigating the challenges.

CHAPTER III

RESEARCH METHODOLOGY

3.0 Introduction

This chapter will summarize the strategies and methodological approaches the researcher is going to use to carry out the research.

3.1 Research Design

The research design was the strategy that the researcher used to carry out the research. Creswell (2009) noted that research designs were the plans and procedures that guided the researcher. A research design helped the researcher in the identification and development of procedures and logical instruments required to undertake a study. The researcher used the descriptive case study research design. A descriptive case study research design was an in depth study of a phenomena in a particular context. The descriptive case study research design helped the researcher understand how internal recruitment impacted on the performance of Gweru City Council and what challenges were encountered in trying to implement it. Shields (2009) indicated that a descriptive case study is a research method which affords an in-depth examination of events or phenomena within a real life context for purposes of investigation, theory development and testing or simply a tool for learning. The researcher used descriptive case study because makes it is easier to collect data using questionnaires.

3.2 RESEARCH APPROACH

The researcher would use a quantitative research approach. Aliaga and Gunderson (2000) defined quantitative research as explaining a phenomena by collecting numerical data that are analysed using mathematically based methods. Quantitative research is specific and well structured and is essential in the presentation and analysis of data.

3.3   RESEARCH QUESTIONS

- What internal recruitment methods are used by the Gweru City Council?

- What have been the effects of internal recruitment on the performance of Gweru City Council?

- What challenges have been encountered by the Gweru City Council in its implementation of the internal recruitment process?

- What can be done to mitigate the challenges?

3.4 HYPOTHESIS

These are assumed answers to the research problem

H_O Internal recruitment affects organisational performance

H_1 Internal recruitment does not affect organisational performance

3.5 Population

Taylor, Sinha and Ghoshal (2006) highlighted that a population was the totality of persons or objects that comprise the focus of study about which conclusions must be drawn. The population of this study consisted of18 members of management 35members of technical staff and 69shop-floor workers.

3.6 Sampling Technique

The researcher is going to use a combination of stratified random sampling and purposive sampling techniques to select the sample. The stratified random sampling technique enabled the researcher to divide the population into non-overlapping groups. Taylor, Sinha and Ghoshal (2006) posit that this technique was useful because it ensured the presence of all the key sub-groups in the selected sample. The stratified random sampling technique was used to select the sample for shop-floor workers. Purposive sampling technique was used to select members of management and technical staff. According to Mizner purposive sampling is used when a limited number of respondents possess the traits of interest to the researcher. The researcher would select respondents based her knowledge and professional judgment.

3.7 Sample Size

The sample size represents the actual units of the population that were researched. Taylor, Sinha and Ghoshal (2006) defined a sample as a subset of the entire population of interest. Apart from

saving costs and time, the use of a sample enabled more elaborate information to be sought and more care taken to minimize non-response.

Table 1 Population and Sample

CATEGORY	TOTAL POPULATION	SAMPLE
Management	18	12
Technical Staff	35	23
Shop-floor	69	42

3.8 Sources of Data

The researcher collected both primary and secondary data. Primary data was data that the researcher collected for the first time to investigate the impact of internal recruitment on the performance of Gweru City Council. For Harper (1996) the researcher knows the limitations and the conditions under which the data was collected. Data that was collected for other purposes other than the research at hand is secondary data.   Secondary data will be collected from City of Gweru periodicals, brochures and minutes.

3.9 Data Collection Methods

The researcher use questionnaires and interviews to collect data.

3.9.1Questionnaires

The researcher used questionnaires to gather primary data from shop-floor workers and technical staff for it may be a quicker way to collect. Questionnaires allowed direct quotes to be written down by the respondents. Questionnaires were given direct to the respondents to complete them and hand them back within 7 days. Harper (1996) postulated that if a questionnaire was to be used the researcher ensured that questions were short and simple and were unambiguous. Leading questions were avoided and the questions were designed in such a way that they fell into a logical sequence. The researcher used both open ended and closed questions so as to collect maximum data from the respondents. Open ended questions ensured that answers were written verbatim. There were no pre-coded classifications of answers to the questionnaire. Open ended questions ensured that the respondents said out their views with regard to internal recruitment at Gweru City Council. They enabled the researcher to capture the respondents' beliefs and motivations. Closed ended questions were structured questions which had simple responses or rating scales with discrete responses or continuous range. This enabled respondents to give

specific responses. These assisted the researcher to solicit for specific responses with regard to internal recruitment at Gweru City Council.

3.9.2 Measures Taken to Control the Weaknesses of the Research.

To avoid bias in carrying out the study the researcher formulated simple questions and leading questions were avoided. The researcher also pre-tested the research instruments. Panneerselvam (2004) indicated that the purpose of pre-testing a research instruments was to make sure it produced constant results and that it measured what it expected to measure. The researcher obtained comments from other students on the appropriateness of the research instruments. This was done to ensure the validity and reliability of the research tools.

3.10 Ethical Considerations

Creswell (2003:23) emphasized that a researcher respected the rights, needs and values and desires of respondents. Neuman (1994) argued that there was general consent that any research that included humans were to be done with informed consent of the respondents and leaders of the area. In carrying out the study, the researcher paid attention to ethical considerations. The researcher communicated the intention and purpose of the study to the respondents. The researcher ensured that the information that was gathered from respondents was not disclosed to anyone but was be used for the research purposes only. The researcher neither coerced nor put pressure on the respondents who participated but asked for their consent.

3.11 Conclusion

The chapter gave an overview of the methodology that the researcher will to use to carry out the study. The researcher is going to use the case study research design to carry out the study and both qualitative and quantitative data will be gathered and analysed. Stratified random sampling and purposive sampling techniques will be used to select the sample. Questionnaires and interviews would be used to collect data.

CHAPTER IV

DATA PRESENTATION AND ANALYSIS

4.0   Introduction

The chapter shows a clear presentation and analyses of data that was gathered from the field research. The reasecher presented the findings using bar graphs, pie charts and graphs. It was analysed using measures of central tendencies and the chi-square.

	Gender		Position			Period of Service				Education Level				
	Male	*Female*	*Manager*	*Technical staff*	*Shop floor worker*	*1 to 3yrs*	*4 to 6 yrs*	*7 to 9 yrs*	*Above 10 yrs*	*Degree*	*Diploma*	*Certificate*	*A Level*	*O Level*
Below 25 yrs	8	0	1	2	5	4	4	0	0	8	0	0	0	0
25 to 35 yrs	11	0	1	3	7	1	7	0	3	6	5	0	0	0
36 to 46 yrs	26	5	4	11	16	0	3	3	25	6	12	6	6	1
47 to 57 yrs	5	10	3	3	9	0	0	0	15	3	0	3	0	9
Above 58 yrs	1	11	3	4	5	0	0	0	12	0	2	5	0	5
Total	51	26	12	23	42	5	14	3	55	23	19	14	6	15

Data gathered revealed that there were 51 male respondents and 26 females. There were 12 managers, 23 members of technical staff and 42 shop floor workers. Of the total respondents 5 had served for a period of between 1-3 years while 14 had served for a period of 4-6 years and 3 empoyees for a period of 7-9 years while 55 employees had served for more than 10 years. In terms of education 23 had degrees, 19 had diplomas, 14 had certificates and 6 held Advanced level certificates. There were 15 respondents who held Ordinary levels.

Table 4.2   Methods of Internal Recruitment

Supervisors and managers

Position	From Manager or supervisors				
	Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
Manager	25.0%	33.3%	25.0%	8.3%	8.3%
Technical staff	26.1%	39.1%	21.7%	4.3%	8.7%
Shopfloor worker	28.6%	35.7%	14.3%	11.9%	9.5%

The research investigated how employees of Gweru City Council come to know of available vacancies and data gathered from the field indicated that 25% of managers, 26,1% of technical staff and 28,6% of shop floor workers agreed that workers came to know of available vacancies in the council through either managers or supervisors. They were supported by 33,3% managers, 39,1% of technical staff and 35,7% of workers who strongly agreed. These assertions were supported by Breaugh (2009) in survey in the USA on recruitment and selection which found out employee referrals by managers or supervisors were rated as one of the most commonly used and best methods for internally recruiting potential candidates. 25% of managers, 21,7% of technical staff and 14,3% of shop floor workers were undecided. However, 8,3% of managers, 4,3% of workers and 11,9% of shop floor workers disagreed. These were supported by 8,3% of managers, 8,7% of technical staff and 9,5% of shop floor workers who strongly disagreed. Taking the mode it was therefore concluded that workers used managers and supervisors to come to know about available vacancies in the council.

Table 4.3   Use of Notice boards

 Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.330[a]	8	.0452
N of Valid Cases	77		

 a. 10 cells (66.7%) have expected count less than 5. The minimum expected count is 1.40.

The research also investigated whether there was an association between Gweru City Council managers, Technical staff and shop floor employees and the use of notice boards in its internal

recruitment process. Testing at 5% significant level the research revealed that there was a significant relationship between the use of notice boards and managers, members of technical staff and shop floor workers. This implies that managers, members of technical staff and shop floor workers used notice boards in internal recruitment process. This scenario was highlighted by Swanepoel (2003) who argued that if an organisation intends to bring to the attention of all interested persons inside the organisation the jobs that are to be filled, it may internally advertise available vacancies on its notice board. It was therefore concluded that Gweru City Council used its notice board to advertise to its employees any available vacancies in the council.
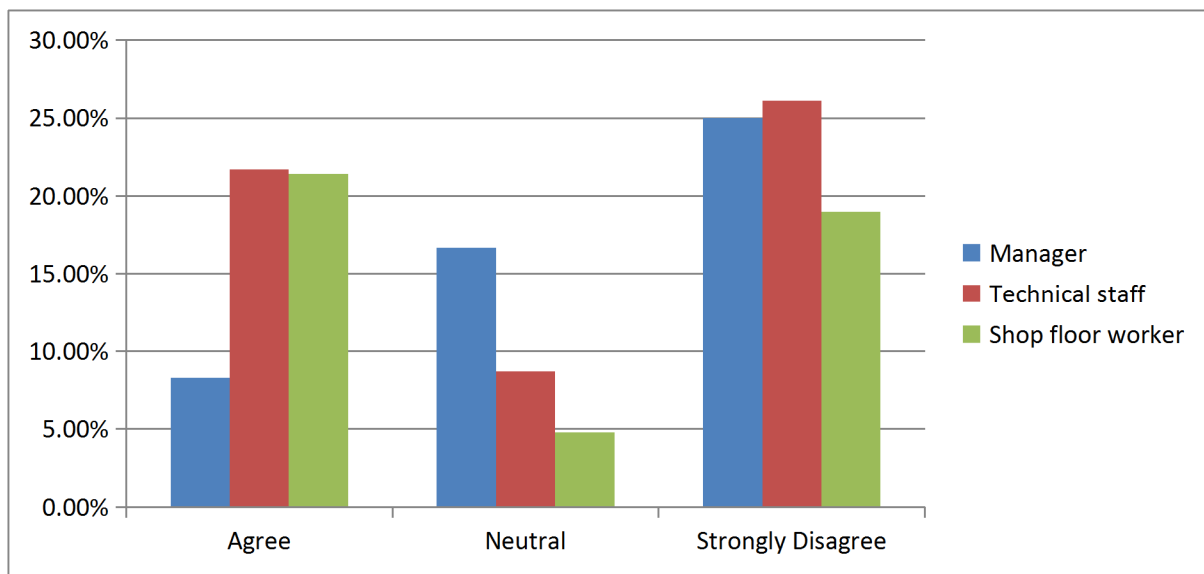
gure 4.1   Internal Recruitment and Council Web site

The research also investigated whether Gweru City Council made use of a website in its internal recruitment process. Data obtained from the field indicated that 8,3% of managers, 21,7% of technical staff and 21,4% of shop floor workers indicated that the council used a website in its internal recruitment process. The same sentiments were echoed by 8.3% managers, 13% technical staff and 11,9% shop floor workers. Richardson (2004) argued that many organisations when advertising internally have resorted to the use of intranet for it is faster and cheaper than many traditional methods of recruiting. Of the total respondents 16,7% of managers, 8,7% of technical staff and 4,8% of shop floor workers were neutral. However, 41.7% of managers, 30.4% of technical staff and 42.9% of shop floor workers disagreed that the council used a

website in the internal recruitment process. They were supported by 25% managers, 26.1% technical staff and 19% shop floor workers who strongly disagreed. These observations were supported by Breaugh (2009) who argued that for employees to use an organisation's website there is the need to advertise it to steer employees to it. It was therefore concluded that Gweru City Council used workers did not use website to gain information about available vacancies in the council.

Table 4.4   Use of Council Magazine

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.451[a]	8	.0364
N of Valid Cases	77		

a. 10 cells (66.7%) have expected count less than 5. The minimum expected count is 1.09.

Data was gathered to find out if there was an association between the use of magazine to know of available vacancies in the council and worker position. Testing at 5% level of significance it was found out that there was significant relationship between the use of council magazine by managers, members of technical staff and shop floor workers to know about available vacancies. This implies that managers, technical staff and shop floor workers made use of council magazine to know of available vacancies in the council. For Swanepoel (2003) an organisation may internally advertise available vacancies in its yearly magazine for its existing employees whom it already trusts. It was therefore concluded that council magazine was used to notify employees of available vacancies.
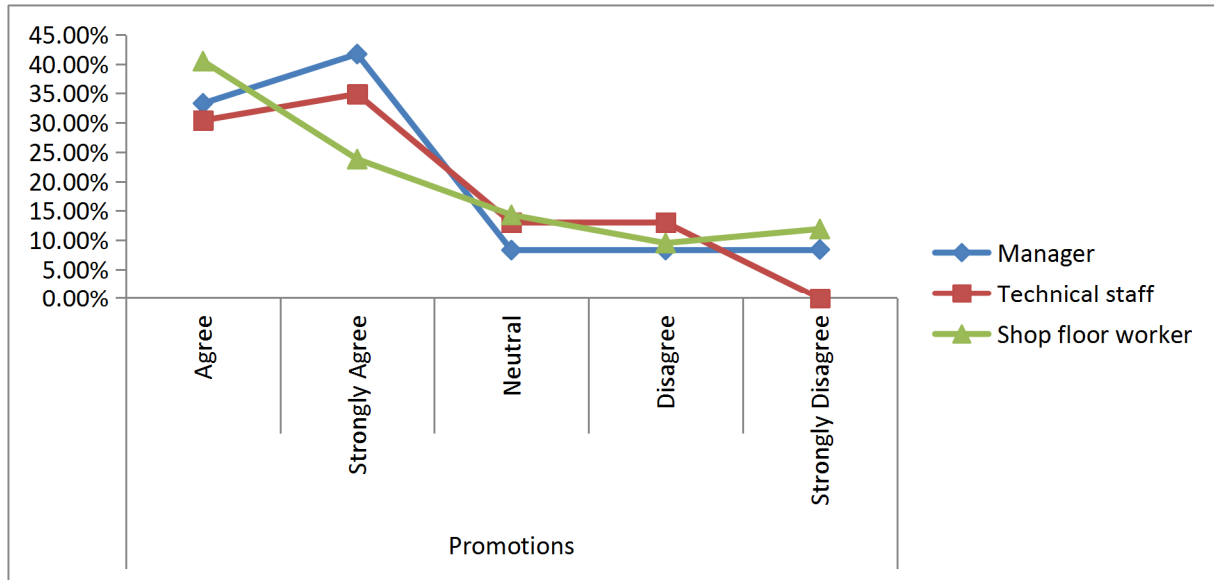
Figure 4.2   Promotions

Data was gathered on whether the council used promotion to fill internally vacancies. Data obtained from the field indicated that 33.3% of managers, 30,4% of technical staff and 40.5% of shop floor workers agreed that the used promotions to fill vacancies. This was supported by 41.7% of managers, 34.9% of technical staff and 23,8% of shop floor workers. For Gusdorf (2004) if a job opening in an organisation is above entry level, it may be appropriate to promote someone already working for the organization. Of the total respondents 8.3% of managers, 13% of technical staff and 14.3% of shop floor workers were undecided. However, 8.3%, 13% and 9.5% disagreed. They were supported by 8.4% of managers, 8.7% of workers and 11.9% of shop floor workers who strongly disagreed. Taking the mode it was therefore concluded that Gweru City Council used promotions to fill vacancies.

Table 4.5   Transfers from Other Departments

Position	Transfers from other departments				
	Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
Manager	41,7%	25.0%	8.3%	16.7%	8.3%
Technical staff	30.4%	34.8%	13.0%	8.7%	13.1%
Shopfloor worker	45.2%	23.8%	14.3%	9.5%	7.2%

Data gathered from the field revealed that 41.7% of managers, 30.4% of technical staff and 45.2% of shop floor workers agreed that vacancies in their departments were filled by workers transferred from other departments. Same sentiments were echoed by 25% of managers, 34.8% of technical staff and 23.8% of shop floor workers. This confirms the views by Richardson (2004) who pointed out that internal recruitment may be conducted internally through the transfer of existing personnel from one department to another to fill an opened vacancy. 8.3% of the managers, 13.0% of workers and 14.3% of shop floor workers were neutral. On an opposing end 16.7% of the managers, 8,7% of technical staff and 9.5% of shop floor workers disagreed that transfers from other departments were used to fill vacancies in other departments. They were supported by 8.3% managers, 13.1% members of technical staff and 9.5% of shop floor workers. Taking the mode it can therefore be concluded that Gweru City Council transferred workers from other departments to fill vacancies opened in other departments.
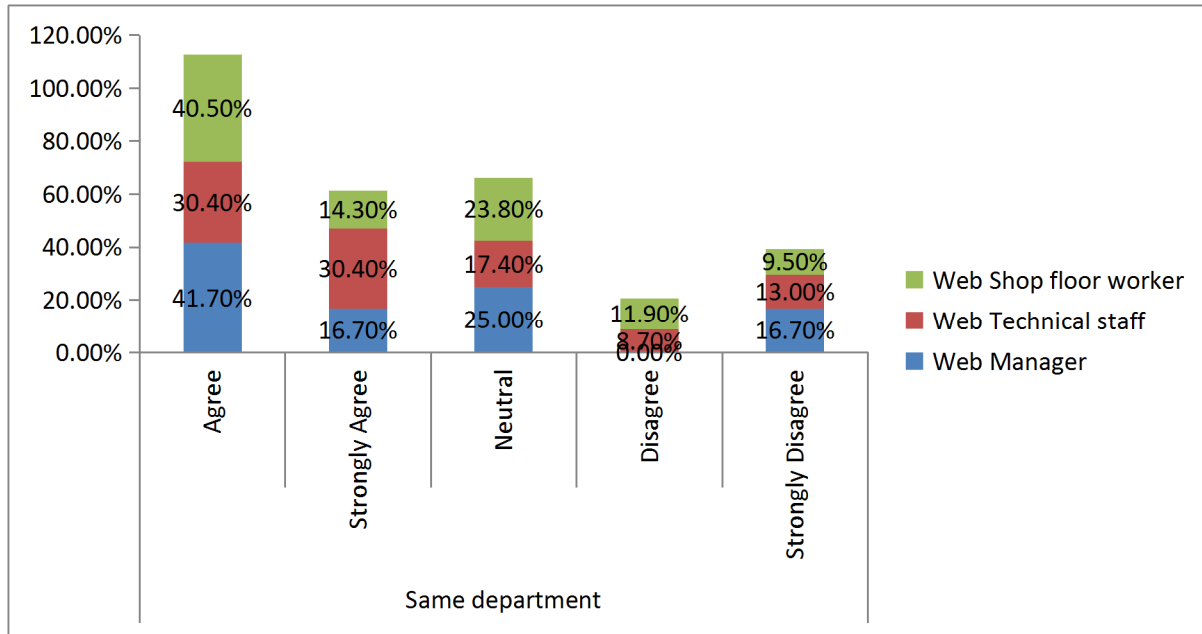
Figure 4.3   Filling of Vacancies by Employees from the Department

The study revealed that 41.7% of the managers, 30.4% of technical staff and 40.5% of shop floor workers agreed that vacancies were also filled by candidates from same department. They were supported by 16.7%, 30.4% of members of technical staff and 14.3% of shop floor workers who strongly agreed. This observation was supported by Gusdorf (2004) who argued that if a vacancy happens to open in a department it is most appropriate to fill it with a candidate from the same department for it serves as a motivation tool and a reward. Of the total response rate 25.0% managers, 17.4% of technical staff and 11.9% shop floor workers were undecided. However, 8.7% of technical staff and 11.9% of shop floor workers disagreed that the council filled vacancy in a department by workers from the same department. They were supported by 16.7% of managers, 13.0% of technical staff and 9.5% of shop floor workers who strongly disagreed. This supports the assertions of Richardson (2004) who argued that filling vacancies by employees from the same leaves a staffing gap that still needs to be filled so organisations avoid it. It was therefore concluded that Gweru City Council fill vacancies in a department by recruiting from the same department.
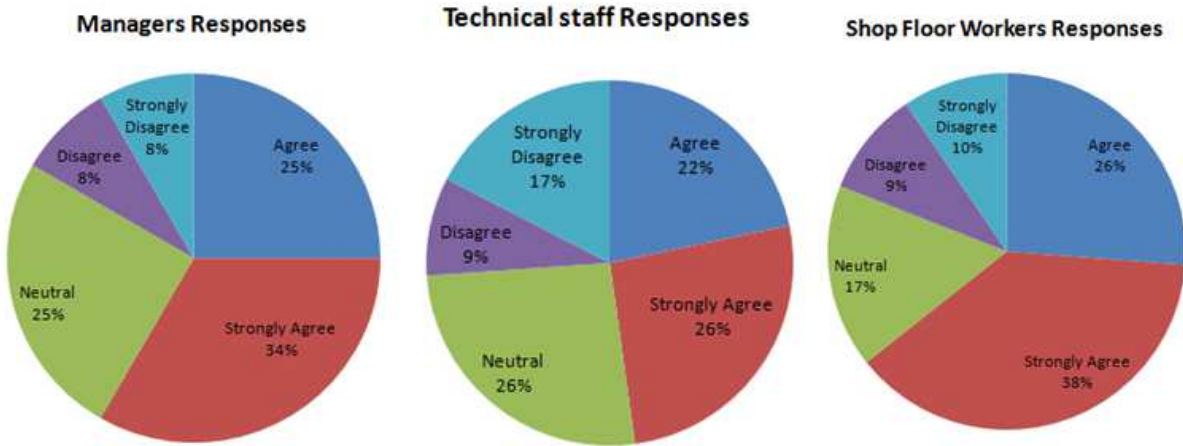
Figure 4.4   Job Referrals

The study investigated whether vacancies were mostly filled by candidates referred by supervisors or managers. Data obtained from the field revealed that 25% of managers, 21.7% of technical staff and 26.2% of shop floor workers agreed that vacancies were filled by job referrals. This was supported by 33.3% of managers, 26.1% and 38.1% of shop floor workers who strongly agreed. This was supported by Breaugh (2009 who pointed out that using job referrals as a source for identifying potential candidates from within an organisation is effective as managers and supervisors know the reputation of the candidates. 25% of the managers, 26.1% of technical staff and 16.7% of shop floor workers were undecided. However, 8.3% of manager, 8.7% of technical staff and 9.5% of shop floor workers disagreed that vacancies were filled through job referrals.   The same sentiments were echoed by 8.3% of managers, 17.4% of technical staff and 9.5% of shop floor workers who strongly disagreed. Taking the mode it was therefore concluded that Gweru city council also filled its vacancies through job referrals.

Effectiveness of Internal Recruitment Methods

Table 4.6   Cultural Fit

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.686ᵃ	8	.369
N of Valid Cases	77		

a. 9 cells (60.0%) have expected count less than 5. The minimum expected count is .78.

The study investigated whether there was an association between internal recruitment and organisational cultural fit. Testing at 5% level of significance it was observed that there was a strong relationship between internal recruitment and an individual-organisational cultural fit. This implies that internal recruitment ensures that candidates hired understand the culture of the Council. Stoner, Freeman and Gilbert (2000) noted that individuals recruited from within are already familiar with the organization and its members, and this knowledge increases the likelihood that they will succeed. It was therefore concluded that internal recruitment was an effective recruitment method for it ensures that candidates recruited have a culture that fits that of Gweru City Council.

Table 4.7 Retention of Qualified Personnel

	Retention of Qualified				
Position	Agree	Strong Agree	Neutral	Disagree	Strongly Disagree
Manager	41.7%	25.0%	8.3%	8.3%	16.7%
Technical staff	43.5%	17.4%	17.4%	13.0%	8.7%
Shopfloor worker	38.1%	33.3%	14.3%	4.8%	9.5%

The study also investigated whether internal recruitment saved as a reward for employees of the council. Data gathered from the field revealed that 41.7% of managers, 43.5% of technical staff

and 38.1% of shop floor workers agreed that internal recruitment saved as a reward for council employees. This was supported by 25% of managers, 17.4% of technical staff and 33.3% of shop floor workers who strongly agreed. Ashok (2010) argues that internal recruitment ensures that the organisation remains with the best talent for both the organisation and the potential employee have complete information of each other. There were 8.3% of managers, 17.4% of technical staff and 14.3% of shop floor workers who were neutral. However, 8.3% of managers, 13% of technical staff and 4.8% of shop floor workers who disagreed. Same views were echoed by 16.7% of managers, 8.7% of technical staff and 9.5% of technical staff who strongly disagreed. Richardson (2004) pointed out that internal recruitment leads to organisational stagnation which may reduce organisational flexibility and growth. It may lead to the recruitment of unqualified personnel for the organisation does not have a big pool from which to recruit from. Basing on the mode it was concluded that internal recruitment saved as an effective method for retaining qualified personnel in the council.

Table 4.8   Reward Strategy

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.168ᵃ	8	.047
N of Valid Cases	77		

a. 10 cells (66.7%) have expected count less than 5. The minimum expected count is .78.

Data was gathered on whether respondents associated internal with a reward. Testing at 5% level of significance it was observed that respondents associated internal recruitment with a reward. This implies that internal recruitment saved as a reward for the council employees. This was supported by Mudashiru and Ilesanmi (2013) in a study on the impact of well Planned Recruitment and selection process on corporate performance in Nigerian Banking Industry which found out that a policy of internal recruitment is superior to a policy which looks outside the boundaries of the organization because it makes employees feel honoured and rewarded. It was therefore concluded that internal recruitment saved as a reward for Gweru City Council Workers.

Table 4.9   Saves Loss of Production Time

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.151^a	8	.419
N of Valid Cases	77		

a. 10 cells (66.7%) have expected count less than 5. The minimum expected count is .78.

The study investigated whether there was an association between the adoption of internal recruitment and save in loss of production time.   Testing at 5% level of significance it was observed that there was a strong relationship between internal recruitment and loss of productive time. This indicates that internal recruitment ensured that the Gweru City Council did not waste production time trying to search for potential candidates from outside the council to fill vacancies. Ashok (2010) in a study carried out to investigate the effect of recruitment and election strategies on the performance of Small to Medium Enterprises in Kenyan Kisumu Municipality found that the overall average performance of Small to Medium Enterprises in Kisumu Municipality was 60.71%. The study noted a significant positive correlation between internal recruitment and performance of Small to Medium Enterprises at $\alpha = 0.1$. The study concludes that internal recruitment has a significant effect on the performance of employees as it ensured that no production time is lost.
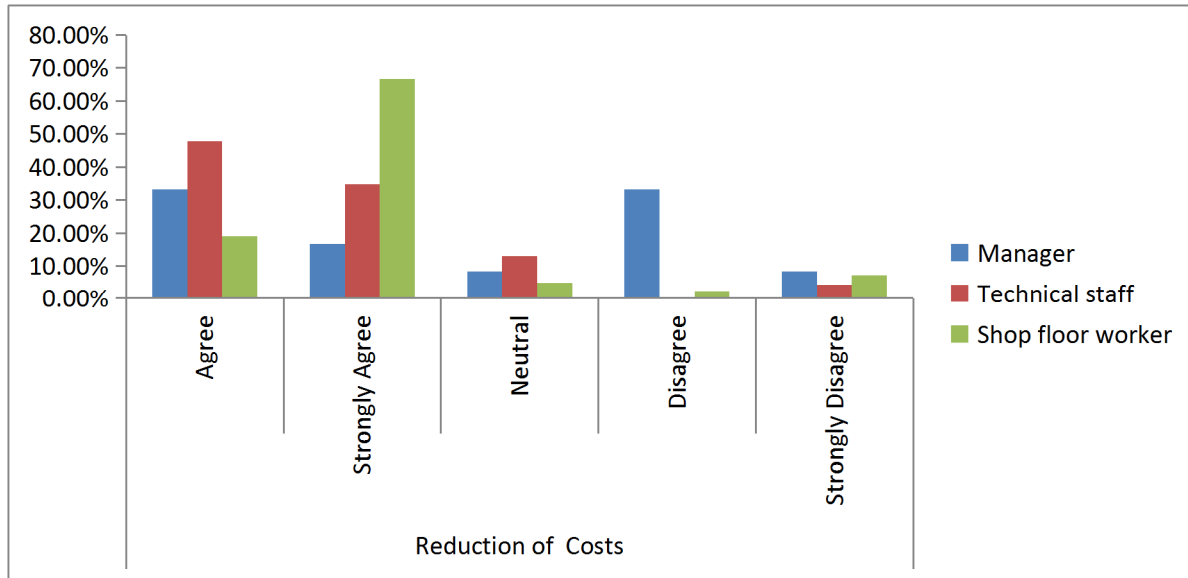
Figure 4.5   Reduction of Costs

The research revealed that 33.3% of managers, 47.9% of technical staff and 19.05 shop floor workers agreed that internal recruitment reduces costs. This was confirmed by 16.8% of managers, 34.8% of technical staff and 66.7% of shop floor workers. Stoner, Freeman and Gilbert (2000) it is usually less expensive to recruit or promote from within than to hire from outside the organization. 8.3% of managers, 13.0% of technical staff and 4.8% of shop floor workers were undecided. There were 33.3% of managers and 2.4% of workers who disagreed. They were supported by 8.3% of managers, 4.3% technical staff and 7.1% of shop floor workers who disagreed. Mudashiru and Ilesanmi (2013) pointed out that internal recruitment limits the pool of available talent and it reduces the chance that fresh viewpoints will enter the organization. It labour discourages labour diversity and encourage complacency among employees which may cost an organisation. It was therefore concluded that internal recruitment assists the council in reducing recruitment costs.

Table 4.10   Internal Recruitment and Innovation

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.322	.444		9.727	.000
Internal recruitment	-.216	.178	-.139	-1.218	.007

a. Dependent Variable: Innovation

Data was gathered to determine the relationship between internal recruitment and innovation. Table above shows that for every internal recruitment that is undertaken by the City Council innovation decreases by -0.216. This implies that there is a negative relationship between internal recruitment and innovation. As the council continues with internal recruitment the more it impedes innovation. Ashok (2010) pointed out internal recruitment shields narrow thinking and inbreeding of stale ideas. It impedes innovation and creativity. It was therefore concluded that internal recruitment was impeding in innovation at Gweru City Council.

Table 4.11   Internal Recruitment and favouritism

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.219[a]	8	.014
N of Valid Cases	77		

a. 10 cells (66.7%) have expected count less than 5. The minimum expected count is .31.

Data was gathered to determine whether there was an association between internal recruitment and favouritism. Testing at 5% significance level it was observed that there was a significant relationship between internal recruitment and favouritism. Internal recruitment gives room to

managers to recruit candidates of their choice at the expense of others. This signifies that internal recruitment is associated with favouritism at Gweru City Council. Fomunjong (2011) argues that internal recruitment is discriminatory for minority groups outside the organisation do not have an equal chance of being considered and in some instance it favour friends or relatives of employees already serving the organisation. It was therefore concluded that internal recruitment led to favouritism at Gweru City Council.

Table 4.12   Internal Recruitment and Recruitment of Less Qualified Personnel

	Recruitment of less qualified personnel				
Position	Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
Manager	33.3%	16.3%	8.7%	33.3%	8.3%
Technical staff	47.8%	34.8%	13.0%	0.0%	4.3%
Shopfloor worker	19.0%	66.7%	4.8%	2.4%	7.1%

Data was gathered on whether internal recruitment led to the recruitment less qualified personnel. Data gathered from the field indicated that 33.3% of managers, 47.8% of technical staff and 19.0% of shop floor workers agreed that internal recruitment leads to the recruitment of candidates who would be less qualified. Same sentiments were echoed by 16.3% managers, 34.8% technical staff members and 66.7% of shop floor workers strongly agreed that internal recruitment led to the recruitment of less qualified personnel at the City of Gweru. Richardson (2004) argues that with internal recruitment it is sometimes difficult to find the "right" candidate within and the organisation may settle for an employee who possesses a less than ideal mix of competencies. 8.7% managers, 13.0% 0f technical staff and 4.8% shop floor workers were neutral. There were 33.3% managers, 2.4% shop floor workers who disagreed. They were supported by 8.3% managers, 4,3% members of technical staff and 7.1% of shop floor workers who strongly disagreed. Granovetter (1981) pointed out that internal recruitment may actually save as a strategy to retain employees with better qualifications. Taking the mode it was

Challenges Encountered By the Council in Internal Recruitment
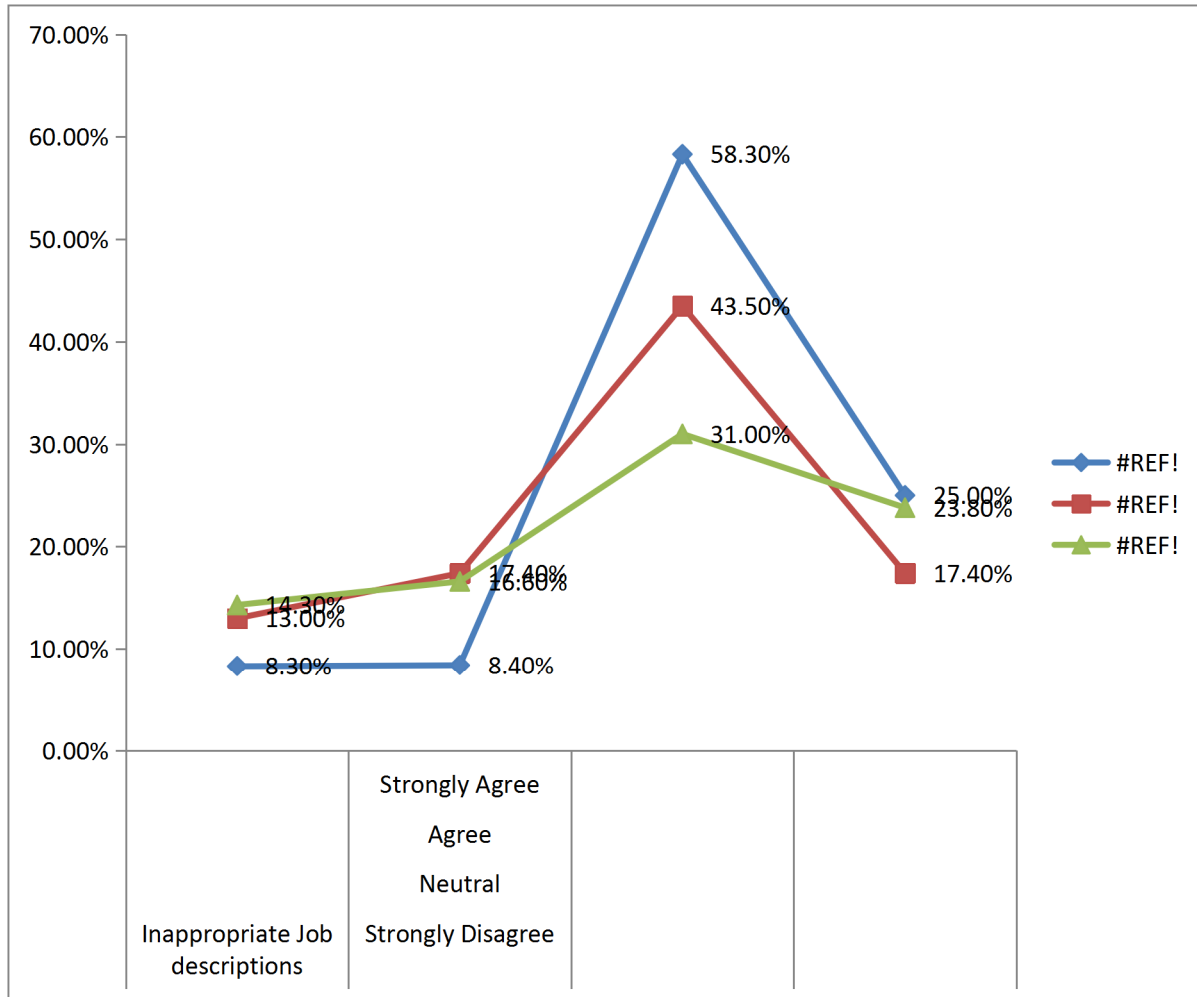
Figure 4.6   Inappropriate Job descriptions

The study investigated the challenges that the council was encountering in implementing internal recruitment. Data gathered from the field revealed that 25% of managers, 17.4% of technical staff and 23.8% of shop floor workers strongly agreed that inappropriate job descriptions and person specifications posed a challenge to Gweru City Council in conducting internal recruitment. They were supported by 58.3% of managers, 43.5% of technical staff and 31.0% 0f shop floor workers who agreed. This confirms Briggs (2007) assertions that one of the challenges encountered by organisations in implementing internal recruitment is the use of

inappropriate personnel specifications and job descriptions resulting in the hiring of a wrong candidate. 8.3% of managers, 17.4% of technical staff and 16.7% of shop floor workers were undecided. There were 8.7% of technical members and 14.3% of shop floor workers who disagreed. Same assertions were highlighted by 8.3% managers, 13.0% technical staff members and 14.3% shop floor workers. Their views were supported by by Zinyemba (2014) who pointed out that it is not the problem of job descriptions or person specifications which impact on the effectiveness of internal recruitment but it is the whole process. It was therefore concluded that use of inappropriate job descriptions and person specifications is one of the challenges faced by Gweru City council in implementing internal recruitment.
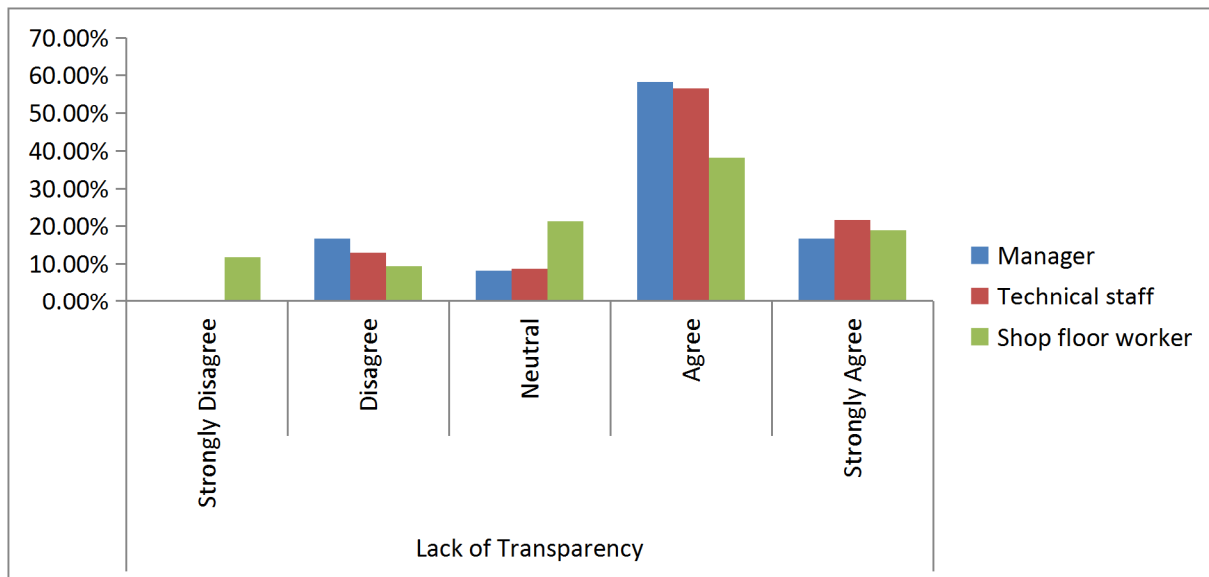
Figure 4.7   Lack of Transparency

Data was gathered to determine if internal recruitment at Gweru City Council was being implemented in a transparent manner. The research showed that 16.7% of managers, 21.7% of technical staff and 19.0% of shop floor workers strongly agreed that internal recruitment at Gweru City Council lacked transparency. Same views were shared by 58.3% of managers, 56.5% of technical staff and 38.1% of shop floor workers who agreed. This was confirmed

Briggs (2007) who noted that in some situations internal recruitment is marked by lack of transparency and independence of the recruiting authority and the administrative machinery for determination of qualifications. There were 8.3% of managers, 8.7% of technical staff and 21.4% of shop floor managers who were neutral. However, 16.7% of managers,13.0% of technical staff and 9.5% of shop floor workers who disagreed. Their sentiments were shared by 11.9% shop floor workers who strongly disagreed. Taking the mode it was therefore concluded that internal recruitment at Gweru City Council lacked transparency.

Table 4.13   Management Influence

| Position | management influence | | | | |
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Manager	8.3%	8.3%	25.0%	0.0%	58.3%
Technical staff	4.3%	26.1%	43.5%	26.1%	0.0%
Shopfloor worker	0.0%	0.0%	0.0%	54.8%	45.2%

The study investigated whether there was management influence in the internal recruitment process. Data gathered from the field indicated 58.3% of managers and 45.2% of technical staff strongly agreed that management exerted an influence on the internal recruitment process. They were supported by 26.1% of technical staff and 54.8% of shop floor managers who agreed. There were 25.0% of managers and 43.5% of technical staff who neutral. However, there was 8.3% of managers' and4.3% of technical staff who strongly disagreed. They were supported by 8.3% of managers and 26.1% of technical staff who disagreed. An analysis of these results revealed that management exerted influence on the internal recruitment process. These observations were supported by Briggs (2007) who argued that the whole process might be influenced by influential members of the organisation which might lead to non-adherence to organisational rules and procedures that govern the internal recruitment process. It was therefore concluded that management at Gweru City Council exerted influence on the internal recruitment process.

Strategies to Mitigate the Challenges

Table 4.14   Training of Internal Recruiters

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.166[a]	10	.046
N of Valid Cases	77		

 a. 13 cells (72.2%) have expected count less than 5. The minimum expected count is .16.

The study investigated whether there was an association between training of recruiters and enhanced internal recruitment process. Testing at 5% level of significance it was observed that there was a significant relationship between training of recruiters and enhanced internal recruitment process. It was therefore concluded that training enhances the internal recruitment process. This was supported by Elsaid (2013) who argued that being a recruiter is a profession on its own which requires adequate training in order to deliver desired results.

Table 4.15   Outsourcing Recruitment

	External recruit				
Position	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Manager	8.3%	16.7%	58.3%	8.3%	8.3%
Technical staff	8.7%	17.4%	52.2%	13.0%	8.7%
Shopfloor worker	14.3%	6.7%	55.7%	14.3%	9.0%

The study investigated whether out sourcing the recruitment would be a viable strategy to mitigate the challenges that the council was encountering in the internal recruitment process. Of the total respondents 8.3% managers, 8,7% technical staff and 9.0 shop floor workers strongly agreed that external recruitment would be a viable strategy. They were supported by 8.3% managers, 13.0% members of technical staff and 14.3% shop floor workers. There were 58.3% of managers, 52.2% of technical staff and 55.7% of shop floor workers who were neutral.

However, 16.7% of the managers, 17.4% of technical staff and 6.7% of shop floor workers disagreed. They were supported by 8.3% of managers, 8.7% of technical staff and 14.3% of shop floor workers who strongly disagreed. Taking the mode it was observed that most of the respondents were undecided. This contradicts the views of Reilly (2012) who pointed out that outsourcing the recruitment function enhances employee brand for it can actually help a business become a better place to work. It was therefore concluded that Gweru City Council outsource the recruitment process so as to be able to mitigate the challenges.

Table 4.16   Involving Supervisors in the Internal Recruitment process

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.166[a]	10	.047
N of Valid Cases	77		

a. 13 cells (72.2%) have expected count less than 5. The minimum expected count is .16.

Data was gathered on whether involving supervisors was associated with effective internal recruitment process. Testing at 5% significance it was observed that there was a significant relationship between the involvement of supervisors and the effectiveness of internal recruitment process. It was therefore concluded that involving supervisors ensured that internal recruitment was effective. This view is supported by Walker (2008) who pointed out that most employers involve the line manager in the process recruitment for they are the one who would work with the hired candidate. It can be concluded that internal recruitment led Gweru City Council to recruit less qualified personnel.

4.1   Conclusion

The chapter gave an overview of the data presentation and analysis. It highlighted on the demographics and methods of internal recruitment. It also elaborated on the effectiveness of internal recruitment methods, challenges encountered by the Gweru City Council in internal recruitment and also the strategies to mitigating the challenges.

CHAPTER 5

SUMMARIES, CONCLUSIONS AND RECOMMENDATIONS

5.0   Introduction

This chapter was a summary of the findings and the conclusions that were reached. It also proffered some recommendations.

5.1   Summary

The research found out that the council used notice boards, magazines, managers and supers to inform employees about available vacancies in the council. It was however found out that the council website was not used. The council used promotions, transfers from other department and job referrals to fill in available vacancies. Appointments and promotions of employees from on vacancies in the same department was also a prevalent form of filling vacancies in the council. The study showed that internal recruitment was effective as it managed to ensure that workers recruited from within the existing council labour force fit well with the council culture. Internal recruitment assisted the council in retaining qualified personnel as it acted as a reward and recognition to the employees. It saved production time and assisted the council in reducing recruitment coasts. However, the study also found out that internal recruitment inhibited innovation as it promoted stagnation. It was also found to be associated with favouritism as it lacked transparency. As a result at times it led to the recruitment of less qualified staff. The system suffered from management influence and the use of inappropriate job descriptions and person specifications. To mitigate the challenges the Council was facing there was the need for the council to train the internal recruiters or to outsource the recruitment function to an independent authority. The study also found out that there was the need to involve supervisors in the internal recruitment process.

5.2 Conclusions

The study concluded that the methods that may be used for internal recruitment include referrals from managers and supervisors, use of notice boards and company magazines. Gweru City Council web site was not an effective internal recruitment method.

The study also concluded that internal recruitment is conducted by the HR department, managers as well as supervisors. The is a procedure that they follow for the to publish a posts and the stages must be followed in a closed internal recruitment system as well as an open internal recruitment system.

The effect of internal recruitment on the performance of organisations can be categorised into positive and negative. Internal recruitment is effective as it ensured worker-organisation cultural fit and assist in retaining qualified personnel as it acted as a reward especially on promotion. Internal recruitment saves time and recruitment costs but may be associated with the recruitment of unqualified personnel due to lack of transparency and favouritism by management.

5.3 Recommendations
It was therefore recommended that:

5.3.1 Short term

- Training Council recruitment authorities is recommended for the organisation. This will equip the authorities with the skills and competencies. The authorities will be able to make correct hiring decisions and to hire competent candidates. If authorities are trained their efforts will not be wasted or directed to a small pool of labour. When Council recruitment authorities are trained they will be able to strictly adhere to job specifications and person specifications to avoid recruitment of less inappropriate candidates.
- Continuous assessment of job descriptions and strict adherence to them

- Use of the company website. The company should work with technology so as to educate and make efficient and effective publishing of job posts where people can fill free to use the company website.

5.3.2 Long term

The student recommends that the internal recruitment function be outsourced to experts. This ensures transparency and independence of the recruitment process. Outsourcing helps to give more on some of the core objectives of the organisation. It gives the organisation a structured approach to the whole process. It also enables the organisation to select the best talent from within. In addition, outsourcing the internal recruitment function enhances employee brand for it can actually help a business become a better working place.

5.4 Conclusion

The research gave the methods used by Gweru City Council in conducting its internal recruitment, it also shows what is involved in internal recruitment and has also shown the effects accompanied with internal recruitment. The research also outlined and discussed the challenges that Gweru City Council has encountered in implementing internal recruitment and the possible strategies to mitigate the challenges.

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APPENDICES

QUESTIONNAIRE

My name is Loreen Maruba . I am a fourth year student at Midlands State University doing a BSc Honours degree in Politics and Public Management and am carrying out a research on **The Impact of Internal Recruitment on Local Authorities performances in Zimbabwe: A case of Gweru City Council.** Please assist by answering **all** the questions contained in this questionnaire .Your answers will be treated with utmost confidentially .Your cooperation is greatly appreciated with all due respect for the completion of this research and the researcher will greatly appreciate your participation and support in accordance to this research endeavour.

INSTRUCTIONS
- ❖ Do not write your name.
- ❖ Tick [√] as appropriate.

Section A.   **Methods of Internal Recruitment at Gweru City Council**

Rate the extent to which you agree with the following statements	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
1. Employees of Gweru come to know of available vacancies in the council through					
a) After being told by the supervisors					
b) After being told by managers					
c) Notice boards					
d) Gweru City web site					
e) In Council magazines					
2. Most vacancies at Gweru City Council are filled through					
a) Promotions from within the Council					
b) Transfers from other departments					
c) Recruitment from the same department in the Council					
d) Job referrals					
e) Skills inventory					

Rate the extent to which you agree or disagree with the following statements	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
3.Disclosing available vacancies to employees in the council is effective in attracting qualified workers for Gweru City Council					
4. Workers referred to by managers, supervisors and other employees internally possess better qualifications needed by the council					
5.It is effective for the council to use existing information in employee files without notifying workers on notice boards					
6. Advertising existing job vacancies on notice boards or, in magazine is effective in attracting qualified workers for Gweru City Council					
7. Recruiting workers using council Web Site is effective in attracting qualified workers for the council					
8. Promotions and transfers at the Council are an effective method of attracting qualified workers for an internal job vacancy.					

Section B. Effectiveness of Internal Recruitment Methods

Please indicate the extent to which you agree or disagree with the following statements	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
Internal recruitment of council employees ensures that workers recruited understand the culture and values of the council and the problems the council will be facing					
Recruiting from existing council employees assist the council in making sure that qualified employees do not leave the council					
Recruiting from existing council workers save as reward for the employees in the council					
Recruiting from existing council workers saves time looking for workers outside					
Recruitment from existing council workers reduces recruitment costs					
Recruiting from existing council employees leads the council to remain with workers who do not bring in new ideas					
Recruiting from existing council workers discourages the council from recruiting workers with different cultural backgrounds					
Internal recruitment forces the council to recruit less qualified personnel					
Recruiting from existing council workers may lead to favouritism					

Section C.   Challenges of Internal Recruitment and Mitigation Strategies

The following challenges are experienced in implementing internal recruitment, rate the extent to which you agree or disagree with the challenges	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
Inappropriate job descriptions and person specifications is one of the challenges faced by Gweru City Council in carrying out internal recruitment process					
Lack of openness is one of the challenges faced by Gweru City Council in carrying out internal recruitment					
Recruiting from within may result in favouritism					
The department's decisions on who to recruit is influenced by top management					
Recruiting authorities in the council need to be trained so as to be able to recruit qualified workers internally					
Appropriate policies are an effective way of addressing the challenges the council is facing in internal recruitment process					
Involving supervisors is effective in recruiting qualified workers					
External recruitment can be a solution in recruitment process					

Section D. DEMOGRAPHICS
Sex

Male		1
Female		2

Age

Below 25		1
25---35		2
36---46		3
47---57		4

Above 58		5

Period of Service

Less than 1 year		1
1—3 years		2
4—6		3
7—9		4
Above 10 years		5

Department...

Educational Level------------------------

Position--------------------------------------