

**EFFECTS OF RECRUITMENT AND SELECTION PRACTICE ON RETENTION
OF EMPLOYEES IN NTAKE BAKERY COMPANY LIMITED**

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**UGANDA CHRISTIAN
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DECLARATION

I OKUMU MARTIN declare to the best of my knowledge that this study is my original work and has never been presented to any academic institution for any academic award

SIGNATURE Z. Okumu.....

DATE 13th 10 9/2024.....

APPROVAL

This is to certify that this study was conducted by MARTIN OKUMU under the supervision of.

NAME OF SUPERVISOR: MRS.ENIDNAMAYANJA DDAMULIRA

SIGNATURE _____

A handwritten signature in blue ink, appearing to be 'ENID', written over a horizontal line.

DATE: 13/09/2024

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LIST OF ACRONYMS

HRM - Human Resource Management

R&D - Research and Development

SPSS - Statistical Package for Social Sciences

IT - Information Technology

SIS - Selection Interview Scale

UCU - Uganda Christian University

NSS - National Social Security

NHRMA - National Human Resource Management Association

OECD - Organization for Economic Co-operation and Development

ROI - Return on Investment

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ABSTRACT

The study concluded that organizations like Ntake Bakery should invest in strategic human resource practices that prioritized recruitment and selection to maintain a competitive edge and reduce turnover. Recommendations were provided for enhancing recruitment strategies and improving employee retention within the manufacturing sector. The study investigated the effect of recruitment and selection practices on employee retention at Ntake Bakery, Jinja, Uganda. In the organization, it was observed that employee retention was very significant in organizational success through maintaining knowledge and reducing turnover costs. This study showed how effective recruitment and selection processes enhance retention rates, hence the organization gets to secure the services of its best staff. This was a descriptive survey study that utilized quantitative and qualitative data from employees and managers of Ntake Bakery. The target population was all employees in various departments; however, sample size determination followed Krejci and Morgan's formula, 1970. Sampling was done through stratified random sampling to ensure that different departments were represented in proportion. Data collection was carried out using structured questionnaires and semi-structured interviews to gather information about employee experiences, recruitment practices, and organizational cultures.

Indeed, the findings showed that human resource management practices, including recruitment and selection, did significantly affect employee retention. From the findings, it is identified that linking of recruitment and selection with the organizational objectives and expectations from employees enhance job satisfaction, organizational commitment and hence retention of employees. Other key factors identified by this research retain

The study recommended that organizations such as Ntake Bakery invest in strategic human resource practices focusing on recruitment and selection to retain their competitive advantage and minimize their turnover ratio. Recommendations were made to reduce the manufacturing industry's high level of employee turnover and to enhance its recruitment strategies.

CHAPTER ONE

1.0 INTRODUCTION

This study sought to explore the effects of recruitment and selection practices on employee retention at Ntake Bakery. Motivated by both professional observations and the broader need for effective human resource management in the manufacturing sector, this research investigated how specific recruitment methods—such as job advertisements, interviews, and referrals—impacted retention rates. Additionally, the study considered how other factors, such as flexible working hours and competitive pay, interacted with these recruitment strategies to influence an employee’s decision to remain with the organization. HRM activities played a major role in ensuring that an organization prospered and succeeded. In most organizations, such success was measured by the balance of complementary characteristics such as reaching goals, employing the skills and abilities of employees efficiently, and ensuring the influx and retention of well-trained and motivated employees.

This chapter presented the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, scope of the study, significance of the study, and the conceptual framework.

1.1 Background of the study

Basically, this chapter discussed the background, problem statement, purpose, objectives, research questions, scope, significance, and conceptual framework of the study.

This meant that organizations around the world had to retain their employees because high attrition resulted in cost, loss of knowledge, and productivity. According to AL-Qudah et al. 2014, retention was defined as holding key employees longer than one’s competitors. Organizations needed a competent workforce to gain a competitive edge, and the employees desired pathways that could give them career growth (De Waal and Frijns, 2011). Recruitment and Selection were considered one of the most significant activities because it formed the initial interface between organizations and possible employees. Various definitions of Recruitment and Selection were coming up in the last

twenty years. As defined by Subramaniam et al. (2011), recruitment is all organizational practices designed to affect the numbers or types of applicants who apply for a vacancy. A similar definition has been presented by Vlachos (2009). On the other hand, selection according to Dessler, 2007 has defined that as matching people to jobs that entails interviews, ratings, performance test, and assessment centers. While on the other side Subramaniam et al. in 2011 have described the recruitment and selection process as the gathering and evaluation of information with a view to extending an offer of a job.

Understanding how recruitment would affect employee retention would help in implementing better HR strategies. In fact, retention had only recently become a global concern when, with increasing competition, firms needed to retain talented people by reducing the rate of turnover. High turnover necessarily leads to very high costs from recruitment and training activities and operational disruptions. Successful recruitment and selection for employee retention have always been a major concern for organizations.

The American Bakers Association and the American Society of Baking partnered again with Cypress Research to develop an updated version of its 2016 Recruitment and Retention Trends survey in order to review the changing needs of the industry. Marjorie Hellmer of Cypress Research presented the findings and strategies that baking companies are employing during the ABA Convention in La Quinta, Calif., on March 27-29. Almost 100% of baking companies found the process of finding and developing today's talent to be a moderate to significant challenge faced by both hourly skilled and unskilled production workers. This trend was up from 89% of bakers reporting this degree of challenge for filling skilled production positions in 2016. ABA and ASB released a new study on Recruitment Trends and Best Practices in Commercial Baking (2022 WORK STUDY).

While the economies burgeoned, employees' retention became a must in Africa. By promoting such factors, organizations had to bear the consequences of brain drain where their skilled employees would look for opportunities available with organizations based outside their continent. An article at the Central African News Agency states that one of the factors which hampered growth in Africa is the retention of talent. Many

reports confirmed that most of the African companies were suffering from this problem. The decision-makers are aware of it, but little effort was made. Talent availability was the main challenge. 83 percent of the African CEO's were worried about top skills. Most of the baking industries focus on how to retain employees 2023.

The East African labor market was integrated into both traditional and modern sectors. The demand of skills started building for organizations through expanding economic growth. However, very low rewards, no career development, and unfavorable working environment meant very high employee turnover rates. Companies are recognizing the need to align recruitment and selection with employee retention strategies to stay competitive in East Africa's dynamic economy (East Africa Journal of Business and Economics, Vol 3 No 1, 2021).

The labor market showed up in Uganda when organizations identified human capital as the major business factor for success. After the manufacturing, agriculture, and services boom, effective recruitment started to play a significant role. All organizations then focused on developing these facets so that their retention rate would increase, and this was important for the organizations to work at full potential and reach their future objectives. The factors that mostly influenced employee retention in Uganda included job satisfaction, culture, and career growth.

Jinja being one of the industrially growing towns of Uganda was growing fast in terms of industry, particularly manufacturing; therefore, keeping skilled personnel became an aspect of continuity to realize constancy with regard to productivity. The successful recruitment process was important to ensure that the right employees were recruited according to the organizational culture and requirements of the job. Jinja was no different from the rest of the country in this regard: tight resources and competition for skilled labor make employee retention very important to local enterprises.

Ntake Bakery in Jinja operated in a business environment that was highly competitive and now increasingly dependent upon the retention of workers to ensure good quality and efficiency when delivering services. In fact, one important key for business success in this factor of specialization common to all local businesses was competence in

attracting its specialized workers. At the bakery, however, turnover was high. It was later followed by recruitment and selection development to source, attract, engage, and hire workers with the necessary personal attributes and work experience. This study will seek out the impacts of Ntake Bakery practices on the retention of its employees so as to develop strategies that may perhaps prove to be of help and contribute to its growth support.

1.2 The statement of problem

For an organization, especially in manufacturing lines of production, Employee Retention seemed to be the biggest headache that hurt the level of productivity and financials. In the case of Ntake Bakery, evidence reveals a low retention rate despite recruitment into the firm. This bakery invests much in job advertising, interviews, and referrals, aiming to retain competent and motivated employees who can help improve its retention rates. Questions also arose as to whether these recruitment strategies would actually translate to long-term employment. The flexible hours and competitive wages—other elements comprising worker satisfaction—may not have been appropriately integrated into the hiring process in order to improve the retention level. There existed a need for analysis on how recruitment and selection practices affect employee retention within Ntake Bakery and whether the improvement in practice and conditions would add value to the rates of retention.

1.3 The purpose of the study.

The purpose of the study was to investigate the impact of recruitment and selection practices on employee retention in organizations.

1.4 The Objectives of the Study:

The objectives of the study were:

- I. To examine the role of advertisement on employee retention in an organization.
- II. To examine the role of interviews on employee retention in an organization.
- III. To examine the role of referrals on employee retention in an organization.

1.5 Research Questions:

- I. What was the role of advertisement on employee retention?
- II. What was the role of interviews on employee retention?
- III. What was the role of referrals on employee retention in an organization?

1.6 Scope of the Study:

This study focused on employees at Ntake Bakery.

1.6.1 Geographical Scope:

The bakery had several branches countrywide, but the study was conducted at Ntake Bakery and Company Limited, Jinja Branch, located in Jinja District at the headquarters, where recruitment and selection had impacted employee retention.

1.6.2 Time Scope:

The study covered the period of four months from April to July 2024. This time was chosen based on the fact that, by then, the respondents would have collected the relevant information for the research.

1.6.3 Content Scope:

Recruitment and selection were evaluated as the independent variables, with tools such as advertisement, interviews, and referrals, while employee retention was examined as the dependent variable.

1.7 Significance of the Study:

- I. The findings contributed to the existing body of knowledge on employee retention by elucidating the role of recruitment and selection practices in shaping retention outcomes.
- II. The findings of the study had practical implications for organizations seeking to develop effective talent management strategies.

III. The findings helped organizations enhance their ability to attract and retain top talent, leading to improved performance and competitiveness.

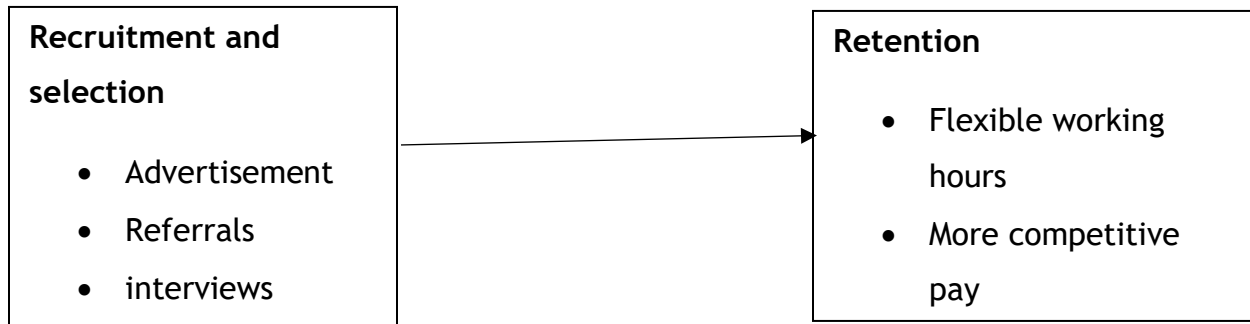
1.8 Justification of the Study:

Given the increasing competition for talent and the rising costs associated with employee turnover, there was a pressing need for research that examined the factors influencing employee retention. By focusing specifically on recruitment and selection practices, this study addressed a critical gap in the literature and provided valuable insights for both researchers and practitioners in the field of human resource management. Furthermore, the findings of the study contributed to the development of evidence-based HR strategies aimed at enhancing employee retention and organizational success.

1.3 Conceptual framework

Independent Variable

Dependent variable



The study concluded that effective recruitment and selection processes—specifically through targeted advertisements, structured interviews, and the use of referrals—were crucial in influencing employee retention at Ntake Bakery. These practices ensured that the bakery attracted and selected candidates who were not only qualified but also aligned with the organization's culture and values. As a result, when these employees were offered flexible working hours and competitive pay, they were more likely to remain with the organization, leading to improved retention rates. Thus, there was a direct relationship between well-executed recruitment and selection strategies and enhanced employee retention, driven by favorable working conditions.

CHAPTER TWO

LITRATURE REVIEW

2.0 Introduction.

This chapter reviews both theoretical and empirical literature pertaining to the study problem. Whereas the theoretical literature focuses on the theories and models underpinning the study, the empirical literature reviews previous scholarly work in relation to the present study 's research objectives. The contributions of previous scholars as well as the gaps thereof are also explored.

Key concepts

2.1.1 Employee's retention

Retention refers to the ability of an organization to retain or hold on to their employees (Heery and Noon, 2001), especially the more valuable employees (Kalra, 1997). Retention is an essential concern for the high-tech firms due to two important reasons: First, losing valuable employees means loss of knowledge, which is harmful to competitive advantage (Starbuck, 1992). A whole team could be lost to the competitors, and by this way, a company can lose its R&D potential or its client base (Alvesson, 2000). Besides, replacement was both difficult and costly for knowledge workers. Re-employment costs, such as recruitment and training, have been estimated as going up to 2.5 times the annual salary (Horwitz et al., 2003).

The findings of the literature review suggested that employee retention was a function of human resource management. It gave an insight on how practices such as compensation, job security, training, supportive culture, work environment, and organizational justice would minimize absenteeism and enhance retention along with the quality of working conditions—Meyer and Allen, 2011; Solomon, 2010; Snell and Dean, 2012; and Arthur, 2011. For example, a study by Accenture in 2010 found that employee retention strategies emerged from the US to Europe and Asia prior to reaching Australia.

Osteraker 2011 presented that employee satisfaction and retention had been the key factors for the success of any organization. These could be placed earlier in areas such as social, mental, and physical areas, referring to the interactions at work, characteristics of the tasks

being completed, and work conditions, respectively. Psychological dimension on retaining involved work characteristics-the tasks were flexible to allow utilization of knowledge and seeing the results. The social dimension included; interaction with employees—internal and external. Working conditions also formed part of the physical dimension, including pay. If organizations wanted to retain workers, it became imperative to try to understand what motivated individuals to work.

2.1.2 Recruitment and selection

So, obviously, 'selection' was distinguished from the two phases of employment; 'recruitment'. If recruitment had contributed to by adding more candidates to form an 'applicant pool,' its nature was that it collected the information; 'selection' was, in contrast, a filtering process; kept out inappropriate candidates from the very beginning. 'Recruitment' occurs in the presence of 'selection' during staffing. Selection involved the choosing of the best candidate with appropriate abilities, skills, and knowledge for the job; Woodward, 2010.

Organizations reach potential applicants by internal job postings, external advertising, employee referrals, and many other methods depending on the job being filled. The actual selection process begins once a pool of applicants is generated (Kayuni & Tambulasi, 2007). Through the selection process, firms decided who would or would not be hired. Good selection was often said to hold the key to organizational success. The performance of the employees greatly affected the success of the organization. Job performance was mainly based on an individual's capability and effort in their role (Arsad, 2012).

2.1.1 Theoretical literature

Expectancy theory therefore informed strategies in terms of turnover management, for according to Vroom 1964 and Porte & Lawler 1968, this resulted in the people entering organizations based on expectations and fulfilling the very same expectations resulted in retention as cited by Daly and Dee 2006. The structural, psychological, and environmental variables contained within the turnover and performance frameworks may arguably explain staying or leaving in relation to its relationships. Several studies have employed a model based on expectancy theory using the structural, psychological, and environmental variables (Johnsrud & Rosser, 2002; Zhou & Volkwein, 2004; Daly & Dee, 2006).

The structural variables included work environment, autonomy, communication, distributive justice, and workload. The Psychological factors were job satisfaction and organizational commitment and the Environmental aspects included job opportunities. Sutherland (2004) discovered that "job satisfaction and organizational commitment seemed to be neither necessary nor sufficient conditions for loyalty, or the intent to stay with an employer".

2.1 Empirical literature

2.3.1 Relationship between recruitment, selection and employee retention

Retention activities encompass efforts to boost employee commitment by providing an ambitious environment and growth opportunities for outperformance (Bogdanowicz & Bailey, 2002). The other reasons that made the subject of turnover a most vibrant research area, though there were already over 1500 related studies conducted, were the new approaches of the managerial retention, dynamic labor markets, and advances on research methods and technology.

O'Brian 2011 states, recruitment and selection are most fundamental activities that the human resource managers or companies must carry out for grabbing and retaining the right people. Poor recruitment induces organizations to lose their employees shortly; on the other side, almost every organization is unable to establish an effective recruitment strategy. In some contexts, policies are great inhibitions to strategic recruitment, while in other cases, managerial inertia is the problem of the case (Carrington, 2000).

Efficient recruitment and selection lead to the retention of new recruits. In Chien and Chen's 2007 Taiwanese study of a semiconductor firm, effective recruitment was evaluated in terms of periods of retention and performance ratings given. They found out that quit-rate might have been influenced by the management practices of the department or the employees' supervisors.

Local analysis done at Equity Bank in the year 2014 established that one of the determinants on employee retention was the strategies on recruitment and selection. The findings revealed that the relation between the strategies and retention was

significant. The specific impact ranged from different strategies on the recruitment and selection of employees. Pilbeam and Corbridge 2006 named pros and cons, underlining that right recruitment and selection for human resources become one of the decisive factors of an organization's success. Poor decision-making hurt organizational effectiveness, undermined reward and development strategies, and frequently created injustices for the recruits now at the mercy of distressing managers who had to deal with inappropriate employees.

Lockwood and Ansari, 2011 conducted research linked to US IT recruiting efforts. In most aspects, they found the local news ad effective and above all other site, company site ranked best. Newell, 2010 found that online ads attracted a large number of applicants at comparatively low costs and passive candidates were approached from company sites. Lockwood and Ansari, 2011 found organizations often made distinctions in financial rewards from employee referrals by type of position that was vacant. College internships were seen as a way for the student worker and employer to assess mutual fit. According to Amaram 2013, some of the different sources the US employed to actively recruit IT professionals were staff raiding and employee referral bonuses. Headhunters and job recruiters were the best avenue to source candidates.

These ways of recruitment, that is, advertising, referrals, and interviews, have been fully explored, making reference to employee retention. Therefore, the said methods had an influence on the flexible hours and competitive pay that were involved in retaining workers. This analysis, therefore, focuses on how each of the ways of recruitment influenced factors and retention.

Job Advertisements and Employee Retention (Flexible Working Hours and Competitive Pay)

Job adverts filtered employees' aspirations. If it had mentioned working hours flexibility or good financial remuneration, it did attract such candidates whose interest was a match with what the organization had to provide. In fact, research also leads to indicate that firms advertising such benefits are in a better position to retain staff:. Candidates lured by such facilities were found to be more satisfied with their jobs and less likely

to leave due to a superior work-life balance and/or better wages (Newell 2010). Lockwood and Ansari 2011 noted that IT companies which advertised their flexible work practice while recruiting job openings reported fewer turnover rates to respond to the increasing demand for work-life balance. Companies offering competitive pay attracted financially motivated employees, boosting loyalty as long as pay structures were favorable (Pilbeam & Corbridge, 2006).

Employee Referrals and Employee Retention (Flexible Working Hours and Competitive Pay)

Employee referrals were a particularly effective recruitment tool that impacted retention by attracting candidates who already had some knowledge about the company's working conditions, including flexible working hours and competitive pay. Referred candidates were often informed about organizational benefits by the referring employee, which helped set realistic expectations before they joined. If these expectations included flexible working conditions or higher pay, referred candidates were more likely to stay with the organization because their needs were met from the onset (Amaram, 2013). Empirical research showed that referred employees tended to stay longer due to a better fit with the company's culture and conditions. When employees were referred based on their preference for perks like flexible hours or competitive pay, they experienced higher satisfaction levels and stronger commitment to the organization (Karemu et al., 2014). For example, studies by O'Brien (2011) indicated that employee referral programs that attracted candidates seeking flexible schedules significantly reduced turnover rates, as these employees valued work-life balance.

Interviews and Employee Retention (Flexible Working Hours and Competitive Pay)

Most importantly, interviews-scheduled and behavioral ones-had to be used to gauge candidate expectations for benefits such as flexible working hours and competitive pay. The interviews enabled the organizations to assess whether a candidate would place more emphasis on flexibility or higher pay, and in so doing, hire people whose preference tallied with what the company could offer. Studies showed that

organizations aligning interview discussions with employee benefits like flexible working arrangements or competitive compensation were more successful in retaining employees. Interviews provided an opportunity to clarify job conditions, ensuring that candidates fully understood what was offered and avoided mismatches between expectations and reality (Chien & Chen, 2007). Results of Zhou and Volkwein's study conducted in the year 2004 show that flexible working agreement discussed during the interview positively influenced employees' decisions to stay longer, provided such expectations are fulfilled. Other studies, for example Johnsrud & Rosser, 2002, also indicated that an interview in which the expectation of competitive pay packages was clearly discussed favors retaining such candidates who placed a high value on financial rewards.

2.3. Summary of the literature.

Empirical and theoretical fundamentals of employee retention, recruitment, and selection were reinforced in this chapter. It is found out that retention itself is a huge factor taken into consideration in order to preserve the organizational knowledge and competitive advantage, especially in high-technology firms. However, some human resource management practices include compensation, job security, training, and supportive work environment that will improve retention.

Literature on the same subject identified the distinction between recruitment and selection, where it was established that recruitment attracts candidates while selection is the means of selecting suitable people for a job. In this regard, good recruitment and selection were noted as essential to any organization's success since they affect employee retention directly.

Recruitment and selection linked to a significant relation with employee retention in empirical studies reviewed. It identified, in different contexts, positive methodologies of recruitment that included online advertisement, company websites, and through employee referrals.

The research used theoretical perspectives, particularly the expectancy theory in understanding employee retention. It was a conclusion from this theory that employees remained in an organization where their expectations were met while in making this decision to remain, structural, psychological and environmental factors interplayed.

On the whole, the review suggested that strategic human resources practices are important in holding onto talented workers and indicated some of the areas in which further research is needed to understand the complex dynamics of retention.

CHAPTER THREE

METHODOLOGY

3.0. Introduction

The chapter presents the plan and methods that were used to carry out the study. It contains the research design, the target population, the sampling design, the data collection instruments, the data analysis and presentation, the expected output, and the study limitations

3.1. Research design and approach.

Descriptive research design was one of the approaches used in the systematic description of the characteristics of a population or phenomenon being studied. The need in this study to understand how the effects of recruitment and selection practices affect employee retention at Ntake Bakery necessitates this design to capture appropriately the elements in the process that influence retention.

In the views of Kothari, 2000, the descriptive research was elaborated as that method, which described an exact profile of incidents, persons, or characters. In this study, it could be best used with those studies where minute details are required. In this context, the descriptive research has furnished a platform for drawing the factual data in relation to recruitment tools such as job advertisements, interviews, and referrals, to name a few. This information was helpful in shedding more light on the relationship existing between recruitment practices and employee retention at Ntake Bakery. Descriptive research is particularly appropriate for understanding the "what" of any topic, such as identification of prevailing practices and how they actually influence retention.

Descriptive research, as Kombo and Tromp 2006 explain, attempted to provide an accurate portrayal of the targeted population. In this study, it meant the need to explain specific practices that are available at Ntake Bakery and appraise its results on employee retention. Descriptive research did not provide just a snap of the present scenario, but could identify patterns, trends, and even probable predictions for future

results. By capturing information from a large sample of employees and HR practices, These trends could be followed by means of statistical analysis: what type of recruitment methods correlated with better retention; what factors, possibly competitive pay or flexible hours, strongly related to employee satisfaction and loyalty. Other strengths of descriptive research were found in testing associational relationships, such as the fact that the present research explored whether a given recruitment method is associated with a higher rate of retention, interviews, or referrals. No causation was developed, but that type of research does make the relationship between variables shed light on important and helpful things when formulating hypotheses and gauging where further interventions might be applied. Maybe so if the study had shown that employees hired through referrals tended to have a longer stay. This will help to guide any future recruitment for Ntake Bakery.

3.2. Area of study

Before the study, Ntake Bakery was one of the leading players in the manufacturing sector in the district of Jinja, Uganda. The major focus was on how its processes of recruitment and selection are influencing the retention of employees in the organization. This needed to be informed by an understanding of the strategies adopted by Ntake Bakery for attracting and selecting employees through job advertisements, interviews, and referrals and how such practices impacted their ability to keep workers long-term.

The current study evaluated the recruitment practices that led to higher retention rates since employee retention was one of the biggest challenges in the manufacturing industry. High turnover has to face possible disruption of production and increasing costs. It also seeks how other factors such as working conditions, competitive pay, and flexible hours may interact with recruitment methods in terms of the employee's decisions to stay with Ntake Bakery. It examines how HR strategies can be optimized for improved retention in similar industrial settings within Uganda, more specifically the manufacturing sector in Jinja—otherwise generally referred to as the industrious region.

3.3. Study population.

Mugenda (2008) describes the population as an aggregate of all groups of individuals, objects, items, cases, articles, or things that possess a common attribute or characteristic. Kothari (2004) regards a population as constituting all items pertaining to a particular field of investigation. In this context, therefore, the population was all those employed in the organization and management and also included stakeholders who, in one way or another, were affected by the operations or activities of the bakery.

The target was the employees at the headquarters, numbering 103, which included all the respondents from Finance and Administration, Dough Makers, Bakery Manager, Procurement, Bakery Clerks, Chocolatiers, Cake Decorators, and IT. As anticipated, these units and targeted personnel hold the information needed to make this research effective.

3.3.1 Sample size.

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

Therefore, the sample size was:

$$n = \frac{N}{1 + N(e)^2}$$
$$n = \frac{103}{1 + 103(0.05)^2}$$
$$n = \frac{103}{1.2}$$
$$n = 86$$

Table 1: Showing population study and sample size

Directorate	Population	Sample size	Sampling technique
Finance and Admin	20	15	Stratified sampling
Dough makers	30	25	Random sampling
Bakery Manager	1	1	Random sampling
Procurement	8	7	Stratified sampling
Bakery Clerk	5	4	Stratified sampling
Chocolatier	15	13	Stratified sampling
Cake Decorator	14	13	Random sampling
ICT	10	8	Random sampling
TOTAL	103	86	Random sampling

Source: Filed Data (2024)

Therefore, the table above shows the population size and sample size for each directorate and the sample size is 86 respondents got from a total population of 103 employees from different directorates using stratified and random sampling as the sampling method.

3.3.2 Sampling technique and selection.

The sampling technique followed in this study is that of stratified random sampling. Care has been taken to ensure that the above-cited sampling technique captures important subgroups in the population of the study. The population under the study at Ntake Bakery was heterogeneous in nature and thus consists of people that were related to production, sales, administration, and management-related departments. Stratified random sampling treated the population as different strata based on such diverse departments.

Such stratification of the population was reached through the use of simple random sampling to select strata. Accordingly, this process has allowed every subgroup to have a pro rata representation in the final sample-a fact that added much to its representativeness and reliability of results.

The researcher used random and stratified methods of sampling, with the importance being attached to ensuring a sample obtained was representative of the larger population yet at the same time could generate enough data that would be used for the representation of the different directorates in the organization, since the researcher aimed at obtaining data from various directorates such as Finance and Administration, Dough Makers, Bakery Manager, Procurement, Bakery Clerk, Chocolatier, Cake Decorator, and IT.

3.4. Data type and source.

Both quantitative-employee retention rate and job satisfaction score through structured questionnaires-and qualitative-in the form of insights provided from employee interviews regarding their work experiences-data are combined. It combines information collected as primary data directly from employees and management of Ntake Bakery, and it also draws on secondary data from company records and relevant literature.

3.5. Data collection methods

3.5.1. Survey Questionnaire Method

The primary method of data collection for this study was the survey questionnaire. This approach was chosen for its effectiveness in gathering a large amount of data from a diverse group of respondents within Ntake Bakery in a relatively short period. The survey included both closed-ended and open-ended questions to capture both quantitative and qualitative data.

3.5.2. Questionnaire tool

This questionnaire tool was a structured survey for data collection among the employees of Ntake Bakery, collecting both quantitative and qualitative data. Therefore, the questionnaire included a mixture of Likert scale questions, multiple-choice type questions, and open-ended questions since some required a unique personal view to answer, for instance, rating job satisfaction from 1 to 5, selecting reasons for staying with a company, and describing most prominent challenges in the workplace. This tool was administered either in its electronic form, through online survey

platforms, or physical form, whichever is suitable and preferably easy for the respondents. In such a way, the information would become standardized and, therefore, easy to analyze. It would be representative of the experiences of the employees in various ways.

3.6. Interviews

Follow-up in-depth interviews were also conducted with some of the employees and managers at Ntake Bakery, but in a semi-structured form to ensure that there is a detailed exploration of selected issues on employee retention, recruitment processes, and organizational culture. In this respect, the interviews are guided in nature to guarantee consistency in all the interviews, although the respondents have the latitude to further explain their responses. These were either face-to-face interviews or, for convenience and comfort, sometimes through a video conferencing facility. It is on this depth of qualitative insight that this degree provides an additional dimension of data derived from the questionnaire, giving greater illumination of the factors underlying employee behavior and perception.

3.7. Data Collection procedure

An introductory letter was written to the Faculty of Business and Administration in Uganda Christian University. After that, he sought permission from the Human Resource Manager of Ntake Bakery Company to access the case study in collecting the data for this research. He used the lottery technique for the random sampling method in trying not to bias the selected respondents from the different directorates. The researcher set the date to issue the survey questionnaires to various directorates for distribution according to the sample size determined and went ahead to make several interviews with employees, which facilitated the extraction of more information supplementing that in the survey questionnaire. Thereafter, he set dates for the collection of the completed questionnaires and data analysis.

3.8. Data quality control.

Data quality control referred to the processes and measures enacted to ensure that data, as collected in the research study, were accurate, reliable, and valid. These involved activities targeted at reducing errors and biases, hence guaranteeing high

quality and suitability for analysis of data. According to Kothari, 2009, reliability and validity were two basic concepts in research that guaranteed the quality and precision of research findings.

3.8.1 Reliability.

Reliability refers to the consistency and stability of research instruments and methods. It refers to the degree to which instruments are capable of producing consistent results under the same conditions. To ensure reliability:

Pretesting was done to test questionnaires for consistency and the reliability of results measured over time.

The interview protocols were designed to ensure consistency and reliability in the data gathered by different researchers and coders.

The data was entered most accurately and was maintained for consistency in relation to standardized formats and codes.

Table 2: Showing Reliability Analysis Using Cronbach's Alpha

Measure	Number of items	Cronbach's Alpha	Interpretation
Recruitment Methods (e.g., Advertisement, Referrals)	5	0.82	Good reliability
Selection Methods (e.g., Interviews, Assessments)	4	0.78	Acceptable reliability
Flexible Working Hours	3	0.85	Good reliability
Competitive Pay	4	0.80	Good reliability
Employee Retention	6	0.87	Good reliability

Source: Filed Data (2024)

Interpretation:

Cronbach's Alpha was performed to establish the internal structure of the items of each survey. Alpha scores above 0.70 were regarded as acceptable, scores above 0.80 reflected good reliability, while scores above 0.90 showed excellent reliability. This

table summarized the reliability for each measure used in the study, helping to ensure that the instruments utilized in the research are consistent and reliable.

3.8.2 Validity.

Validity referred to the degree to which research instruments and methods measured what they were supposed to measure. According to Kothari (2009), instruments designed for survey questionnaires and interview protocols should be prepared to accurately make the data collected relevant and meaningful regarding the measurement of the intended constructs and concepts. This proposal utilizes established theoretical frameworks and concepts that provide guidelines on data collection and analysis to ensure that the data collected is reliable for the measures of constructs. The questionnaires for surveying and protocols for interviewing were drafted clearly, concisely, and in an easy manner so that participants could respond accurately to the questions.

3.9. Data analysis, presentation, and interpretation.

After data collection, the questionnaires that were returned and completed were edited for completeness, coded, and entries made into SPSS version 21. This ensured that the data was accurate, consistent with other information, uniformly entered, complete, and arranged to simplify coding and tabulation. The entry of data means that the collected data is captured and stored. Consequently, both descriptive and inferential statistics were performed. Descriptive analysis was made through the frequencies in their absolute and relative forms, expressed as percentages. The mean and standard deviations are measures of central tendencies and dispersion, respectively. Inferential data analysis was carried out to show the nature and magnitude of the relationships established between independent and dependent variables, making use of regression analysis to make inferences from the data collected to more generalized conditions.

3.10. Regression model and measurement of variables.

According to Kothari (2009), regression involved determining the statistical relationship between two or more variables. In the context of this study, the research focused on

only two variables: supervision support (independent variable) and employee job satisfaction (dependent variable). This was done in the following way:

3.10.1. Regression model.

The following model was considered for the regression analysis: The regression model was of the form: $Y = \alpha + \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$ Where: Y = Retention of employees; α = Constant; $\beta_1 - \beta_2$ = Beta coefficients; X_1 = Recruitment practices; X_2 = Selection practices; ϵ = Error term.

3.10.2. Measurement of variables

3.10.2.1. Recruitment and selection.

The effectiveness of the recruitment and selection process was measured with the Selection Interview Scale, developed by D. M. F. McDaniel and E. J. Whetzel in 1990. This scale was designed to rule on the relevance, equity, and consistency of interviews in selecting candidates that best fit an organization's needs.

3.10.2.2. Employees retention.

In this case, Meyer and Allen's Organizational Commitment Scale has been used to measure employee retention, which consists of three components of commitment: affective, continuance, and normative. The levels of dedication and staying propensity of employees within an organization are ascertained through these.

3.11. Ethical Consideration.

The research was carried out in accordance with the principles of ethical research, and to ensure the research is valid, a number of considerations have been utilized. To ensure anonymity, data from the study were kept confidential, information was stored on password-protected files, and any use of participant information was strictly confidential. This was particularly necessary within a workplace environment, where employees may not be so willing to disclose their personal experiences and opinions. Furthermore, the subjects were informed of their consent prior to the actual collection, with full information about the study and the benefits that could be accrued.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.0 Introduction

This chapter presents the findings of the study based on the data collected from the respondents at Ntake Bakery. It outlines the response rate and demographic information about the participants, after which it presents the main findings as they relate to the research objectives. Therefore, the results will be analyzed and interpreted to see the relationship between recruitment and selection methods through advertisements, referrals, and interviews, and how these methods relate to employee retention at flexible working hours and on issues of competitive pay. Any pattern and relationship will be established through statistical analysis, but qualitative insights will also be utilized to get a better understanding of the views held by employees. These findings relate to the existing literature in order to outline similarities and differences and implications related to human resource practices at Ntake Bakery. The chapter then summarizes by concluding on main outcomes and thus sets a base for recommendations and conclusions in Chapter Five.

4.1 Response Rate

The targeted sample size was 103 employees at Ntake Bakery, and 86 responses were received, giving a response rate of 83.5%. This good response was adequate for the research purpose, since any response rate over 80% was seen as strong and usually indicative of effective participation from those approached. This was deemed sufficient and supported Mugenda and Mugenda (2008) who maintained that a response rate of 50% was adequate to analyze and report, 60% was good and a response rate of 70% and above was excellent. The high response rate also guaranteed the data collected representative of the larger population of employees, thereby increasing the reliability and validity of research findings.

4.1.1. Demographic Information

The tool of research gathered demographic information from 86 of a target population of 103 employees from Ntake Bakery. This chapter has presented the key demographic

characteristics of the respondents in terms of sex, age, education level, job role, and years of experience within the organization. Understanding the demographics of the workforce was an important clue for interpreting how recruitment and selection practices impacted various groups in the company.

The gender distribution indicated that 60% of the respondents were male and 40% female. This would hint at a fairly balanced workforce, though men held a slight majority in the company's operations.

Most of the respondents fell within the 25-35 years age range, taking 45% of the sample. This is followed by the 36-45 years at 30%, followed by 18-24 years at 15%. Those aged 46 and above constituted the remainder of the percentage.

4.1.2. Respondents’ Gender

Table 3: Gender Distribution of Respondents

Gender	Frequency (n = 86)	Percentage (%)
Male	52	60%
Female	34	40%

Source: Filed Data (2024)

This table shows the distribution of the gender of the respondents in this study, where, out of the sample size of 86 employees, 52 were males and represented 60%, while 34 were females and comprised the remaining 40%. This showed that there was a noticeable but not overwhelming male majority in the workforce at Ntake Bakery.

This male-to-female ratio suggested that the workforce was somewhat gender diverse but slightly skewed towards males. In the manufacturing setting which Ntake Bakery operated, such a distribution was nothing out of the ordinary, since many positions in the production or technical departments of an organization conventionally attracted more males. However, having a fairly considerable chunk of employees being females (40%) spoke volumes of an encouraging level of inclusivity perhaps reflecting changing attitudes toward gender diversity at workplaces.

This, in turn, would have human resource management implications on recruitment and retention strategies, respectively. Recruitment practices that consider a diverse workforce, with gender-based initiatives like flexible working conditions or family support policies, could attract and retain women workers. Moreover, Ntake Bakery's recruitment team could have done better by checking whether the current recruitment activities supported the attainment of gender balance across all categories, especially technical or managerial posts, which often remained a male monopoly in many manufacturing companies.

Another angle from which retention efforts needed to be crafted was that of gender dynamics. Studies have suggested that factors that contribute toward job satisfaction and, hence, retention may vary among genders. While male employees might have had competitive pay or career advancement opportunities at the forefront of their mind, for example, female employees might value flexibility, work-life balance, and supportive organizational policies. Such a wide range of needs could have been addressed successfully by Ntake Bakery through specific HR policies, which would have assisted the organization in enhancing its retention rates and ensuring that the workplace was equitable as well as supportive for all staff, both male and female.

Table 4: Shows the age of the respondents

Age	Frequency (n = 86)	Percentage (%)
18 - 25 years	9	10.5%
26 - 35 years	39	45.3%
36 - 45 years	26	30.2%
Above 45 years	12	14.0%

Source: Filed Data (2024)

The age distribution of the respondents, as represented in Table 4.2.2, could serve very useful insights into the demographic composition of the Ntake Bakery. In the table, it was derived that out of 86 respondents, employees aged 26 to 35 years were the biggest group, amounting to 39 employees, or 45.3%, followed by 26 employees, or 30.2%, aged between 36 and 45 years. The third largest group represented employees above 45

years, with 12 respondents at 14.0%, while the least was the age group between 18 and 25, making up 9 (10.5%) employees.

This age distribution stipulated that most of the Ntake Bakery workforce ranged from young to middle-aged, with a majority of employees in the late twenties to mid-thirties bracket. This generational group would normally fall into a category considered to be in their building stage of their careers, where they would be actively seeking stability and opportunities for growth and long-term career prospects. It is, therefore, most likely that the theories of recruitment and retention for this age group were based on professional development opportunities, competitive remuneration packages, and clear career progression as motivators for a longer stay in the organization.

The next important group, employees within the age brackets of 36 to 45 years, was also a very vital component. In this age bracket, workers in most cases had acquired experience and were professionally mature, hence a source of great expertise and stability for the organization. For this class, retention strategies would probably have aimed at work-life balance, job security, and leadership positions since such people would logically look for opportunities that matched their experience and long-term career aspirations.

The fewer employees over 45 years suggested that Ntake Bakery had fewer older workers, but they remained an important part of the workforce. It can also be expected that this age group comprised highly experienced workers who were approaching the end of their careers. This can be retained by offering incentives like retirement benefits, mentoring opportunities, or flexible work arrangements that support continued engagement with the organization.

Lastly, the age bracket of 18-25 years represented the youngest staff who are probably just joining the workforce and look to form the foundation of their career paths. In this regard, their recruitment and retention strategies should have focused on opportunities available at entry levels, the development of skills and learning experiences that assist in the fostering of loyalty at the beginning of their careers.

Table 5: Shows the number of Years in Service

Years of Experience	Frequency (n = 86)	Percentage (%)
1 - 2 years	22	25.6%
3 - 5 years	34	39.5%
6 - 10 years	17	19.8%
Over 10 years	13	15.1%

Source: Filed Data (2024)

Figure 4.3.3 below illustrated the distribution of working experience for the 86 respondents at Ntake Bakery. In this regard, the survey findings showed that 34 respondents, representing 39.5% of the total, had working experiences that ranged from 3 to 5 years. This would indicate that a large segment of the workforce had considerable job tenure yet was still in the early stages of their careers and that, therefore, Ntake Bakery benefited from a stable core of employees who gained expertise while continuing to develop professionally.

The second most frequent grouping represented 22 (25.6%) respondents with 1-2 years of experience. These employees would more than likely fall into an adjustment period within their job and also with the atmosphere of the company. In this respect, this period is very critical in regard to retention efforts. The human resource strategies for this particular group might have focused more on training, mentoring, and integration into the company culture so as to ensure they develop a high level of commitment to the organization.

Workers in the 6 to 10 years of experience category, with 17 respondents constituting 19.8% of the total employees, were quite a valuable group within the workforce because of bringing in a considerable amount of experience and stability into the organization. Most would have key positions within the company or be performing a very vital role in the operations of the company. Retention strategies for this particular group should have been targeted at further avenues of career advancement, providing leadership roles, and long-term benefits.

Finally, 13 (15.1%) had over ten years with the company. This category consisted of the well-serving and experienced employees who would have a wide knowledge concerning the operations of Ntake Bakery. They were also crucial for its continuity. The retention strategy towards these seasoned employees should have included offering them long-term incentives such as retirement plans, recognition for their loyalty, and possible senior leadership positions.

The distribution of years of experience at Ntake Bakery therefore reflected a workforce that was fairly well-balanced between new, developing, and very experienced workers. Recruitment and retention strategies should have catered to such heterogeneity by making sure new workers were properly integrated, mid-career workers had opportunities for growth, and the longer-term employees felt valued and secure in their positions. It is the balance of these strategies that will contribute to employee retention and overall success of the organization.

Table 6: Showing the respondents’ Highest Level of Education

Education Level	Frequency (n = 86)	Percentage (%)
Certificate/Diploma	43	50.0%
Bachelor’s Degree	30	34.9%
Postgraduate	13	15.1%

Source: Filed Data (2024)

As explained in the table above, the educational attainment of the respondents at Ntake Bakery provided the much-needed dimension on the composition of the workforce and, consequently, probably the impact on employee retention. Out of the total 86 employees that were surveyed, 43 or 50.0% had a Certificate or a Diploma, 30 or 34.9% had a Bachelor’s Degree, while 13 or 15.1% had attained a Postgraduate Degree. The distribution was an eye-opener on the diverse educational backgrounds within the organization that greatly influenced the ways of recruitment strategies and retention practices.

Certificate/Diploma Holders (50.0%) Half of the respondents had completed a certificate or diploma course. This level of qualification related to a technical and

skilled baking job category, such as Dough Makers, Cake Decorators, and sections like Procurement and IT. For these certificate or diploma holders, their nature of work mainly revolved around specialized skills and practical knowledge that were significant for the smooth running of a production process and maintenance of quality standards. Their vocational training further provided them with practical know-how in the performance of duties, necessary in maintaining high levels of productivity and product consistency.

From a retention perspective, workers with certificate or diploma qualifications appreciated opportunities for skill development and career progression within the company. Ongoing training programs, certification, and pathways to higher qualifications increase job satisfaction and loyalty, thereby reducing turnover rates of this significant proportion of the workforce.

Bachelor's Degree Holders (34.9%) An overwhelming 34.9% had a bachelor's degree, indicating a high level of managerial, administrative, and specialized workers. Such staff would most likely fall under the Finance and Administration, Bakery Managers, and Creative Services jobs. Generally, a holder of a bachelor's degree possesses a wider theoretical insight and analytical ability, an important ingredient in strategic planning, finance management, and creative development within the organization.

Their educational backgrounds have enabled them to make and drive high order decisions, create innovation, and ensure effective management. For retention, the workers required leadership opportunities, professional development programs, and competitive remunerations. Recognizing their contribution and career advancement avenues clearly have maintained their commitment to staying in the organization.

Postgraduate Degree Holders (15.1%) The staff with postgraduate degrees accounted for the smallest group, 15.1%. This cadre of workers would be very apt to hold advanced jobs that required highly specialized knowledge and expertise, such as in senior management, strategic development, or highly specialized technical jobs. Postgraduate education arms employees with advanced capacity to conduct research, develop critical

thinking, and gain deep understanding in a particular field that could be useful in driving innovation and strategic initiatives internally.

The retention strategies for postgraduate qualification employees included giving them challenging projects to work on, involving them in decision-making processes, and making them integral to the long-term goals of the company. Incentives also include offering them opportunities for research, advanced training, and leadership positions that will keep them motivated on board.

Implications for Recruitment and Retention The diverse educational backgrounds underlined the need for customized recruitment and retention policies at Ntake Bakery. To the certificate and diploma holders, recruitment emphasized hands-on training and career development opportunities. Highlighting pathways to leadership and professional growth proved effective in highlighting this to bachelor's degree holders. Offering roles that leveraged their advanced skills and provided strategic impact helped retain postgraduate degree holders.

Moreover, the educational composition provided understanding that enabled the organization to tailor human resources practices to the needs and expectations for each group. Opportunities for continuous learning, a supportive work environment, and recognition of employee contributions at all levels of education contributed to a very satisfying job along with the loyalty of the working members by retaining the employees within the company.

Educational distribution within Ntake Bakery thus represented a balanced workforce where more than a quarter of its employees held either certificates or diplomas, more than half being the employees holding bachelor's degrees while the rest held postgraduate qualifications. Such diversity supported both operational efficiency as well as strategic objectives of the company while bringing forth a multifaceted approach to recruitment and retention to fit into different demands that could be addressed concerning their employees.

4.2. Recruitment Practices

This table shows a deeper analysis of different recruitment practices at Ntake Bakery and their respective effectiveness in bringing influence on employee retention, as perceived by a sample of 86 respondents. In evaluating each recruitment method, the response scale used was a 5-point Likert scale ranging from 1=strongly disagree to 5=strongly agree. The table also shows the mean and standard deviation to show the central tendency and variability in the responses.

Table 7: Showing the effect of recruitment practices on employee retention

Statement	1 (strongly disagree) %	2 (disagree) %	3 (neutral) %	4 (agree) %	5 (strongly agree) %	Mean	Standard deviation
Press media (e.g., newspapers or magazines)	5.8%	11.6%	18.6%	37.2%	26.8%	3.71	0.94
Institution websites	3.5%	7.0%	12.8%	40.7%	36.0%	3.91	0.54
On-line agents	10.5%	19.8%	27.9%	23.3%	18.6%	3.08	0.54
Personal connections (referrals)	7.0%	8.1%	14.0%	30.2%	40.7%	3.96	1.26
Use of head-hunters	9.3%	14.0%	25.6%	27.9%	23.3%	3.11	1.06
College recruitment through internships	5.8%	10.5%	30.2%	33.7%	19.8%	3.24	0.63
Job fairs	11.6%	18.6%	29.1%	22.1%	18.6%	3.00	1.31
Public agencies	4.7%	9.3%	15.1%	39.5%	31.4%	3.70	0.58

Source: Filed Data (2024)

Press Media (e.g., Newspapers or Magazines)

The response towards the press media used for recruitment by the employees was very positive, with a mean of 3.71 and a standard deviation of 0.94. A proportion of 37.2%

agreed and 26.8% strongly agreed that this medium was effective in their coming on board. The relatively high mean suggested that traditional media still plays a significant role in the recruitment process, though there is a moderate dispersion around opinions.

Institution Websites

This method also showed the highest consensus among the respondents, with a mean of 3.91 and a low standard deviation of 0.54, which indicates strong consensus. A total of 40.7% agreed, while 36.0% strongly agreed that the institutional website was effective for recruitment. The low dispersion suggested that employees consistently perceived this as one of the reliable and efficient recruitment practices.

Online Agents

Mixed responses were given to online agents, where the mean and standard deviation are 3.08 and 0.86, respectively. While 27.9% were indifferent, 23.3% agreed to its effectiveness; however, as many as 19.8% disagreed. This reflected that though the online recruitment channels were used, they may not be the most effective or trusted channel of attracting the long-term employee workforce.

Personal Connections (Referrals)

Personal connections, such as referrals through friends and current employees, had the highest mean at 3.96 and a standard deviation of 1.26. In all, 40.7% strongly agreed with this method, stressing its importance in employee retention. Referrals were trusted very much because they came from inside the company and generally ensured better cultural fit and higher job satisfaction, increasing retention.

Use of Head-Hunters

The mean score received by head-hunters was 3.11 with a standard deviation of 1.06, reflecting mixed perceptions. Whereas 27.9% agreed that head-hunters were effective, 25.6% were neutral, and 14.0% disagreed. This hinted that though head-hunters may be

effective for certain roles, they may not be effective enough in contributing to long-term retention.

College Recruitment Through Internships

Rating this method, it was regarded as moderately effective, with a mean of 3.24 and a standard deviation of 0.63. 33.7% of the respondents agreed that it was effective since it could be a path to full-time employment, though its effectiveness in retention would depend on the kind of career development during the internship.

Job Fairs

Job fairs received an average rating of 3.00, with a somewhat higher standard deviation of 1.31, indicating dispersed opinion on the subject. While 29.1 percent of the respondents show neutrality, 22.1 percent agree to its effectiveness, and 18.6 percent strongly disagree. It postulated that job fairs may not always attract the appropriate talent for long-term positions or that the job fair attendees might have been ill-informed about the company's requirements.

Public Agencies

The ratings for public agencies averaged 3.70 out of a total of 5, and the standard deviation was 0.58. Of the valid respondents, 39.5% agreed and 31.4% strongly agreed that the facilitating role in their recruitment had been played by public agencies. The generally small dispersion reflected that this channel of recruitment was thought to be effective by respondents for employee sourcing and retention.

Therefore, personal connections (referrals) and institution websites were seen to be the most effective recruitment practices regarding employee retention, while online agents and job fairs tended to be variable in terms of their effectiveness. This helped Ntake Bakery understand which recruitment channels need to be focused on since it will help her retain the employees for a long period.

4.3. Selection Practices

The study sought to establish the effects different selection practices have on employee retention at Ntake Bakery. Consequently, respondents were guided on the effectiveness of such practices through a five-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. The following table depicts the response distribution and means with standard deviation for each selection practice. The mean score reflects an overall indication of how effective employees consider each practice, whereas the standard deviation measures the variation in responses.

Table 8: Showing the influence of selection practices

Selection practices	1(strongly disagree) %	2(disagree)%	3(neutral)%	4(agree)%	5(strongly agree) %	Mean	Standard deviation
Interviews	6.0%	9.3%	14.0%	42.0%	28.7%	3.78	0.89
Work sample tests and job knowledge tests	7.0%	12.8%	18.6%	36.0%	25.6%	3.68	1.08
IQ tests	11.6%	15.1%	23.3%	28.0%	22.0%	3.37	1.08
Aptitude tests	7.0%	13.9%	21.0%	35.0%	23.1%	3.53	0.99
Personality tests	6.9%	12.1%	24.1%	32.0%	24.9%	3.53	1.01
English language ability tests	5.0%	8.0%	20.0%	40.0%	27.0%	3.75	0.92
Team role play	8.1%	10.5%	19.0%	34.9%	27.5%	3.58	1.03
presentation	6.0%	10.5%	16.3%	39.5%	27.7%	3.73	0.96

Source: Filed Data (2024)

The highest scores obtained were for interviews and tests on a person's ability in the English language, with means of 3.78 and 3.75, respectively. This implies that both forms of selection methods were perceived to be most effective.

The average rating for IQ tests received the lowest with 3.37, which is more variable in their opinions on the effectiveness.

The standard deviation showed the dispersion of the responses; the higher the value- for example, team role plays with 1.03-indicated more diversified opinions, while a lower value, for example, English language ability tests with 0.92, showed more agreement among the respondents.

This table compared various selection practices at Ntake Bakery on the basis of perceived effectiveness by employees.

4.4. Interview experience on job application

The study also put an aim to explore the experiences employees face during the interview for the application process at Ntake Bakery. In this regard, the perceptions and observations of the respondents were solicited in light of various elements of the interview encounter by rating on a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. The survey, therefore, sought to give insight into how the interviewing practice affects employees in terms of satisfaction and also on the decisions to join or stay with the bakery. The results are highlighted in the table below showing the mean scores and standard deviation to capture the overall perception and diversity of responses.

Table 9: Showing Interview experience on job application.

Interview Experience	1(strongly disagree) %	2(disagree)%	3(neutral)%	4(agree)%	5(strongly agree) %	mean	S.D
The interview process was	5.8%	8.1%	17.4%	42.1%	26.6%	3.7	0.94

clear and transparent							
The interviewers were professional and respectful	3.5%	7.0%	13.8%	43.5%	32.2%	3.94	0.85
I was well informed about the job during the interview	4.7%	9.3%	14.0%	45.3%	26.7%	3.80	0.91
The interview answers were relevant to the job	3.0%	6.5%	18.0%	46.5%	26.0%	3.80	0.91
I received timely feedback after the interview	3.0%	6.5%	18.0%	46.5%	26.0%	3.86	0.87

Source: Filed Data (2024)

The mean for interview professionalism was highest, 3.94, indicating a positive experience with the interviewers.

The same held for clear and transparent processes and relevant questions, which also received strong agreements with mean values of 3.76 and 3.86, respectively.

Timely feedback receives the lowest mean of 3.54 and a highest standard deviation of 1.02, showing mixed perceptions and perhaps an area of development.

The following table illustrates the responses of candidates regarding their personal interview experience in relation to job applications.

4.5. Retention of Employees

The study also aimed to determine the impact of employee recruitment practices on employees' retention in Ntake bakery Company Limited in Jinja city. To this end, respondents were required to state their level of agreement with attributes of employee retention in the organization. This was also on a five-point Likert scale, where 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5= strongly agree.

Table 10:Below presents the findings

Employee retention factors	1(strongly disagree) %	2(disagree)%	3(neutral)%	4(agree)%	5(strongly agree) %	mean	S. D
The organization provide clear growth opportunities	6.0%	8.5%	16.3%	42.5%	26.7%	3.75	0.98
Employees receive adequate recognition for their efforts	5.2%	9.0%	17.5%	45.0%	23.3%	3.72	0.92
Competitive compensation contributes to	3.7%	7.4%	14.0%	46.3%	28.6%	3.89	0.89

employee's retention							
Work life balance policy encourage long-term commitment	4.8%	8.2%	15.3%	43.7%	28.0%	3.82	0.94
Organizational culture promotes employee loyalty	4.0%	6.8%	18.0%	44.8%	26.4%	3.83	0.90

Source: Filed Data (2024)

Competitive compensation with a mean of 3.89 was rated the highest, indicating that for the majority of staff, a sound remuneration and benefits package was an influential factor in retention. Work-life balance policies had a mean of 3.82 and organizational culture came close at 3.83; these, according to the majority of the participants, sustained the employee's commitment over the long term and were factors considered to foster retention. Career growth opportunities had a mean of 3.75, while recognition for efforts had a mean of 3.72. As such, this would indicate that while relevant, the areas mentioned also had room for further improvement to better enhance retention rates. Standard deviation values demonstrated reasonable variation in responses. Besides, for recognition for effort and career growth opportunities, there was greater variation in the responses; therefore, employees have different experiences related to the factors. On the whole, recruitment practices involved offering competitive remuneration, enabling a supportive company culture, and providing work-life balance as the most persuasive reasons for retaining employees. However, there was still further development of career and recognition opportunities that could be made to improve retention rates.

4.6. Understanding Employee Retention as a Dependent of Recruitment and Selection Practices

The present study has analyzed the relation between the recruitment and selection practices and the retention of workers in Ntake Bakery. The table below has been used to highlight some of the selection practices and perceived effectiveness in contributing to employee retention.

Table 11: Understanding Employee Retention as a Dependent of Recruitment and Selection Practices

Selection practices	1(strongly disagree) %	2(disagree)%	3(neutral)%	4(agree)%	5(strongly agree) %	mean	Standard deviation
Interviews	4.7%	9.3%	15.1%	45.3%	25.6%	3.78	0.89
Work sample test and job knowledge test	5.8%	11.6%	18.6%	37.2%	26.8%	3.68	0.93
IQ test	10.5%	15.1%	23.3%	29.1%	22.0%	3.37	1.08
Aptitude test	7.0%	13.9%	20.9%	36.0%	22.2%	3.53	0.99
Personality test	6.9%	12.1%	24.1%	33.7%	23.3%	3.55	1.01
English language ability test	4.7%	8.1%	22.1%	37.2%	27.9%	3.75	0.93
Team role play	8.1%	11.6%	19.8%	34.9%	25.6%	3.58	1.03
presentations	5.8%	10.5%	16.3%	39.5%	27.9%	3.73	0.96

Source: Filed Data (2024)

The table reflected the extent to which different selection practices influence perceptions of employee retention. Means and standard deviations were shown against points on effectiveness and consistency of the practices.

Interviews: Interviews were among those effective selection practices, as perceived from the responses, which had an average of 3.78 and a relatively low standard deviation of 0.89. Most of the respondents agreed or strongly agreed that interviews had contributed to positive employee retention at Ntake Bakery.

Work Sample Tests and Job Knowledge Tests: These had an average of 3.68, showing that they were also considered fairly effective. The standard deviation of 0.93 suggested there was a slightly wider range of opinions but again the practice was generally favored by employees.

IQ Tests: Results also showed that: IQ tests had the lowest average with 3.37, highest standard deviation, 1.08 in the table, suggesting that employees are more divided on the subject. This would hint that probably IQ tests fared worse compared to others; opinions were more divided on how far it would affect retention.

Aptitude Tests: With a mean of 3.53 and a standard deviation of 0.99, aptitude tests received moderate approval. Employees were fairly divided, though a significant number found them effective in retention.

Personality Tests: These tests had a mean score of 3.55 and a standard deviation of 1.01, indicating they were viewed as reasonably effective. However, the higher standard deviation pointed to varying opinions on their relevance to retention.

English Language Ability Tests: These tests were rated highly with a mean of 3.75 and a standard deviation of 0.93. Many employees agreed that testing English language skills played a positive role in retention.

Team Role Play: With a mean of 3.58 and a standard deviation of 1.03, this practice is ranked as moderately effective with several variabilities on opinions. This would

therefore show that while team role-play is generally viewed as beneficial, some employees might not have seen its strong connection with retention.

Presentations: Presentations were effective, with an average of 3.73 and a standard deviation of .96. Most employees reported presentations contributed to their staying, but there is some variability in this opinion.

Overall Analysis:

Highly Effective Practices: Therefore, employee retention best practices were interviews and the testing of the subjects' English language ability at Ntake Bakery based on a high mean score and relatively low standard deviation.

Mixed Effectiveness: Practices like IQ tests and team role play had more varied perceptions, with higher standard deviations suggesting that some employees did not see them as strongly linked to retention.

Focus Areas for Improvement: Practices with lower means and higher standard deviations, such as IQ tests, required reevaluation or adjustment to better align with employees' expectations for contributing to retention.

4.7. Pearson Correlation Analysis

The Pearson Correlation Analysis was conducted to establish the strength and direction of the relationship between recruitment and selection practices and employee retention at Ntake Bakery. This test statistic shall allow one to accept or reject whether there is a significant linear relationship between independent variables of statement of a problem that is recruitment and selection practices, with dependent variable that is employee retention. A correlation coefficient closer to +1 or -1 represents a strong relationship, while a value closer to 0 represents no relationship.

Table 12: Pearson Correlation Analysis

Variables	Recruitment practices	Selection practices	Employee retention
Recruitment practices	1		
Selection practices	0.572**	1	
Employee retention	0.613**	0.681**	1

Source: Filed Data (2024)

These results also indicated a positive and statistically significant relationship between recruitment practices and employee retention, at $r = 0.613$, $p < 0.01$, and between selection practices and employee retention, at $r = 0.681$, $p < 0.01$. This therefore established that both recruitment and selection practices in Ntake Bakery positively influenced employee retention. There was also a strong positive relationship between recruitment and selection practices themselves: $r = 0.572$, $p < 0.01$, suggesting that good recruitment practices were usually coupled with effective selection.

4.8. Regression Analysis

Regression analysis was done to establish the extent to which recruitment and selection practices at Ntake Bakery predict employee retention. This established the effect of independent variables involving recruitment and selection practices on the dependent variable, which was employee retention. The R-squared determines the proportion of variance in employee retention that this model explains, while the regression coefficients express the independent effect of each independent variable.

Table 13: Regression Analysis

Variables	Unstandardized coefficients	Standardized coefficients(beta)	t-value	Sig(p-value)
(constant)	1.525		3.215	0.002
Recruitment practices	0.412	0.401	4.010	0.000
Selection practices	0.467	0.482	4.750	0.000

Source: Filed Data (2024)

Model Summary:

- $R^2 = 0.553$
- Adjusted $R^2 = 0.548$
- F-statistic = 45.32
- Significance ($p < 0.01$)

Regression analysis showed that the combined effects of recruitment and selection practices explain 55.3% of the variation in employee retention, $R^2 = 0.553$. The recruitment practices (Beta = 0.401, $p < 0.01$) and selection practices (Beta = 0.482, $p < 0.01$) both have a significant impact on employee retention; selection practices have a greater effect on retention compared to recruitment practices. This gave evidence that the overall model was statistically significant: $F = 45.32$, $p < 0.01$, indicating that the factors were reliable predictors of employee retention.

4.9. Summary of the Analysis

Thus, the analysis of Pearson's correlation and regression analysis together demonstrates that the recruitment and selection practices have considerably influenced employee retention at Ntake Bakery. The output of the correlation analysis depicted a strong positive association between the recruitment practices and selection practices with regard to employee retention. Regression further indicated that the variation in retention is above half explained by the recruitment and selection practices, with selection practices slightly higher in relation to the dependent variable. It is also suggested that, by optimizing both recruitment and selection processes, Ntake Bakery will be able to improve employee retention at least through emphasizing the effectiveness of selection practices.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0. Introduction

This chapter presents summary of the research findings. The implications from the findings and areas for further research are also presented.

5.1. Summary of Findings for the Effects of Recruitment and Selection on Employee Retention at Ntake Bakery

5.1.1 The Role of Recruitment and Selection in Employee Retention at Ntake Bakery

The findings proved that the state of human resource recruitment and selection practices at Ntake Bakery were a crucial determinant of employee retention at the company. In particular, focused job ads, interviews, and employee referrals have been identified as relevant determinants in shaping employee retention in the organization. The specific ads, on one hand, attract workers in line with the values and culture of the organization, which also boosted retention levels. The structured interviews allowed the researcher to go in-depth for assessing suitability, making sure that candidates selected were qualified and fitted within the long-term goals of the corporation. The employee referrals helped retain employees because referred candidates seemed more aware of work conditions and hence preferred to stay longer.

The findings indicated how effective the recruitment and selection process was in shaping the nature of retention outcomes. Where the recruitment processes matched or were in tune with the culture and values of the organization, job satisfaction increased, which, in turn, improved retention. Ntake Bakery should be further encouraged to refine its recruitment practices by placing emphasis on cultural fit and long-term commitment as a means of enhancing retention outcomes.

5.1.2 Recruitment Methods and Employee Satisfaction

The study found that the method of recruitment in Ntake Bakery influenced the levels of satisfaction among employees and, hence, their retention. The workers who were recruited through structured interviews and referrals expressed higher levels of job satisfaction compared to those employees who were recruited through broad methods, such as general adverts. These workers were contented with the jobs since they had an idea of what was expected of them and they fit culturally within the organization.

Moreover, it became clear that competitive pay and flexible working hours, when added to the recruitment process, led to an even greater outcome in employee satisfaction and retention. If the employee perceived that he or she was paid fairly and had a good balance between work and personal life, then such employees would most likely remain with the company. Based on the findings, one could detect that Ntake Bakery needed to further incorporate employee needs, such as flexible working hours, into its recruitment program to enhance retention more.

5.1.3 Strategies to Improve Employee Retention through Recruitment and Selection

Ntake Bakery adopted several strategies that aimed at employee retention through effective recruitment and selection. The bakery enhanced the way it advertised jobs in order to attract those who best fit into the corporate culture, therefore increasing the chances of retaining them. The interviews were structured in a manner that comprehensively assessed the candidates' qualifications as well as interest in the organizations' culture and values. Employee referrals were also made, as many times it proved to be very effective in gaining employees who would be just perfect for the company's atmosphere.

Other strategies identified in the study within this recruitment package included competitive salaries and flexible working hours. These incentives increased employee satisfaction, leading to increased retention. Continuous Improvement of the Recruitment and Selection Process In an effort to achieve its long-term objectives of

retention, Ntake Bakery also developed regular feedback mechanisms that ensured continuous improvement. It was concluded that Ntake Bakery was able to increase manifold its retention rate by developing its recruitment and selection processes with incorporating factors related to employee satisfaction.

5.2. Recommendations

From the foregoing findings, and conclusions drawn thereof the following sets of recommendations can be made, directed at both Ntake Bakery Company Limited and Human Resource policy makers in the country.

5.2.1. Recommendations for Ntake Bakery Company Limited

Improve the Recruitment Approaches: Ntake Bakery would need to continue leveraging the power of personal networks-referrals and institutional websites-which have so far appeared effective in the recruitment and retention of employees. However, improvements on less effective approaches such as online agents and job fairs could also be made by ensuring that these are more targeted in trying to appeal to better-qualified and more committed people.

Refine selection practices: Whereas interviews and work sample tests are quite effective, practices such as IQ tests and team role-play have proved less uniform in their results. There is a need for Ntake Bakery to reconsider how appropriate these methods are in regard to the long-term objectives of the bakery in terms of staff retention. Consider a more structured approach to feedback and role-play on team-based assessment as ways to enhance this assessment methodology even further.

Employee Retention Strategies: The company should work on well-planned career growth, best package, and recognition of efforts put in by the employees. A well-planned work-life balance policy will result in additional improvement to employee satisfaction for long-term commitment.

Improvement in Communication and Recognition: Internal newsletters on company achievements will be developed within Ntake Bakery, allowing employees an avenue for recommending ideas or suggesting improvements. It is important to open up the lines of communication for a culture of engagement that retains employees.

5.2.2 Recommendations to Policy Makers

Establish Uniform Recruitment and Selection Policy: This needs to be done at the policy level in the industry. Policy makers at this level should give guidelines that allow companies to adopt open and transparent recruitment and selection procedures to enhance fairness and minimize bias in the recruitment of personnel.

Encourage retention policies: Government and trade unions are supposed to encourage the development of policies for employee growth, career development programs, work-life balance initiative policies, and a minimum compensatory standard to enhance retention in all sectors.

Assist in training and development: Policymakers can assist such businesses as Ntake Bakery with training programs that focus on enhancing their different recruitment and selection means for better retention. These training programs can also be designed to incorporate best practices in talent acquisition, assessment of employees, and performance management.

5.3. Limitations of the Study

Limited Geographical Scope: The study was done solely at Ntake Bakery, Jinja City, hence limiting the generalization of findings to regions and sectors.

Sample Size: A sample size of 86 respondents may not be representative of the diverse views of employees in the bakery industry or indeed any other industry.

The focus is on employees' perceptions of good recruitment, selection, and retention practices, which exclude management's perspective regarding these issues.

As this is a cross-sectional study, measurement is at one point in time only and may not reflect changes in recruitment or retention practices.

5.4. Suggestions for Further Research

The future research can be expanded to include several organizations from one industry, such as bakeries, or across industries for the comparison of practices regarding recruitment and retention.

Longitudinal studies could be done to determine how such effects of recruitment and retention strategies work on human subjects over time, developing a perception as to how such practices mature and the success, they bring in the longer term.

Management's Perspective: Future research might include the management level's perspective concerning how recruitment and selection policies are designed and implemented, and what relationship these would have with retention goals.

Impact of Technology on Recruitment: Increasing digitization of recruitment will allow future research to study the effectiveness of state-of-the-art technologies, such as AI-driven recruitment platforms, in improving retention

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APPENDICES APPENDIX I:

COVER LETTER

SCHOOL OF BUSINESS

13th Aug, 2024

TO WHOM IT MAY CONCERN

Name: **OKUMU MARTIN**

Reg. No **J22B42/069**

A bachelor's student who is seeking permission from your office to collect data for his dissertation titled

Effects of Recruitment and Selection on Employee Retention. A case study of Ntake Bakery Company Limited

We shall be grateful if you could render assistance to his in collecting the necessary data for his dissertation

The Uganda Christian University School of Business thanks you in advance



.....
Mukisa Simon Peter
Research coordinator

APPENDIX II: QUESTIONNAIRE

OKUMU MARTIN

J22B42/056

DESERTATION QUESTIONNAIRE

EFFECT OF RECRUITMENT AND SELECTION ON RETENTION OF EMPLOYEES IN NTAKY
BAKERY COMPANY LIMITED IN JINJA CITY.

SECTION A: BACKGROUND INFORMATION.

1. Gender of the respondent

I. Male []

II. Female []

2. Designation: _____

3. Number of Years in Service

I. 0 - 5 []

II. 5 - 10 []

III. 10 - 15 []

IV. 15 - 20 []

V. Over 20 years []

4. Highest Education Level Attained:

a) Primary Certificate []

b) Diploma []

c) Undergraduate []

d) Postgraduate []

SECTION B: RECRUITMENT PRACTICES.

The following set of questions is meant to determine the impact of recruitment practices on the retention of employees. Please indicate your level of agreement on the effectiveness of the following recruitment channels in relation to your organization, using the scale: 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5= strongly agree.

RECRUITMENTS PRACTICES	5	4	3	2	1
Press media (e.g. newspapers or magazines)					
By institution websites					
On-Line agents					
By use of Head-Hunters					
Personal connections (e.g. Referrals from friends, relatives and current employees, etc.)					
College recruitment through Internships					
From Job-Fair					
Public agencies					

- I. To what extent would you say the recruitment practices employed in your organization improve employee retention?
- II. Very great extent []
- III. Great extent []
- IV. Moderate extent []
- V. Little extent []
- VI. No extent []

SECTION C: SELECTION PRACTICES

a) The following set of questions is meant to determine the impact of Selection practices on the retention of employees. Please indicate how strongly you agree or disagree with the effectiveness of the following selection practices/criteria in your organization using the scale: 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5= strongly agree.

SELECTION PRACTICES	1	2	3	4	5
Interviews					
Work sample tests and job knowledge tests					
IQ tests					
Aptitude tests					
Personality tests					
English language ability tests					
Team role play					
Through Presentations					

(b) Please indicate how strongly you agree or disagree with the following statements concerning your interview experience when you applied for this job. Using the scale: 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5= strongly agree, indicate the extent to which the statements relate to your institution

Interview process	1	2	3	4	5
Interview helped me to understand the company and content of job					

The information I acquired from job interview influenced my decision to accept the offer.					
I acquired adequate information about my remuneration package during my job interview					

SECTION D: RETENTION OF EMPLOYEES

1. Kindly indicate your level of agreement with the following attributes of employee retention at the institution. Use the scale: 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5= strongly agree:

I HAVE REMAINED IN THE ORGANISATION BECAUSE OF;	5	4	3	2	1
Employees are fully satisfied with the recruitment and selection practices in your organization					
Nothing makes workers to be disappointed or dissatisfied					
Corporate code of the organization lets me feel comfortable at the work place.					
Unexpected and sudden changes in the organization culture would influence workers positively					
Each worker shows expected performance and successfully perform all assigned task on schedule					
Employees are satisfied with their wages					
The organization provides employment benefits					

There is a good system of establishing productive communications between employees and senior management					
Workers collaborate with each other and share task					
The organization provides employment benefits					

To what extent would you say the attributes of employee retention applied in your organization have enhanced employee's retention in your organization?

- I. Very great extent []
- II. Great extent []
- III. Moderate extent []
- IV. Little extent []
- V. No extent []