

**RECRUITMENT AND SELECTION ON ORGANISATIONAL PERFORMANCE. A
CASE STUDY OF MUKWANO GROUP
OF COMPANIES**

BY

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**A RESEARCH DISSERTATION SUBMITTED TO THE COLLEGE OF ECONOMICS
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MANAGEMENT OF KAMPALA
INTERNATIONAL
UNIVERSITY**

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DECLARATION

The material in this research has never been submitted to any University or institutions of higher learning for any academic qualifications. This research is a result of my own independent research effort and investigations. Where it is indebted to the work of others, the acknowledgment has been made.



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Signed [Signature].....

Date 25th/05/2015.....

APPROVAL

This is to certify that this work has been supervised and is now ready to be submitted to Kampala international university with my approval.

Signed.......... Date.....

Mr. Kanyangabo Edward

DEDICATION

I dedicate this research to my parent father chelimo Gorge; mother Chelangat Hellen who contributed fundamentally in my academic life, may the almighty God Bless your hands.

ACKNOWLEDGEMENT

I thank the Almighty God, for providing me the grace and sustaining my interests and the love for learning.

Special thanks and gratitude go to my parents for approving me with all the support towards my studies, my brother Yeko levy. This has opened more chances especially the fact that am now in position to make a reasonable contribution to nation building.

My special thanks go to my supervisor Mr. Kanyangabo Edward for the insight and answering a number of inquiries I put to him without forgetting very valuable suggestions and comments. Indeed, his procurement perspectives were very constructive.

I owe gratitude to my friends Kiconco Ruth, Anyella Concy Ajalia and Chemutai Joseph and the rest who consoled me during the hard times such that I would regard them as sizzling moments not capable of frustrating my course.

God bless you.

ABSTRACT

The study was set to establish the effect of recruitment and selection on organizational performance in Mukwano group of companies. It was guided by three research objectives which included examining the effect of recruitment policies on organization's performance, assessing the effect of selection techniques on organizational performance in organization and exploring the effect of recruitment methods on organizational performance, a case study Mukwano group of companies.

The study adopted a descriptive study which uses both quantitative and qualitative tools of data analysis. The study adopted the sample of 110 respondents chosen from the case study area, Mukwano group of companies interacted with using the research questionnaire.

The study findings were therefore that recruitment policies affect organization's performance at Mukwano group of companies, the study findings were therefore that majority of the respondents contend with Attainment of expertise and quality staff with 72.7% of the total number of respondents, followed by reducing work related conflicts with 65.4% followed by stimulating productivity with 63.6%, increased organizational flexibility had 61.8% while providing parameters for operation had 61.60% plus reduction in errors with 59%. The study findings were also that selection techniques on the performance of organization is through a series of aspects, among others the mentioned include Provides a framework for analysis of employee competency according to 77% of the respondents on the agreement, 64% were recorded for improving duty allocation, improved workers capacity determination had 59%, improves the rate of flow of information management 61.8%, improves the working relation management and Promote work ethics management had 54% of the respondents respectively. It was finally established that recruitment methods affect organizational performance at Mukwano group of companies. The results were that selection of quality based employees had 53.5%, selection of seasonal employees 52.5%, choice of employees at a less cost had 54%, promotion of employees had 63.5%, and provision of necessary talents to employees had 72% of the respondents and provision of capacity management for workers. The study recommendations were based on the need to improve recruitment and selection procedures in the organization.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter therefore presents the Background of the study, problem statement, general research objectives, objective of the study, research questions, significance of the study, and justification of the study and Conceptual frame work.

1.1 Background of the study

Recruitment is a process of searching for and encouraging individuals (prospective employees) with the right skills to apply for a job or employment with an organization. It is regarded as the first step in the employment process aiming at developing and maintaining adequate manpower resources upon whom the organization can depend on when additional manpower is needed. Recruitment is concerned with accumulation of a pool of potential candidates in line with the human resource plan, Costello, D. (2006).

Selection is the process of choosing the most suitable person for employment from a pool of applicants. It is a process of differentiating between applicants in order to identify and hire those with greater likelihood of success in the job. Dess, and Jason (2001), It is a mutual process which involves evaluating and choosing among the different candidates who applied for a job. Selection is a decision making process i.e. the organization decides whether to make a job offer or not and the applicants decides whether to take up the job offer or not.

Organizational performance is the organization's degree of success in using the least possible inputs in order to produce the highest possible outputs Dessler, (2000). For example, if one business is able to produce 10 units of its products by spending \$3 per unit, it is more efficient in production than a similar business that produces 10 units of the same product spending \$4 per unit. Organizational efficiency is gauged using a number of quantitative figures such as production costs and production times because it is too broad of a concept to be encapsulated in a single figure. Forward thinking companies increasingly need to consider reverse. Williams, E.W. (1981)

Recruitment and selection are traced around World War II and the growth of modern management science; solid business planning has become the key differentiator enabling competitive success. It seems unnecessary to point out that planning for a businesses' most critical resource is essential David P. (2004). As we move through the 21st century where a globalized workforce is the basis of competition we find that the principles of human resource planning and development are of prime importance. The success of a business or an organization is directly linked to the performance of those who work for that business. Underachievement can be a result of workplace failures. Because hiring the wrong people or failing to anticipate fluctuations in hiring needs can be costly, it is important that conscious efforts are put into human resource planning (Biles et al, 1980). People are individuals who bring their own perspectives, values and attribute to organizational life, and when managed effectively, these human traits can bring considerable benefits to organizations.

The concepts of recruitment and selection across the globe encompasses attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications (Walker, 2009). Thus recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment. Selection then begins when the right caliber of candidates are identified. The selection process varies from organization to organization, job to job, and country to country. Some of the processes include screening applications and resumes, testing and reviewing work samples, interviewing, checking references and background of candidates.

Enterprises across the African in countries are rapidly to change. Such ability to respond frequently depends upon the quality of enterprise personnel. Therefore, the competitiveness of modern enterprises almost equals the competitiveness of enterprise personnel (Werther and Davis, 1993). Excellent personnel perform tasks well and will significantly impact team effectiveness (Drucker, 1964).

In Uganda and other parts of the world, recruitment and selection are practiced to some extent even though job placements in both public and private organizations are more or less affiliated to networking and political inclinations. It is vital that organizations select people with the quality essential for continued success in this competitive global village of today. The only means of achieving this success is through proper recruitment and selection practices. The context of the organizations in Uganda provides a bearing on the organizational performance therefore recruitment and selection enables the attainment of improved performance that translates into organizational performance.

1.2 Problem Statement

Organizational performance is a multi-faced dimension which determines the excellence of the organizational existence. It is the aim of every organizational existence that support the furtherance of its stay. Performance is influenced with several factors among which is the quality of the personnel that is driving the organizational operation. The value attached to the Human resource is the recruitment and selection processes that are taken that decide the caliber of the work force. UMA report on performance of organizations cited MUKwano group of companies as having unclear recruitment and selection mechanism, this is seen to negatively impend on the otherwise important aspect of performance. The findings according to Mukwano Human resource manual published in 2010 indicate the poor recruitment and selection techniques account for poor performance Mukwano group of companies. Based on this threats the source of Ugandan home utensils, detergents and drinks is on the vague of collapse. The researcher therefore set to conduct a study so as to provide measures for restoring the reputation of Mukwano group of companies.

1.3 General Objective

The purpose of the study was to establish the effect of recruitment and selection on organizational performance in Mukwano group of companies.

1.4 Specific Objectives of the study

- i) To examine the effect of recruitment policies on organization's performance.
- ii) To assess the effect of selection techniques on organizational performance in organizations
- iii) To explore the effect of recruitment methods on organizational performance, a case study Mukwano group of companies.

1.5 Research questions

- i) What is the effect of recruitment policies on organization's performance?
- ii) What is the effect of selection techniques on organizational performance in organizations?
- iii) What is the effect of recruitment methods on organizational performance, a case study Mukwano group of companies?

1.6 Scope of the study

1.6.1 Subject Scope

The study was conducted on recruitment and selection on organization's performance. The areas of the subject coverage included recruitment policies, selection techniques and recruitment methods including their effect on organizational performance.

1.6.2 Geographical scope

The researcher conducted the study at Mukwano group of companies located in industrial area of Kampala. The researcher's choice of the areas is due to the fact that it is a hub of information required by the researcher.

1.6.2 Time scope

The study was carried out for a period of two months (February 2015 to March 2015). The period of study is chosen because of less academic activity by the researcher and the fact that it three months seem adequate in providing the research findings.

1.7 Significance of the study

The study will contribute in addition to the existing literature the information that other or future researchers will be on. Therefore the field of academia is bound to be enriched with additional data from the field.

The objectives of this study will help to discover the effect of recruitment practices on their organizational performance. This will help them come up with better ways of recruiting competent employees to their businesses which will result into improved performance.

The study will benefit policy makers like Government and employers in making realistic policies that promote merit other than the technical know who theory.

The Research will also help or benefit other researchers who will carry out research in areas of recruitment and selection practices in business organizations.

It will also be beneficial to the academic community and decision makers who deal directly with the corporate entities directly and to make meaningful proposals and suggestion to improve the employee performance.

A study of this nature will help Mukwano group of companies and other entities to adopt measures in the context of developing policies for forecasting the required human resources for organizations.

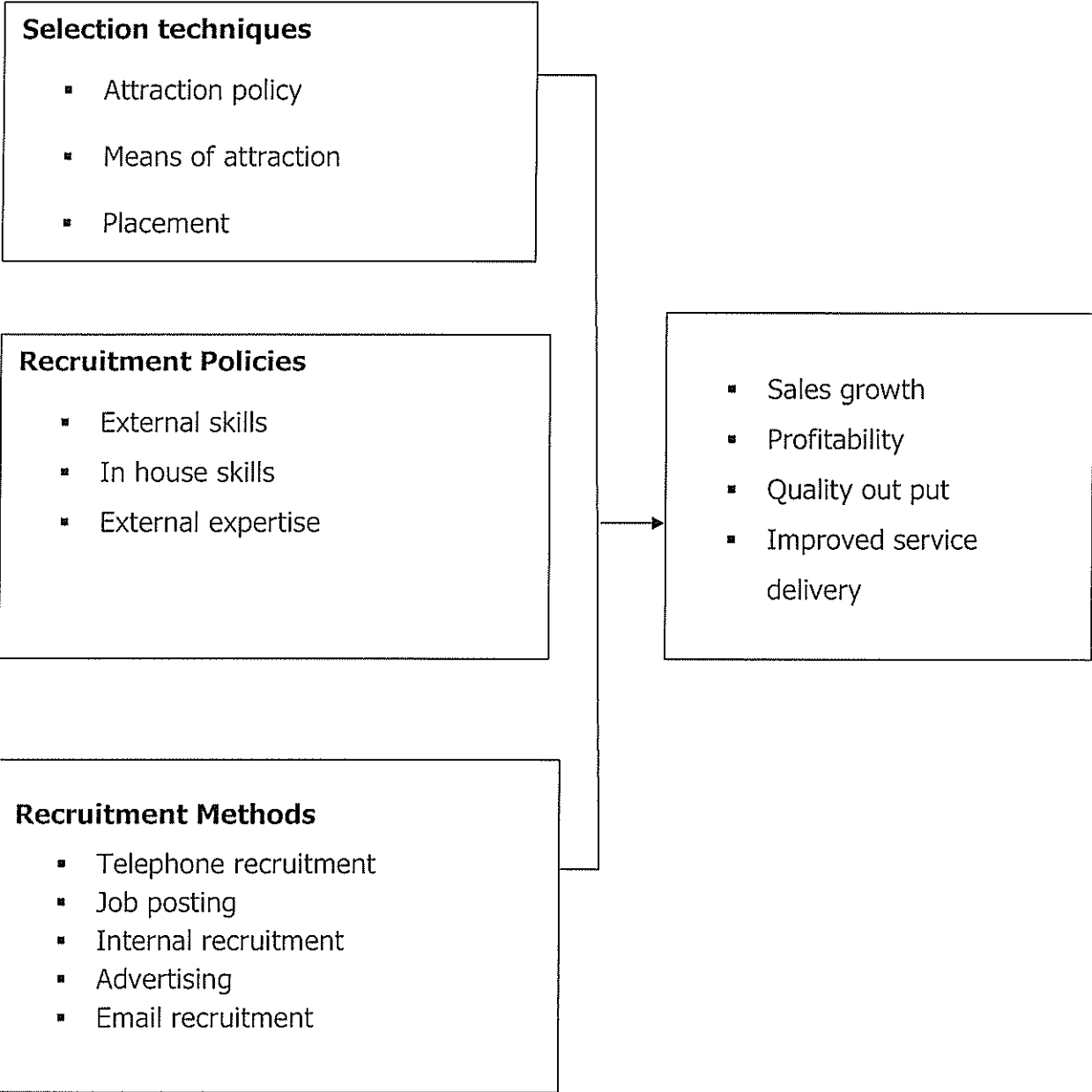
1.8 Conceptual frame work

Independent Variable

Dependent Variable

Recruitment and selection

Organizational performance



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter deals with the assessment of literatures which relate to the topic the recruitment and selection practices of organization. Several literatures would be selected and relevant areas would be reviewed and evaluated. This chapter provides information about aspect of previous works which relate to this study. In view of this, a number of presentations culled from various sources are under review here.

2.1 Theoretical framework

Holland's career Typology -1959: John Holland's theory is grounded in what he calls modal personal orientation or a developmental process established through heredity and the individual's life history of reacting to environmental demands through recruiting. More simply put individuals are attracted to particular occupation that meets their personal needs and provides them satisfaction.

Through a process of intervening learning experiences that shape further one's ability and impacts self-efficacy and outcome beliefs. One's vocational interest choices and performances are shaped and reshaped. Smith, J. J., & Robertson, W. M. (1993)The theory presents a necessity of training and development of in several spheres of life including the performance of organizations in order to enhance mechanisms for effective redress of performance mechanisms in organizations. The adoption of this theory will help he implementers in subscribing and apportioning sub-sective steps of training needs for organizational re-organization. Norton, David, P. (2004)

Lent, Brown and Hackett's social cognitive career theory-1987: The social cognition career theory (SCCT) has grown out of Albert Bandura's social cognitive theory and attempts to address issues of culture, gender, genetic endowment, social context and unexpected life events that may interact with and supersede the effects of career related choices. The SCCT focuses on the connection of self-efficacy, outcome

expectations and personal goals that influence an individual's career choice. (Savickas, (1994)

As a result one is likely to develop goals that involve continuing involvement in that endeavor/activity. Through evolutionary process beginning in early childhood and continuing through childhood, one narrows the scope to successful endeavors to focus on and form a career goal/choice. What is critical to the success of the process is the extent to which one view the endeavor/activity as one at which they are successful and offers valued compensation. The contextual factors come into play by influencing the individual's perception of the probability of success. If the person perceives few barriers are viewed as significant there is weaker interest and choice action. Johnston, R. (1999)

By adolescence, most people have a sense of their competence at a vast array of performance areas, along with convictions about the likely outcomes of a career. Through a process of intervening learning experiences that shape further one's ability and impacts self efficacy and outcome beliefs. One's vocational interest choices and performances are shaped and reshaped. Christopher Martin (1997)

2.2 Recruitment policies on organization's performance

Recruitment policies in the human resource management function, is one of the activities that impact most critically on the performance of an organization. Miyake, D. (2002) argued that while it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement, it is best that much effort is put in the recruitment and selection practices (blackford and Newcomb (2002),). Researchers face many decisions when selecting recruitment methods. Issues to consider include the type of sample (random or convenience), cost, ease, participant time demands (e.g., total time, days of week, and time of day), and efficiency (e.g., staff hours per recruited participant Odiorne, George, S. (1984).

The workers already working in the organization may be more suitable for higher jobs than those recruited from outside. Internal sourcing tends to promote employee

development, identification, within and outside the organization, of the potential human resource pool and the likely competition for the knowledge and skills resident within it;

David P. (2004) argued that recruitment policies may be conducted internally through the promotion and transfer of existing personnel or through referrals, by current staff members, of friends and family members. Where internal recruitment is the chosen method of filling vacancies, job openings can be advertised by job posting, that is, a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda. Referrals are usually word-of-mouth advertisements that are a low-cost-per-hire way of recruiting.

Dess, Gregory, G. and Jason, D. Shaw (2001) argued that internal recruitment policies does not always produce the number or quality of personnel needed; in such an instance, the organization needs to recruit from external sources, either by encouraging walk-in applicants; advertising vacancies in newspapers, magazines and journals, and the visual and/or audio media; using employment agencies to "head hunt"; advertising on-line via the Internet; or through job fairs and the use of college recruitment. David P. (2004).

Costello, D. (2006) argued that 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 organization, its strengths and weaknesses, its culture and, most of all, its people.

Chapman, R. J. (1999) argued that promotions from within build motivation and a sense of commitment to the organization. Skilled and ambitious employees are more likely to become involved in developmental activities if they believe that these activities will lead to promotion. Internal recruitment is cheaper and quicker than advertising in

various media and interviewing "outsiders". Time spent in training and socialization is also reduced.

In recruitment and selection practice the construction of formalized selection frameworks and norms of acceptable discrimination may be seen as an attempt to enable managers to navigate between efficiency, control and social justice Mullins, L. J. (1999). In their advice on how to achieve the perfect fit of person, organization and job, they argue that selecting on the basis of managerial opinion is 'utterly unscientific and unreliable and that managers are liable to be turned this way and that by the most inconsequential of considerations'. In place of this unsatisfactory state of affairs, these authors propose that physiognomy and the physical self provide the key to 'unlocking the inner secrets' of the individual seeking employment, and therefore should inform the selection process. Managers are advised to assess nose, forehead, chin, habitual facial expression, digestion, skin texture, and elasticity of muscle as found in Blackford and Newcomb, 1914 early people management textbook. The underlying philosophy of this process is that everything about man indicates his character and as much information as possible should be collected to inform a decision - their list also includes religious belief and marital status. Drucker, P. (1999)

The author present methods of recruitment and in this specific perspective, the researcher contend that internal recruitment reduces costs and minimize time spent on mobilizing for employees Walker,(2009). The question and point of disagreement is that internal recruitment it is difficult to find the "right" candidate within and the organization may settle for an employee who possesses a less than ideal mix of competencies and If the vacancies are being caused by rapid expansion of the organization there may be an insufficient supply of qualified individuals above the entry level, therefore the researcher is quick to mention that though recruitment internally is justified, there is need for other sources of recruitment to attain required competency. Johnston, R. (1999)

Johnston (1999) contends that advertising: Advertising can be used both to publicize a study and to recruit participants. Recruitment via advertising has the advantages of low cost and convenience, but the samples are non-random and often highly motivated, and youth may be especially hard to reach this way. Advertisement as presented by the authors is viewed as a mechanism through which more and competent employees are selected for the available jobs Dessler, (2000). The researcher therefore agrees with the author's use of advertising.

Recruitment via mail is also low in cost and convenient, but youth are difficult to reach by mail and return rates tend to be low. An added problem with mail requests or surveys is that one can never be certain who completed the request/survey (Armstrong, 1999). Institutions or events (such as medical offices, schools, community sports organizations, health fairs, community events, and churches) often are used as a setting for recruitment. Dessler, (2000) Via the agreement, the recruitment method is deemed fit for the selection of appropriate candidates especially those of international nature, therefore the researcher agree with the statement, the point of disagreement is that most local candidates who can't easily access mails may not be recruited.

Chapman, R. J. (1999) assert that telephone recruitment has an important advantage over these methods in that it can be used, in a fairly straightforward way, to randomly select respondents from the larger population. The telephone provides a relatively low-cost, effective means of contacting many households, as is often required for large-scale etiological research, and of making a quick determination of eligibility and willingness to participate in the study. Disadvantages of the telephone method include its limitation to households with telephones, the problems of missing or changed phone numbers: challenges presented by technology that complicate the ability to reach people, and relatively easy refusal or termination of the conversation by unwilling respondents. Perhaps the largest problem with telephone contact methods involves rates of non-response.

Mullins (1999) argued that the telephone recruitment according to the researcher's analysis of the presentation on the required forms of requirement. The telephone methods of requirement may be disregarded for the other recruitment methods.

Job posting refers to the practice of publicizing an open job to employees (often by literally posting it on bulletin boards) and listing its attributes, such as criteria of knowledge, qualification, skill and experience. The purpose of posting vacancies is to bring to the attention of all interested persons (inside or out of the organization) the jobs that are to be filled. An organization needs to analyze the benefits and disadvantages of recruiting its personnel through internal or external sources and, where the latter is selected, whether formal or informal systems should be used. Chalykoff, John (May 1985)

Job positing presented by the researcher seems to be cost effective despite the fact that it has challenges of only attracting candidates so affiliated to the organization or within the proximity of the organization. Therefore other methods are known and better therefore should be used.

In conclusion therefore is that the recruitment policies of operations needs to be adequately compressed to find out those that can attain value. 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 in Promotions from within build motivation and a sense of commitment to the organization. Skilled and ambitious employees are more likely to become involved in developmental activities if they believe that these activities will lead to promotion.

2.3 Selection techniques and organizational performance in organizations

This is the process of choosing the most suitable person for employment from a pool of applicants. It is a process of differentiating between applicants in order to identify and hire those with greater likelihood of success in the job. It is a mutual process which

involves evaluating and choosing among the different candidates who applied for a job. Selection is a decision making process i.e. the organization decides whether to make a job offer or not and the applicants decides whether to take up the job offer or not.

The appointment of suitable persons on various jobs is very sensitive. The selection of a wrong person will mean loss of time and money which has been incurred in the process. It may also lead to organizational counter productive behaviors by the appointed person.

Selection techniques

The process of personnel selection involves collecting information about individuals for the purpose of determining suitability for employment in a particular job. This information is collected using one or more selection devices or methods. Different kinds of positions require different kinds of selection techniques. Choosing the right techniques will help you to recruit the best person for the position. The selection techniques you choose depend on the particular skills, attributes and knowledge required for the position. You must be able to match the selection method with the selection criteria that are most critical to the position. Some of the techniques are;

Assessment centers: This involves subjecting applicants in a simulated work situation so that behaviors and performance on the job can be observed and evaluated. Normally applicants are invited to the organization premises and put into doing a series of activities related to the actual job e.g. role playing, focus group discussion, and problem solving. . A typical assessment may run over the course of one or two days and involve trained assessors evaluating a number of candidates. They can be expensive and complex to administer and are usually more cost effective when recruiting large numbers of people.

Bio-data: This is a collection of personal information about the job applicants. They are asked to fill and application bank for describing their personal details .This technique is based on the assumption that our past experiences and behaviors can be used to

predict future performance. This method however ignores the fact that our behaviours, values and attitudes are not constant and consistent overtime, they change depending on the circumstances in the environment and it is not automatic that our future behaviour will be predicted by our past behaviour. Information regarding individual biota can be collected using; standard application blank, weighted application blank and biographical inventories..

Letter of recommendation and reference checks: This is where information about the applicant is sought from people who know him or her say former employers, co-workers, and teachers or lecturers from schools where the candidate studied from. Reference checks are a last opportunity to verify information the candidate has provided, validate their personal suitability and explore any areas of concern. This technique however is prone to over exaggeration of information by the referees.

Interview: This involves an interaction between a candidate and a panel of interviewers. It is a selection method designed to predict future job performance on the basis of applicants' oral responses to oral inquiries. It is the most widely used technique of selection. Managers' are extremely reluctant to hire any person without opportunity for face to face interaction.

Interviews are used to make quick evaluation of the applicant's suitability for the job, to give candidate information about the organization to enable him or her make up his mind and to reflect fairness in the selection process. The interviews can be structured, unstructured or situational.

Structured interviews: Here the questions that are asked are preset or standardized which are posed to all interviewees. The candidates are asked the same questions in the same order to achieve consistency in the assessment.

Unstructured interviews: In this form of interview candidates are asked question in different format. The interviewee does much of the taking and questions may be derived from what he or she says and the feelings and perceptions of the interviewer.

Situational interviews: In this case the questions that are asked are consistent with the requirements of the job. The questions are job performance based. Candidates are interviewed about what actions they would take in various job-related situations.

Psychological tests: a test is a yardstick for making employment decision. Tests are used to acquire numerical scores that can be used to draw conclusion about an individual. The purpose of this technique is to give an objective means of measuring individuals on merit. Common tests that are administered are;

Intelligence tests; these are the most commonly used tests .They are believed to measure a combination of things or factors from the applicant e.g. memory, reasoning capacity, etc. they are based on the assumption that bright people can learn any job more quickly than those who are not.

Personality tests: these seek to measure and discover personality characteristics which may affect job performance. The tests measure the personality characteristics of applicants that are related to future job performance. Personality tests typically measure one or more of these: extroversion, emotional stability, agreeableness, conscientiousness, and openness to experience.

Aptitude tests: These are designed to predict the potential that an individual has to perform on the job. They measure how trainable an individual is. Performance tests: This measure the ability of an individual to perform on the job e.g. applicants for position of secretary can be subjected to such tests to discover their typing speed. They are suitable for jobs that are observable and practical output visible

2.4 Recruitment methods and organizational performance.

According to Costello (2006) recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests. In other words, the recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. Successful recruitment begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expanded to attract and retain such talent. Also related to the success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources. Organizations seeking recruits for base-level entry positions often require minimum qualifications and experiences.

Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. While it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement, it is best that much effort is put in the recruitment and selection practices (Blackford and Newcomb (2002)). Researchers face many decisions when selecting recruitment methods. Issues to consider include the type of sample (random or convenience), cost, ease, participant time demands (e.g., total time, days of week, and time of day), and efficiency (e.g., staff hours per recruited participant). Researchers have a number of methods from which to choose, including advertising, direct mail, and telephone or internal.

Internal recruitment: Internal recruitment refers to the process of a candidate being moved from one job to another, perhaps as a promotion, within their current organization. An advantage of this is the organization's familiarity with the employee,

their competencies (insofar as they are revealed in their current job) and their trustworthiness. It can also be quicker and lower cost-to-hire someone from another part of the same organization. Burack, Elmer H. and Mathys, Nicholas J. (1980) argued that a temporary internal recruitment for a period of a few months sometimes occurs, after which the employee would normally be expected to return to their previous job, is known as a secondment; someone on a secondment is said to be seconded to the new team. Secondments may also take place between related organizations Internal recruitment is cheaper and quicker than advertising in various media and interviewing "outsiders". Time spent in training and socialization is also reduced. Delery and Doty (1996),

The author present methods of recruitment and in this specific perspective, the researcher contend that internal recruitment reduces costs and minimize time spent on mobilizing for employees. The question and point of disagreement is that internal recruitment it is difficult to find the "right" candidate within and the organization may settle for an employee who possesses a less than ideal mix of competencies and If the vacancies are being caused by rapid expansion of the organization there may be an insufficient supply of qualified individuals above the entry level, therefore the researcher is quick to mention that though recruitment internally is justified, there is need for other sources of recruitment to attain required competency. Johnston, R. (1999)

Johnston (1999) contends that advertising: Advertising can be used both to publicize a study and to recruit participants. Recruitment via advertising has the advantages of low cost and convenience, but the samples are non-random and often highly motivated, and youth may be especially hard to reach this way. Advertisement as presented by the authors is viewed as a mechanism through which more and competent employees are selected for the available jobs. The researcher therefore agrees with the author's use of advertising.

Recruitment via mail is also low in cost and convenient, but youth are difficult to reach by mail and return rates tend to be low. An added problem with mail requests or surveys is that one can never be certain who completed the request/survey (Armstrong, 1991). Institutions or events (such as medical offices, schools, community sports organizations, health fairs, community events, and churches) often are used as a setting for recruitment. Via the agreement, the recruitment method is deemed fit for the selection of appropriate candidates especially those of international nature, therefore the researcher agree with the statement, the point of disagreement is that most local candidates who can't easily access mails may not be recruited.

Chapman, R. J. (1999) assert that telephone recruitment has an important advantage over these methods in that it can be used, in a fairly straightforward way, to randomly select respondents from the larger population. The telephone provides a relatively low-cost, effective means of contacting many households, as is often required for large-scale etiological research, and of making a quick determination of eligibility and willingness to participate in the study. Disadvantages of the telephone method include its limitation to households with telephones, the problems of missing or changed phone numbers: challenges presented by technology that complicate the ability to reach people, and relatively easy refusal or termination of the conversation by unwilling respondents. Perhaps the largest problem with telephone contact methods involves rates of non-response. Mullins (1999) argued that the telephone recruitment according to the researcher's analysis of the presentation on the required forms of requirement. The telephone methods of requirement may be disregarded for the other recruitment methods.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter focuses on the methods that were used to collect data and analyze it. It greatly concerns the research design, the population studied, the sample selection procedures and sampling techniques used, data collection, methods of verifying reliability and validity of data and methods, data collection, data analysis, ethical consideration and limitations of the study.

3.1 Research design

The research was based on assessing recruitment, selection on organizational performance. The design was a descriptive study which uses both quantitative and qualitative tools of data analysis. The study was based on the use of questionnaires. These approaches were used because they are satisfactory tools for collecting data for the sample population to investigate the topic under study.

3.2 Study population

According to (Enon& Zola, 1998). Population is a whole universe of people that a researcher is targeting to include in the study for information gathering. The total population of the study included 150 respondents which included the management and human resource management (20), ICT (30), accounting and finance (50), marketing (40) and procurement 10 departments. The study therefore was conducted based on the people from the sampled respondents selected from this population.

3.2.2 Sample Size

The sample in this study was restricted to the information required and for the purpose of this study; a sample size was determined using Slovene's Formula to come up with appropriate sample size to be used in the study. The total population of the employees at Mukwano group of companies is 150 employees and management.

Slovene's Formula states that, given a population, the minimum Sample size is given by:

$$n = \frac{N}{1 + N\alpha^2}$$

Where; n = the sample size

N = total population of respondents, that is 150.

α = the level of significance, that is 0.05

$$n = \frac{N}{1 + N\alpha^2}$$

$$n = \frac{150}{1 + 150 (0.05)^2}$$

$$n = \frac{150}{1 + 150 * 0.0025}$$

$$n = \frac{150}{1.375}$$

$$N = 109.9$$

$$n = 110$$

A sample size of 110 respondents was selected to participate in the study.

3.2.3 Sampling procedure

Sampling refers to selection of elements from a population in such a way that the sample elements selected represents the entire study population. The researcher used probability sampling method and in particular stratified sampling and simple random sampling. Stratified sampling is used when the parent population or sampling frame is made up of sub-sets or strata of known size. These sub-sets make up different

proportions of the total and therefore stratified sampling ensures that results are proportional and representative of the whole. This is used to give equal chance to the respondents. In stratified sampling the researcher divided the population into sub populations that is to say categories of employees. Then she selected a simple random sample independently from each Sub population. Purposive sampling was used in the selection of the administrators, these is because this are perceived to have more suitable information so purposive sampling enabled in the choice of officials (management)

3.4 Sources of data

In this research two types of data was used by the researcher, in this study the secondary and primary data will be used.

3.4.1 Primary Data

This information or data that is collected by researcher herself from the field. Primary data will be acquired from the respondents through using the questionnaire.

3.4.2 Secondary Data

This is data that has been collected by other people, it is known as second hand information; secondary data includes both raw data and published data. The secondary data was obtained through notes, reports on the topic of study. In this study the researcher used documents and other records that are already published at the telecom company.

3.5 Data collection instrument

3.5.1 Questionnaire

Questionnaire consists of a number of questions printed or typed in a definite order on a form or set of forms. In this method questionnaire is sent to a respondent with the request to respond. Both open and closed ended questionnaire were administered to respondents. Questionnaires were used because it is simple, free from bias of the researcher, and it maintains confidentiality to those who respond to it.

3.6 Data Processing and Analysis

During and after data collection, the researcher was used different methods to process the data that was collected so as to come up with a report that is easy to interpret and understand. Quantitative data and information collected using questionnaires and responses from numerous respondents were coded, (open-ended questions were coded appropriately), and entered and analyzed statistically using excel. These was used to generate findings.

3.8 Ethical considerations

Maintaining the privacy and confidentiality of the respondents that is to say keep their personal issues private and non disclosure of response from particular respondents to maintain integrity and also protect them from potential victimization.

The questionnaires did not include the names of the respondents for issue of privacy and confidentiality of information attained.

Information was attained on free will without compulsion of respondents.

After the collection of data, questionnaires were destroyed so that data collected is not leaked.

3.9 Limitations and delimitations of the study

Inaccessibility of respondents. Due to the busy schedules of respondents it might be hard for the researcher to appropriately access respondents. Questionnaires were delivered to work place to enable their quick responses

Respondents fatigue/attrition and biasness not any other. The researcher kept the research variable consistent.

Sensitive information: Some aspects of the study could be too sensitive and officers may not be willing to disclose all the information that is there. Such information accessed was kept confidential.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF DATA

4.0 Introduction

This chapter presents the findings on the topic "Impact recruitment and selection on organizational performance in Mukwano group of companies. The study was guided by the objectives which included examine the effect of recruitment policies on organization's performance, effect of selection techniques on organizational performance in organizations and exploring the effect of recruitment methods on organizational performance, a case study Mukwano group of companies. This chapter therefore is concerned with presentation, interpretation and analysis of findings. The information presented is based on the research tools designed and given to respondents of Mukwano group of companies.

4.1 Background on respondents

4.1 Gender of respondents

Table 1: Showing gender of respondents

Sex	Frequency	Percentage (%)
Male	70	63.60
Female	40	36.40
Total	110	100

Source: Primary data, 2015

Majority of the respondents were male which was indicated by 63.60%, while 36.40% were females. This indicated most of the respondents under study were male which shows that whereas gender imbalance as indicated prevail by the male dominance in workforce of the organization, it is of no doubt both women and men participated in the study further showing that recruitment and selection is an affect of both women and men.

4.2 Age of respondents

Table 2: Showing age of respondents

Age bracket	frequency	Percentage (%)
18-27	34	31
28-37	20	18.2
38-47	40	36.3
48 above	16	14.5
Total	110	100

Source: Primary data, 2015

Respondents were asked according to age bracket .as indicated from the table above, majority of the respondents were in the age bracket of 38-47 representing 36.3%, followed by 18-27 representing 31%, 28-37 followed with 20% and 48 above representing 14.5%. This indicate that the respondents were mature enough hence information attained from them can be relied upon for decision making.

4.3 Educational information of respondents

Table 3: Showing academic qualifications of the respondents

Academic qualifications	Frequency	Percentage
Certificate	21	19.00
Diploma	40	36.40
Degree	29	26.40
Post graduate	30	27.20
Total	110	100

Source: primary data, 2015

Results in table 3 indicate that majority of the respondents were 40 for degree holders representing 36.40% followed by post graduate 30 (27.20%) then degree with 29 respondents representing 26.40% and finally 21 respondents representing 19.00% for

certificate. This implies that the respondents are well educated and therefore the information obtained from them can be relied on for the purpose of this study. It is of doubt therefore that information is attained from highly educated respondents.

4.4 Effect of recruitment policies on organization’s performance.

The first object of the study was to evaluate the effect of recruitment policies on organization’s performance. The information collected on this was tabulated and analyzed as illustrated in the information.

4.4.1 Recruitment policies affect organization’s performance at Mukwano group of companies.

Table 4: Showing responses the prevalence of recruitment policies affect organization’s performance at Mukwano group of companies.

Responses	Frequency	Percentage (%)
Strongly agree	30	27.2
Agree	20	18.1
Not sure	25	22.8
Disagree	21	19.2
Strongly disagree	14	12.7
Total	110	100

Source: Primary Data, 2015

Results from table 4 indicate that majority of the respondents 27.2% strongly agreed with the fact that prevalence of recruitment policies affect organization’s performance at Mukwano group of companies, 18.1% agreed, 22.8% were not sure, 19.2% disagreed and 12.7% strongly disagreed. The data presented indicate that whereas a simple minority agreed with the presence of recruitment policies on organizational performance.

4.4.2 Effect recruitment policies affect organization's performance at Mukwano group of companies.

Table 5: Showing the responses to recruitment policies affect organization's performance at Mukwano group of companies.

Recruitment policy and organization	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Attainment of expertise and quality staff	70	63.6	10	9.1	18	16.3	5	4.5	7	6.3	110	100
Reduction errors in operation	35	31.8	30	27.3	25	22.7	15	13.6	15	13.6	110	100
Increased organizational flexibility	40	36.4	28	25.4	22	20	19	17.2	11	10	110	100
Reduce work related conflicts	27	24.5	45	40.9	23	20.9	15	13.6	10	9.1	110	100
Providing guiding parameters of operation	39	35.5	31	28.1	25	22.7	5	4.5	10	9.1	110	100
Stimulate productivity	43	39.1	27	24.5	21	19.09	19	17.2	10	9.1	110	100

Source: Primary Data, 2015

Results in table 8 reveal that the effect of stress management on labour turnover in Hormuud telecom was weighed through various measures among which

Attainment of expertise and quality staff had 63.6% respondents who strongly agreed, 9.1% agreed, 16.3% were not sure, 4.5% disagreed and 6.3% strongly disagreed.

Reduction errors in operation was based on 31.8% respondents who strongly agreed, 27.2% agreed, 22.7% were not sure, 13.6% disagreed and 13.6% strongly disagreed.

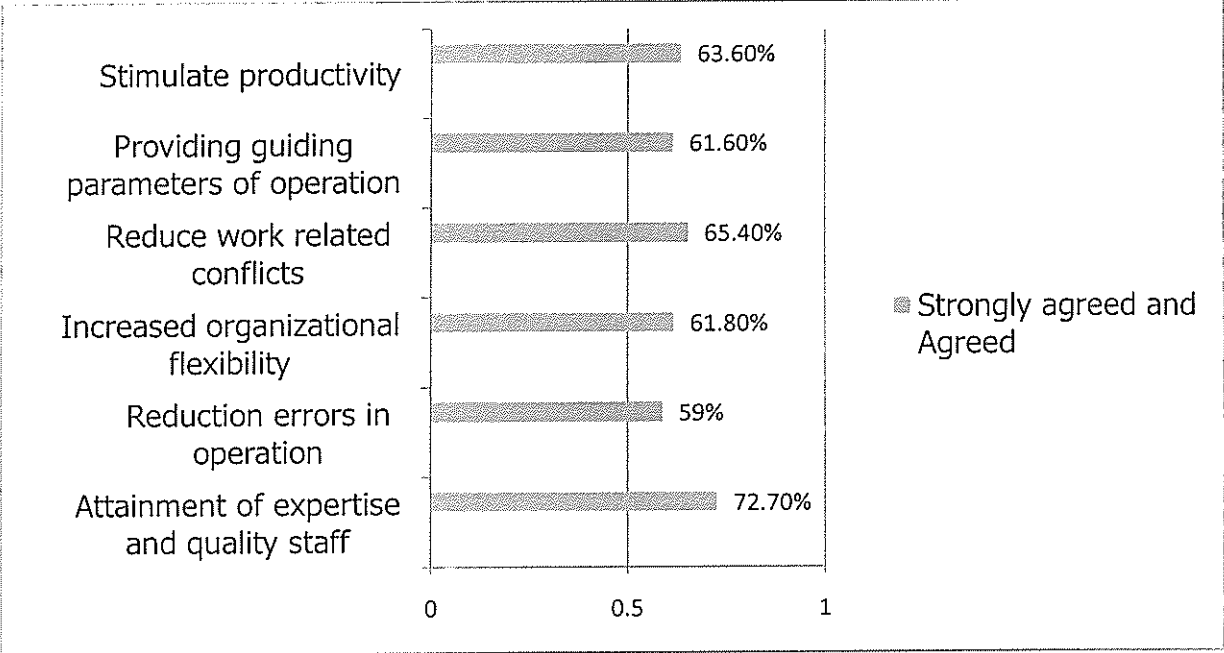
Increased organizational flexibility was measured with strongly agreed respondents who were 36.4%, 25.4% agreed, 20% were not sure, 17.2% disagreed and 10% strongly disagreed with the points raised

Reduce work related conflicts had 24.5% who strongly agreed, 40.9 agreed, 20.9 were not sure, 13.6% disagreed and 9.1% strongly disagreed.

Providing guiding parameters of operation had 35.5% of the respondents who strongly agreed, 28.1% agreed, 22.7% were not sure, 4.5% disagreed and 9.1% strongly disagreed

Stimulate productivity had 39.1% respondents who strongly agreed, 24.5% agreed, 19.09 were not sure, 17.2% disagreed and 9.1% strongly disagreed.

Figure 1: Showing the responses on how recruitment policies affect organization’s performance at Mukwano group of companies. (Those who strongly agreed and agreed)



Source: Primary data, 2015

Results in figure 1 indicate that agreement on how recruitment policies affect organization’s performance at Mukwano group of companies, the study findings were therefore that majority of the respondents contend with Attainment of expertise and quality staff with 72.7% of the total number of respondents, followed by reducing work related conflicts with 65.4% followed by stimulating productivity with 63.6%, increased organizational flexibility had 61.8% while providing parameters for operation had 61.60% plus reduction in errors with 59%. The study findings imply that majority of the respondents are in agreement with the fact that recruitment policies affect performance of Mukwano group of companies. It means that recruitment policy constitute an aspect of importance in the performance of Mukwano group of companies.

4.5 Effect of Selection techniques on organizational performance in organizations.

The first study objective was to evaluate the effect of selection techniques on organizational performance in organizations. The study findings on this objective are presented as follows

4.5.1 Whether employee selection techniques affect organization's performance at Mukwano group of companies?

Table 6: Showing whether employee selection techniques affect organization's performance at Mukwano group of companies?

Response	Frequency	Percentage
Strongly agree	39	35.00
Agree	21	19.00
Not sure	30	27.70
Disagree	20	18.30
Strongly disagree	0	0
Total	110	100

Source: Primary Data, 2015

Results presented in 6 indicate that majority of respondents 39(35%) strongly agreed that employee selection techniques affect organization's performance at Mukwano group of companies, 19% agreed, 30% were not sure, 20% disagreed and none strongly disagreed. The results imply that there aspects of selection techniques determine the nature of the people selected for employment.

4.5.2 Effect of selection techniques on the performance of organization

Table 7: Showing the responses to the effect of selection techniques on the performance of organization.

Effect	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Improve the allocation of duty	40	36.4	30	27.3	20	18.2	15	13.6	5	4.5	110	100
Provides a framework for analysis of employee competency	50	45.4	35	31.8	10	9.1	8	7.2	7	6.3	110	100
Improves worker capacity determination	35	31.8	30	27.3	25	22.7	15	13.6	15	13.6	110	100
Improves the rate of flow of information management	40	36.4	28	25.4	22	20	19	17.2	11	10	110	100
Improves the working relation management	29	26.3	31	28.1	5	4.5	5	4.5	40	36.4	110	100
Promote work ethics management	30	27.7	29	26.3	21	19.9	20	19	10	9.1	110	100

Source: Primary Data, 2015

Results in table 7 regarding the effect of selection techniques on the performance of organization indicate that improve the allocation of duty raised by the researcher had

36.4% of the respondents who strongly agreed, 30% agreed, 18.2% were not sure, 13.6% disagreed and 4.5% strongly disagreed.

Provides a framework for analysis of employee competency as had 45.5% who strongly agree, 31.8% agreed, 9.1 % were not sure, 7.2% disagreed and 6.3% strongly disagreed.

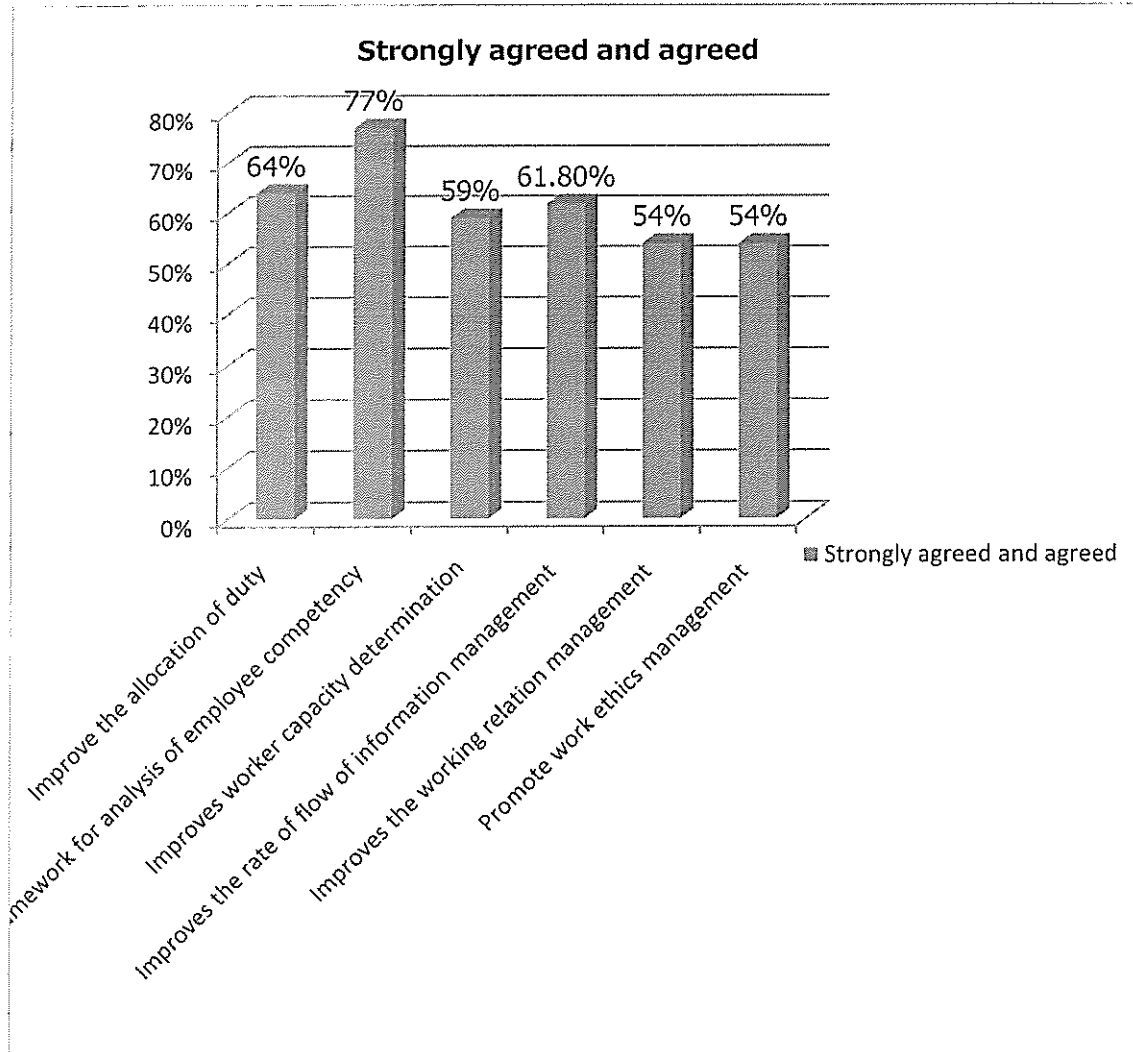
Improves worker capacity determination had 31,8% respondents who strongly agreed, 27.3% agreed, 22.7% were not sure, 13.6% disagreed and 13.6% strongly disagreed.

Improves the rate of flow of information management work and skill had 36.4 % respondents who strongly agreed, 25.4% agreed, 20% were not sure, 17.2% disagreed and finally 10% strongly disagreed.

Improves the working relation management had 26.3% who strongly agreed, 28.1 agreed, 4.5% were not sure, 4.5 disagreed and 36.4 % strongly disagreed.

Promote work ethics management had 27.7% respondents who strongly agreed, 26.3% agreed, 19.9% were not sure, 19% disagreed and 9.1% strongly disagreed.

Figure 2: Showing the responses to the effect of selection techniques on the performance of organization. (Those who agreed and strongly disagreed



Source: Primary data, 2015

Results from figure 1 reveal that the effect of selection techniques on the performance of organization is through a series of aspects, among others the mentioned include Provides a framework for analysis of employee competency according to 77% of the respondents on the agreement, 64% were recorded for improving duty allocation, improved workers capacity determination had 59%, improves the rate of flow of information management 61.8%, improves the working relation management and

Promote work ethics management had 54% of the respondents respectively. This implies that the respondents agree that selection techniques are vital in the selection of the employees and so the performance.

4.6 Effect of recruitment methods on organizational performance

4.6.1 Whether recruitment methods affect organizational performance

Table 8: showing responses on whether recruitment methods affect organizational performance.

Response	Frequency	Percentage
Strongly agree	34	30.9
Agree	21	19.00
Not sure	30	27.70
Disagree	20	18.30
Strongly disagree	05	4.55
Total	110	100

Source: Primary Data, 2015

The study findings on whether recruitment methods affect organizational performance at Mukwano group of companies. The study findings therefore were that 30.9% of the respondents strongly agreed, 19% agreed, 27.70% were not sure, 18.30% disagreed while 4.55% strongly disagreed, the study findings imply that recruitment methods affect performance of Mukwano group of companies.

Table 9: Showing the responses to the effect of recruitment methods on organizational performance at Mukwano group of companies.

Effect	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Selection of quality based employees	50	45.5	30	25.5	22	20	10	9.1	0	0	110	100
Selection of seasonal employees	35	31.8	25	22.7	29	26.3	11	10	10	9.1	110	100
Choice of employees at a less cost	20	19	39	35.4	31	28.1	0	0	20	18.1	110	100
Promotion of employees	54	49	16	14.5	0	0	35	31.8	5	4.5	110	100
Provision of necessary talents to employees	69	62.7	11	10	19	17.2	11	10	0	0	110	100
Provision of capacity management for workers	39	35.4	35	31.8	21	19.9	20	10	4	3.3	110	100

Source: Primary Data, 2015

Results in table 9 reveal that in regard to the effect of recruitment methods on organizational performance at Mukwano group of companies, Selection of quality based employees had 45.5% strong agreement, 25.5% agreed, 20% were not sure, 9.1% disagreed and none strongly disagreed.

Selection of seasonal employees had 31.8% of the respondents in strong agreement, 22.7% agreed, 26.3% were not sure, 10% disagreed and 9.1% strongly agreed.

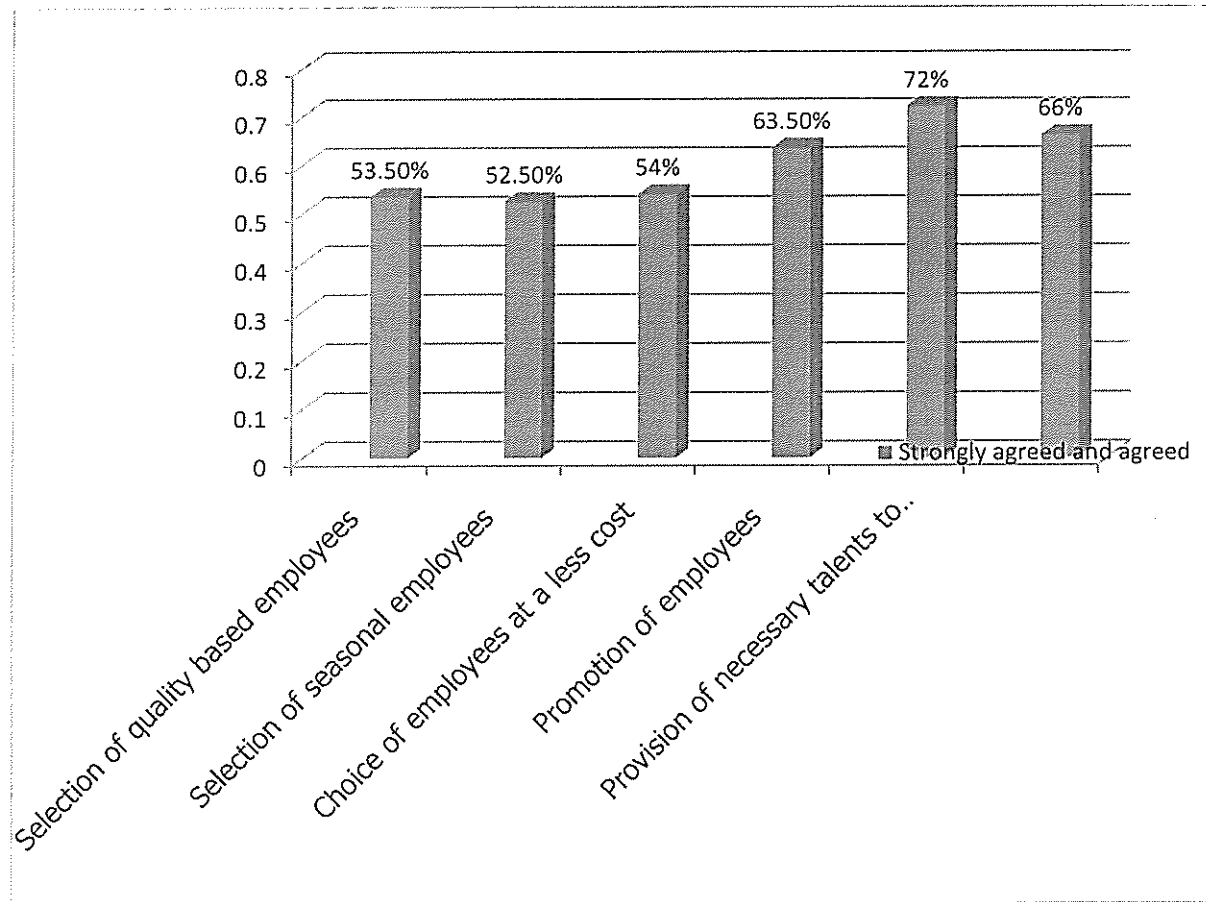
Choice of employees at a less cost had 19% strong agreement, 35.4% agreed, 28.1% were not sure, none disagreed and 18.1% strongly disagreed.

Promotion of employees was denoted by 49% respondents who strongly agreed, 14.5% agreed, none were not sure, 31.8% disagreed and finally 4.5% strongly disagreed.

Provision of necessary talents to employees 62.7% respondents who strongly agreed, 10% agreed, 17.2% were not sure, 10% disagreed and none were recorded for strong disagreement.

Provision of capacity management for workers to refer to 35.4%, 31.8% was ascertained to agreement, 19.9% were not sure, 10% disagreed and 3.3% strongly disagreed.

Figure 3: Showing the responses to the effect of recruitment methods on organizational performance at Mukwano group of companies (strongly agreed and agreed in percentages)



Source: Primary Data, 2015

Results in figure portray that the respondents agreed with the effect of recruitment methods on organizational performance at Mukwano group of companies. The results were that selection of quality based employees had 53.5%, selection of seasonal employees 52.5%, choice of employees at a less cost had 54%, promotion of employees had 63.5%, and provision of necessary talents to employees had 72% of the respondents and provision of capacity management for workers. This therefore means that majority of the respondents has been in agreement with the recruitment methods on organization.

4.6 The rate of organizational performance is high

Table 10: Showing the responses to whether the rate organizational performance is high.

Response	Frequency	Percentage
Strongly agree	34	30.9
Agree	23	20.9
Not sure	28	25.5
Disagree	20	18.30
Strongly disagree	05	4.55
Total	110	100

Source: Primary Data, 2015

The study findings as per the results in table 10 are that 30.9% of the respondents strongly agreed, 20.9% agreed, 25.5% were not sure, 18.30% disagreed and 4.55% strongly disagreed. The findings imply that a simple majority of the respondents are in agreement with the view that MUKwano group of companies is highly performing, the higher marks that include over 40% disagreement express the need for attention into increasing performance.

CHAPTER FIVE
SUMMARY, CONCLUSION, RECOMMENDATIONS AND
AREAS OF FURTHER STUDY

5.0 Introduction

This chapter presents the summary, conclusions and recommendations made based on the study findings. They were made basing on the research questions. It also gives areas of further study.

5.1 Summary of findings

5.1.1 Effect of recruitment policies on organization's performance

Results from table 4 indicate that majority of the respondents 27.2% strongly agreed with the fact that prevalence of recruitment policies affect organization's performance at Mukwano group of companies, 18.1% agreed, 22.8% were not sure, 19.2% disagreed and 12.7% strongly disagreed.

Results in figure 1 indicate that agreement on how recruitment policies affect organization's performance at Mukwano group of companies, the study findings were therefore that majority of the respondents contend with Attainment of expertise and quality staff with 72.7% of the total number of respondents, followed by reducing work related conflicts with 65.4% followed by stimulating productivity with 63.6%, increased organizational flexibility had 61.8% while providing parameters for operation had 61.60% plus reduction in errors with 59%.

5.1.2 Effect of selection techniques on organizational performance in organizations.

Results presented in 6 indicate that majority of respondents 39(35%) strongly agreed that employee selection techniques affect organization's performance at Mukwano group of companies, 19% agreed, 30% were not sure, 20% disagreed and none strongly disagreed.

Results on the effect of selection techniques on the performance of organization is through a series of aspects, among others the mentioned include Provides a framework

for analysis of employee competency according to 77% of the respondents on the agreement, 64% were recorded for improving duty allocation, improved workers capacity determination had 59%, improves the rate of flow of information management 61.8%, improves the working relation management and Promote work ethics management had 54% of the respondents respectively.

5.1.3 Effect of recruitment methods on organizational performance

The study findings on whether recruitment methods affect organizational performance at Mukwano group of companies. The study findings therefore were that 30.9% of the respondents strongly agreed, 19% agreed, 27.70% were not sure, 18.30% disagreed while 4.55% strongly disagreed.

Results on the effect of recruitment methods on organizational performance at Mukwano group of companies. The results were that selection of quality based employees had 53.5%, selection of seasonal employees 52.5%, choice of employees at a less cost had 54%, promotion of employees had 63.5%, and provision of necessary talents to employees had 72% of the respondents and provision of capacity management for workers

5.2 Conclusions

The study was set to establish the effect of recruitment and selection on organizational performance in Mukwano group of companies. It was guided by three research objectives which included examining the effect of recruitment policies on organization's performance, assessing the effect of selection techniques on organizational performance in organization and exploring the effect of recruitment methods on organizational performance, a case study Mukwano group of companies. The study findings were therefore that recruitment policies affect organization's performance at Mukwano group of companies, the study findings were therefore that majority of the respondents contend with Attainment of expertise and quality staff with 72.7% of the total number of respondents, followed by reducing work related conflicts with 65.4% followed by stimulating productivity with 63.6%, increased organizational flexibility had

61.8% while providing parameters for operation had 61.60% plus reduction in errors with 59%. The study findings were also that selection techniques on the performance of organization is through a series of aspects, among others the mentioned include Provides a framework for analysis of employee competency according to 77% of the respondents on the agreement, 64% were recorded for improving duty allocation, improved workers capacity determination had 59%, improves the rate of flow of information management 61.8%, improves the working relation management and Promote work ethics management had 54% of the respondents respectively. It was finally established that recruitment methods affect organizational performance at Mukwano group of companies. The results were that selection of quality based employees had 53.5%, selection of seasonal employees 52.5%, choice of employees at a less cost had 54%, promotion of employees had 63.5%, and provision of necessary talents to employees had 72% of the respondents and provision of capacity management for workers.

5.3 Recommendations

5.3.1 Effect of recruitment policies on organization's performance

Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labour market are important in recruiting and deploying appropriate employees at the right time.

Offering the best employment packages will also enable the curbing of competition and turnover since the employees will be contended with the working environment.

Proper performance appraisal system should be used, this is where by the employees are made aware about how they are performing and rewarding them in regard to their performance and expectation

5.3.2 Effect of selection techniques on organizational performance in organizations.

The researcher recommend that initiating a policy for motivation attached to training should include extrinsic rewards, such as more pay, allowance, fringe benefits, and intrinsic such as recognition, appreciation, acceptance by fellow workers, opportunities for promotion, career development and consultation for important matters.

There should be also open system of communication about rewards between employer and employees. This makes employees have all the information about their rewarding system in the organization.

Employee referrals though a good idea should be minimized to cater for a certain number of people rather than a whole scale opportunity. That gives room to favoritism and at times employment of individuals who might not contribute meaningfully to organizational output.

5.3.3 Effect of recruitment methods on organizational performance

The role of recruitment methods in influencing expertise and quality employee selection can be enhanced through the following mechanisms.

All applicants must be treated fairly; issues of favoritism should be avoided while giving the chance to all. Employee referrals though a good idea should be minimized to cater for a certain number of people rather than a whole scale opportunity. That gives room to favoritism and at times employment of individuals who might not contribute meaningfully to organizational output.

The human resource department should appraise employees to help them give off their best and help improve performance of employees; this will always keep employees on their toes to give off their best.

Refresher courses must be organized for employees for them to be abreast with trends in the ever growing market. It was revealed in the analysis that key talents are difficult

to come by, the bank can help upgrade the skills of some of its staff in areas they find difficult to recruit in the market.

5.4 Areas of further research

Due to time and resource constraints, the researcher suggests the following as possible areas for further research.

- Selection and employee performance
- Human resource planning and employee performance

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Appendices: Appendix i: Research Instrument

Dear respondent

I am a third year student of Kampala international University pursuing a Bachelors degree in Human Resource Management. I am carrying out a research with the topic: Recruitment and selection practices on organizational performance at Mukwano group of companies. You have been selected as a key information provider. This questionnaire is purely for academic purposes and the information will be kept confidential.

PART A; Back ground Information

1. Sex

Male

Female

2. In which age bracket are you

18-27

38-47

28- 37

48+

3. Education level

Diploma

Degree

Post graduate

Masters

PART B: Effect of recruitment policies on organization's performance.

4. Whether recruitment policies affect organization's performance at Mukwano group of companies?

Strongly agree

Agree

Not sure

Disagree

5. What are the effects of recruitment policies on organization's performance at Mukwano group of companies?

The following are the effect of recruitment policies on the performance of organization

(1-Strongly Agree, 2-Agree, 3-Not sure, 4-Disagree, 5-Strongly disagree)

Tick the appropriate box.

Effect of human resource recruitment policies	1	2	3	4	5
Selection of quality staff					
Attainment of expertise					
Reduction errors in operation					
Increased organizational flexibility					
Reduce work related conflicts					
Providing guiding parameters of operation					
Stimulate productivity					

If there are any other ways in which recruitment policies affect the performance of organizations, please mention

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PART C: Effect of Selection techniques on organizational performance in organizations.

6. Does an employee recruitment policy affect organization's performance at Mukwano group of companies?

Strongly Agree

Agree

Not Sure

Disagree

Strongly disagree

7. What is effect of selection techniques on organization's performance at Mukwano group of companies?

The following are the effect of selection techniques on the performance of organization

(1-Strongly Agree, 2-Agree, 3-Not sure, 4-Disagree, 5-Strongly disagree)

Tick the appropriate box.

Effect of selection techniques	1	2	3	4	5
Improve the allocation of duty					
Provides a framework for analysis of employee competency					
Improves worker capacity determination					
Improves the rate of flow of information management					
Improves the working relation management					
Promote work ethics management					
Enhances the flow of information					

8. If there are any other ways in which selection techniques affect the performance of organizations, please mention

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PART D: Effect of recruitment methods on organizational performance

9. Whether recruitment methods affect organizational performance?

Strongly Agree

- Agree
- Not sure
- Disagree
- Strongly disagree

10. What are the effects of recruitment methods on organizational performance?

(1-Strongly Agree, 2-Agree, 3-Not sure, 4-Disagree, 5-Strongly disagree)

Tick the appropriate box.

Recruitment Methods and organizational Performance	1	2	3	4	5
Selection of quality based employees					
Selection of seasonal employees					
Choice of employees at a less cost					
Promotion of employees					
Provision of necessary talents to employees					
Provision of capacity management for workers					
Improved work ethics management					

11. If there are any other effects of recruitment methods on organizational performance, please mention them.

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PART E: ORGANISATIONAL PERFORMANCE

1. 10. The rate of organizational performance is high?

Strongly Agree

Agree

Not sure

Disagree

Strongly disagree