

**THE EFFECT OF SELECTION PROCESS OF EMPLOYEES ON
ORGANIZATIONAL PERFORMANCE
CASE STUDY: MUKWANO INDUSTRIES**

BY

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2012-B021-10121

UGANDA MARTYS UNIVERSITY



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**AN UNDER GRADUATE DISSERTATION PRESENTED
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DEDICATION

To my father and mother, Mr Kamarabe Joseph and Mrs Kamarabe Joyce respectively who sacrificed a lot to see me through finish my first degree. Without your support I would not be where I am today. Thanks a lot.

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LIST OF ABBREVIATIONS

A:	Agree
D:	Disagree
DV:	Dependent Variable
F:	Frequency
IV:	Independent Variable
N:	Number of respondents
SA:	Strongly Agree
SD:	Strongly Disagree
SPSS:	Statistical Package for the Social Sciences
UMU:	Uganda Martyrs University
RN:	Registered Nurse

ABSTRACT

The main purpose of the study was to analyse the effect of selection process of employees on organizational performance using Mukwano Industries as the case study. The study was guided by the following objectives: To assess the effect of recruitment on organizational performance, to assess the impact of job interviews on organizational performance and to examine the effect of orientation on organizational performance. The study was carried on using a detailed literature review thereby analysing what various authors have written about the topic. This was done by looking into different books.

Data was collected using various tools like a self-administered questionnaire and interviews. The study was conducted using 32 respondents among the human resource officers and employees in Mukwano Industries.

The results from the findings indicated that majority of the respondents were females in the company and were in the age group of 18 – 30 who had degrees. The results indicated that with proper recruitment processes, there was job satisfaction, recruitment process generated a pool of capable people to apply for employment to an organization. The study also indicated that job interviews pointed out employees who could become organization's core workforce.

From the study it was also revealed that employee orientation affected organizational performance through its effect on employee learning and behaviour, promoted skill development and motivation, enabled employees to understand exactly what is required of them.

Finally, a number of recommendations were suggested such as the human resource management should go ahead to carry out different recruitment processes using the most appropriate recruitment procedures for the good of the organizations, it was also recommended that the organization management should be able to highlight employee recruitment procedures for effective and productive work force

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter explains the effect of selection process of employees on organizational performance in summary. It also shows the problem statement, Purpose and objectives of the study and how the research questions are developed from the specific objectives. The independent variable and dependent variable are explained below. Selection is the screening process used to decide which of the applicants who applied to hire .The ultimate objective is to hire individuals who performs well based on the criteria the firm uses to evaluate employees. Selection process is also fool proof that's to say someone hired will turn out to make mistakes yet the other candidates who may have made good employees may be rejected because of failure to express themselves (Gomez and Mejia, 2004). Organizational performance is the measure of how efficiently and effectively managers use resources to satisfy customers and achieve organizational goals. Organizational performance increases as efficiency and effectiveness also increases (Jones and George, 2006).

1.1 Background of the Study

Selection process pulls together organization goals, job designs and performance appraisals as well as recruitment and selection (Grobler, et al, 2005). These are also the steps used to decide which kind of people should be hired. The process begins with the people interested in applying for the advertised job and it ends with the hiring decision (Werther and Davis, 1996)

Selection is the process of choosing from among available applicants the individuals who are most likely to successfully perform. The series of steps involved in selection process include the following, the completion and screening of the applicant form, preliminary interview, employment testing, diagnostic interview, reference checking, physical examination and final decision (Lloyd and Leslie, 2006).

The objective of selection process is to choose the individual who can successfully perform the job from the pool of qualified candidates. Job analysis, human resource planning and recruitment are the pre requisites to the selection process. A break down in any of these processes can make even the best selection system ineffective (Lloyd and Leslie, 2006) .The main selection methods are interviews, which are inevitable part of most if not all selection procedures, but they are however not always reliable as a means of predicting success in a job. Selection tests are also used to provide valid and reliable evidence of levels of abilities, intelligence. Selection tests also supplement the information obtained from an interview (Armstrong, 2011). Valid and reliable selection techniques help to reduce the proportion of errors and increase the proportion of correct hiring decisions; techniques that are not job related are useless during selection process (Gomez, Mejia, 2004).

On the other hand organizational performance refers to the rate to which an organization achieves its corporate objectives. There are several indicators for measuring performance and these depend on the objectives of the organization. The background of the case study is as follows, Mukwano industries was established in the early 1980s, Mukwano Industries (U) Ltd has evolved to be one the fastest growing fully integrated manufacturer of FMCG products in Sub Saharan Africa with a clear vision to provide superlative products at affordable prices accompanied by unparalleled service levels across the region.

As much as the selection process is the first step towards creating the competitive strength in the organization, Mukwano industries does not accord it the attention it deserves. Since selection process involves a systematic procedure from completion and screening of the application form up to when the final decision is made, at Mukwano industries, these procedures are always done irregularly. Instead of first identifying vacancy, preparing job description and person specification, advertising the vacancy, managing the response, short-

listing, arranging interviews, and conducting interview and decision making as it would be, the practice at Mukwano group of industries Uganda is different. What normally happens at Mukwano group of industries Uganda is that you only see people hired in positions without going through the formal recruitment process. It is therefore, against this background that the researcher is carrying out a study on the effect of selection process of employees on organizational performance, a case of Mukwano group of industries with main emphasis on Mukwano industries.

1.2 Statement of the Problem

Selection is the process of choosing from among available applicants, the individuals who are most likely to successfully perform a job. The size of the organization, the types of jobs to be filled, the number of people to be hired and outside pressures from different workers unions all influence the exact nature of an organization's selection process. Most organizations use a cut off technique in selection. With this technique, an applicant must be judged satisfactory through a series of screening devices, such as application forms, interviews, and tests. The applicant is eliminated for consideration for the job if any of these devices is unsatisfactory (Byars and Rue, 2000).

Performance is the degree of accomplishment of the tasks that make up an employee's job. It reflects how well an employee is fulfilling the requirements of a job and performance is measured in terms of results (Byars and Rue, 2004). Effective selection process influences the performance of the organization, therefore companies make sure they carry out selection process, this is done by putting adverts in the newspaper, television and radios. After the recruits have been identified, selection procedures are followed. However after all these procedures are considered, improvement in performance seems not to be worth coming that is employees' performance does not measure up to the expectations of the employer, . Therefore this research endeavours to examine reasons why employees are not performing

well to improve the performance of the organization even when the modern ways of selection are being used.

1.3 Purpose of the Study

The purpose of the study was to analyse the effect of selection process of employees on organizational performance.

1.4 Objectives of the Study

The objectives of the study are,

- i. To assess the effect of recruitment on organizational performance.
- ii. To assess the impact of job interviews on organizational performance
- iii. To examine the effect of orientation on organizational performance

1.5 Research Questions

- i. What is the effect of recruitment on organizational performance?
- ii. What is the impact of job interviews on organizational performance?
- iii. What is effect of orientation on organizational performance?

1.6 Hypothesis of the study

- i. There is a relationship between recruitment and organizational performance.
- ii. There is a relationship between job interviews and organizational performance.
- iii. There is a relationship between orientation and organizational performance.

1.7 Scope of the Study

The study focused at selection process of employees as the independent variable with job recruitment, job interviews, and orientation as the dimensions. Organizational performance

was the independent variable and the dimensions are better performance, quality products and increase in productivity. The study was conducted at Mukwano Group's headquarters located on Mukwano road in Kampala, Uganda's capital and largest city Kampala District where Mukwano Industries is located. Mukwano Group is divided into sections and these include Mukwano personal care products limited, A.K oils and fats Uganda Limited, A.K plastics Uganda Limited, Mukwano Industries Uganda Limited Beverage Division and Mukwano Industries Uganda. The study considered Mukwano Industries which is located at the headquarters. The period of 1990 to present day is mainly used since this is the period when Mukwano Group started operations.

1.8 Significance of the Study

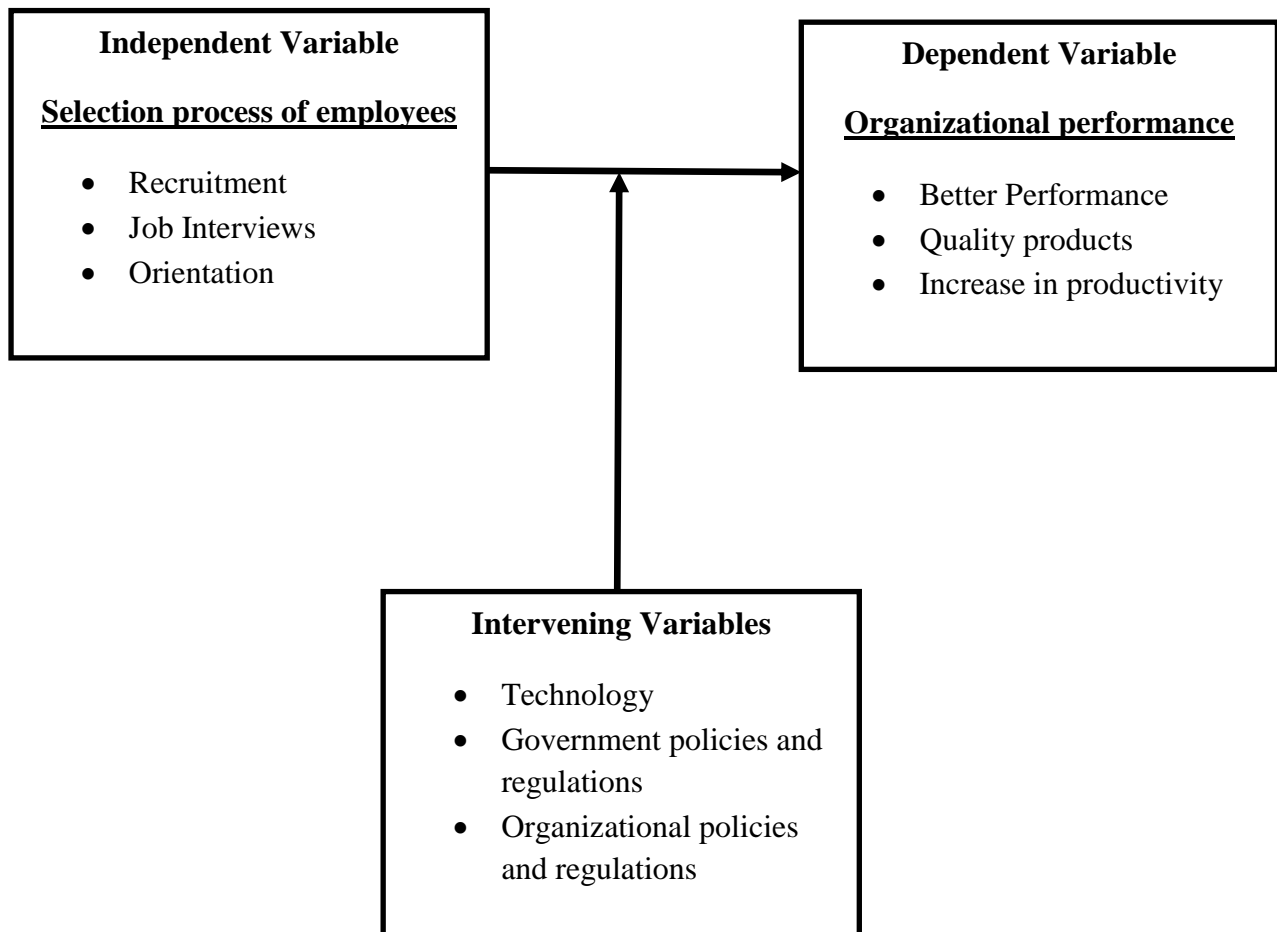
- i. The study will help the organization understand the depth of the problems under study and the relevancy of selection process of employees, and eventually introduce or set up improvement plans, policies and guidelines aiming at improving and strengthening organizational performance.
- ii. The research will be of great importance to the researcher because she will acquire research skills which can be applied to conduct research in other subjects.
- iii. The research will benefit the future researchers who will carry out research about the same topic of selection process will learn more about selection process of employees and organizational performance

1.9 Justification of the Study

The adoption of proper selection processes of employees to solve the constraints of both their productivity and organizational performance has been considered as an important factor that organizations should put into consideration (Bhatta, 1993). However in Mukwano Industries, the adoption of employee selection process has still faced setbacks despite the increased performance it brings to the organization. This study therefore investigates the impact of selection process of employees on organizational performance.

1.10 Conceptual frame work

Figure 1: Conceptual frame work showing selection of employee process and organizational performance



Source: Adopted and modified from Wright, Snell, and Jacobson (2004)

The figure above represents a conceptual framework that shows the relationship between the selection process of employees and organizational performance. The study explains selection process of employees as the independent variable with job recruitment, job interviews, and orientation as the dimensions of the independent variable, and organizational performance as the dependent variable. Organizational performance was measured by better performance, quality output and increase in productivity. The conceptual framework above reflects that selection process of employees leads to improvement in organizational performance.

However there are intervening variables that regulate the level of organizational performance. Intervening variables included technology, government policy, organisational rules and regulations. During recruitment different types of technology for example television, radio, internet to display job adverts, which attracts and compels people to apply. The best applicants are selected; this is done to enable the organization perform better since the best employees have been selected. Job interviews are used by management of the organization, and from the interviews the most efficient employees are detected, when selecting the organization is supposed to follow government policies for example selection not based on racial discrimination hence leading to increase in productivity. When people are employed into the organization, orientation is carried out basing on the rules and regulations of the organization that's to say if they are supposed to take up a course, this rule is supposed to be followed in order to improve the quality of the output.

1.11 Definition of key Terms

- i. Selection, this is the process of choosing from among the available applicants the individuals who are most likely to successfully perform a job.
- ii. Recruitment refers to the process of seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen.
- iii. Orientation refers to the introduction of new employees to the organization, work unit and job.
- iv. Performance is the degree of accomplishment of the tasks that make up an employee's job.
- v. Productivity is defined as the efficiency with which the organization uses its labour, capital, material, and energy resources to produce its output.

1.12 Conclusion

The above chapter presents the background of the study, Statement of the problem, purpose of the study, objectives of the study, research questions, hypothesis of the study, scope of the study, significance of the study, justification of the study and conceptual framework. It also justifies why the effect of selection process on organizational performance is being carried out.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a review of related literature on the effect of selection process of employees on organizational performance. It focuses on the information that relates with the topic as cited from different texts in books, journals and reports. The literature is presented based on the following objectives; the effect of recruitment on organizational performance, the impact of interviews on organizational performance and effect of orientation on organizational performance

2.1 Recruitment and Organizational Performance

Recruitment and selection is a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of workers. It is an important part of the work of human resource managers or designated specialists within work organizations. However, and importantly, recruitment and selection decisions are often for good reason taken by non-specialists, by the line managers. There is, therefore, an important sense in which it is the responsibility of all managers, and where human resource departments exist, it may be that HR managers play more of a supporting advisory role to those people who supervise or in other words with the new employee (Boxall & Purcell 2003).

According to Mullins (2010), 'If the Human Resource Management (HRM) function is to remain effective, there must be consistently good levels of teamwork, plus on going co-operation and consultation between line managers and the HR manager.' This is most definitely the case in recruitment and selection where specialist HR managers (or even external consultants) can be an important repository of up-to-date knowledge and skills, for example on the important legal dimensions of this area. Recruitment and selection is often

presented as a planned rational activity, comprising certain sequentially-linked phases within a process of employee resourcing, which itself may be located within a wider HR management strategy (Bratton, 2007)

Recruitment is the process of generating a pool of capable people to apply for employment to an organization. Selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s), given management goals and legal requirements (Mullins, 2010).

Recruitment (human resources) along with financial and material resources, contribute to the production of goods and services in an organization. Also, physical and monetary resources by themselves cannot improve efficiency or contribute to an increased rate of return on investment. It is through the combined and concerted efforts of people that monetary or material resources are harnessed to achieve organizational goals and development (Rao, 2006).

Fubara (2002) established a solid and strong relationship between recruitment processes and organizational performance when he concluded that the often dismal performance of public enterprises was due largely to the selections and appointments of officers, senior managers and workers alike. It is made it clear that the recruitment are usually political and not merit-based; and the scenario of coming into organization through certain influence depict how meritocracy is relegated to the background for mediocrity

There is job satisfaction with proper recruitment processes. According to Jackson (2004), recruitment is a positive emotional state, resulting from evaluating one's job experiences. The Job satisfaction as a result of proper recruitment becomes a secondary issue to employees and this brings about a better performance. Where there is better performance, costs are minimized, profit invariably is maximized and finally, organizational goal and development

attained. Odukoya, (2004) mentioned that management should make solidified plans and answers that individuals are rightly linked to their jobs for organizational success.

Jackson (2004) noted that in a competitive environment, many organizations do not succeed over the long term. Those that succeed need on-going contributions from the human resources in the organization to become successful and continue their success over time. Employees who are the human resources must be well managed by the organization for effectiveness, efficiency and high productivity. But effective and proper employees' management starts from the recruitment process by getting the best candidate for the job. This is to enable the employee to stay and give their best to the organization; that is contributing to the organizational development.

Mathis and Andersson, (2000) said the activities that focus on Human Resources Recruitment can provide a direct contribution to organization performance. Such contribution can be positive or negative, depending on the effectiveness of employees and the implementation of the human resources policies and procedures. Again, recruitment processes and procedures determine organizational health, which could be determined by looking into employees' contribution to organizational goals and the employee job satisfaction. Employee satisfaction could be understood by labour turnover, absenteeism, commitment and the like. Low rate of absenteeism and high rate of employee commitment indicates employee-satisfaction about the job and the organization, (Burlton, 2001).

Good recruitment processes help in attracting and retaining the best people in the organization. Appropriate recruitment activities enhance the identification of the best people for available jobs ensuring that they are placed in suitable positions (Roa, 2006). When the best people are identified and placed on the job they help achieve organizational goal by staying and giving out their best to the organization. In the same vein, good recruitment

practice can motivate organizational members to do outstanding work. Therefore, having established the relationship between recruitment processes and organizational development, it is pertinent to now consider some of the consequences of influences on recruitment processes and organizational development.

The effective recruitment and selection of employees is a fundamental HRM activity, one that when managed well can have a significant impact on organizational performance as well as lead to a more positive organizational image (Corbridge, 2006). Recruitment and Selection are vital processes for a successful organization because having the right staff improves and sustains organizational performance.

Also, effective recruitment and selection is central and crucial to the successful functioning of the organization as it depends on finding people with the necessary skills, expertise and qualifications to deliver the organization's strategic objectives and the ability to make a positive contribution to the values and aims of the organization (Sisson, 1994).

Further still, better recruitment and selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. In addition, the effectiveness of an organization's selection system influences bottom-line business outcomes, such as productivity and financial performance. Hence, investing in the development of a comprehensive and valid selection system is money well spent (Hall, 2002).

With a strategic view of its recruitment requirements and the strategic plan representing the starting point, the goals, objectives and targets set the parameters for performance and how work is organized into roles and jobs. A key role for HR is to align performance within roles with the strategy, frequently by the use of competency frameworks (Clark, 1992). DeCenzo et al (1995), states that ineffective recruitment has a number of cost implications for

employers: low morale which can affect employee performance; lost business opportunities, as well as higher levels of labour turnover which adversely affect performance.

In line with this, Phillips (1998) maintains that there is a tremendous amount of money wasted every year by companies who do not give sufficient priority to recruiting and selecting the most appropriate staff for positions that arise. As well as recruitment costs, companies also waste the time and money invested in induction training if the successful applicant subsequently leaves. In the call centre industry, for example, there is often high turnover of staff with new starters staying only a few weeks before deciding the role is not for them. What is often overlooked is the impact of staffs that have been in the company for a longer period and who see a succession of new colleague join and then leave. This can have a negative impact on morale within the work environment.

Truss (2005) mentioned that recruitment and selection decisions are often taken by non-specialists and line managers making it a responsibility of all managers. Where human resource departments exist, it may be that HR managers that play more of a supporting advisory role to those people who supervise or work with the new employees. Recruitment and selection also have an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Cousins, 2006)

2.1.1 Process of Recruitment in an Organization

According to Hailey (2005) recruitment consists of practices and activities carried on by the organization with the primary purpose of identifying and attracting potential employees. There are four phases to recruitment: Pre planning, applicant generation, maintaining applicant status, and applicant job choice/decision. Therefore, when developing a recruiting

plan, it is important to take into account these stages.

Pre-Planning is very important before beginning the recruitment cycle, since it is imperative in determining the future human resources needs of the organization. After determining these needs, the number of open positions should be outlined to include a job description. When outlining the number of open positions it is a good idea to estimate the number of applicants required for each position and review the current workforce. There may be a current employee that would fit the new opening. Additionally, by looking at the current employees, any workforce diversity issues can be identified and addressed (Vogelaar, 2002).

Applicant Generation phase begins with deciding on the applicants to target in your search. More specifically, the type of applicant attracts to the organization's open positions (e.g., entry-level, experienced), when the type of applicant targeted is decided the organization is now ready to decide and what recruitment sources best meet the organizational needs. For example, when an organization is seeking a web developer, it may want to post the position in web development circles rather than posting on a regular Internet job board. Even when an organization is seeking for an experienced RN (Registered Nurse) the organization may post in RN trade journals rather than recruiting at a local college where it is more likely to find entry-level RNs (Huselid, 2003).

Once applicants have begun to apply to the open position, recruiters are then able to start providing basic information. This information includes information about the organization, basic information on the job position, and describes the application process. It is also a good time for the organization to learn more about the candidate's interest in the organization and the position. This phase of the recruitment process focuses on the applicants who choose to remain in the application process (Jackson, 2004).

Maintaining Applicant Status is primarily concerned with maintaining the applicants' interest in the job and the organization so that the applicant accepts the job offer in phase four. The applicant's focus is to narrow down the potential employees and gather more information on the organization and position so that they can make an informed decision when job offers are made. Given the goals of both the company and applicant, the initial recruiter-applicant contact is important. First impressions revolve around the recruiter judging the applicant and the applicant's reaction to the recruiter's affect and behaviours (Fajan, 2002).

The interview phase involves initial Screening Interview, the interview process, and also the attraction after Initial Interview. In this initial screening interview, recruiters try to get information about the applicant and also provide information about the organization. Similarly, applicants try to give information about their qualifications and gather information on the organization. The goals of the applicant and recruiter are similar in this initial interview. How the recruiter acts in this stage is important. Because the applicant has very little information at this point, they may use the recruiter's traits and behaviour to signal their chances of employment. (Vogelaar, 2002) noted that recruiters can bias the applicant's inferences about the likelihood of being offered the job and their inferences about the organizational and job characteristics. Therefore, recruiters who are warm lead the applicant to think that they have a better chance at the job (Dainty, 2000).

There are three important issues to take into account during the interview process and these include; interview focus, structure, and content. The focus of the interview can either be recruitment or selection. There is no clear evidence saying which focus is better yet. Concerning interview structure, Fubara (2002) and Rao, (2006) found that a highly structured interview is associated with higher probability of accepting an offer. Finally, the content of the interview should include general qualifications, specific knowledge, and general mobility.

Activities such as site visits, further selection procedures, and administrative procedures all take place after the initial screening interview. Each of these additional processes take both time and energy for the applicant (Dainty, 2000). Therefore, applicants often remove themselves from the process after the initial interview may be because they have obtained information about the job or organization that they did not like or because they may be anticipating rejections discouraging them from pursuing the opportunity further.

For those applicants that do stick with the process, they usually go on a site visit. Fubara (2002) documented that applicants typically reject offers based in part on their site visit perhaps due to the demographic make-up of the organization. However, it's necessary to determine why acceptance rates go down when the applicants have visited the site. In addition to declining an offer based on a site visit, there is also evidence that as the time between initial screening and offer increases, the chance that the applicant declines the offer also increases.

Recruiters have to make some decisions in how to present information to the applicants who choose to move forward. During the interviews, site visits, and other conversations that occur after the initial screening, the recruiter has to decide how to sell the job and the organization to the applicant. Some recruiters choose to use a realistic job preview in order to create realistic expectations of the job and organization. Aina, (2005) found that these factors have a positive impact on attraction to the company, but only if there isn't a viable alternative available

Influencing Job Choice is the final stage of recruitment where candidates are accepted or rejected. There are three theories of how the job choice is made: objective, subjective, and critical contact. In other words, applicants use objective factors such as job attributes to help make their decision. Typically the job attributes are evaluated jointly rather than separately

because it is too complex to evaluate each aspect of the position separately. Using subjective factors, applicants evaluate the fit of the job. The applicant's perceptions significantly predict their job choice intentions. Finally, the critical content perspective points out that recruitment influences job choice because it is the only thing the applicant has available on which to base their judgment (Roa, 2006).

2.2 Interview and Organizational Performance

Taber (2001) concurs with Cross (2004) and argues that, the general purpose of job interview is to document the requirements of a job and the work performed. Job and task analysis is performed as a basis for later improvements including; definition of a job domain, describing a job, developing performance appraisals, selection systems, promotion criteria, training needs assessment, and compensation plans.

Taber (2001) argues that, in the fields of human resources (HR) and industrial psychology, job interview is often used to gather information for use in personnel selection, training, classification, and/or compensation. Interviews are key and important in vocational rehabilitation whereby they determine the physical requirements of a job. This determines whether an individual who has suffered some diminished capacity is capable of performing the job with, or without, some accommodation.

Locke (2004) propounds that; job interview plays a vital role in making fair, transparent and defensible remuneration decisions. It allows managers to gain understanding of the content of the organization's job roles. Results of job interview can be used for enhancing broader human resources strategies, activities and processes including recruitment, skill training, performance appraisal, workforce planning, organizational design and career development.

According to Fajana (2002), Employee interview deals with the systematic and continuing process of analysing a firm's human resource needs under mutating conditions and

developing workforce policies suitable to the longer-term effectiveness of the organization. It is a vital part of corporate planning and budgeting procedures since, human resource costs and forecasts both affect and are affected by longer-term corporate plans. Interview involves the forecasting of human resource needs in organizations and designing appropriate actions such as recruitment, training and career development based on identified needs. Interview is carried out within the goals and general policy framework of the firm or agency. It is also affected by public policies, changes in technology and availability of manpower.

Employee interview involves a complex task of forecasting and planning for the right numbers and the right kinds of personnel at the right places and at the right time to perform activities that can benefit the organization in accomplishing its objectives and in helping its members to satisfy their needs. Human resource planning is success to the extent that it properly coordinates each of enumerated elements and it is essentially the fitting of resources to business needs in the longer term or shorter term as the case may be (Oscarsson, 2001).

Employee interview is a vital ingredient for the success of the organization in the long run. There are procedures to be followed by an organization which ensures that it has the right number and kind of people at the right place and time to enable achieve its objectives. The main functions of human resource department are: human resource planning, selection, recruitment, training and development, career planning, transfer and promotion, risk management, performance appraisal (Häggström, 2001).

Employees seen as part of the primary internal market become the focus for the bundle of human resource practices (Cooke, 2000). They bring about increased motivation, an increased acceptance of responsibility, dependent skills and greater commitment, providing the organization with a competitive edge. Such employees become part of an organization's core workforce while recruitment and selection process represent the entry point of activities.

Approaches to the recruitment and selection of employees which forms the secondary internal market could be subject to less screening at the point of entry, attention being paid mainly to possession of required skills.

According to Farndale, (2005), a job interview is a type of employment test that involves a conversation between a job applicant and representative of the employing organization. Interviews are one of the most popularly used devices for employee selection. Interviews vary in the extent to which the questions are structured, from totally unstructured and free-wheeling conversation; to a set list of questions each applicant is asked. Oscarsson, (2001) documented that structured interviews are more valid than unstructured, that is, they are more accurate in predicting which applicants will make good employees.

Selection: Companies have the never-ending task of interviewing, selecting and hiring employees. However, despite the repetitiveness and skill of a company's human resources department, selecting the right individual for a job is extremely challenging. Making the wrong choice can also be costly. The hiring manager has to ask for feedback from human resources and other employees who interview the job candidates. The hiring manager also decides which candidate would fit best in the open position. Qualifications are only one consideration. The hiring manager also selects someone with whom other employee can work with, whether it is the candidate's personality or work ethic.

2.2.1 Components of Interviewing and selection

There are a number of tests that are carried out during selection of employee namely, aptitude test, personality test, trade test, and interest test.

Aptitude test: This test is conducted to find out the potential of learning new job in the candidate. How quickly the candidate can learn new skills and new methods. This test helps to know how the candidate will be performing in future (Greiner, 2004).

Personality test is conducted to find out the human behaviour of the candidate. This test relates to intelligence, aptitude, attitude and interest of the candidate. The psychological test helps in finding out the approach of the candidate whether candidate is having positive or negative approach and how much initiative he will be taking while performing the job. The motivation level of the candidate is also tested through psychological test (Sisson, 1994).

Furthermore, trade test is conducted to check the basic knowledge and skill of the candidate related to vacant job position. If the candidate has no basic idea then he is not allowed to go further in the selection process. Greiner, (2004) said that in trade test only simple questions related to job are asked. For example, to check the ability of an accountant the test is conducted to know whether the person can do book keeping or whether he knows books of accounts or not, (Hägström, 2001).

According to Bediako, (2008) interest tests are conducted to find out the type of job in which a candidate has more interest because people have different fascination for some jobs than other.

2.3 Employee Orientation and Organizational Performance

Orientation can be viewed as a special kind of training designed to help new employees learn about their tasks, to be introduced to their co-workers and to settle in their work situation with a vital ingredient of internal corporate communication (Bennett, 2001).

Employee orientation can be broadly defined as the familiarization, and adaptation to a new work environment. It also refers to the process by which a new employee is introduced to the organization, to the work group, and to the job. Traditionally, organizations approach orientation by describing to the new employee the organization's history, structure, fringe benefits, rules and regulations. A more progressive approach is to view orientation as an opportunity to communicate the organization's vision and values, shape the new employee's

values and integrate him/her into the organization's structure (Bediako, 2008). The first few months within any organization represent the critical period during which an employee learns how to become a high performer. According to Jackson (1991) it is this principle of learning that ensures that productivity potential is enhanced, while, simultaneously, both the company and employee expectations are integrated.

Becoming more process oriented has a profound impact on many facets of an organization. It changes the way employees work and interact. As functional silos are broken down and business processes start to get integrated, inter-functional conflicts decrease and inter departmental connection increases. Furthermore, becoming more process oriented strengthens esprit de corps (McCormack & Johnson, 2001) all of which has a positive effect on the satisfaction of employees. Process orientation also changes the interaction between a firm and its business partners (suppliers and customers) – by integrating processes beyond the boundaries of a firm transaction based cooperation is transformed into long-term partnership that results in increased performance for all links in a supply chain (Newill, 2000).

Employee orientation is the procedure of providing new employees with basic background information about the firm and the job. It is more or less, considered as one component of the employer's new-employee socialization process. The socialization process could be seen as an on-going process of initialing in all employees the prevailing attitudes, standards, values, and patterns of behaviour that are expected by the organization. Socialization is important for employee performance and for organizational stability. For new employees, work performance depends to a great extent on knowing what they should or should not do. Understanding the right way to do a job is a measure of effective socialization (Schackleton, 2000).

Employee orientation affects organizational performance through its effect on employee learning and behaviour. Employee orientation determines the type of skills and motivation of these employees, and the opportunities and incentives that these employees have to design new and better ways of doing their jobs (Becker and Huselid, 1998). This orientation process promotes skill development, motivation and discretionary effort is often labelled as high-involvement employee orientation. There appear to be several benefits of employee orientation. It is widely accepted that organizational performance depends at least partly on the behaviour of employees and that these behaviours can constitute a source of sustainable competitive advantage. The results of empirical studies are for and against the proposition that a company's performance is positively related to its employee orientation.

Several studies have tested the relationship between employee orientation and organizational performance with generally supportive results. In fact, current research in this area has advanced beyond testing for the relationship between various employee orientation and organizational performance to identifying the mechanisms through which employee orientation affect organizational performance. However, recent reviews of the research on the relationship between employee orientation and organizational performance have questioned the methodological rigor of these studies (Wall, 2005). These reviews suggest that it is premature to assume an unequivocal positive relationship between employee orientation and organizational performance and argue for further research using more rigorous research designs.

Employee orientation is believed to be positively related to performance. For example, (Pelham et al 2000), subscribe to the belief that employee orientation is the key to successful business performance, and sometimes underperformers may not understand exactly what is required of them, but once their responsibilities are clarified, they are in a position to take the

corrective action needed to improve their performance .This clearly supports the need to properly orient new employees in order to optimize their performance.

An employee-oriented climate shows the sincerity and benevolence of a company toward its employees. It could enhance the company's performance through benefits such as better cooperative learning and knowledge sharing and greater employee commitment. Employee orientation helps to realize the benefits of customer service by providing some essential resources such as market-sensing capabilities a company can use to link with its market. These resources enable an organization to identify, act on, and reap benefits from activities and opportunities (Barnett, 2007), thereby being more likely to achieve better performance.

Employee orientation describes an employee focused organizational climate (Plakoyiannaki et al., 2008) which reflects an organization's value system in terms of rewards and provides a warm and supportive environment. A focus on employee well-being provides an educative environment for employees, which reduces their stress and enhances their satisfaction and commitment. It may result in better trust between the organization and its employees, which can lower labour costs by reducing turnover. Consequently, socially responsible behaviour toward employees can improve the effectiveness of a firm's marketing strategy by aligning employees' objectives with those of the company.

In addition, an employee-oriented climate can facilitate cooperative learning and knowledge sharing (Janz and Prasarnphanich, 2003). Through such learning and sharing, employees can better understand customer needs and be more responsive to market opportunities; hence, they can develop new products more quickly and with attributes that better serve the market. This is critical for product innovations, as knowledge and related activities often differentiate successful products, projects, or programs from those that are unsuccessful.

2.3.1 Employee orientation Methods of used by organizations

Conferences/class room lectures: Literal meaning of conference is consultation. It is a highly structured way to convey a message or specific information with the help of audio-visual aids formal classroom sessions of training can be made more interesting.

Vestibule school: Vestibule school means duplicate model of organization. Generally when the expensive and delicate machineries are involved then employers avoid using on-the-job methods of training. A dummy model of machinery is prepared and instead of using original machinery employees are trained on dummy model. Sometimes the accountants who have to make entries in inventory register or cash register they are first supplied the duplicate registers with the same columns as in original registers and when they become perfect in making entries in duplicate register then they are handed over original register. Vestibule school is an off-the- job method of training which makes use of benefit of on-the-job method (Daft, 2004).

Films: Showing films is also a very effective method in certain cases. Films can give important information on various techniques through demonstrative skill that impact the new employee thus enhancing their capability in delivering quality performance through regular training

Case Study: Managers in this case discuss problems that they have faced and trainees are asked to give their suggestions and alternatives to solve that problem. Case study helps the trainees to make decision under real work situation. The case study provides the bridge between theoretical knowledge and its practical applications. The managers are generally invited to discuss the case in the class-room and the facts are presented by a capable instructor. The participants are expected to join the discussion and arrive at conclusion. The trainees develop the power of reasoning, analysis and presentation by participating in the

discussion (Galbraith, 2002). Therefore, cases studies motivate employees and enhance their skills development which improves on the performance levels.

Additionally, computer Modelling and Programmed Instruction is another orientation method used and it involves programming a computer to show real problems of job and how to overcome such problems. Therefore, employees can learn a lot without incurring much cost. A learning package is prepared to give general instructions and specific skills. The information is broken into sequence of meaningful units (Graen, 2001).

2.4 Conclusion

There has been a general exploration of employee selection process through recruitment, employee interviews & employee orientation and how they interconnect with organizational performance in organizations through their ability to achieve better performance, quality products and increased in productivity. From the above literature, it can be concluded that employee selection process can have an impact on performance of organizations hence the relevance of this research study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter deals with the methods and tools the researcher used in data collection and analysis. It describes the research design that was used by the researcher, data sources and collection tools, processing, analyzing and the challenges that the researcher faced.

3.1 Research Design

The study used a case study design considering both quantitative and qualitative approaches using structured questionnaires, interviews. . A case study design was used because it provides an in-depth study of the problem with limited time scale .The case study approach was also perceived as the most preferable way of obtaining holistic, comprehensive insights into the impact of selection process of employees on organizational performance. The study used quantitative and qualitative approaches to ensure generation of statistics as well as to capture in-depth information regarding contribution of selection process of employees and organizational performance.The researcher used qualitative approach to yield an unbiased result that can be generalized to some larger population. Quantitative methods were used because they provide empirical support for such research suppositions.

3.2 Area of the Study

The study was conducted at Mukwano Group's headquarters located on Mukwano road in Kampala, Uganda's capital and largest city Kampala district where Mukwano Industries is located. The area was chosen because it is where the main headquarters of Mukwano Ltd are located and they employ a lot of employees and therefore have enough relevant information concerning employee selection and organizational performance.

3.3 Population of Study

The population of the study included the management of Mukwano Industries especially those involved in the human resource department and employees themselves.

3.4 Sample Size and Sampling Techniques

3.4.1 Sample Size

A total of 40 respondents were selected using Krejcie and Morgan (1970) sampling guidelines (attached in Appendix 3) using the probability simple random sampling method, and non-probability methods of purposive sampling criteria. Table 1 below shows the different population categories targeted, sample and sampling methods that will be used in the study.

Table 1: Showing Samples Size Categories

S/N	Category	Population	Sample size	Sampling Technique
1	Senior Human Resource officers	5	4	Purposive
2	Deputy Human Resource officers	5	4	Purposive
3	Other employees	35	32	Simple random sampling
Total		45	40	

Source: Mukwano Industries payroll report, (2013)

3.4.2 Sampling Techniques

The researcher used both purposive and simple random sampling for selecting respondents. Employee respondents were randomly selected because of their large population while purposive sampling was subjected to the senior human resource officers and the deputy human resource officers since they also had relevant information regarding this topic under investigation.

3.5 Data Collection Methods

The researcher used both primary and secondary sources of data collection for the study. In using primary sources, the researcher used a number of methods namely interviews, and questionnaires. Secondary data collection was done by viewing books, journals and company records. This helped the researcher to access all the relevant information.

3.5.1 Questionnaires

These are formulated written set of questions that were used to obtain information about the study objectives from selected respondents. Questionnaires were used to collect quantitative data, from the respondents. The researcher formulated a structured questionnaire guide for the key informants that comprise of the employees of Mukwano Industries. The questionnaire was divided into sections in line with the study objectives. The use of questionnaires enabled the researcher to get information from respondents easily.

3.5.2 Face to Face Interviews

Interviews are open ended questions often administered to key informants so as to give them wide latitude to talk about the subject. The researcher conducted oral face to face interviews with senior and deputy human resource officers. The interviews provided an opportunity for the researcher to interact directly with the respondents. The researcher used an interview guide to collect the data from the targeted respondents and all responses were captured by the researcher herself. The interview guide was used to collect qualitative data to supplement the information that was obtained from the questionnaires

3.6 Quality Control

To ensure methodological reliability and validity, the researcher designed questionnaires and interview guides in line with the objectives of the study. The questionnaire was subjected to expert face validity and theoretical content validity tests. A content validity index (CVI) is an indication of the degree to which the instrument corresponds to the concept it is designed to

measure. The validity was established by computing the content validity index whose formula is;

$$CVI = K/N$$

Where by'

CVI= Content Validity Index

K =Number of items considered relevant/suitable

N = Number of items considered in the instruments

A minimum CVI of 0.7 was employed as recommended by (Amin, 2005).

Reliability refers to the degree to which a set of variables are consistent with what they are intended to measure (Amin, 2005). Mugenda & Mugenda (2003) stresses that a coefficient of 0.80 or more implies that there was a high degree of reliability of the data, and that's what the researcher adopted.

3.7 Data Management and Processing

The data was examined to extract the themes and sub-themes in relation to the research objectives, and then used to describe and explain the effect of selection process of employees on organizational performance. A criterion for evaluating the performance was determined by analyzing the descriptive answers from each respondent. Answers about how the selection process of employee affects organizational performance was established and recorded. Discussions were based on identified themes. Findings were measured in percentages (%). The aspects were grouped according to themes and tallied into frequency counts and then percentages.

3.8 Data Analysis Techniques

3.8.1 Quantitative Data Analysis

The quantitative data collected by use of questionnaires was edited, coded and later analyzed by use of tables, pie charts and graphs. The researcher thereby determined the impact of selecting of employees process on organizational performance.

3.9.2 Qualitative Data Analysis

Qualitative data analysis involved identification and transcribing the qualitative findings into different themes (Mugenda and Mugenda, 1999). The themes were then edited, coded and arranged in different categories to generate useful conclusions and interpretations on the research objectives which were deduced for reporting in a narrative form.

3.9 Ethical Considerations

To ensure ethical considerations, the data obtained from the respondents was treated purely as academic and confidential for the safety, social and psychological well-being of the respondents; Informed consent was sought and appropriate documentation kept. Questionnaires were also guaranteed anonymity as no one of the respondents was named at any time during the research or in the subsequent study. Respondents were selected for their willingness to participate without compulsion and no risks to the respondents were identified at any stage during the research.

3.10 Limitations of the Study

The researcher experienced a time constraint in data collection, analyzing of data and in final presentation of the report. However, the researcher overcame this problem by ensuring that the time element is put into consideration and that all appointments agreed upon with respondents are fully met.

The researcher was unable to probe deeper into the subject matter because some respondents might withdraw some information because it was regarded as confidential. However, the

researcher assured the respondents that any information given would be treated with maximum confidentiality.

The researcher experienced a problem of limited finances with respect to this study. Costs regarding this limitation included transport, printing and photocopying of relevant materials. However, the researcher had to borrow some money from relatives, friends and used it sparingly so as to overcome the cost constraint.

3.11 Conclusion

This chapter therefore, enabled the researcher to seek information regarding selection process of employees on organizational performance by using different data collection techniques within the employees and management of Mukwano industries. It is thus the bark bone of the study and states the analysis and management techniques of the study.

CHAPTER FOUR:

DATA ANALYSIS, RESULTS PRESENTATION, AND DISCUSSION OF FINDINGS

4.0. Introduction

This chapter presents the findings of this study. It highlights the characteristics of the respondents and presents the findings that were generated from interactions of the findings on the effect of selection process of employees on organizational performance. The findings were based on the objectives of the study and these were; the effect of recruitment on organizational performance, the impact of job interviews on organizational performance and the effect of orientation on organizational performance.

4.1. Response rate

The study administered the following instruments for the collection of the data that's to say interviews and questionnaires as shown in the table 4.1 below.

Table 4.1 Rate of the Respondents

Instruments	Targeted No	No of respondents	Percentage (%)
Questionnaires returned	32	32	80.0
Interviews	8	8	20.0
Total	40	40	100.0

Source: Primary data

Table 4.1 presents the distribution of the respondents according to the instruments used by the researcher that's to say, (80.0%) of the targeted respondents participated by responding to the questionnaires whereas (20.0%) participated by giving responses during the interview sessions. The outcome from the table shows that the level of participation was absolutely

effective and successful as shown by the number of the respondents in relation to the research instrument used as shown above

4.2. Background Characteristics of the Respondents

In this section, efforts were made to document the background information of the respondents which included gender, age group, marital status and education qualification.

4.2.1 Gender of the Respondents

The study presents and shows the gender details of the respondents. The details of the respondents' gender are presented in table 4.2 below.

Table 4. 2: Gender of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	17	47.5	47.5	47.5
Female	22	52.5	52.5	100.0
Total	40	100.0	100.0	

Source: primary data

According to table 4.2 above, it is presented that the majority (52.5%) of the respondents were females while the minority (47.5%) of the respondents were males. This implied that Mukwano Group's headquarters employees more female employees than males. This was associated with the jobs available in the company and the recruiting procedures by the human resource officers. This also assisted the study being undertaken in that information was received from both females and males thus avoiding biased results.

4.2.2 Age group of Respondents

The study obtained information about the age group of the respondents and this is represented in table below,

Table 4.2: Age Group of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below 18	2	5.0	5.0	5.0
(18-30) years	24	60.0	60.0	65.0
(31-50) years	13	32.5	32.5	97.5
Above 50 years	1	2.5.0	2.5.0	100.0
Total	40	100.0	100.0	

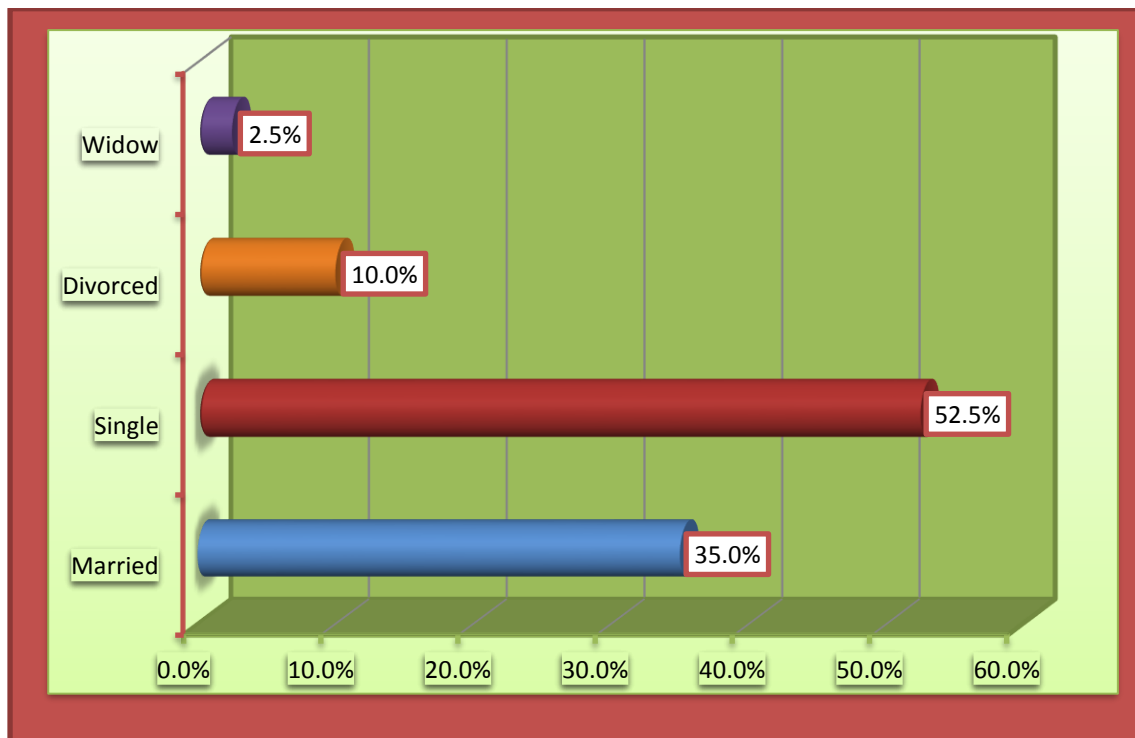
Source: primary data

The results from table 4.3 show that the majority (60.0%) of the respondents had years ranging from 18 to 30, these were followed by (32.5%) respondents who belonged to the age group of (31-50) years, then (5.0%) of the respondents were below 18 years of age while the minority (2.5%) of the respondents were above 50 years. This depicted that the company preferred employing youths due to the fact that they are ambitious and industrious. Employees who were above 50years were few due to the fact that the higher the levels in the job, the higher the experience needed thus fewer qualify for such jobs. This also helped the study to examine different categories of people with different thinking hence provision of unbiased data.

4.2.3 Marital Status of the respondents

The study presents the marital status of the respondents and they are divided into four that's to say widow, divorced, single and married. The marital status of the respondents is showed in the chart below.

Figure 4.1: Marital status of the Respondents

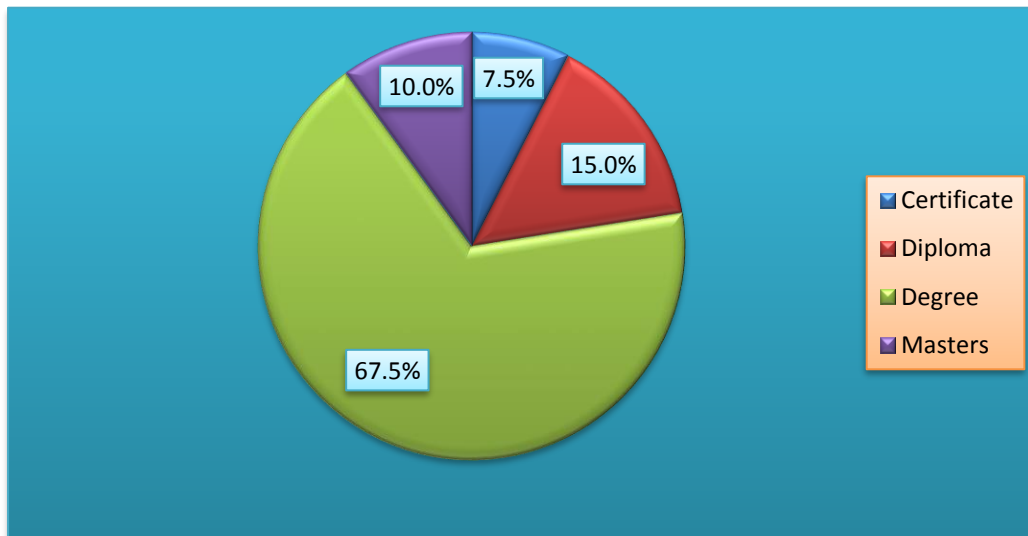


According to figure 4.1, it is presented that the majority (52.5%) of the employees at Mukwano Group headquarters were single, (35.0%) of the respondents were married, (10.0%) of them had divorced whereas the minority (2.5%) of the respondents were widowed. It is witnessed from the above figure that most respondents were not married because most of them were still youths as it was shown in table 4.3.

4.2.3 Education Qualification of the Respondents

Information about the education levels of the respondents were obtained and results were presented in figure 4.2

Figure 4.2: Education Qualification of the Respondents



Source: Primary Data

According to the results from figure 4.2 above, presented that most of the respondents were degree holders (67.5%) , these were followed by (15.0%) respondents who had attained a diploma only, then (10.0%) of the respondents had Master’s degree while the minority were certificate holders which was because there were few jobs that needed a certificate qualification. The results also implied that all the employees at Mukwano group headquarters were educated meaning they were intelligent and knowledgeable and understood the questionnaires.

4.3 The Effect of Recruitment on Organizational Performance.

The first objective was to find out the effect of recruitment on organization performance. To achieve this, the researcher explored the level of agreement and disagreement with the stated effects. The following abbreviations were used; SA = (Strongly Agree), A= (Agree), N= (Neutral), D= (Disagree), SD= (Strongly Disagree). The findings are shown in table 4.4 below

Table 4.3: Showing Effect of Recruitment on Organizational Performance

Effects	SA		A		N		D		SD	
	(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)
Proper recruitment processes increase employee job satisfaction	13	40.6%	15	46.9%	2	6.2%	2	6.2%	0	0.0%
Recruitment process generates a pool of capable people to apply for employment to an organization	11	27.5%	15	37.5%	6	15.0%	0	20.0%	0	0.0%
Proper recruitment enhances employee commitment and has reduced work absenteeism	6	18.8%	11	34.4%	9	28.1%	4	12.5%	2	6.2%
Appropriate recruitment activities identify the best people for available jobs and make sure they are placed in suitable positions	14	43.8%	11	34.4%	5	15.6%	2	6.2%	0	0.0%
Recruitment process identifies employee with expertise and qualifications to deliver the organization's strategic objectives	10	31.2%	17	53.1%	3	9.4%	1	3.1%	1	3.1%
Ineffective recruitment hikes the levels of labor turnover which adversely affect performance.	11	34.4%	12	37.5%	4	12.5%	3	9.4%	2	6.2%

Source: primary data

Recruitment process and employee job satisfaction

As regards to recruitment process and employee job satisfaction, Table 4.4 represents that 46.9% of the respondents agreed that recruitment increases employee job satisfaction as indicated in Table 4.4 above. The table also shows that the majority (86.5%) agreed that proper recruitment processes increase employee job satisfaction. These findings are in line with Jackson (2004) who noted that job satisfaction as a result of proper recruitment becomes a secondary issue to employees and this brings about a better performance. However the minority (12.4) did not agree with the author.

Recruitment and capable people

Table 4.4 shows that (37.5%) of the respondents agreed with the statement that recruitment process generates a pool of capable people to apply for employment to an organisation. Then (27.5%) of the respondents strongly agreed, therefore the majority (65.0%) of the respondents supported the statement of recruitment process generating a pool of capable people to apply for employment to an organisation. These findings concur with Mullins (2012) who noted that selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s), given management goals and legal requirements. However the minority (35.0%) did not agree with the above author.

Recruitment and Employee commitment

As regards to recruitment and employee commitment, Table 4.4 presents that (34.4%) of the respondents agreed that proper recruitment process enhances employee commitment and has reduced work absenteeism, (18.8%) of the respondents were also in strong agreement with the statement. Therefore the majority (53.2%) of the respondents agree that proper

recruitment process enhances employee commitment and has reduced work absenteeism. These findings are in line with Burlton (2001) who noted that recruitment determines organizational health that is indicated by employee satisfaction which could be understood by labor turnover, absenteeism, commitment and the like. He also added that low rate of absenteeism and high rate of employee commitment indicates employee-satisfaction about the job and the organization. However 46.8% respondents did not agree with the above author.

Appropriate recruitment and available for jobs

The findings also indicated in Table 4.4 above, (43.8%) of the respondents strongly agreed that appropriate recruitment activities helped to identify the best people for available jobs and make sure they are placed in suitable positions, (34.4%) of the respondents agreed, (15.6%) of the employees were not sure whether appropriate recruitment activities helped to identify the best people for available jobs and make sure they are placed in suitable positions whereas the minority (6.2%) of them disagreed. Therefore the majority (78.2%) of the respondents agreed that appropriate recruitment activities helped to identify the best people for available jobs and make sure they are placed in suitable position. The findings concur with Roa (2006) who pointed out that good recruitment processes help in attracting and retaining the best people in the organization and when the best people are identified and placed on the job they help achieve organizational goal by staying and giving out their best to the organization. However the minority (21.8%) did not agree with the statement.

Recruitment and identification of expertise

According to the study findings as indicated in Table 4.4, 53.1% of the respondents agreed that recruitment process identifies employee with expertise and qualifications to deliver the organisation's strategic objectives while 31.2% respondents strongly agreed. Therefore the

majority (84.3%) of the respondents were in agreement with the statement. These findings are in line with the interview where one of the respondents mentioned that, *“Recruitment plays the part of obtaining the right or efficient persons which was to the less extent. To the greater extent is during the working time; the personnel either gets motivated or demoralised”*. However 15.6% of the respondents did not agree with the interviewee.

Ineffective recruitment and labour turnover

The findings of the study in Table 4.4 indicate that 37.5% of the respondents agreed that ineffective recruitment hikes the levels of labour turnover which adversely affect performance, these were followed by 34.4% who strongly agreed, and therefore the majority (71.9%) were in agreement with the statement. These findings are also in line with the interview where one of the respondents mentioned that, *“when recruitment is done wrongly, performance of the organisation is affected negatively”*. However 28.1% of the respondents disagreed with the above interviewee and agreed with one of the respondents who said otherwise that, *“as right candidates are selected then organisational performance increases drastically”*

4.4 The impact of Job interviews on Organizational Performance

This was the second objective which focused on the effect of recruitment on organization performance. To achieve this, the researcher explored the level of agreement and disagreement with the stated effects. The following abbreviations were used; **SA** = (Strongly Agree), **A**= (Agree), **N**= (Neutral), **D**= (Disagree), **SD**= (Strongly Disagree). The findings are shown in table 4.5 below

Table 4.4: Impact of Job interviews on Organizational Performance

Job Interviews	SA		A		N		D		SD	
	F	%	F	%	F	%	F	%	F	%
Job interviews points out employees who can become organization's core workforce	18	56.2%	10	31.2%	2	6.2%	2	6.2%	0	0.0%
Aptitude tests are normally carried out to identify the potential of learning new job in the candidate.	9	28.1%	14	43.8%	6	18.8%	3	9.4%	0	0.0%
Job interview is often used to gather information for use in personnel selection, training, classification	13	32.5%	13	32.5%	3	7.5%	3	7.5%	0	0.0%
We normally carry out personality test to find out the human behavior of the candidate.	8	25.0%	16	50.0%	6	18.8%	2	6.2%	0	0.0%
Trade test is conducted to check the basic knowledge and skill of the candidate related to vacant job position	5	15.6%	13	40.6%	6	18.8%	7	21.9%	1	3.1%

Source: primary data

Job interviews and employees

As regards to Job interviews and employees 56.2% of the respondents strongly agreed that job interviews point out employees who can become organisation's core workforce as indicated in Table 4.5 above. The table also evidently shows that the majority (87.4%) agreed that job interviews point out employees who can become organisation's core work force. However the minority (12.4%) disagreed with the statement. The 87.4% who agreed were in line with Cooke, (2000) who noted that job interviews increased motivation, an increased acceptance of responsibility, dependent skills and greater commitment, providing the organization with a competitive edge and that such employees become part of an organization's core workforce while recruitment and selection process represent the entry point of activities

Aptitude tests and identification of potential

The findings of the study in Table 4.5 indicate that majority(71.9%) of the respondents agreed that aptitude tests are normally carried out to identify the potential of learning new job in the candidate, these were followed by 28.2 % respondents who disagreed with the statement. The respondents who agreed were in linewith Greiner (2004) who noticed that an aptitude test is conducted to find out the potential of learning new job in the candidate that is how quickly the candidate can learn new skills and new methods thus helping to know how the candidate will be performing in future.

Job interviews and gathering information

The findings of the study in Table 4.5 also indicated that 32.5%of the respondents strongly agreed that job interview is often used to gather information for use in personnel selection, training and classification, another 32.5% of the respondents agreed hence leading the

majority (65.0%) to be in agreement with the statement. This was supported by the findings of the interview where one of the respondents mentioned that, *“job interviews enable the organization to know more information about the applicant thus increased performance”*. Another respondent incremented that, *“Job interviews enabled the organization to recruit capable people and professional employees”*. However 15.0% of the respondents disagreed with the statements above.

Personality test and human behavior of the candidates

The findings of the study presented in Table 4.5 as regards to personality test and human behaviour of the candidates indicate that the majority (75.0%) of the respondents agreed that personality test was normally carried out to find out the human behavior of the candidate. These findings were in agreement with Sisson, (1994) who marked that aptitude test relates to intelligence, aptitude, attitude and interest of the candidate. He incremented that the psychological test helps in finding out the approach of the candidate. However 25.0% of the respondents disagreed with the above author.

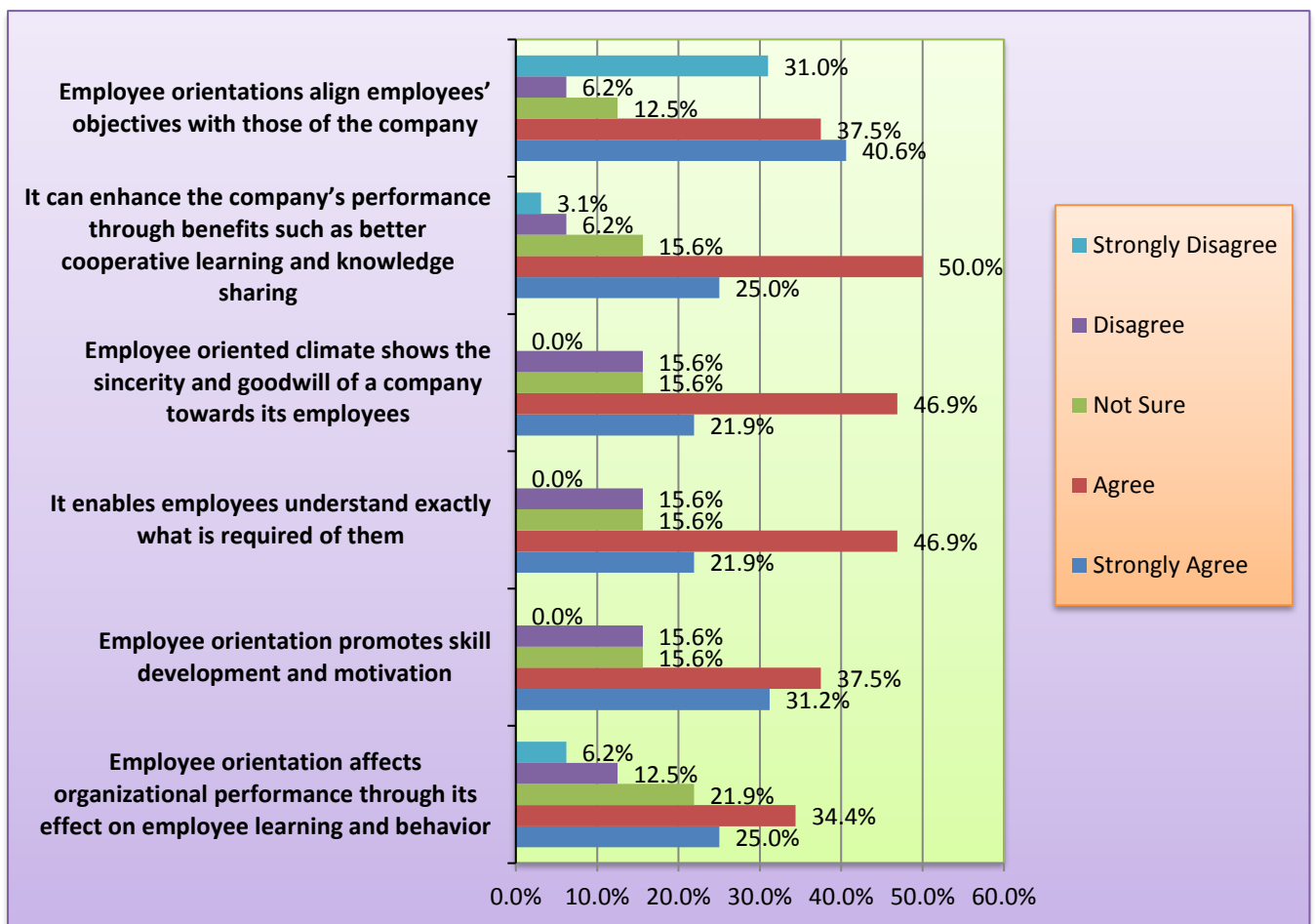
Trade Test and vacant Job position.

As regards to trade test and Job position in Table 4.5 above, 40.6% of the respondents agreed that trade test was conducted to check the basic knowledge and skill of the candidate related to vacant job position, 15.6% strongly agreed. Therefore the table shows that the majority (56.2%) were in line with the interviewees, where one of them stated that, *“Interviewing candidates, the employer was able to know whether the applicants’ objectives are in line with the goals hence selecting applicants accordingly”*. However 43.8% of the respondents did not agree with the above interviewee.

4.5 The effect of Orientation on Organizational Performance

This was the third objective that mainly focused on effect of orientation on organizational Performance. To achieve this, the researcher explored the level of agreement and disagreement with the stated effects. The following abbreviations were used; **SA** = (Strongly Agree), **A**= (Agree), **N**= (Neutral), **D**= (Disagree), **SD**= (Strongly Disagree). The findings are shown in table 4.6 below

Table 4.6 Showing the Effect of Orientation on Organizational Performance



Source: primary data

Employee orientation and employee's objectives

According to the study findings in Table 4.6, it represents that 34.4% of the respondents agreed that employee orientation affects organizational performance through its effect on employee learning and behaviour, 25.0% of them strongly agreed hence making the majority (78.1) of the respondents to be in agreement with the statement. These findings concur with Huselid (1998) who marked that it is widely accepted that organizational performance depends at least partly on the behaviour of employees and these behaviours can constitute a source of sustainable competitive advantage. However 49.7% respondents did not agree with the above author. .

Employee Orientation and motivation

The above Table 4.6 presents that 37.5% of the respondents agreed that employee orientation promoted skill development and motivation, 31.2% of them strongly agreed, 15.6% of the employees at Mukwano Group headquarter were not sure whether employee orientation promoted skill development and motivation while 15.6% of the respondents disagreed. The majority (68.7%) concur with Becker (1998) who pointed out that employee orientation determines the type of skills and motivation of these employees, and the opportunities and incentives that these employees have to design new and better ways of doing their jobs. He incremented that orientation promotes skill development, motivation and discretionary effort is often labeled as high-involvement employee orientation. However 31.2% of the respondents did not agree with the author.

Employees and what is required of them

The study findings in Table 4.6 indicate that 46.9% of the respondents agreed that employee orientation enables employees understand exactly what is required of them, 21.9% of them strongly agreed, (15.6%) of the employees at Mukwano Group headquarter were not sure whether employee orientation enables employees to understand exactly what was required of them while 15.6% of the respondents disagreed. One of the respondents interviewed mentioned that *“Employees get to know and equip themselves with knowledge of what to do and the employees are also made aware of their deliverables”*. The interviewee supported the statement that employee orientation enables employees understand what is required of them.

Employee oriented climate and employees

In relation to the findings of study in Table 4.6, 46.9% of the respondents agreed that employee oriented climate showed the sincerity and goodwill of a company towards its employees, 21.9% of them strongly agreed, Therefore the majority (68.8%) of the respondents were in agreement with Plakoyiannaki (2008) who stresses that an employee-oriented climate shows the sincerity and benevolence of a company toward its employees and also describes an employee focused organizational climate which reflects an organization’s value system in terms of rewards and provides a warm and supportive environment. However the minority (31.2%) of the respondents disagreed with the author.

Orientation and Company's performance

As regards to orientation and company's performance in Table 4.6, 50.0% of the respondents agreed that employee orientation enhance the company's performance through benefits such as better cooperative learning and knowledge sharing, 25.0% of the respondents also strongly agreed. Therefore totalling both the percentages led to the majority (75.0%) respondents who were in agreement with Barnett (2007) who argued that employment orientation enhances the company's performance through benefits such as better cooperative learning and knowledge sharing and greater employee commitment. He added that employee orientation helps to realize the benefits of customer service by providing some essential resources such as market-sensing capabilities a company. However 24.9% of the respondents did not agree with whether employee orientations enhance the company's performance through benefits such as better cooperative learning and knowledge sharing.

Employee Orientations and objectives

As regards to Table 4.6, the study findings showed that 40.6% of the respondents strongly agreed that employee orientation align employees' objectives with those of the company, 37.5% of them strongly agreed, therefore the majority (78.1%) were in line with the interviewees who mentioned that, *"Employee orientation is of a positive impact in a way that employees get to know the different goals, culture of the organization"*. The findings of the of the study were also backed by the findings of the interview where it was mentioned that, *"Orientation enables the employees to get a physical picture of the organization environment, objectives and the goals they aim to achieve"*. However 49.7% of the respondents did not agree with the interviewees.

4.6 Conclusion

Therefore this chapter indicated there was an effect on organizational performance, it also revealed there was an impact of job interviews on organizational performance. This chapter also indicated there was an effect of orientation on organizational performance hence making the study effective.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter draws the summary of the findings and conclusions drawn from the study based on the findings presented in data analysis and the study objectives. The chapter also advances the recommendations, as well as identifying the areas for further studies.

5.1 Summary of the findings

5.1.1 The Effect of Recruitment on Organizational Performance.

The findings revealed that majority (87.5%) of the respondents agreed that with proper recruitment processes, there can be job satisfaction which implied that recruitment was a positive emotional state, resulting from evaluating one's job experiences. The most respondents (65%) also agreed that recruitment process generates a pool of capable people to apply for employment to an organization which depicted that selection is the process by which managers and other people on the selection panel use specific instruments to choose persons more likely to succeed in the jobs.

The findings also revealed that the majority (53.2%) of staff of the company strongly agreed and agreed that proper recruitment enhances employee commitment and has reduced work absenteeism, appropriate recruitment activities helped to identify the best people for available jobs and make sure they are placed in suitable positions which implied that good recruitment processes help in attracting and retaining the best people in the organization and when the best people are identified and placed on the job they help achieve organizational goal by staying and giving out their best to the organization.

The findings further showed that the majority (84.3%) of the respondents strongly agreed and agreed that recruitment process identifies employee with expertise and qualifications to

deliver the organization's strategic objectives, which portrayed that recruitment plays the part of obtaining the right or efficient persons which was to the greater extent during the working time where the personnel either gets motivated or demoralised. The largest percentage (71.9%) of the respondents also strongly agreed and agreed that ineffective recruitment hikes the levels of labour turnover which adversely affect performance which implied that when recruitment is done wrongly, performance of the organisation is affected negatively.

5.1.2 The Impact of Job Interviews on Organizational Performance

The study revealed that majority (87.4%) of the respondents agreed that Job interviews point out employees who can become organization's core workforce which depicted that job interviews increased motivation, an increased acceptance of responsibility, dependent skills and greater commitment, providing the organization with a competitive edge .

The findings also indicated that most (71.9%) respondents agreed that aptitude tests are normally carried out to identify the potential of learning a new job in the candidate which implied that the intention of the tests were to find out the candidate who could quickly learn new skills and new methods thus helping to know the future performance. The majority (65.0%) also agreed that job interview was often used to gather information for use in personnel selection, training and classification which later enabled the organization to know more details about the applicant thus increased organizational performance.

The study findings further revealed that the majority (75.0%) insisted that personality test was normally carried out to find out the human behavior of the candidate which related to intelligence, aptitude, attitude and interest of the candidate and that the psychological test helped in finding out the approach of the candidate. Most (56.2%) employees at Mukwano industries Group headquarters agreed that trade test was conducted to check the basic knowledge and skill of the candidate related to vacant job position meaning that employer

was able to know whether the applicants' objectives are in line with the goals hence selecting applicants accordingly.

5.1.3 The effect of Orientation on Organizational Performance

The study further revealed that majority (59.4%) of the respondents agreed that employee orientation affects organizational performance through its effect on employee learning and behaviour. This was so because organizational performance depends at least partly on the behavior of employees and that these behaviors can constitute a source of sustainable competitive advantage. The largest percentage (68.7%) of the respondents also strongly agreed and agreed that employee orientation promoted skill development and motivation which later turned into the opportunities and incentives that these employees have to design new and better ways of doing their jobs.

It was also indicated that the largest portion (68.8%) of the respondents agreed that employee orientation enabled performers to understand exactly what was required of them implying that they knew and equipped themselves with knowledge of what to do and the employees are also made aware of their deliverables. The majority (68.8%) respondents also agreed that employee oriented climate showed the sincerity and goodwill of a company towards its employees which described an employee focused organizational climate which reflected an organization's value system in terms of rewards and provided a warm and supportive environment.

The study of the findings also revealed that most (75.0%) of the respondents agreed that employee orientation enhance the company's performance through benefits such as better cooperative learning and knowledge sharing. The majority (78.1%) respondents also agreed that employee orientations align employees' objectives with those of the company which

showed a positive impact in a way that employees get to know the different goals, culture of the organization.

5.2 Conclusions

Information drawn from the findings of the study led to the conclusions below;

With proper recruitment processes, there was job satisfaction, recruitment process generated a pool of capable people to apply for employment to an organization, Proper recruitment process enhanced employee commitment and reduced work absenteeism. Appropriate recruitment activities identified the best people for available jobs and made sure they are placed in suitable positions, the process also identified employees with expertise and qualifications to deliver the organization's strategic objectives while to a negative side, ineffective recruitment hiked the levels of labor turnover which adversely affected performance.

Job interviews determined that an individual who has suffered some diminished capacity was capable of performing the job, job interviews pointed out employees who could become organization's core workforce. Aptitude tests are carried out to help identify the potential of learning new job by the candidate, they were often used to gather information for use in personnel selection, training, classification, carried out to find out the human behavior of the candidate and check the basic knowledge and skill of the candidate related to vacant job position

Employee orientation affected organizational performance through its effect on employee learning and behavior, promoted skill development and motivation, enabled employees to understand exactly what is required of them. It was further indicated that employee oriented climate showed the sincerity and goodwill of a company towards its employees and this enhance the company's performance through benefits such as better cooperative learning and

knowledge sharing and the fact that employee orientations align employees' objectives with those of the company.

5.4 Recommendations

Based on this study, the researcher made the following recommendations;

It is recommended that the human resource management should go ahead to carry out different recruitment processes using the most appropriate recruitment procedures for the good of the organizations.

The organization Management should be able to highlight employee recruitment procedures for effective and productive work force.

Good and proper employee orientation should be enhanced within organizations so as to promote employee job satisfaction hence contributing positively towards organization performance.

The top management should set standard aptitude tests to prove how skilled the employees are in order to recruit workers that fit the requirements of a specific job.

5.5 Areas for further study

More study and research should be made on the following areas and topics;

The effect of recruitment on job satisfaction

The impact of job interviews on employee recruitment

The effect of orientation on employee motivation

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<http://www.mukwano.com/home/>

Appendix I: Questionnaire

Appendix I: Questionnaire

Dear respondent, I am called **KATUSABE ALICE**, a student of Uganda Martyrs University undertaking a Bachelor's Degree of Business Administration and Management at Uganda Martyrs University. I am carrying out a research study on the topic of **“The effect of selection process of employees on organizational performance.** This questionnaire is therefore intended to seek information on the above subject matter. The information is purely for academic purposes and all the answers will be handled with utmost confidentiality. I therefore humbly request that you complete this questionnaire correctly in the spaces provided or options given

SECTION A: GENERAL INFORMATION

(Please, tick the appropriate answers where options are given).

1. Gender

(a) Male (b) Female

2. Age Group

(a) Below 18 (b) 18 - 30 years (c) 31 - 50years (d) Above 50 years

3. Marital status?

(a) Married (b) Single (d) Divorced (e) Widow

4. Education qualification

(a) Certificate (b) Diploma (c) Degree (d) Masters (d) PhD

SECTION B: RECRUITMENT AND ORGANIZATIONAL PERFORMANCE

The following abbreviations are used; **SA** = (Strongly Agree), **A**= (Agree), **N**= (Neutral). **D**= (Disagree), **SD**= (Strongly Disagree)

5 To what extent do you agree with the following statements with regards to Recruitment and Organizational Performance?

	Recruitment and Organizational Performance	SA	A	N	D	SD
a	Proper recruitment processes increase employee job satisfaction					
b	Recruitment process generates a pool of capable people to apply for employment to an organization					
c	Proper recruitment enhances employee commitment and has reduced work absenteeism					
d	Appropriate recruitment activities identify the best people for available jobs and make sure they are placed in suitable positions					
e	Recruitment process identifies employee with expertise and qualifications to deliver the organization’s strategic objectives					
f	Ineffective recruitment hikes the levels of labor turnover which adversely affect performance.					

SECTION C: INTERVIEW AND ORGANIZATIONAL PERFORMANCE

6. To what extent do you agree with the following statements with regards to Interview and Organizational Performance?

	Interview and Organizational Performance	SA	A	N	D	SD
a	Job interviews point out employees who can become organization's core workforce					
b	Aptitude tests are normally carried out to identify the potential of learning new job in the candidate.					
c	Job interview is often used to gather information for use in personnel selection, training, classification,					
d	We normally carry out personality test to find out the human behavior of the candidate.					
e	Trade test is conducted to check the basic knowledge and skill of the candidate related to vacant job position					

SECTION D: EMPLOYEE ORIENTATION AND ORGANIZATIONAL PERFORMANCE

7. To what extent do you agree with the following statements with regards to Employee Orientation and Organizational Performance?

	Employee Orientation and Organizational Performance	SA	A	N	D	SD
a	Employee orientation affects organizational performance through its effect on employee learning and behavior					
b	Employee orientation promotes skill development and motivation					
c	Employee-oriented climate shows the sincerity and goodwill of a company towards its employees					
d	It can enhance the company's performance through benefits such as better cooperative learning and knowledge sharing					
e	Employee orientations align employees' objectives with those of the company.					
f	It enables employees understand exactly what is required of them					

Thanks very much for your cooperation

Appendix 2: Interview Guide

I am a student of Umu and currently collecting data for compilation for my dissertation as a partial requirement for the award of Bachelor's Degree in Business Administration and Management of Uganda Martyrs University. I am here to conduct an interview for a maximum of 15 minutes. The interview I am conducting relates to the role of selection process of employees on Organizational Performance. You have been selected to share with us your experience and make this study successful. The Interview I am conducting is basically aimed at obtaining qualitative information to compliment the quantitative information which I am also collecting from the employees of Mukwano Industries. Information given will be treated with utmost confidentiality.

1. Do you have employee selection processes in your organizations?

.....
.....

2. What are the recruitment procedures you use in your organization?

.....
.....

3. To what extent does recruitment affect organizational performance?

.....
.....

4. In your view, how have job interviews enhanced organizational performance?

.....
.....

5. How have job interviews enabled achieving organizational goals?

.....
.....

6. What impact does orientation of employees have on organizational performance?

.....
.....

7. What recommendations do you have with regards to this topic under investigation?

.....
.....

Appendix 3: Sample Size Determination

Note: “N” is population size and “S” is sample size.

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

Source: Krejcie, R. V., & Morgan, D.W. (1970).

Appendix 4: Introductory letter