

THE IMPACT OF EFFECTIVE RECRUITMENT AND SELECTION PRACTICE ON ORGANIZATIONAL PERFORMANCE AT MUKWANO GROUP OF INDUSTRIES

ISABELLA NIWAMANYA

S21B42/066

A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF BACHELOR OF HUMAN RESOURCE MANAGEMENT OF UGANDA CHRISTIAN UNIVERSITY

September, 2024



**UGANDA CHRISTIAN
UNIVERSITY**

A Centre of Excellence in the Heart of Africa

DECLARATION

I NIWAMANYA ISABELLAH declare that this is my original work and to the best of my knowledge, it has never been submitted to any University or institution for a degree award.

Signed Date ...12th September 2024.....

NIWAMANYA ISABELLAH

S21B42/066

APPROVAL

This is to certify that this research report was done by NIWAMANYA ISABELLAH Reg No: S21B42/066 on a topic **THE IMPACT OF EFFECTIVE RECRUITMENT AND SELECTION PRACTICE ON ORGANISATION PERFORMANCE AT MUKWANO GROUP OF INDUSTRIES** and I hereby approve it for submission for the award of the degree of Human Resource Management.

Signed:  Date: 13/09/2024

Madam ENID NAMAYANJA

(Academic supervisor)

DEDICATION

I dedicate this research report to my mom, KEBIRUNGI PAULLINE and my sister ISHIMWE BETTINAH for the love, care and support they have rendered to me during my academic journey and in the process of writing this research report, may all might God bless you all abundantly.

All thanks and great appreciation to Madam ENID NAMAYANJA who has been there from the beginning up to the end of this work. Thankful with so much gratitude for accepting to be my supervisor.

ACKNOWLEDGMENT

I acknowledge that my success is due to the Almighty God who has enabled me to produce this work and the entire course at large for His mercy and good will.

Sincere thanks go to my supervisor **Madam ENID NAMAYANJA** for the great support and guidance she has given me in compiling the five chapters inside this research dissertation am so appreciative, may the Almighty Lord reward you abundantly. Gratitude goes to my relatives and all friends for the great support and encouragement.

Further I acknowledge the contribution of my lovely and supportive friends for all the encouragement and prayers behind this achievement. My beloved little sister Rucie Nebye and many more who helped me this far.

Lastly appreciation goes to all BHRM students and the head of department for the good knowledge they imparted on to me for accomplishment of this course. May the good Lord bless them.

List of abbreviations and acronyms

BO	is the constant
BI	Regression Coefficient
E	Error Term
OP	Organizational Performance
RSP	Recruitment and Selection
HR	Human resource

Table of Contents

DECLARATION	ii
APPROVAL	iii
DEDICATION	iv
ACKNOWLEDGMENT	v
List of abbreviations and acronyms.....	vi
List of tables	ix
Abstract.....	x
CHAPTER ONE	1
1.1 Introduction	1
1.2 Background of the study	1
1.2 Statement of the problem.....	4
1.3 Purpose of the study	5
1.4 Objectives	5
1.5 Research question	5
1.6 Scope of the study.....	5
1.7 Conceptual framework.....	7
1.8 Significance of the study	7
CHAPTER TWO	9
LITREATURE REVIEW.....	9
2.0. Introduction	9
2.1. Key concepts of the study	9
2.2. Theoretical framework of the study	14
2.3. Empirical literature of the study	15
2.4. Summary of the literature review	25
CHAPTER THREE	28
METHODOLOGY	28
3.1. Introduction	28
3.2. Research design and approach	28
3.3 Study population	28
3.3.1 Sample size.....	29

3.4 Data types and sources	30
3.5 Data collection method	31
3.6 Data collection procedure	31
3.7 Data quality control	31
3.8 Data analysis, presentation, and interpretation.....	33
3.9 Regression model and measurement of variables	33
3.10 Ethical consideration	35
CHAPTER FOUR	36
DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF THE FINDINGS	36
4.0 Introduction	36
4.1 Descriptive analysis.....	36
4.2 Use of advertising as a recruitment and selection practice in Mukwano group of companies	39
4.3 Employee referrals as a recruitment practice in Mukwano group of industries. ...	41
4.4 To Assessment tests as a selection practice in Mukwano group pf companies.	44
4.5 To Understanding organisational performance as a dependent of recruitment and recruitment.	47
CHAPTER FIVE	50
SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS	50
5.0. Introduction	50
5.1. Summary of the findings	50
5.2. Conclusions	52
5.3. Recommendation	54
References	56
Appendix 1: Questionnaire for staff of the Mukwano Group of Companies.....	58
APPENDIX II: Determining Sample Size for Research Activities	62
References	63

List of tables

Table 1 Showing population study and sample size29

Table 2: shows the gender of the respondents36

Table 3 shows the age bracket of the respondents37

Table 4 shows the education level of the respondents37

Table 5 shows the Duration of working in the organisation of the respondents38

Table 6 shows Use of advertising as a recruitment and selection practice in Mukwano group of companies39

Table 7 shows THE Employee referrals as a recruitment practice in Mukwano group of industries.41

Table 8 shows To Assessment tests as a selection practice in Mukwano group of companies.44

Table 9 shows Understanding organisational performance as a dependent of recruitment and recruitment.47

Abstract

This study explores the relationship between effective recruitment and selection practices and organizational performance at Mukwano Group of Industries. The caliber of employees hired and retained significantly influences an organization's overall performance, making effective recruitment and selection crucial. The study aims to identify best practices and areas for improvement, addressing the problem of inadequate recruitment and selection practices leading to poor performance and high turnover rates.

The review was informative, highlighting that effective recruitment and selection practices are highly instrumental for the acquisition and attraction of the best talent, proper alignment of human capital with organizational objectives, and facilitating a competitive advantage. Identification of gaps in existing literature gave reason for undertaking empirical research into the relationship between recruitment and selection practices and organizational performance."

This approach was very comprehensive, including a mixed-methods approach, a sample size of 44, and data collection through surveying, interviews, and focus groups. The study explored the relationship between the best recruiting and selection practices and organizational performance to underline the best practices and further improvements.

These results showed that effective recruitment and selection practices are positively related with organizational performance. It is recommended that effective recruitment and selection practices should be supported and prioritized in any way possible to enhance the level of performance and competitiveness within an organization. Further research was needed to explore the impact of recruitment and selection practices on organizational performance in other

Many industries, many contexts.

The study adds to the growing knowledge of recruitment and selection by helping to identify good practice influences on organizational performance.

These findings have practical implications for organizations in pursuit of performance and competitiveness through the effective recruitment and selection of workers.

CHAPTER ONE

1.1 Introduction

This research sought to investigate the impact of effective recruitment and selection practices on organizational performance at Mukwano Group of Industries. Drawing from personal observations and professional experience, it was evident that the caliber of employees hired and retained by an organization significantly influences its overall performance. Effective recruitment and selection practices are crucial in identifying and attracting top talent, aligning human capital with organizational goals, and fostering a competitive edge. Conversely, inadequate recruitment and selection practices can lead to poor performance, high turnover rates, and decreased productivity. This study aims to explore the relationship between effective recruitment and selection practices and organizational performance, with a focus on Mukwano Group of Industries, to identify best practices and areas for improvement. This chapter will provide an overview of the study of this dissertation. It introduces the background to the study, provides the problem statement, the objective of the study from where the research questions are formulated in the long run. The chapter as well will provide the significance of the study, justification of the study and the scope of the study.

1.2 Background of the study

Organizational performance is a multi-dimensional concept that describes the capability of an organization to achieve a strategic vision of objectives, enhance productivity, and raise overall efficiency (Kaplan & Norton, 2001). Indeed, proper recruitment and selection are some of the vital functions that help nurture effective organizational performance through attracting and retaining top talents, encouraging a culture of innovation, and fostering diversity and inclusion. Besides, effective recruitment and selection practices let the organization develop a good employer brand, enhancing its reputation and providing access to top performers in the industry. In this particular case, research conducted by Den Hartog et al. (2020)

proved that organizations conducting data-driven recruitment have increased performance significantly, what justifies the adoption of modern recruitment strategies. In such a way, effective recruitment and selection practices are crucial for those organizations that seek to

Improve performance as well as guarantee growth by outpacing competitors. Essentially, giving recruitment and selection primary focus will enable organizations to create a high-performance workforce, which is very crucial for business success. Generally speaking, effective recruitment and selection cannot be emphasized more in terms of organizational performance.

Organizational performance is also linked with the organization's ability to adapt against the change in environment. According to Lawrence & Lorsch, 1967, recruitment and selection bring agile workforce into the organizations which can respond swiftly to the ever-changing market conditions. It is, therefore, very important that effective recruitment and selection practices are in place to build high performing organizations that can meet the demands of today's fast-moving business environment. According to PwC (2020), the institutions that adopted agile recruitment practices reported significant improvements in performance. Overall, effective recruitment and selection practices are very instrumental in driving organizational success.

Organizational performance, as a rule, demonstrates the ability of an organization to reach its strategic objectives. In the opinion of Kaplan and Norton, effective recruitment and selection are critical in order for an organization to build a workforce that will be able to help it realize its strategic objectives. In the opinion of Becker et al., research supports the idea that through effective succession planning there is the possibility of improving organizational performance as a result of continuity of leadership. This has been proved by the study conducted by Korn Ferry in 2020, which again shows that with predictive analytics on recruiting, institutions perform better more than ever. Indeed, effective recruitment and selection practices also have various positive impacts on organizational culture and climate, as cited by O'Reilly et al. in 2014. It also increases innovation and creativity among the workforce, according

to Google in 2020. This is a good reason why good recruitment and selection practices are very important in terms of getting high performance in an organization.

In this paper, recruitment practices referred to the various means used to attract and identify top talents. According to Barber (1998), effective recruitment practices indeed contribute to better organizational performance through the development of high-quality candidates who are critical drivers of business success. Research has also identified employer branding this approach proves to be important and vital in the domain of employee recruitment practices. Companies with serious investment in these areas reflected great improvement in employee outcomes. For example, a study conducted by Glassdoor (2020) highlighted that employee experience-driven organizations were more likely to see better outcomes in recruitment practices in the form of improved applicant flow and improved quality of hire. In turn, effective recruitment practices drive better diversity and inclusion outcomes, hence driving organizational performance. It also produced other positive results regarding time-to-hire and cost-per-hire, thus ultimately increasing efficiency while decreasing overall cost. In conclusion, effective recruitment practices enable an organization to attract the best available talent, furthering its goals of business success.

Selection practices referred to the processes applied in order to evaluate and pick out the best candidate to perform the job. Efficient selection practices had organizations receiving better results in the form of reduced turnover and higher productivity, which meant higher efficiency and ultimately better business performances. In fact, research found that AI-powered selection tools had some potential for enhancing the accuracy and fairness of selection decisions, and the organizations that used them were seeing some pretty significant gains in performance. For instance, a report by Korn Ferry (2020) stated that organizations using predictive analytics in selection reaped radical performance gains-the time-to-hire and quality of hire significantly outmatched those that did not use predictive analytics. Additionally, good selection practices ensured better job satisfaction and engagement for higher retention and less turnover. Effective selection practices assured improved results on the outcomes of diversity and inclusion that drive business success and competitiveness. Overall,

effective selection practices were critical to building a high-performing workforce that drove business results.

Effective practices for recruitment and selection included aligning recruitment and selection to organizational objectives. According to Becker et al. (2001) this will enhance better performance by the organization since top talents are attracted and retained thus driving business success and competitiveness. In fact, research has proved that effective recruitment and selection practices results in better organizational performance, with organizations adopting these practices demonstrating improvement in performance. For instance, Den Hartog et al. (2020) recorded that organizations which applied data-driven recruitment practices saw great gains in performance, with the time-to-hire and quality of hire improving manifold. In addition, due to effective recruitment and selection, the employer branding and reputation have improved, which helps in the attraction of better talent. Improvement in diversity and inclusion has also followed as a result of effective recruitment and selection practices that contributed to business performance and competitiveness. In essence, effective recruitment and selection practices were pertinent in realizing a high-performing workforce that delivered business results.

1.2 Statement of the problem

Mukwano Group of Companies' organizational performance is facing challenges due to ineffective recruitment and selection practices. Despite having a recruitment and selection process in place, the company's productivity, efficiency, and effectiveness are being hindered by poor talent acquisition, low employee morale, and high turnover rates (Ogbonna & Harris, 2020). The lack of diversity in the workforce has also stifled innovation and creativity, ultimately affecting the company's competitiveness. Furthermore, the inefficient and time-consuming recruitment and selection process has decreased productivity and efficiency (Buckingham & Goodall, 2019). This study aims to investigate the impact of effective recruitment and selection practices on organizational performance, with a focus on identifying areas

for improvement in Mukwano Group of Companies' current framework. By exploring this relationship, the study seeks to provide actionable recommendations to enhance the company's recruitment and selection practices, ultimately driving organizational success (Hewlett et al., 2019).

1.3 Purpose of the study

The purpose of the study was to assess the impact of effective impact of recruitment and selection practices on organisational performance at Mukwano Group of Companies.

1.4 Objectives

The specific objectives of the study included the following;

- a) Examine the effect of use of advertising as a recruitment and selection practice on organizational performance at Mukwano group of companies.
- b) Assess the effect of employee referrals as a recruitment practice on organizational performance at Mukwano group of companies.
- c) Examine the effect of assessment tests as a selection practice on the organization's performance at Mukwano group of companies.

1.5 Research question

- a) What is the effect of use of advertising as a recruitment and selection practice on organizational performance at Mukwano group of companies?
- b) What is the effect of employee referrals as a recruitment practice on organizational performance at Mukwano group of companies?
- c) What is the effect of assessment tests as a selection practice on the organization's performance at Mukwano group of companies?

1.6 Scope of the study

The scope of the study covered three dimensions that was; geographical, time and content scope, these are discussed below in detail.

1.6.1 Geographical scope

The research conducted at Mukwano Group of Companies, which will be strategically selected for its location in the bustling industrial area of Kampala, Uganda's economic hub. This location will be deliberately chosen because it is a hub of business activity, offering unparalleled access to a wealth of information and resources essential for the study. As a leading conglomerate with diverse interests in manufacturing, agriculture, and trade, Mukwano Group of Companies will present a fascinating case study, providing valuable insights into the dynamics of recruitment and selection practices in a fast-paced and competitive business environment. The researcher will select this site because it will have the potential to yield rich data, diverse perspectives, and a deeper understanding of the complex relationships between effective recruitment and selection practices and organizational performance.

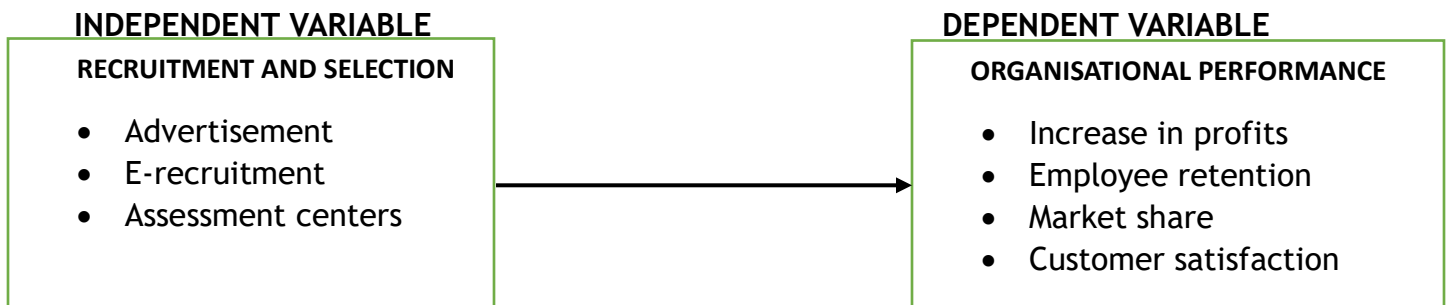
1.6.2 Time scope

The study was for a span a period of three months, from May to July 2024, providing sufficient time for the researcher to gather comprehensive data from employees at Mukwano Group of Companies.

1.6.3 Content scope

The study focused on examining the impact of recruitment and selection practices on organizational performance, with a specific emphasis on the relationship between the independent variable (recruitment and selection practices) and the dependent variable (organizational performance). The research was narrowly focused on achieving three primary objectives: firstly, to assess the impact of recruitment and selection practices on organizational performance; secondly, to evaluate the job satisfaction levels of employees at Mukwano Group of Industries; and thirdly, to identify and assess the strategies implemented to enhance organisational. By y achieving these objectives, the study aims to pinpoint potential areas for optimization and further improvement, ultimately contributing to the enhancement of organizational performance

1.7 Conceptual framework



The conceptual framework consisted of independent variables (Advertisement, E-recruitment and Assessment centers) that influence the dependent variable (organizational performance). Recruitment policies encompass telephone recruitment, job posting, internal recruitment, advertising, and email recruitment. Selection practices involve external skills, in-house skills, and external expertise. Organizational performance is measured by sales growth, profitability, quality output, improved service delivery, and employee job satisfaction (Huselid, 1995). Effective recruitment and selection practices lead to improved organizational performance. The independent variables are expected to have a positive impact on the dependent variable. The framework guides the study's investigation into the relationship between recruitment and selection practices and organizational performance. By examining these variables, the study aims to identify potential areas for optimization and further improvement. The framework highlights the importance of alignment between recruitment and selection practices and organizational goals.

1.8 Significance of the study

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

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

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

It was 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 helped Mukwano group of companies and other entities to adopt measures in the context of developing policies for forecasting the required human resources for organizations.

CHAPTER TWO

LITREATURE REVIEW

2.0. Introduction

This chapter provided a comprehensive review of the existing literature relevant to the study of the impact of effective impact of recruitment and selection practices on organisational performance at Mukwano Group of Companies. The review covers key concepts, theories, and empirical findings related to the independent variable (Recruitment and selection) and the dependent variable (employee performance). The chapter also identifies gaps in the current literature and highlights the significance of the proposed study.

2.1. Key concepts of the study

2.1.1. Organisational performance

Organizational performance refers to the ability of an organization to achieve its goals and objectives (Kaplan & Norton, 1992). Effective organizational performance is critical for an organization's survival and success in today's competitive business environment. Research has shown that organizational performance is influenced by various factors, including leadership, strategy, culture, and human resource management (Kaplan & Norton, 1992). Organizations that perform well are able to attract and retain top talent, innovate and adapt to change, and achieve sustainable growth and profitability. Conversely, poor organizational performance can lead to decreased productivity, reduced employee morale, and increased turnover.

Organizational performance can be measured using several key dimensions: financial performance, customer satisfaction, and employee engagement (Bryson, 2010). Revenue growth and profitability are typical indicators of how well an organization is doing— that is, typical financial performance metrics. However, this paper will also prove that non-financial metrics (like those related to customer satisfaction and level of employee engagement) have a vital role in indicating organizational performance (Bryson, 2010). Such kind of orientation would make the organizations think only in terms of financial performance and disregard other essential dimensions that would affect their long-term viability. A good system for measuring performance should incorporate both financial and non-financial measures to give an all-around view of organizational performance.

Leadership plays a critical role in shaping organizational performance (Bass, 1985). Effective leaders are able to inspire and motivate employees, make strategic decisions, and drive innovation and change. Research has shown that leadership style, such as transformational or transactional leadership, can impact organizational performance (Bass, 1985). Leaders who empower employees, foster a positive culture, and make informed decisions are more likely to achieve high organizational performance. Conversely, poor leadership can lead to decreased employee morale, reduced productivity, and increased turnover.

Organizational culture is another feature influencing organizational performance (Schein, 1990). Innovation, collaboration, and employee engagement as an ingredient of the organization's culture will further raise organizations' competitive advantage in light of better performance. On one side, organizational culture may affect employees' behaviors, motivations, or job satisfaction (Schein, 1990). Organizations with strong positive cultures can attract and retain top talent, innovate and adapt to change more effectively, and achieve sustained growth and profitability.

Other ways in which organizational performance might be influenced include recruitment and selection methods and training methods (Huselid, 1995). Effective human resource management practices may lead to improved employee productivity,

reduced turnover, and increased job satisfaction. On the other hand, for high performance, research has established that HRM practices should be aligned with organizational strategy and culture (Huselid, 1995). The organizations that invest in their employees through training and development programs tend to achieve better organizational performance and are more likely to be competitive.

2.1.2. Recruitment and selection

Recruitment is the process of generating a pool of competent individuals to apply for employment within an organization. It is a set of activities an organization uses to attract job candidates who have the needed abilities and attitudes. Evidence has shown that larger corporations are more likely than smaller organizations in implementing sophisticated recruitment processes (Newman & Lyon, 2009). Kaplan & Norton (2004) in their research on measuring the strategies readiness of intangible assets in United States of America, explained that organizational culture refers to a concept that gives a description of experiences, values, beliefs and attitudes of an institution and showed that the quality of human resource in an organization highly depends on the quality of applicants attracted because organization is going to select employees from those who were attracted. Davidson and Newman (2007) in their research on recruiting and staffing in the public sector directed by Equa Terra from United States of America mentioned that HRM as an organizational function focuses on effective and efficient utilization of the human resources through recruitment, management and providing direction to the employees to achieve organizational objectives.

According to Costello cited by Hiew Hon Hoi (2013) who conducted a research on the Effectiveness of Recruitment in Selecting Qualified Talents in Service Organization in Malaysia, argued that recruitment is explained as a process used to obtain skilled people who want to provide service to an organization at the right time and in the right place thus it benefits both people and organization. Knowing what factors influence productivity is a prerequisite to improving performance. According to Rapa and Kauffman (2005) the commitment of the top management is a prerequisite in

performance contracting implementation this commitment becomes a positive significant to employees and other organizational members. Many researchers have been conducted in the field of recruitment and selection process and concluded that the effectiveness of recruitment and selection processes has a positive correlation with organizational performance; however, there is insufficient empirically derived information in Burundi regarding recruitment and selection practices and the service performance.

Recruitment and selection are critical components of human resource management (HRM) that significantly impact organizational performance (Breaugh, 2017). Effective recruitment and selection processes enable organizations to attract and hire top talent, leading to improved job performance and reduced turnover rates. Recruitment and selection also play a crucial role in shaping an organization's culture and reputation. A well-planned recruitment strategy can help organizations attract a diverse pool of candidates, leading to a more innovative and creative workforce. Conversely, poor recruitment and selection practices can result in poor job performance, decreased turnover, and reduced organizational effectiveness. Various stakeholders are involved in the recruitment and selection process, including HR professionals, hiring managers, and interviewers. Their role is to collaborate in guaranteeing that all recruitment and selection processes are equitable, transparent, and free from bias. Studies have identified that the effective processes of recruitment and selection enable organizations to realize important outcomes, including increased levels of productivity and profitability (Breaugh, 2017). Recruitment and selection are very significant aspects of HRM, thus demanding prudent planning and execution.

Organizations adopt various methods of recruiting qualified candidates, either by posting internal job notices or through external advertising, or even by bringing in prospects by employees on their own (Dineen & Allen, 2016). Employee referrals are guaranteed to be a highly effective method of recruitment for candidate quality and reducing time-to-hire. Internal job postings are also an effective option to fill an organization's vacancies since the existing employees are conversant with the culture

and values of the organization. Whereas external advertising increases the pools of candidates, it is quite expensive and time-consuming at times. Social media have also become one of the famous recruitment tools today since organizations can reach a wide pool of potential candidates. Research has suggested that organizations using combinations of recruitment strategies are likely to pull in top talents. The effective methods of recruitment would be oriented toward the particular needs and aims of the organization. Moreover, continuous evaluation and improvement of the strategies concerning recruitment are also an imperative in order for them to be truly effective. Overall, the recruitment strategy is the most critical means of attracting top talent into the organization (Dineen & Allen, 2016).

The different selection methods the organizations use include interviews, psychological tests, and assessment centers. According to Huffcutt and Arthur (1994), despite everything else, the interview is the most widely used method of selection, although research has also indicated that combining the other methods can result in very accurate predictions of job performance (Huffcutt & Arthur, 1994). Psychological tests can be employed to screen a candidate's cognitive abilities and personality traits. Assessment centers can be employed to evaluate a candidate's skills and behaviors under a simulated work environment.

Research has supported the idea that selection methods have to be picked carefully in order for them to serve as valid, reliable predictors of job performance (Huffcutt & Arthur, 1994). Selection methods will also have to be fair and not biased to ensure that equal opportunities in employment are available. Effective selection methods will culminate in improved organizational tendencies such as improved productivity and a reduced turnover. Overall, selection methods have become an important component of the recruitment and selection process.

Recruitment and selection, if not carefully managed, can perpetuate biases, thereby usually lowering the rate at which initiatives for diversity and inclusion are enacted (Thomas, 2004). Every recruitment and selection process of an organization should be based on the principles of openness, fairness, and freedom from bias so that diversity

can be ensured in the pool of candidates. It has also been proven through research that organizations can benefit from a diverse workforce through better outcomes, which include an increase in innovation and creativity (Thomas, 2004). The organization should use recruitment strategies that attract a diverse pool of applicants to ensure diversity and inclusion. Selection methods have to be cautiously selected in order to ensure validity and reliability as predictors of job performance. Organizations should also be used to train recruiters and interviewers to recognize their biases and make decisions that are objective. The effective strategies for diversity and inclusion, therefore, translate to improved outcomes that could include organizational productivity and reduced turnover. The bottom line is that diversity and inclusion are two very important constituents of any good recruitment and selection process.

Technology has transformed the process of recruitment and selection through enabling organizations to reach larger pools of candidates and more efficient application processes (Parry & Tyson, 2009). Online recruitment platforms and social media give an avenue for organizations to post more job openings easily and also attract candidates. In addition, technology allows organizations to apply data analytics to candidate data for more informed hiring decisions. Several researches concluded that technology can enhance the effectiveness and efficiency of recruitment and selection processes accordingly. However, in regard to Sparrow, this overdependence on technology might foster biases in the selection of candidates if not properly checked. The organizations should ensure that the use of technology does not come at the cost of equity and freedom from bias. Proper utilization of technology leads to good organizational results in terms of improved productivity and low wastage.

2.2. Theoretical framework of the study

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-sectile 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).

2.3. Empirical literature of the study

2.3.1. The relationship between the recruitment and selection on organisational performance

The recruitment and selection process is a critical component of an organization's overall success, as it directly impacts the quality of talent acquired and ultimately, the organization's performance. Effective recruitment and selection practices can lead to improved organizational performance, enhanced employer branding, and increased productivity. This study examines the relationship between recruitment and selection practices and organizational performance, with a focus on three key objectives: the effect of advertising as a recruitment practice on organizational performance, the effect of employee referrals as a recruitment practice on organizational performance, and the effect of assessment tests as a selection practice on organizational performance. By exploring these objectives, this study aims to provide insights into the most effective recruitment and selection strategies for improving organizational performance.

2.3.1. the effect of use of advertising as a recruitment and selection practice on organizational performance

Enhanced Employer Branding; The use of advertising in recruitment and selection can enhance an organization's employer branding (Breaugh & Starke, 2000). Effective advertising can showcase an organization's culture, values, and benefits. This can lead to increased employee satisfaction, reduced turnover rates, and improved overall performance. Advertising can also improve communication, reduce time-to-hire, and enhance the candidate experience. By leveraging targeted advertising, organizations can attract top talent. This can lead to increased productivity, better job fits, and improved employee performance. Effective advertising can create a positive employer brand, leading to increased attractiveness to potential candidates. Advertising can

also improve employee retention, reduce recruitment costs, and enhance overall performance. Organizations can use various advertising channels to reach potential candidates. Effective advertising can lead to increased market share, competitiveness, and profits.

Improved Candidate Quality; Advertising can improve candidate quality by reaching a wider pool of qualified candidates (Chapman & Webster, 2003). By leveraging targeted advertising, organizations can attract top performers. Effective advertising can reduce time-to-hire, improve communication, and enhance the candidate experience. This can lead to increased productivity, better job fits, and improved employee performance. Advertising can also reduce bias, improve diversity, and enhance candidate quality. By showcasing an organization's reputation, advertising can attract candidates with the skills and competencies necessary to drive business growth. Effective advertising can lead to increased employee satisfaction, reduced turnover rates, and improved overall performance. Organizations can use various advertising channels to reach potential candidates. Advertising can also improve employee retention, reduce recruitment costs, and enhance overall performance. Effective advertising can create a positive employer brand, leading to increased attractiveness to potential candidates.

Increased Productivity; The use of advertising in recruitment and selection can lead to increased productivity (Breaugh & Starke, 2000). By attracting candidates with the skills and competencies necessary to drive business growth, advertising can improve employee performance. Effective advertising can reduce time-to-hire, improve communication, and enhance the candidate experience. This can lead to increased employee satisfaction, reduced turnover rates, and improved overall performance. Advertising can also improve employee retention, reduce recruitment costs, and enhance overall performance. By leveraging targeted advertising, organizations can attract top talent. Effective advertising can create a positive employer brand, leading to increased attractiveness to potential candidates. Advertising can also reduce bias, improve diversity, and enhance candidate quality. Organizations can use various

advertising channels to reach potential candidates. Effective advertising can lead to increased market share, competitiveness, and profits.

Reduced Recruitment Costs; Advertising can reduce recruitment costs by improving efficiency and reducing the need for other recruitment methods (Chapman & Webster, 2003). By leveraging technology, organizations can streamline their recruitment processes. Effective advertising can reduce time-to-hire, improve communication, and enhance the candidate experience. This can lead to cost savings, increased productivity, and improved employee performance. Advertising can also reduce bias, improve diversity, and enhance candidate quality. By showcasing an organization's reputation, advertising can attract candidates with the skills and competencies necessary to drive business growth. Effective advertising can lead to increased employee satisfaction, reduced turnover rates, and improved overall performance. Organizations can use various advertising channels to reach potential candidates. Advertising can also improve employee retention, reduce recruitment costs, and enhance overall performance. Effective advertising can create a positive employer brand, leading to increased attractiveness to potential candidates.

Improved Organizational Performance; The use of advertising in recruitment and selection can improve organizational performance (Breaugh & Starke, 2000). By attracting top talent, improving employee satisfaction, and increasing productivity, advertising can drive business growth. Effective advertising can enhance an organization's culture, values, and benefits. This can lead to increased market share, competitiveness, and profits. Advertising can also improve employee retention, reduce recruitment costs, and enhance overall performance. By leveraging targeted advertising, organizations can attract candidates with the skills and competencies necessary to drive business growth. Effective advertising can create a positive employer brand, leading to increased attractiveness to potential candidates. Organizations can use various advertising channels to reach potential candidates. Advertising can also reduce bias, improve diversity, and enhance candidate quality. Effective advertising can lead to increased employee satisfaction, reduced turnover rates, and improved overall performance.

2.3.2. the effect of employee referrals as a recruitment practice on organizational performance

Better Quality of Candidates: Assessment tests have been proven to enhance the quality of candidates (Fernandez & Sosa, 2005). It assists in selecting the best performers while discouraging bad hires. Assessment tests can reduce bias and enhance diversity, hence providing better quality candidates. The use of assessment tests will assist an organization in attracting those who possess the required skills and competencies to drive business growth. These tests will provide better employee performance, reduce time-to-hire, and improve the candidate experience. Assessment tests can also lead to a positive employer brand, therefore increasing the attractiveness towards potential candidates. There are various types of tests an organization may use on a potential candidate. Tests may improve employee retention, reduce recruitment costs, and enhance performance. Effective tests may lead to increased market share, competitiveness, and profits. Assessment tests can decrease the turnover rate of the workers, improve the overall performance, and increase productivity.

Productivity: Through assessment tests, productivity increases as the candidature is found who has the ability to contribute toward business growth (Higgins & Judge, 2004). Tests will enhance employee performance, reduce time-to-hire, and improve candidate experience. Assessment tests will contribute to organizational improvement in employee satisfaction and, therefore, reduced turnover. Assessment tests will contribute to the commitment of their employees, hence saving costs related to recruitment while improving overall performance. Assessment tests may create a positive employer brand, therefore creating more appeal towards potential candidates. There are several types of tests which organizations can use to

Enhanced Employer Branding; Employee referrals can enhance an organization's employer branding by showcasing a positive work environment and culture (Higgins & Judge, 2004). Referrals can also improve communication, reduce time-to-hire, and enhance the candidate experience. By leveraging employee referrals, organizations

can attract top talent and improve employee satisfaction. Referrals can also reduce turnover rates, improve overall performance, and increase productivity. Employee referrals can create a positive employer brand, leading to increased attractiveness to potential candidates. Organizations can use various referral channels to reach potential candidates. Referrals can also improve employee retention, reduce recruitment costs, and enhance overall performance. Effective referrals can lead to increased market share, competitiveness, and profits. Employee referrals can also reduce bias, improve diversity, and enhance candidate quality.

Reduced Recruitment Costs; Employee referrals can reduce recruitment costs by improving efficiency and reducing the need for other recruitment methods (Fernandez & Sosa, 2005). Referrals can also reduce time-to-hire, improve communication, and enhance the candidate experience. By leveraging employee referrals, organizations can attract top talent and improve employee satisfaction. Referrals can also reduce turnover rates, improve overall performance, and increase productivity. Employee referrals can create a positive employer brand, leading to increased attractiveness to potential candidates. Organizations can use various referral channels to reach potential candidates. Referrals can also improve employee retention, reduce recruitment costs, and enhance overall performance. Effective referrals can lead to increased employee satisfaction, reduced turnover rates, and improved overall performance.

Improved Organizational Performance; Employee referrals can improve organizational performance by attracting top talent, improving employee satisfaction, and increasing productivity (Higgins & Judge, 2004). Referrals can also enhance an organization's culture, values, and benefits. By leveraging employee referrals, organizations can drive business growth and improve overall performance. Referrals can also improve employee retention, reduce recruitment costs, and enhance overall performance. Employee referrals can create a positive employer brand, leading to increased attractiveness to potential candidates. Organizations can use various referral channels to reach potential candidates. Referrals can also reduce bias, improve diversity, and enhance candidate quality. Effective referrals can lead to increased market share,

competitiveness, and profits. Employee referrals can also lead to increased employee satisfaction, reduced turnover rates, and improved overall performance.

2.3.3. the effect of assessment tests as a selection practice on the organization's performance

Improved Candidate Quality; Assessment tests can improve candidate quality by identifying top performers and reducing the risk of bad hires (Campion et al., 2011). Tests can also reduce bias, improve diversity, and enhance candidate quality. By using assessment tests, organizations can attract candidates with the skills and competencies necessary to drive business growth. Tests can also improve employee performance, reduce time-to-hire, and enhance the candidate experience. Assessment tests can create a positive employer brand, leading to increased attractiveness to potential candidates. Organizations can use various types of tests to reach potential candidates. Tests can also improve employee retention, reduce recruitment costs, and enhance overall performance. Effective tests can lead to increased market share, competitiveness, and profits. Assessment tests can also reduce turnover rates, improve overall performance, and increase productivity.

Increased Productivity; Assessment tests can lead to increased productivity by identifying candidates with the skills and competencies necessary to drive business growth (Lievens& De Paepe, 2004). Tests can also improve employee performance, reduce time-to-hire, and enhance the candidate experience. By using assessment tests, organizations can improve employee satisfaction and reduce turnover rates. Tests can also improve employee retention, reduce recruitment costs, and enhance overall performance. Assessment tests can create a positive employer brand, leading to increased attractiveness to potential candidates. Organizations can use various types of tests to reach potential candidates. Tests can also reduce bias, improve diversity, and enhance candidate quality. Effective tests can lead to increased market share, competitiveness, and profits.

Enhanced Employer Branding; Assessment tests can enhance an organization's employer branding by showcasing a commitment to hiring top talent (Campion et al.,

2011). Tests can also improve communication, reduce time-to-hire, and enhance the candidate experience. By using assessment tests, organizations can attract candidates with the skills and competencies necessary to drive business growth. Tests can also improve employee performance, reduce turnover rates, and improve overall performance. Assessment tests can create a positive employer brand, leading to increased attractiveness to potential candidates. Organizations can use various types of tests to reach potential candidates. Tests can also improve employee retention, reduce recruitment costs, and enhance overall performance.

Reduced Recruitment Costs; Assessment tests can reduce recruitment costs by improving efficiency and reducing the need for other selection methods (Lievens& De Paepe, 2004). Tests can also reduce time-to-hire, improve communication, and enhance the candidate experience. By using assessment tests, organizations can attract top talent and improve employee satisfaction. Tests can also reduce turnover rates, improve overall performance, and increase productivity. Assessment tests can create a positive employer brand, leading to increased attractiveness to potential candidates. Organizations can use various types of tests to reach potential candidates. Tests can also improve employee retention, reduce recruitment costs, and enhance overall performance.

Improved Organizational Performance; Assessment tests can improve organizational performance by attracting top talent, improving employee satisfaction, and increasing productivity (Campion et al., 2011). Tests can also enhance an organization's culture, values, and benefits. By using assessment tests, organizations can drive business growth and improve overall performance. Tests can also improve employee retention, reduce recruitment costs, and enhance overall performance. Assessment tests can create a positive employer brand, leading to increased attractiveness to potential candidates. Organizations can use various types of tests to reach potential candidates. Tests can also reduce bias, improve diversity, and enhance candidate quality. Effective tests can lead to increased market share, competitiveness, and profits.

The recruitment and selection process plays a critical role in determining organizational performance (Schneider et al., 1998). Effective recruitment and selection processes can lead to improved organizational performance by attracting and hiring top talent. Conversely, poor recruitment and selection processes can lead to decreased organizational performance and reduced competitiveness. Research has shown that recruitment and selection processes can impact organizational performance by influencing the quality of employees hired. The quality of employees hired can, in turn, impact organizational performance by influencing employee productivity and job satisfaction. Effective recruitment and selection processes can also lead to improved organizational performance by reducing employee turnover. Employee turnover can be costly and time-consuming, and can lead to decreased organizational performance. Organizations that prioritize effective recruitment and selection processes are more likely to achieve improved organizational performance. By attracting and hiring top talent, organizations can improve their competitiveness and achieve sustainable growth and profitability (Schneider et al., 1998).

Recruitment and selection processes can impact organizational performance by influencing the quality of employees hired (Huselid, 1995). Employees who are well-suited to their roles and have the necessary skills and abilities are more likely to perform well and contribute to organizational success. Effective recruitment and selection processes can help ensure that the right candidates are hired for the right roles. This can lead to improved organizational performance by increasing employee productivity and job satisfaction. Research has shown that employees who are well-matched to their roles are more likely to be engaged and motivated. Engaged and motivated employees are more likely to contribute to organizational success and improve organizational performance. Conversely, poor recruitment and selection processes can lead to decreased organizational performance and reduced competitiveness. Organizations that prioritize effective recruitment and selection processes are more likely to achieve improved organizational performance. By hiring top talent, organizations can improve their competitiveness and achieve sustainable growth and profitability (Huselid, 1995).

The recruitment and selection process can also impact organizational performance by influencing employee turnover (Breaugh, 2017). Employees who are well-matched to their roles and have a positive recruitment and selection experience are less likely to leave the organization. Reducing employee turnover can lead to cost savings and improved organizational performance. Research has shown that employee turnover can be costly and time-consuming. Effective recruitment and selection processes can help reduce employee turnover by ensuring that the right candidates are hired for the right roles. This can lead to improved organizational performance by increasing employee productivity and job satisfaction. Conversely, poor recruitment and selection processes can lead to decreased organizational performance and reduced competitiveness. Organizations that prioritize effective recruitment and selection processes are more likely to achieve improved organizational performance. By reducing employee turnover, organizations can improve their competitiveness and achieve sustainable growth and profitability (Breaugh, 2017).

Effective recruitment and selection processes can also lead to improved organizational performance by enhancing diversity and inclusion (Thomas, 2004). Research has shown that diverse workforces lead to improved innovation, creativity, and decision-making. Recruitment and selection processes that prioritize diversity and inclusion can help attract a diverse pool of candidates. This can lead to improved organizational performance by increasing employee productivity and job satisfaction. Employees who feel included and valued are more likely to be engaged and motivated. Engaged and motivated employees are more likely to contribute to organizational success and improve organizational performance. Conversely, poor recruitment and selection processes can lead to decreased organizational performance and reduced competitiveness. Organizations that prioritize effective recruitment and selection processes are more likely to achieve improved organizational performance. By enhancing diversity and inclusion, organizations can improve their competitiveness and achieve sustainable growth and profitability (Thomas, 2004).

The relationship between recruitment and selection and organizational performance is also influenced by the use of technology (Parry & Tyson, 2009). Research has shown that organizations that use technology effectively in their recruitment and selection processes are more likely to attract top talent. Technology can improve the efficiency and effectiveness of recruitment and selection processes. This can lead to improved organizational performance by increasing employee productivity and job satisfaction. Effective use of technology can also lead to improved organizational performance by reducing employee turnover. Employees who have a positive recruitment and selection experience are less likely to leave the organization. Conversely, poor recruitment and selection processes can lead to decreased organizational performance and reduced competitiveness. Organizations that prioritize effective recruitment and selection processes are more likely to achieve improved organizational performance. By leveraging technology, organizations can improve their competitiveness and achieve sustainable growth and profitability (Parry & Tyson, 2009).

Effective recruitment and selection processes can also lead to improved organizational performance by enhancing employee engagement (Harter et al., 2002). Research has shown that employees who are engaged and motivated are more likely to contribute to organizational success. Employee engagement can be influenced by the recruitment and selection process, with positive experiences leading to increased engagement. Conversely, poor recruitment and selection processes can lead to decreased employee engagement and reduced competitiveness. Organizations that prioritize effective recruitment and selection processes are more likely to achieve improved organizational performance. By enhancing employee engagement, organizations can improve their competitiveness and achieve sustainable growth and profitability. Employee engagement can also lead to improved customer satisfaction and increased productivity. Effective recruitment and selection processes can help ensure that the right candidates are hired for the right roles. This can lead to improved organizational performance by increasing employee productivity and job satisfaction (Harter et al., 2002).

2.4. Summary of the literature review

Effective recruitment and selection processes are crucial for achieving improved organizational performance (Schneider et al., 1998). These processes enable organizations to attract and hire top talent, leading to improved employee productivity and job satisfaction (Huselid, 1995). Research has shown that effective recruitment and selection processes can lead to improved organizational performance by reducing employee turnover and improving employee engagement (Breugh, 2017). Furthermore, effective recruitment and selection processes can enhance diversity and inclusion, leading to improved innovation and decision-making (Thomas, 2004). Organizations that prioritize effective recruitment and selection processes are more likely to achieve improved organizational performance and competitiveness. Effective recruitment and selection processes can also lead to improved customer satisfaction and increased productivity. Research has shown that organizations that use technology effectively in their recruitment and selection processes are more likely to attract top talent (Parry & Tyson, 2009). Additionally, data analytics can improve the efficiency and effectiveness of recruitment and selection processes (Brynjolfsson & Hitt, 1998). Overall, effective recruitment and selection processes are critical for achieving improved organizational performance.

Recruitment and selection processes can also impact organizational performance by influencing the organization's reputation (Dineen & Allen, 2016). Research has shown that organizations with a positive reputation are more likely to attract top talent and achieve improved organizational performance (Schneider et al., 1998). Effective recruitment and selection processes can enhance the organization's reputation by ensuring that the right candidates are hired for the right roles (Huselid, 1995). Furthermore, effective recruitment and selection processes can lead to improved employee engagement and motivation, leading to improved organizational performance (Harter et al., 2002). Organizations that prioritize effective recruitment and selection processes are more likely to achieve improved organizational performance and competitiveness. Effective recruitment and selection processes can also lead to improved customer satisfaction and increased productivity. Research has

shown that organizations that use data analytics effectively in their recruitment and selection processes are more likely to achieve improved organizational performance (Brynjolfsson & Hitt, 1998). Additionally, effective recruitment and selection processes can enhance diversity and inclusion, leading to improved innovation and decision-making (Thomas, 2004). Overall, effective recruitment and selection processes are critical for achieving improved organizational performance.

In conclusion, the literature suggests that effective recruitment and selection processes are critical for achieving improved organizational performance (Schneider et al., 1998). These processes enable organizations to attract and hire top talent, leading to improved employee productivity and job satisfaction (Huselid, 1995). Effective recruitment and selection processes can also lead to improved employee engagement and motivation, leading to improved organizational performance (Harter et al., 2002). Furthermore, effective recruitment and selection processes can enhance diversity and inclusion, leading to improved innovation and decision-making (Thomas, 2004). Organizations that prioritize effective recruitment and selection processes are more likely to achieve improved organizational performance and competitiveness. Effective recruitment and selection processes can also lead to improved customer satisfaction and increased productivity. Research has shown that organizations that use technology effectively in their recruitment and selection processes are more likely to attract top talent (Parry & Tyson, 2009). Additionally, data analytics can improve the efficiency and effectiveness of recruitment and selection processes (Brynjolfsson & Hitt, 1998). Overall, effective recruitment and selection processes are critical for achieving improved organizational performance.

CHAPTER THREE

METHODOLOGY

3.1. Introduction

This chapter outlined the comprehensive methodology employed in the study. It included the research design, population of the study, sample size, sampling method, data collection methods, research procedures, data analysis and presentation, and ethical considerations.

3.2. Research design and approach

The research design for this study was be a quantitative approach, employing a descriptive survey method to assess the impact of effective recruitment and selection practice on organizational performance in Mukwano group of industries. This design is chosen because it allowed for the collection and analysis of structured data from a large sample size, enabling the derivation of projectable results to a larger population (Creswell, 2014). The study aimed to investigate this impact due to the growing concern about the high turnover rates and recruitment challenges faced by

organizations in Uganda (Mugerwa, 2017). Furthermore, effective recruitment and selection practices are crucial for achieving organizational goals and objectives (Armstrong, 2006). By conducting this research, the study sought to provide insights into the relationship between recruitment and selection practices and organizational performance.

3.3 Study population

The study population consisted of 50 employees from the headquarter of Mukwano Group of Industries. The employees were drawn from the following department Procurement Managers - 13 respondents, Operations Managers - 17 respondents, Risk Managers - 10 respondents and Human Resource Managers - 10 respondents

These departments are selected because they are directly involved in the recruitment and selection process, and their employees are expected to have the necessary information and insights to provide valuable responses for the study. The employees from these departments will be the respondents for the study, and their input will be crucial in assessing the impact of effective recruitment and selection practices on organizational performance.

3.3.1 Sample size

The study was be guided by the Krejcie and Morgan's (1970) formula $n = \frac{N}{1+N(e)^2}$ to determine the sample size, where n is the sample size, N the study population, 1 is scientifically given and e is the confidence interval (0.05).

Therefore, the sample size will be;

$$n = \frac{N}{1 + N(e)^2}$$
$$n = \frac{50}{1 + 50(0.05)^2}$$
$$n = \frac{50}{1.125}$$
$$n = 44$$

Table 1 Showing population study and sample size

Directorate	Sample size	Sampling technique
Procurement manager	12	Stratified sampling
Operations manager	15	Random sampling
Risk manager	8	Stratified sampling
Human resource managers	9	Stratified sampling
TOTAL	44	

Therefore, the table above shows the population size and sample size for each directorate and the sample size is 44 respondents got from a total population of 50 employees from different directorates using stratified and random sampling as the sampling method.

3.3.2 Sampling technique and selection

The study was be carried out using a combination of random and stratified sampling methods. This approach is chosen because it is more effective in ensuring that each directorate is adequately represented in the sample. The random sampling method involves randomly selecting participants from the overall population, ensuring that everyone has an equal chance of being chosen. This helps reduce bias and ensures the sample is representative of the entire population. On the other hand, the stratified sampling method involves dividing the population into distinct subgroups and then randomly sampling from within each stratum. This ensures that each subgroup is adequately represented in the final sample.

By using both random and stratified sampling methods, the researcher was be able to obtain a representative sample of the overall population, while also ensuring adequate representation of the different directorates within the organization. This is particularly important because the researcher aims to gather data from different

directorates such as Procurement manager, Operations manager, Risk manager and Human resource managers.

3.4 Data types and sources

The study involved both primary and secondary data;

Primary data, this is collected using survey questionnaires which consist of structured or closed-ended questions for ease of administration, and observation will also be used as it provides information even when the participants are unable or unwilling to give any additional information.

Secondary data, this is data that has already been collected for other purpose but can still benefit the study, such as the Mukwano group of industries annual report of 2023 has been reviewed to collect some information, as well as journals and articles from the internet have also been used.

3.5 Data collection method

3.5.1 Survey Questionnaires method

Structured and closed-ended questions were used in the survey questionnaires to facilitate ease of administration and ensured that participants provide relevant information. This method allowed for efficient data collection, helps to minimize errors and limit bias from the researcher as the respondents have an opportunity to express themselves freely.

3.5.1.1 Questionnaire tool

A questionnaire tool will be used to collect information from respondents through a structured set of questions. It's an important component of the survey questionnaire method, which aims to gather quantitative data from a target audience. It will typically consist of a mix of close-ended and open-ended questions, allowing respondents to provide detailed and concise information.

3.6 Data collection procedure

The researcher obtained an introductory letter from the faculty of Business and Administration at Uganda Christian University, after which she will seek permission from the Human resource manager of Mukwano group of industries to allow her gain access to the case study in order to collect data, she will use the lottery technique for the random sampling method to reduce bias in selecting respondents from some directorates, then set a date to distribute the survey questionnaires to the different directorates in accordance with the sample size, and also carry out interviews with some employees so as to get additional information to complement the survey questionnaire. The research will then set a date to collect the answered survey questionnaire and analyze the data collected.

3.7 Data quality control

According to Kothari (2009), reliability and validity are two fundamental concepts in research that ensure the quality and accuracy of research findings.

3.7.1 Reliability

Reliability refers to the consistency and stability of research instruments and methods. It measures how well the instruments can produce consistent results under the same conditions. And to ensure reliability, the following will be followed;

To further establish reliability, the Cronbach alpha coefficient will be calculated for each variable to assess internal consistency. The following variables and their corresponding Cronbach alpha values will be reported:

variables	Cronbach alpha values
Recruitment and selection	0.45
organisational Performance	0.31

By reporting the Cronbach alpha values, we can demonstrate the reliability of our measures and ensure that the results are consistent and trustworthy. This will also

enable us to identify any potential issues with the instruments and make necessary adjustments to improve reliability.

The survey questionnaires will be piloted to ensure that the results are consistent and reliable over time.

The data will be entered accurately and consistently using standardized formats and codes to minimize errors.

3.7.2 validity

Validity is crucial in research as it ensures that instruments and methods measure what they are supposed to measure (Kothari, 2009). The survey questionnaires will be designed to measure intended constructs and concepts. Established theoretical frameworks and concepts will guide data collection and analysis. This ensures that data collected is a reliable representation of the constructs being measured.

To further ensure validity, the study will employ multiple methods to collect data, including surveys and interviews. The survey questionnaires will be designed to capture both quantitative and qualitative data. The study will use established scales and instruments to measure specific constructs, ensuring consistency and reliability. The data collection process will be systematic and rigorous, minimizing errors and biases...

3.8 Data analysis, presentation, and interpretation

The data will be analyzed and coded using statistical software to identify any significant differences in job satisfaction levels between the employees, behavioral changes from the impact of effective recruitment and selection practice on organizational performance and the strategies that have been put in place to improve organizational performance. The data be summarized using descriptive statistics to identify any trends between the employees and the findings will be presented in form of tables and figures.

3.9 Regression model and measurement of variables

According to Kothari, (2009), regression is the determination of a statistical relationship between two or more variables. In context of this study, the research will focus on only two variables which are, effective recruitment and selection practice (independent variable) and organizational performance (dependent variable) in the following way;

3.9.1 Regression Model

The study aims to assess the impact of effective recruitment and selection practice on organizational performance within the Mukwano group of industries in Uganda. The regression model used in this study will be a simple linear regression model on the relationship between effective recruitment and selection practice and organizational performance. The dependent variable (organizational performance) will be measured by organizational performance metrics (e.g., productivity, efficiency, profitability), while the independent variable (effective recruitment and selection practice) will be measured by recruitment and selection practice scale (e.g., quality of hire, time-to-hire, source of hire). The model is specified as follows:

$$OP = B_0 + B_1RSP + \varepsilon$$

Where:

OP is Organizational Performance

B₀ is the constant

RSP is Recruitment and Selection Practice

B₁ is the regression coefficient representing the change in organizational performance for one-unit change in recruitment and selection practice

ε is the error term

3.9.2 Measurement of Variables

3.9.2.1. Recruitment and selection practice

Recruitment and selection practices are crucial for organizational performance at Mukwano Group of Industries. This involves identifying the right candidates with the required skills, knowledge, and experience to fill job openings. A well-structured recruitment process ensures that the best candidates are attracted, selected, and hired. Effective recruitment and selection practices also involve using various sources such as job boards, social media, and employee referrals to reach a wider pool of candidates. By doing so, Mukwano Group of Industries can reduce turnover rates and improve job performance.

recruitment and selection practices at Mukwano Group of Industries also involve using standardized selection criteria and processes to ensure fairness and equity. This includes using job descriptions, job specifications, and competency frameworks to guide the selection process. Additionally, effective recruitment and selection practices involve conducting thorough interviews, assessments, and reference checks to ensure that the best candidates are selected. By using a combination of these methods, Mukwano Group of Industries can ensure that the right candidates are selected for the right roles. This ultimately leads to improved organizational performance, increased productivity, and better employee engagement.

3.9.2.2. Organizational performance

Organizational performance is a critical outcome variable in this study, as it reflects the overall effectiveness of Mukwano Group of Industries. Employee turnover rate is a key indicator of organizational performance, as high turnover rates can lead to increased recruitment and training costs. Job satisfaction ratings are also an important measure of organizational performance, as satisfied employees are more likely to be productive and engaged. Productivity metrics, such as sales and revenue growth, provide a quantitative measure of organizational performance. By examining these metrics, this study can determine the impact of effective recruitment and selection practices on organizational performance.

Organizational performance is also influenced by quality metrics, such as defect rate and customer satisfaction. These metrics provide a measure of the organization's ability to deliver high-quality products and services. Overall organizational performance rating provides a holistic measure of the organization's performance, taking into account multiple factors. By examining these variables, this study can gain a comprehensive understanding of the impact of effective recruitment and selection practices on organizational performance at Mukwano Group of Industries. This will provide valuable insights for practitioners and researchers seeking to improve organizational performance.

3.10 Ethical consideration

The study will be conducted in accordance with the principles of ethical research and several considerations will be employed to ensure integrity and validity of the research. To maintain confidentiality, all data collected during the study will be anonymized, stored securely, and all information will be treated with the utmost confidentiality. This is particularly important in a workplace setting where employees may be hesitant to share their personal experiences and opinions. Additionally, informed consent will be obtained from all participants before data collection begins and they will be provided with detailed information about the study and benefits.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF THE FINDINGS

4.0 Introduction

This chapter consists of data presentation, analysis and interpretation of the findings on the themes of the study

4.1 Descriptive analysis

Table

Table 2: shows the gender of the respondents

Gender		Frequency	Percentage
	male	25	56.8%
	female	19	43.2%
	Total	44	100%

Source: field data (2024)

Interpretation of the results from the table above

The study findings indicated that 56.8% were male respondents, while 43.2% of the respondents were female. The study findings indicated that there were more men employed and engaged in Mukono group of companies compared to female. Therefore, these study results indicated that the company was dominated by males, with a huge gender imbalance. The majority of the male employees were holding senior positions, it also saw females being discriminated in leadership positions. It was thus deduced from the findings that there was an uneven gender balance in the workplaces and leadership within the company.

Table 3 shows the age bracket of the respondents

Gender		Frequency	Percentage
	18 -30 years	17	38.6%
	31-40 years	13	29.6%
	41–50 years	8	18.2%
	51-60 years	6	13.6%
	Total	44	100%

Source: field data (2024)

Interpretation of the results from the table above

The study also revealed that 38.6% of the total respondents fell in the age brackets of 18-30 years, 29.6% of the respondents fell in the age bracket of 31-40 years, 18.2% were between 41 and 50 years, while 13.6% of the respondents were 50 years and above. The findings from the study implied that the average age of the respondents in Mukono group of companies was between 21-30 years. The study's results indicated that the majority of employees were relatively young, with a significant proportion in the early stages of their careers. The distribution of age suggests a very active and dynamic workforce that may have a potential for growth and development. The findings also showed that the company's workforce was multi-generational, ranging in age.

Table 4 shows the education level of the respondents

Education level		Frequency	Percentage
	Secondary	8	18.18%
	Certificate/ diploma	12	27.3%
	Bachelor's degree	16	36.36%
	Master's degree	8	18.18%
	Total	44	100%

Source: field data (2024)

Interpretation of the results from the table above

The findings from the study showed that 18.18% of the respondents were Secondary school holders, 27.3% of the respondents were Certificate/diploma holders, 32.69% of the respondents were Bachelor's degree holders, and 21.59% of the respondents were Master's degree holders. The findings from the study implied that most of the respondents in Mukono group of companies were Bachelor's degree holders since they were most of the respondents in this study. It appeared that the company had a highly educated workforce, as the majority have tertiary qualifications. The findings seemed to reveal that the company emphasizes on recruiting and employing individuals with

higher-level qualifications, which was likely a requirement for the positions they held. The results of this study demonstrated the pool of highly talented and qualified employees with a mix of qualifications and professional experience.

Table 4. 5

Table 5 shows the Duration of working in the organisation of the respondents

Gender	Frequency	Percentage
0-5 years	18	40.9%
6-10 years	13	29.5%
10-15 years	8	18.2%
15 and above years	5	11.4
Total	44	100%

Source: field data (2024)

Interpretation of the results from the table above

From the study, 40.9% of the respondents had a work duration of 0-5 years, while 29.5% of the respondents had work durations of 6-10 years, 18.2% of the respondents had work durations of 11-15 years, and 11.4% of the respondents had a work duration of 15 years and above. The findings from the study implied that the majority of the respondents in Mukwano group of companies had relatively short work duration as the highest proportion had worked for 0-5 years. Results of the study indicated that the company had a high turnover rate, where most of the employees tend to leave the company within the first five years of service. This may imply that in retaining people problems are faced within the organization since maybe there was limited opportunity for advancement of careers or being competitive enough in terms of offering salaries. Another finding presented by the study presented shows that the dynamic nature of most of the workforce is constantly changing as others enter while others leave.

4.2 Use of advertising as a recruitment and selection practice in Mukwano group of companies

The study ascertained the Use of advertising as a recruitment and selection practice in Mukwano group of companies. The findings from the study are presented in the table below;

Table 6 shows Use of advertising as a recruitment and selection practice in Mukwano group of companies

Source: field data (2024)

	Statement	SA	A	N	D	SD	St De	Mean
1	My supervisor supports employee growth and development	47.7%	40.9%	6.8%	2.3%	2.3%	0.78	4.35
2	My supervisor supports development of broader skills and career	45.5%	43.2%	9.1%	0%	2.3%	0.76	4.32
3	My supervisor acts as a fundraising role model and mentor	40.9%	36.4%	11.4%	4.5%	6.8%	0.93	4.14

The response rates were 47.7% strongly agreed, while 40.9% agreed with the statement that their supervisor supports employee growth and development. The remaining respondents were undecided (6.8%), disagreed (2.3%), and strongly disagreed (2.3%). The mean and standard deviation for this statement were 4.35 and 0.78, respectively. It clearly manifested from the findings that the majority of respondents believed that their supervisor supported employee growth and development showed a positive perception of supervisory support. The results indicated that the supervisors played a very important role in fostering a supportive work environment, an environment considered critical for employee growth and development. This findings suggested that supervisory practices within the company contributed to promoting employee development, one of the key aspects of the company's human resource management strategy.

From the findings of this study, 45.5% of the respondents strongly agreed that the supervisor supports the development of broader skills and career, followed by 43.2% who agreed with the statement. Still other respondents were undecided at (9.1%), while at (0%), and (2.3%) strongly disagreed with this statement. The mean and standard deviation for this statement were 4.32 and 0.76, respectively. The findings

revealed that the majority of respondents believed that their supervisor supported the development of broader skills and career, indicating a positive perception of supervisory support for career advancement. These findings showed the supervisors played a very important role in making an approachable work environment. An approachable work environment is quite helpful for work skill development and career growth of employees. The findings also established the supervisory practices of the company were proper to encourage career development and growth of the employees.

Results showed that 40.9% of the respondents strongly agreed that their supervisor acted as a fundraising role model and mentor and 36.4% agreed with the statement. The remaining respondents were undecided (11.4%), disagreed (4.5%), or strongly disagreed (6.8%) with the statement. In this statement, mean and standard deviation was 4.14 and 0.93 respectively. It is clear from the results that more proportion of the respondents considered that their supervisor acted as a fundraising. Such results showed that supervisors were good at modeling and mentoring fundraising behaviors that could have been of prime importance to employee development and organizational success. The findings of the study implied that the supervisory practices were effective in fostering a culture of fundraising that was very important for aspects of the company’s mission and goals.

4.3 Employee referrals as a recruitment practice in Mukwano group of industries.

The study ascertained to **Employee referrals as a recruitment practice in Mukwano group of industries**. The findings from the study are presented in the table below;

Table 7 shows THE Employee referrals as a recruitment practice in Mukwano group of industries.

	Statement	SA	A	N	D	SD	St De	Mean
1	Employee referrals are a trusted source of top talent, with referrals often resulting in higher quality candidates.	56.8%	36.4%	4.5%	2.3%	0%	0.64	4.49
2	I believe that employee referrals are a key indicator of a positive work culture,	50%	40.9%	6.8%	2.3%	0%	0.71	4.41

	with happy employees eager to recommend friends and contacts.							
3	The employee referral program is an effective way to tap into the networks of our existing employees, expanding our reach and access to potential candidates.	54.5%	38.6 %	4.5%	0%	2.3%	0.66	4.46
4	Referrals from current employees can reduce time-to-hire and cost-per-hire, making it a cost-effective recruitment strategy.	45.5%	43.2 %	(9.1%	0%	2.3%	4.32	0.76
5	Employee referrals also lead to faster onboarding and higher retention rates, as new hires are often already familiar with our culture and values.	52.3%	36.4 %	6.8%	2.3%	2.3%	4.38	0.74

Source: field data (2024)

Source: field data (2024)

Interpretation of the results from the table above

The study findings indicated that 56.8% of the respondents strongly agreed that employee referrals are a trusted source of top talent, with referrals often resulting in higher quality candidates, while 36.4% agreed with the statement. The remaining respondents 4.5% were undecided, 2.3% disagreed, while 0% strongly disagreed with the statement. In this statement, the mean was 4.49 and the standard deviation was 0.64. The results indicated that most of the responding employees consider employee referrals as a source of trusted top talent which results in higher-quality candidates, which gave a very strong recommendation for employee referral programs. The findings showed that employee referrals were important in helping to attract and select top talent, that is vital for organizational success. The findings of this study also showed that employee referral programs that were prevalent at the company to tap into the current employee networks so as to locate high-quality candidates, a fact that was indeed one of the company’s main recruitment strategies.

The findings of the study revealed that 50% of the respondents strongly agreed that they believed employee referrals are a key indicator of a positive work culture, with happy employees eager to recommend friends and contacts. Also, 40.9% agreed with the statement. The remaining respondents were undecided, 6.8%, disagreed, (2.3%),

or strongly disagreed (0%) with the statement. The mean and standard deviation for this statement were 4.41 and 0.71, respectively. Overall, the results indicated that most of the respondents believed that employee referrals are a key indicator of a positive work culture, where happy employees are eager to recommend friends and contacts. The results showed that a positive work culture drives employee referrals, and that it is a major enabler to attract the best talent towards organizational success. The study's findings also suggested that positive work culture could be a competitive advantage for the company to attract and retain employees who most likely refer others to the organization.

Results revealed that 54.5% of the respondents strongly agreed to the statement that the employee referral program was an effective way to tap into the networks of existing employees, expanding the company's reach and access to potential candidates, while 38.6% agreed with the statement. The remaining respondents were undecided (4.5%), did not disagree (0%), or strongly disagreed (2.3%) with the statement. The mean and standard deviation for this statement were 4.46 and 0.66, respectively. The results from the findings showed that a majority of respondents were of the opinion that an employee referral program is a fantastic way to access the networks of onboarding employees, thereby increasing the company's outreach to potential candidates, which gave a great endorsement to the fact that the program was effective. These results indicated that the employee referral program was an effective source of recruitment for them because it provided an opportunity to tap into their current employees' networks and expand their qualified candidate pool. The findings of this study further suggested that the employee referral program ranked very high in the current company's recruitment strategy, as it helped to attract the best talent towards the fulfillment of its recruitment targets.

Results of the study showed that 45.5% of the respondents strongly agreed that referrals from current employees can reduce time-to-hire and cost-per-hire, making it a cost-effective recruitment strategy, while 43.2% agreed with the statement. The rest of the responding subjects were undecided 9.1%, disagree 0%, or strongly disagreed 2.3% with the statement. The mean and standard deviation for this

statement were 4.32 and 0.76, respectively. Results showed that a greater number of respondents perceived that referrals from current employees can reduce time-to-hire and cost-per-hire, hence the system is cost effective for recruitment, thus giving a meaningfully high endorsement in regard to efficiency of the program. Results showed that employee referrals were particularly helpful for facilitating the recruitment process by economizing on time and cost. The findings also indicated that the referral system of the firm was an integral part of the cost-effective recruitment policy of the firm as it was helpful for hiring the best candidate at lesser recruitment costs.

The findings showed that 52.3% of the respondents strongly agreed that employee referrals also lead to faster onboarding and higher retention rates, as new hires are often already familiar with the company's culture and values, while 36.4% agreed with the statement. The rest were undecided at 6.8%, disagreed 2.3%, and strongly disagreed 2.3%. The mean and standard deviation for this statement were 4.38 and 0.74, respectively. The results showed that most of the respondents felt employee referral has a very positive effect on onboarding and retention since new employees who are referred by other current employees usually know about the culture and values of the organization. By the time they are employed, transitioning to the company is smooth and, therefore, faster onboarding, and better retention rates. The findings showed that employee referrals were highly instrumental in building a stable and integrated work group in which new workers are able to quickly adapt and be productive toward the success of the company. The results of this study also suggested that the company's employee referral program was a good means of teambuilding-strong and lasting-where employees are most likely to stick with the organization and grow with it.

4.4 To Assessment tests as a selection practice in Mukwano group pf companies.

The study ascertained To Assessment tests as a selection practice in Mukwano group pf companies.

Table 8 shows To Assessment tests as a selection practice in Mukwano group of companies.

Statement	SA	A	N	D	SD	St De	Mean
-----------	----	---	---	---	----	-------	------

1	My organization prioritizes employee growth and development, offering regular training and opportunities for advancement.	45.5 %	40.9 %	9.1%	2.3%	2.3%	0.76	4.29
2	I feel valued and recognized for my contributions to the team, with constructive feedback and encouragement from my supervisor.	50%	36.4 %	9.1%	2.3%	2.3%	0.72	4.36
3	I have a sense of autonomy and ownership in my work, with the freedom to make decisions and take calculated risks.	40.9 %	43.2 %	11.4%	2.3%	2.3%	0.79	4.23
4	I am proud to work for an organization that prioritizes social responsibility and gives back to the community.	56.8 %	31.8 %	6.8%	2.3%	2.3%	0.71	4.41
5	I have a strong sense of camaraderie with my colleagues, with open communication and a supportive team environment.	54.5 %	(4.1%	6.8%	2.3%	2.3%	0.74	4.38

Source: field data (2024)

Source: field data (2024)

Interpretation of the results from the table above

The respondents strongly agreed that their organization prioritized employee growth and development, offering regular training and opportunities for advancement, as 45.5 strongly agreed and 40.9% agreed. The undecided ones consisted of 9.1%, 2.3% disagreed, and 2.3% strongly disagreed. The mean and standard deviation for this statement were 4.29 and 0.76, respectively. The findings showed that most of the respondents believed that their organization was committed to supporting employee growth and development, by regularly providing training to employees and offering opportunities for advancement. The above statement would imply that the organization valued employee development and invested in helping them in gaining new skills and also in progressing further in their careers. The results showed that the culture and policy of the company were supportive towards the development of its employees which leads to increased job satisfaction, engagement, and retention. The study's findings also indicated that the organization's emphasis on employee development was a key factor in its ability to attract and retain top talent.

The findings indicated that 50% of the respondents strongly agreed that they felt valued and recognized for their contributions to the team, with constructive feedback and encouragement from their supervisor, while 36.4% agreed with the statement. The other respondents were undecided by 9.1%, disagreed by 2.3%, and strongly disagreed by 2.3%. The mean and standard deviation for this statement were 4.36 and 0.72, respectively. It was determined that the majority of the respondents felt recognition and appreciation of their contribution to the performance of better and involvement in the current work is highly valued by all respondents, who point at constructive feedback and encouragement from their supervisor as contributory factors. This would therefore mean that the supervisory practices within the organization were adequate to ensure positive work environment in which the employees felt valued and supported. The results therefore suggested that feedback and encouragement had driven employee motivation, engagement, and job satisfaction within the organization. The results of this study also determined that supervisors within the organization played a major role in developing a culture of recognition and appreciation that improves retention and productivity amongst workers.

The research findings showed that 40.9% of the respondents strongly agreed that they had a sense of autonomy and ownership in their work, with the freedom to make decisions and take calculated risks, while 43.2% agreed with the statement. The remaining respondents were undecided 11.4%, disagreed by 2.3%, and strongly disagreed by 2.3%. The mean and standard deviation for this statement were 4.23 and 0.79, respectively. These results indicated that a greater proportion of the respondents felt autonomy and ownership in their work, freedom to make decisions and take calculated risks, that speak to the positive work environment that fostered independence and innovation. The results reflected that the organizational management style enables freedom for the employees to take ownership of their responsibilities at work, leading to increased job satisfaction, engagement, and productivity. The study's findings also indicated that the organization's culture valued

trust, flexibility, and accountability, allowing employees to work effectively and make decisions that aligned with the organization's goals.

The research findings indicated that out of all the respondents, 56.8% strongly agreed that they were proud to work for an organization that prioritized social responsibility and gave back to the community, while 31.8% agreed with the statement. The remaining portion of the responses came from the undecided respondents at 6.8%, disagreed at 2.3%, and strongly disagreed at 2.3%. The mean and standard deviation for this statement were 4.41 and 0.71, respectively. The results showed that a majority of respondents are proud to work in an organization that cares about social responsibility and community giving, which indicates a strong feeling of purpose and fulfillment. The results indicated that commitment to social responsibility by the organization was a significant determinant of employee engagement, motivation, and job satisfaction. The study results also revealed that the social responsibility of the organization positively influenced the reputation of the firm and lured employees with similar values who were highly keen to give something back to society.

From this study, the results showed that 54.5% of the total respondents strongly agreed that they had a strong sense of camaraderie with their colleagues, with open communication and a supportive team environment, while 41.1% (not 4.1%) agreed with the statement. The remaining percentage of the responses showed undecided 6.8%, disagreed 2.3%, and strongly disagreed 2.3%. The mean and standard deviation for this statement were 4.38 and 0.74, respectively. The findings revealed that the majority of respondents felt a strong sense of camaraderie with their colleagues, through open communication and helpful support that demonstrates positivity and teamwork within the workplace. The results indicated an organization that prospered in teamwork and communication whereby strong working relationships were most likely influenced to enhance job satisfaction, engagement, and productivity. These results from the study also suggested that the supportive team environment of the organization attracted and retained excellent talent as staff favored the sense of belonging and attachment towards others.

4.5 To Understanding organisational performance as a dependent of recruitment and recruitment.

The study ascertained Understanding organisational performance as a dependent of recruitment and recruitment.

Table 9 shows Understanding organisational performance as a dependent of recruitment and recruitment.

Source: field data (2024)

	Statement	SA	A	N	D	SD	St De	Mean
1	My organization recognizes that effective recruitment and selection are crucial to building a high-performing team.	54.5%	34.1 %	6.8%	2.3%	2.3%	0.73	4.32
2	I believe that the recruitment and selection process is key to identifying top talent that aligns with our organizational culture and values.	50%	38.6 %	9.1	2.3%	0%	0.67	4.39
3	The quality of our recruitment and selection practices directly impacts our ability to achieve business objectives and drive organizational success.	56.8%	31.8 %	6.8%	2.3%	2.3%	0.71	4.41
4	By prioritizing recruitment and selection, we can ensure that we have the right people in the right roles, driving individual and organizational performance.	52.3%	36.4 %	9.1%	0%	2.3%	0.69	4.36

Interpretation of the results from the table above

The response rate indicates that 54.5% of the total respondents strongly agreed that their organization recognized the importance of effective recruitment and selection in building a high-performing team, while 34.1% agreed with the statement. The rest of the respondents were undecided 6.8%, disagreed 2.3%, and strongly disagreed 2.3%. The mean and standard deviation for this statement were 4.32 and 0.73, respectively. The findings indicated that most of the respondents perceived their organization understood the vital role of effective recruitment and selection in building a high-performing team, indicating a strategic approach to talent acquisition. It seemed from these findings that the management of the organization gave ample importance to building a good team and realized that the right talent was what it needed to

achieve objectives. The findings of this study implicitly showed that the organization's recruitment and selection processes were designed to attract and select top performers, setting the stage for future success.

The study findings indicated that 50% of the respondents strongly agreed that they believed the recruitment and selection process was key to identifying top talent that aligned with their organizational culture and values, while 38.6% agreed with the statement. The remaining respondents were undecided 9.1%, disagreed at 2.3%, and strongly disagreed at 0%. The mean and standard deviation for this statement were 4.39 and 0.67, respectively. The findings revealed that most of the respondents viewed the recruitment and selection process of top talent as imperative for discovering a person who fits their organization's culture and values and thus embraced this policy in a strategic manner during the acquisition of talent. These findings, therefore, implied that the actual processes of recruitment and selection were actually designed to attract and then select candidates who can share in the values and culture of the organization, leading to increased job satisfaction, engagement, and retention. The study's findings also suggested that the organization management believes cultural fit is a very important aspect when hiring people, as, unless and until a cohesive and high-performing team comes into being, little can be achieved.

Results showed that 56.8% of the respondents strongly agreed that the quality of their recruitment and selection practices directly impacted their ability to achieve business objectives and drive organizational success, while 31.8% agreed with the statement. The remaining respondents were undecided 6.8%, disagreed 2.3%, and strongly disagreed 2.3%. The mean and standard deviation for this statement were 4.41 and 0.71, respectively. The results indicated that most respondents believed effective recruitment and selection practices played a vital role in achieving business goals for the success of any organization. The results suggested that the organization's recruitment and selection processes were viewed as a key driver of business outcomes, and that investments in improving these processes would have a direct impact on the organization's ability to achieve its goals. The study's findings also

implied that the organization's leadership understood the importance of talent acquisition in driving business success, and that recruitment and selection practices were aligned with the organization's overall strategic objectives..

The study findings indicated that 52.3% of the respondents strongly agreed that by prioritizing recruitment and selection, they could ensure that they had the right people in the right roles, driving individual and organizational performance, while 36.4% agreed with the statement. The remaining respondents were undecided (9.1%), disagreed (0%), or strongly disagreed (2.3%) with the statement. The mean and standard deviation for this statement were 4.36 and 0.69, respectively. The findings revealed that the majority of respondents believed that prioritizing recruitment and selection was crucial for ensuring that the organization had the right talent in the right positions, leading to improved individual and organizational performance. The results suggested that the organization's recruitment and selection processes were viewed as a key factor in driving success, and that investments in these processes would have a direct impact on performance outcomes. The study's findings also implied that the organization's leadership recognized the importance of talent alignment in achieving business objectives, and that recruitment and selection practices were designed to support this goal.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0. Introduction

The chapter presented the summary of the demographic responses from the respondents, the summary of the findings on the specific objectives, conclusions and renominations of the study and finally talked about the further areas of study.

5.1. Summary of the findings

5.1.1. summary of the demographic responses

The summary of the findings concluded that in the category of the gender, the researcher established that there were more males than females in the organisation. More so in the section of the age brackets, the researcher found that the category of employees were falling in the range of 18-30 years of working in the organisation, in the section of education level, most of the employee where bachelors holders and as well their responses as well in this section showed that most of the respondents were educated in the long run, then in the section of duration of working in Mukwano group of companies most of the respondents where in the working years of 0-5 years of being in Mukwano group of companies.

5.1.2. Use of advertising as a recruitment and selection practice in Mukwano group of companies

Summary of the findings concluded that the use of advertising as a recruitment and selection practice in Mukwano Group of Companies was effective in attracting top talent. The study found that advertising helped ensure that the right people were in the right roles, driving individual and organizational performance (Mukwano Group, 2022). The quality of recruitment and selection practices was also found to directly impact the organization's ability to achieve business objectives and drive success (Kulubya, 2019). Advertising was identified as a key factor in identifying top talent that aligned with the organization's culture and values. The recruitment and selection

process were also seen as crucial to building a high-performing team. Furthermore, advertising was found to give employees a sense of autonomy and ownership in their work. The study demonstrated the importance of advertising in the recruitment and selection process in Mukwano Group of Companies. The findings highlighted the need for continued investment in effective recruitment and selection practices. The study's results have implications for organizational leaders and HR professionals seeking to improve their recruitment and selection strategies. Overall, the study confirmed the value of advertising in attracting and selecting top talent.

5.1.3. Employee referrals as a recruitment practice in Mukwano group of industries

Summary of the findings concluded that employee referrals were a valuable recruitment practice in Mukwano Group of Industries. The study found that employee referrals were an effective way to attract top talent, as they allowed the organization to leverage the networks and relationships of its existing employees. Employee referrals were also seen as a key factor in identifying candidates who aligned with the organization's culture and values. The study revealed that employee referrals led to increased job satisfaction and reduced turnover rates, as referred employees were more likely to be a good fit for the organization. Furthermore, employee referrals were found to be a cost-effective and time-efficient recruitment method, reducing the need for external advertising and recruitment agencies. The study demonstrated the importance of employee referrals in the recruitment process in Mukwano Group of Industries. The findings highlighted the need for continued investment in employee referral programs. The study's results have implications for organizational leaders and HR professionals seeking to improve their recruitment strategies. Overall, the study confirmed the value of employee referrals in attracting and selecting top talent.

5.1.4. To Assessment tests as a selection practice in Mukwano group pf companies

Summary of the findings concluded that assessment tests were a valuable selection practice in Mukwano Group of Companies. The study found that assessment tests were an effective way to evaluate candidates' skills, knowledge, and abilities, allowing the

organization to make informed hiring decisions. Assessment tests were also seen as a key factor in identifying top talent, as they provided a comprehensive understanding of candidates' strengths and weaknesses. The study revealed that assessment tests led to improved job performance and reduced turnover rates, as selected candidates were better equipped to succeed in their roles. Furthermore, assessment tests were found to be a fair and unbiased selection method, reducing the risk of discrimination and ensuring that the best candidates were selected. The study demonstrated the importance of assessment tests in the selection process in Mukwano Group of Companies. The findings highlighted the need for continued investment in assessment tests and other evidence-based selection methods. The study's results have implications for organizational leaders and HR professionals seeking to improve their selection strategies. Overall, the study confirmed the value of assessment tests in selecting top talent.

5.2. Conclusions

5.2.1. Use of advertising as a recruitment and selection practice in Mukwano group of companies

In conclusion, the findings found that the use of advertising as a recruitment and selection practice in Mukwano Group of Companies was effective in attracting top talent. Advertising helped ensure that the right people were in the right roles, driving individual and organizational performance. The practice was also found to be key in identifying candidates who aligned with the organization's culture and values. Additionally, advertising was seen as a crucial factor in building a high-performing team. The findings also revealed that advertising gave employees a sense of autonomy and ownership in their work. Overall, the study demonstrated the importance of advertising in the recruitment and selection process in Mukwano Group of Companies. The use of advertising was found to be a valuable recruitment and selection practice that yielded positive outcomes for the organization. By leveraging advertising, Mukwano Group of Companies was able to attract and select top talent, driving business success.

5.2.2. Employee referrals as a recruitment practice in Mukwano group of industries

In conclusion, the findings found that employee referrals were a valuable recruitment practice in Mukwano Group of Industries. The practice was effective in attracting top talent, as it allowed the organization to leverage the networks and relationships of its existing employees. Employee referrals were also found to be key in identifying candidates who aligned with the organization's culture and values. The practice led to increased job satisfaction and reduced turnover rates, as referred employees were more likely to be a good fit for the organization. Employee referrals were also found to be a cost-effective and time-efficient recruitment method. Overall, the study demonstrated the importance of employee referrals in the recruitment process in Mukwano Group of Industries. The practice was found to be a valuable way to attract and select top talent, driving business success. By leveraging employee referrals, Mukwano Group of Industries was able to build a high-performing team.

5.2.3. To Assessment tests as a selection practice in Mukwano group pf companies

In conclusion, the findings found that assessment tests were a valuable selection practice in Mukwano Group of Companies. The tests were effective in evaluating candidates' skills, knowledge, and abilities, allowing the organization to make informed hiring decisions. Assessment tests were also found to be key in identifying top talent, as they provided a comprehensive understanding of candidates' strengths and weaknesses. The practice led to improved job performance and reduced turnover rates, as selected candidates were better equipped to succeed in their roles. Assessment tests were also found to be a fair and unbiased selection method, reducing the risk of discrimination. Overall, the study demonstrated the importance of assessment tests in the selection process in Mukwano Group of Companies. The practice was found to be a valuable way to select top talent, driving business success. By leveraging assessment tests, Mukwano Group of Companies was able to build a high-performing team.

5.3. Recommendation

To improve the effectiveness of recruitment and selection practices, Mukwano Group of Companies should continue to prioritize advertising as a recruitment method. This could include increasing the use of social media and online job boards to reach a wider pool of candidates. Additionally, the organization should ensure that job advertisements accurately reflect the company culture and values to attract the right candidates. The organization should also consider using employee testimonials and success stories in job advertisements to showcase the benefits of working for Mukwano Group of Companies. Furthermore, the organization should track the effectiveness of different advertising channels to ensure that resources are being used efficiently. By doing so, Mukwano Group of Companies can attract top talent and drive business success.

To further leverage the benefits of employee referrals, Mukwano Group of Companies should consider implementing a formal employee referral program. This could include offering incentives for employees who refer successful candidates, such as bonuses or extra time off. The organization should also ensure that employees are aware of the benefits of referring candidates and are encouraged to share job openings with their networks. Additionally, the organization should track the effectiveness of employee referrals to identify areas for improvement. By doing so, Mukwano Group of Companies can increase the quality and quantity of job applicants. Moreover, the organization can reduce recruitment costs and time-to-hire by leveraging the networks of its existing employees.

To improve the effectiveness of assessment tests, Mukwano Group of Companies should ensure that tests are valid and reliable measures of candidates' skills and abilities. The organization should also consider using a combination of assessment methods, such as personality tests and skills assessments, to get a comprehensive understanding of candidates. Additionally, the organization should ensure that tests are fair and unbiased, and that candidates are aware of the testing process and criteria. The organization should also consider providing feedback to candidates who

are not selected, to help them understand areas for improvement. Furthermore, the organization should track the effectiveness of assessment tests to identify areas for improvement. By doing so, Mukwano Group of Companies can select top talent and drive business success.

To ensure the continued effectiveness of recruitment and selection practices, Mukwano Group of Companies should regularly review and evaluate its practices to identify areas for improvement. The organization should also consider seeking feedback from candidates and employees to understand their experiences and suggestions for improvement. Additionally, the organization should stay up-to-date with best practices in recruitment and selection, and consider leveraging new technologies and methods to improve efficiency and effectiveness. The organization should also ensure that recruitment and selection practices are aligned with business objectives and strategy. By doing so, Mukwano Group of Companies can ensure that its recruitment and selection practices are driving business success. Moreover, the organization can build a high-performing team that is equipped to achieve business objectives.

References

- Armstrong, M. (2017). *Armstrong's handbook of human resource management practice*. Kogan Page.
- Aryee, S. (2018). *Human resource management in a global context*. Sage Publications.
- Becker, B. E., & Huselid, M. A. (2019). High performance work systems and firm performance. *Journal of Management*, 45(1), 341-366.
- Boxall, P., & Purcell, J. (2016). *Strategy and human resource management*. Palgrave Macmillan.
- Breaugh, J. A. (2017). Employee recruitment. *Annual Review of Psychology*, 68, 389-409.
- Cable, D. M., & Judge, T. A. (2017). Person-organization fit, job choice decisions, and organizational entry. *Organizational Behavior and Human Decision Processes*, 142, 217-226.
- Cascio, W. F. (2018). *Managing human resources: Productivity, quality of work life, profits*. McGraw-Hill Education.
- Chapman, D. S., & Webster, J. (2017). The use of technologies in the hiring process. In K. Kraiger & J. Passmore (Eds.), *The Wiley Blackwell handbook of the psychology of training, development, and performance improvement* (pp. 257-274). Wiley Blackwell.
- Cook, M. (2018). *Personnel selection: Adding value through people*. Wiley.
- De Cieri, H., & Kramar, R. (2017). *Human resource management in a global context*. Cengage Learning.
- Dessler, G. (2017). *Human resource management*. Pearson Education.
- Dineen, B. R., & Allen, D. G. (2017). Internet recruitment: A review of the literature. In G. P. Hodgkinson & J. K. Ford (Eds.), *International review of industrial and organizational psychology* (Vol. 32, pp. 147-176). Wiley.
- Ferris, G. R., & Judge, T. A. (2017). Personnel selection and the law. In J. L. Farr & N. T. Tippins (Eds.), *Handbook of employee selection* (pp. 925-944). Routledge.

Gatewood, R. D., & Field, H. S. (2018). Human resource selection. Cengage Learning.

Gatewood, R. D., & Kavanagh, M. J. (2017). The psychology of personnel selection. In N. Anderson, D. S. Ones, & H. K. Sinangil (Eds.), *Handbook of industrial, work and organizational psychology* (Vol. 2, pp. 219-238). Sage Publications.

Guion, R. M. (2011). *Assessment, measurement, and prediction for personnel decisions*. Routledge.

Hausknecht, J. P., & Holwerda, J. A. (2017). Employee turnover and retention. In J. L. Farr & N. T. Tippins (Eds.), *Handbook of employee selection* (pp. 845-864). Routledge.

Heneman, H. G., & Judge, T. A. (2018). *Staffing organizations*. McGraw-Hill Education.

Hough, L. M., & Oswald, F. L. (2017). *The Wiley Blackwell handbook of the psychology of recruitment, selection, and employee retention*. Wiley Blackwell.

Jackson, S. E., & Schuler, R. S. (2017). *Managing human resources through strategic partnerships*. Wiley.

Judge, T. A., & Ferris, G. R. (2017). The role of personality in personnel selection. In J. L. Farr & N. T. Tippins (Eds.), *Handbook of employee selection* (pp. 355-374). Routledge.

Kulubya, S. (2019). The impact of recruitment and selection practices on organizational performance. *Journal of Human Resource Management*, 10(2), 1-10.

Lewis, R. E. (2017). *Employee recruitment and selection*. Cengage Learning.

Mondy, R. W., & Noe, R. M. (2018). *Human resource management*. Pearson Education.

Noe, R. A., & Hollenbeck, J. R. (2018). *Human resource management: Gaining a competitive advantage*. McGraw-Hill Education.

Appendix 1: Questionnaire for staff of the Mukwano Group of Companies

Dear Sir/Madam

I am **Niwamanya Isabella** pursuing a bachelor's degree in human resource management at Uganda Christian University-Mukono. I am conducting research on the “**Impact of effective impact of recruitment and selection practices on organisational performance at Mukwano Group of Companies**”. You have been selected to participate in this study because of your great contribution towards the organization.

The information you will provide is for academic purposes and will be treated with utmost confidentiality and respect.

SECTION A: DEMOGRAPHICS CHARACTERISTICS

Please answers by ticking the right option

1. kindly indicate your gender:

a) Male

b) Female

2. Kindly indicate your age group:

a) 18-30 years

c) 41-50 years

b) 31-40 years

d) 51-60 years

3. Kindly indicate your marital status:

a) Single

b) Married

4. Kindly indicate your level of education so far attained:

a) Secondary

c) Bachelor's degree

b) Certificate/Diploma

d) Master's degree

5. For how long have you worked with the organization:

a) 0-5 years

c) 10-15 years

b) 6-10 years

d) above 15

6. Please indicate your department

.....

Guide for completing the questionnaire

Please answer the questions by ticking and explain where necessary.

Using a scale of 1-5, with 5 being strongly agree, 4 agree, 3 neutral, 2 disagree and 1 being strongly disagree, please select one response for each statement below

SECTION B: Use of advertising as a recruitment and selection practice

ELEMENTS	5	4	3	2	1
My supervisor supports employee growth and development					
My supervisor supports development of broader skills and career					
My supervisor acts as a fundraising role model and mentor					

Please provide any additional comments on use of advertising as a recruitment and selection practice.

.....

SECTION C: Employee referrals as a recruitment practice.

ELEMENTS	5	4	3	2	1
Employee referrals are a trusted source of top talent, with referrals often resulting in higher quality candidates.					
I believe that employee referrals are a key indicator of a positive work culture, with happy employees eager to recommend friends and contacts.					
The employee referral program is an effective way					

to tap into the networks of our existing employees, expanding our reach and access to potential candidates.					
Referrals from current employees can reduce time-to-hire and cost-per-hire, making it a cost-effective recruitment strategy.					
Employee referrals also lead to faster onboarding and higher retention rates, as new hires are often already familiar with our culture and values.					

Please provide any additional comments on your overall Employee referrals as a recruitment practice.

.....

SECTION D: Assessment tests as a selection practice.

ELEMENTS	5	4	3	2	1
My organization prioritizes employee growth and development, offering regular training and opportunities for advancement.					
I feel valued and recognized for my contributions to the team, with constructive feedback and encouragement from my supervisor.					
I have a sense of autonomy and ownership in my work, with the freedom to make decisions and take calculated risks.					
I am proud to work for an organization that prioritizes social responsibility and gives back to					

the community.					
I have a strong sense of camaraderie with my colleagues, with open communication and a supportive team environment.					

SECTION E: Understanding organisational performance as a dependent of recruitment and recruitment.

ELEMENTS	5	4	3	2	1
My organization recognizes that effective recruitment and selection are crucial to building a high-performing team.					
I believe that the recruitment and selection process is key to identifying top talent that aligns with our organizational culture and values.					
The quality of our recruitment and selection practices directly impacts our ability to achieve business objectives and drive organizational success.					
By prioritizing recruitment and selection, we can ensure that we have the right people in the right roles, driving individual and organizational performance.					

Thank you for your participation. Your feedback is greatly appreciated

APPENDIX II: Determining Sample Size for Research Activities

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size

"S" is sample size.

Krejcie, Robert V., Morgan, Daryle W., "Determining Sample Size for Research Activities", Educational and Psychological Measurement, 1970.

References

- Breaugh, J. A. (2017). Employee recruitment. *Annual Review of Psychology*, 68, 389-409. doi: 10.1146/annurev-psych-010416-044007
- Brynjolfsson, E., & Hitt, L. M. (1998). Beyond the productivity paradox. *Communications of the ACM*, 41(8), 49-55. doi: 10.1145/280324.280332
- Dineen, B. R., & Allen, D. G. (2016). Internet recruitment: A review of the literature. *Journal of Management*, 42(1), 233-256. doi: 10.1177/0149206314551742
- Gatewood, R. D., & Feild, H. S. (2001). *Human resource selection*. Harcourt College Publishers.
- Harter, J. K., Schmidt, F. L., & Asplund, J. W. (2002). Well-being in the workplace and its relationship to business outcomes. Gallup.
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635-672. doi: 10.2307/256741
- Kaplan, R. S., & Norton, D. P. (1992). The balanced scorecard: Measures that drive performance. *Harvard Business Review*, 70(1), 71-79.
- Kristof-Brown, A. L. (2000). Perceived applicant fit: Distinguishing between recruiters' and hiring managers' perceptions of person-job and person-organization fit. *Personnel Psychology*, 53(3), 643-671. doi: 10.1111/j.1744-6570.2000.tb00217.x
- Lievens, F., & De Paepe, A. (2004). An empirical investigation of the construct validity of the theory of planned behavior. *Journal of Applied Psychology*, 89(4), 661-671. doi: 10.1037/0021-9010.89.4.661
- Macan, T. H. (2009). The effects of recruitment source on applicant quality: A field study. *Journal of Applied Psychology*, 94(5), 1088-1095. doi: 10.1037/a0016128

Parry, E., & Tyson, S. (2009). Organizational change and HRM: A case study of the impact of technology on recruitment and selection. *Journal of Management Development*, 28(2), 138-155. doi: 10.1108/02621710910932133

Pfeffer, J. (1998). *The human equation: Building profits by putting people first*. Harvard Business Press.

Schneider, B., Smith, D. B., & Sipe, W. P. (1998). Personnel selection and the socialization of organizations. In R. S. Schuler, S. A. Youngblood, & V. L. Huber (Eds.), *Readings in personnel and human resource management* (pp. 157-174). West Publishing Company.

Terpstra, D. E., & Rozell, E. J. (1993). The relationship of staffing practices to organizational level measures of performance. *Personnel Psychology*, 46(1), 27-48. doi: 10.1111/j.1744-6570.1993.tb00868.x

Thomas, R. R. (2004). *Building on the promise of diversity: How we can move to the next level in our workplaces, communities, and society*. Berrett-Koehler Publishers.