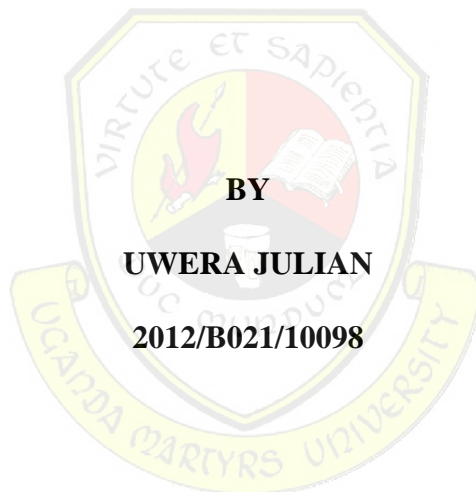


**THE EFFECT OF RECRUITMENT PROCESS ON ORGANIZATIONAL
PROFITABILITY**

**CASE STUDY: CENTURY BOTTLING COMPANY, NAMANVE, MUKONO
DISTRICT.**



JUNE 2015

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**BY
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**A DISSERTATION SUBMITTED TO THE FACULTY
OF BUSINESS ADMINISTRATION AND MANAGEMENT IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A
BACHELOR'S DEGREE IN BUSINESS ADMINISTRATION OF
UGANDA MARTYRSUNIVERSITY**

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DEDICATION

I dedicate this research to my lovely dad and mum for their guidance, financial and emotional support bestowed unto me throughout my studies; otherwise I would be anything less by my own vote.

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At the very beginning, I would like to express my deepest gratitude to Almighty God for giving me the strength and knowledge to complete this report. But nevertheless I shall try my level best to express my gratefulness towards some people.

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LIST OF ACRONYMS

CBCL –	Century Bottling Company Limited
RPO-	Recruitment Process Outsourcing
SPSS-	Statistical Package for Social Sciences

ABSTRACT

The purpose of this study is to examine the effect of recruitment process on organizational profitability taking a case study of Century bottling company. The variables of this study consisted of independent variable (recruitment process) and dependent variable (organizational profitability). The study employed the statistical analytical descriptive approach based on the literature review approach and field work to test the study hypothesis. The population of this study Consisted of Drivers, Marketing staff, Employees, Managers, and Accountants in Century bottling company. A sample of 48 respondents in Century bottling company was randomly selected. The study used a questionnaire as a tool to collect data and to measure study sample individuals attitudes toward the effect of recruitment process on organizational profitability. The findings of the study indicate that there is an impact of individuals' attitudes toward recruitment process on organizational profitability in the following order, Recruitment strategy, Recruitment resources, Recruitment ethics and Recruitment sources evaluation. Although the findings indicate that there is impact of every independent variable dimension on dependent variable. The study recommended that Century bottling company has to pay more attention to recruitment procedures and diversify their external recruitment resources in order to reach justice and equality for the applicants and to increase profits through recruitment of qualified applicants.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction.

From the early beginning of civilization, human resources (people) have constituted a primary vehicle of economic production. Despite of all the technological changes that have taken place since the early times, it has come to be realized that organizational work force remains a major dynamo behind many modern work organizations (Hansberg, 2003). From a general perspective, human resource acquisition begins with planning where management ensures that it has the right number and kinds of people at the right places and at the right times. This includes estimating of demands and supplies of labor before going in to recruit and select new staff. Nevertheless, despite being an essential process in the operations of an organization, recruitment and selection of new organizational employees has a number of challenges including the costs associated with the exercise, the time factor and the rigor that needs to be overcome for the process to be successful.

This chapter presents and discusses the background of the study, the problem statement, the general objective and the specific objectives of the study. It also presents the research questions, scope of the study, justification for the study, the significances of the study, and the conceptual frame-work.

1.1 Background of the Study.

Over the last thirty years or so, the amount of research on recruitment and selection has increased dramatically. Despite of this increase, recent reviews (Rodwell & Teo 2004, Wright, et al. 2005) of the literature have revealed that past studies mainly focused on the exploration of recruitment and selection practices adopted by the enterprise and not on its relationship to business strategy and performance. This research analyses recruitment and

selection as one of the HR practices from the gamut of entire HRM processes and evaluates the flaws that exist in its effective implementation in organizational setup. Although there is wide recognition of the significance of the integration of HRM with business strategies, little research has been devoted on how recruitment and selection strategic integration happens and what might be its effect on organizational profitability (Budhwar 2000).

Globally, Recruitment is an important process to attract human resources to achieve organizations' effectiveness and success (Djabatey, Edward Nartey, (2012). Recruitment is considered as the key of organizations' success and it is an instrument which helps the organization to achieve its competitive value, through continuous supplying of required and desired quality of individuals that the organization needs at the right time and place with least cost. The core of recruitment process is attracting candidates for the organization. Recruiters should be aware of job analysis and job design process, human resources management plan and desired capabilities and skills and knowledge of vacant jobs. Recruitment efforts should be matched and combined with organizations vision, mission and strategy (Jackson, Suzan, Schuler, Kandall Awerher, Steve, 2009). The organization may fail in selecting the actual needed human resources whether it is in quality or number, especially when the recruitment pool is too large.

In Africa, Recruitment is inundated with myriad of unethical practices. These unethical practices include selection bias, selection dischargers that are empowered to select, appraise, reward and develop people. Problems often arise either because adequate time is not given to these functions, or because they are carried out without considering effects on the organizations profitability. Besides, most managers do not receive adequate training in this important area. If employee selection is not given a serious attention, it leads to giving

employment to unqualified personnel who cannot put in their best so as to achieve the organizational objectives. Boxall. (1996).

In Uganda, many organizations do not select the 'right' people to do the 'right' job as a result of what is termed 'god fatherism'. Many organizations fail to select the right people for the right job because the organizational goals are not clearly defined, the job designs are not properly stated so as to facilitate the achievement of the organizational goals, job description and job specification not appropriately specified and the selection methods used may be faulty. For instance, many organizations do not have standardized test instruments. As a result, the test items which are used in testing potential employees are oftentimes neither reliable nor valid. Besides, the interpretation of test results may be biased. Cooper & Schindler, (2011).

Fubara (1984) established a solid and strong relationship between recruitment processes and organizational development 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. Fubara (1984) made it clear that the recruitment processes are usually political and not merit-based, and the scenario of coming into the organization through certain influence depict how meritocracy is relegated to the background for mediocrity (Ugoji 1995:65).

With proper recruitment processes, it leads job satisfaction which Mathis and Jackson (1997) said is a positive emotional state, resulting from evaluating one's job experiences. With job satisfaction, motivating instrument becomes a secondary issue to employees and there is better performance. Where there is better performance, costs are minimized, profit invariably is maximized and finally, organizational goal and development attained. Odukoya (2004:43)

said management should make solidified plans and answers that individuals are rightly linked to their jobs for organizational success. Mathis and Jackson (1997) 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.

1.2 Problem statement.

Warehouse said that “If you hire good people, give them good jobs and pay them good wages, generally something good is going to happen”. In the same vein, Cumming (1978) has argued that the management of human resources is “concerned with obtaining the best staff for an organization, and having got them, looking after them so that they will stay and give their best to their jobs”. Over the years, Century Bottling Company Limited (CBCL) has tried its best to revise on the ways of improving on its profitability through recruiting a number of qualified staff in their various departments (CBCL Annual report 2013/2014). Also, these staff members are placed and equipped with necessary machine with better company policies and set targets to achieve in a given period (CBCL Personnel records 2015).

However, it seems that there are still some weaknesses realized in achieving the overall company goals. It is not clear whether job description, job advertising and employee selection contributes to this problem. Organizations incur more cost in the name of motivating and training Crawford, R. B. (2004) further urges that organizations encounter much inefficiency and ineffectiveness from such inconsistencies and finally, drastic reduction in the Organizational profitability.

Therefore the study borders on ascertaining whether and how job description, job advertising and selection of employee procedures employed by organization influence productivity.

1.3 Objectives of the study.

1.3.1 Major Objective.

- i. The purpose of this study is to assess the effect of recruitment process on organizational profitability of century bottling company limited. .

1.3.2 Specific objectives.

- i. To examine the effect of job description on the profitability of century bottling company limited.
- ii. To ascertain the effect of job advertisement on the profitability of century bottling company limited.
- iii. To find out the effect of selection of employees on the profitability of century bottling company limited.

1.4 Research questions.

- i. What is the effect of job description on the profitability of Century Bottling Company Limited?
- ii. How does job advertisement affect the profitability of Century Bottling Company Limited?
- iii. What is the effect of employee selection on the profitability of Century Bottling Company Limited?

1.5 Scope of the Study.

The scope of the research study was based on the content scope, the geographical scope and the time scope.

1.5.1 Subject scope.

The content scope of the research study aimed at finding out the effect of recruitment on the profitability of Century Bottling Company Limited as an organization.

The study specifically focused on how job description, job advertising and selection of employees affect profitability in Century bottling Company Limited (Coca Cola plant).

1.5.2 Geographical scope.

The study was conducted at the Century Bottling Company Limited (Coca Cola plant), which is centrally located along Jinja-Kampala highway in Namanve (Mukono District)

1.5.3 Time scope

The study will cover a period of 2000-2014 since it is the period that has been marked by an increased number of recruits 2000 when this sector was a monopoly and a few private companies.

1.6 Significance of the Study.

The study on the effect of recruitment process on organizational profitability is very important and useful to the Organization's management, recruitment officers and practitioners, employees, government and the influencing agents.

The study is to expose the impact the recruitment procedures have on the performance of each and every personnel.

The findings would be of great significance to organizations, as it would give room for comparison of recruitment Processes adopted by organization.

The study is to help organization in terms of attainment of organizational goals, increasing the efficiency, adaptability and achieving long-term results.

The study helps the employees to have awareness and clear idea about the various recruitment policies and procedures within the company.

The study helps in the streamlining of century bottling company recruitment policies and programmes into an effective one that can influence its profitability.

1.7 Justification of the study

Recruitment practices play an important role in the performance of an organization. However there is little knowledge of how much effect they create on organizational performance. Are there other factors other than recruitment practices that affect organization performance? Is Century bottling company worldwide based on this norm of human resource to achieve its current status? It is upon these pending questions that the investigative study was carried out to answer these questions.

1.8 Definition of terms.

Ethical Practices: This simply means to pertaining to or dealing with morals or the principles of morality; pertaining to right and wrong in conduct. It is also being in accordance with the rules or standards for right conduct or practice, especially the standards of a profession.

Organizational Development: This is an effort, planned, organization-wide, and managed from the top to increase organization effectiveness and health through planned interventions in the organizations "processes," using behavioral-science knowledge.

Job Satisfaction: This is defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision.

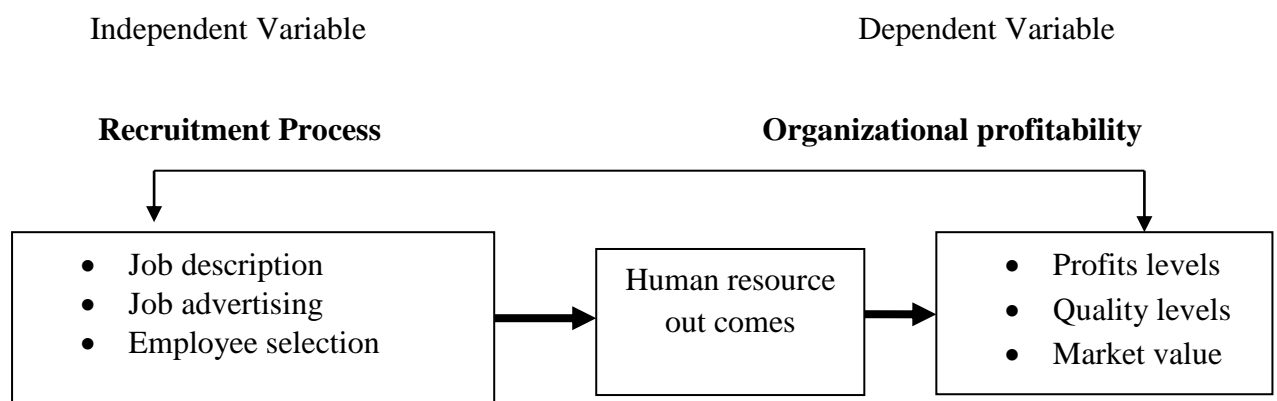
Motivation: This is a theoretical construct used to explain behavior. It represents the reasons for people's actions, desires, and needs. Motivation can also be defined as one's direction to behavior or what causes a person to want to repeat a behavior and vice versa

Organizational Goals: are strategic objectives that a company's management establishes to outline expected outcomes and guide employees' efforts.

Streamlining: Means to improve the efficiency of a process, business or organization by simplifying or eliminating unnecessary steps, using modernizing techniques, or taking other approaches.

1.9 Conceptual Framework

This framework conceptualizes recruitment process as independent variable while organizational profitability as dependent variable. Managing of recruitment process in an organization is very important since it enhances the profitability of the organization and hence the achievement of goals and objectives to the organization. This conceptual framework is based on the theories of (Rynes 1991, Rynes and cable, 2003).



Source: Rynes 1991, Rynes and cable, 2003) and modified by the researcher

Figure I: Showing the relationship between recruitment process and organizational profitability.

According to the model in fig 1 above, the intensification of recruitment and selection practices, reflected by recruitment and selection intensity index, first establish a relationship with HR outcomes and then translate these HR outcomes into operational and profitability of

the organization. The model goes on explaining the process through which recruitment and selection practices are linked with organizational profitability. This can further be explained that independent variables under the recruitment process say job description increases on the quality levels simply because someone is employed to do a specific job he/ she is most interested and experienced in.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction.

This chapter forms a basis of the study by reviewing the existing knowledge and literature about recruitment and its effect on organizational profitability as mentioned by various several scholars, authors and academicians. In particular it looked on the recruitment procedures and policies employed by organization, determined the extent to which such recruitment process influence workers behavior and productivity, ascertain the influence of Employment tests and Creativity on organizations profitability and ascertain the Relationship between Recruitment Processes and Organizational profitability.

2.1 Review of main concepts of the study.

2.1.1 The recruitment process

Recruitment Process refers to the overall process of attracting, selecting and appointing suitable candidates for jobs within an organization, either permanent or temporary, unpaid positions, such as voluntary roles or training programmes.

Recruiting is seen as a “positive process of generating a pool of candidates by reaching the ‘right’ audience, suitable to fill the vacancy”. (Rowley, C., & Benson, 2002), states that it is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization”. Recruitment is the activity that links the employers and the job seekers (Flippo, 1984).

Rowley, C., & Benson (2002), states further that the first step of recruitment is to put forward a job analysis which is important for both the organization and the candidates. If a job is not needed in an organization, recruitment of a candidate is not necessary. However, if the job is needed, a job description usually consists of the job title, where the job is located, what the

key purpose of the job is, what are the main duties that the job entails and what role it plays in the success of the organization, is compiled.

In agreement with Rowley, C. & Benson, Wanous (2002), highlights that the steps involved in the formal recruitment process are often fairly standard, but there are a number of factors to consider along the way. Initially, the recruiting manager should draw up a job description and person specification for the vacant role if these are not already available, and steps are; Step 1: Identify vacancy, Step 2: Prepare job description and person specification, Step 3: Advertising the vacancy, Step 4: Managing the response, Step 5: Short-listing, Step 6: Arrange interviews and Step 7: Conducting interview and decision making.

The recruitment is the major function of the human resource department and recruitment process is the first step towards creating the competitive strength and the recruitment strategic advantage for the organizations. Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and time (Lewis, P. (2003).

Similarly, Pareek, U. (2004).), states that a general recruitment process is as follows: The recruitment process begins with the human resource department receiving requisitions for recruitment from any department of the company. These contain: Preparing the job description and person specification. Locating and developing the sources of required number and type of employees (Advertising etc). Short-listing and identifying the prospective employee with required characteristics as well as arranging the interviews with the selected candidates, conducting the interview and decision making. The recruitment process is

immediately followed by the selection process i.e. the final interviews and the decision making, conveying the decision and the appointment formalities.

2.1.2 Organizational Profitability.

Profitability is a class of financial metrics that are used to assess a business's ability to generate earnings as compared to its expenses and other relevant costs incurred during a specific period of time. The profitability and even the survival of an enterprise usually depends upon the caliber of the work force and it has been argued that the costs of ineffectual commercial viability can often be attributed to decades of ineffective recruitment method. Khatri, N., & Budhwar, P. S (2002). Where the organizations face difficulty to select among the recruited, the organization then bears direct and indirect costs. Remedial costs and inefficiency in recruitment process itself, also contribute to increased costs. Effective recruitment can also provide significant improvements in productivity and employee morale, Farnham and Pimlott,(1995), and allow organizations to build a work place of more able employees who collectively provide a superior product or service.

A profitable organization is one that generates more money than it expends. Profitable organizations are businesses that use a variety of tactics to make a profit. Businesses may use different managerial styles and leadership approaches to increase employee motivation and satisfaction, which has been shown to increase worker productivity. Calculating return on investment (ROI) helps businesses determine whether they are generating a profit. Glendon, T. (2007)

In order to properly function and develop, an enterprise needs managers, who can well understand the economic environment that it operates in. However, this understanding is often limited to the closest environment. This is why many successes and failures come highly unexpected. They arise from the surrounding macroeconomics; we are often unaware of its forces. Therefore, its mechanisms need to be understood, its potential opportunities

need to be utilized and its threats limited. Robertson & Smith, M. (2001). Although in the literature on this subject we can find a broad range of research on internal factors, when it comes to external factors, there is no precise qualification of their influence. This is a gap in the field of science that is worth filling, or at least worth trying to investigate.

In order for one company to run on a long-term performance way, it is needed to develop, implementation and maintaining the strategies, measures and coherent policies from economic and financial point of view, resulted from a good knowing of internal and external specific conditions in which the firm acts. The qualities of managerial options depend by the ability of identifying those elements that productively used could lead to increasing of the results and performance. Chmiel, Nik (2011)

This awareness has practical use, yet its narrow range causes some problems. Entrepreneurs know the concept of profitability, but they do not know how to influence its value in practice. A large percentage of bigger enterprises face this problem. It is most visible at a time of crisis. To preserve their financial condition, enterprises undertake risky steps that are supposed to be profitable, for example they buy foreign exchange options or shares in stock-listed companies. Because of limited experience and high risk, these kinds of actions most often result in worsening the financial situation of the enterprise. This is why identifying the factors determining the profitability of enterprises or applying research methodology to measure their influence in practice is still a very open subject. Denzin, N.K. & Lincoln, Y.S. (2000)

A number of factors affect the profitability of an enterprise. Their influence varies in the short term, as well as in the long term. Recognizing these factors is very helpful in managing a business entity. These determinants can be of a positive or negative nature. In the latter case, an important role falls to the manager of the enterprise, who must make all efforts to improve the financial results of the company. Decenzo & Robbins, Stephen. (2005)

2.2 Actual review

2.2.1 The effect of job description and organizational profitability

Job description is a full description of the responsibilities and duties that a job entails. Therefore it is essential for an HR manager to design a job description before the organization advertises vacancies. This is important because helps to ensure that the right candidates apply for the job after reading the job description. Candidates are able to know in advance what their roles and responsibilities would be once they are selected for the job as well as also knowing the tasks ahead of them. A job description contains the designation, the work conditions, the nature of duty, the relationship with other employees and superiors, qualifications required, and tasks and responsibilities expected to be done by the candidate.

Thus, job description not only helps in recruitment of the right employees, but it also helps supervisors to assign tasks and duties to the employees. It allows a better performance appraisal and helps in better manpower planning. A good job description is sufficient in itself to decide on the remuneration for the candidate.(anonymous 2012)

A job description, or position description, can also be defined as a written statement explaining why a job exists, what the job holder actually does, how they do it and under what conditions the job is performed. One of the most important sets of documents that a business can have is a current and clearly expressed set of job/position descriptions. A job description is an important tool for arranging work into positions in an organization. A job description

explains the purpose, scope, duties and responsibilities of a specified job. Therefore it's also used in various HR processes like recruitment, selection, orientation, performance assessment, succession planning and compensation. Arnold, J & Randall, R. (2010)

As business manager you may think that you have a million other things that are more important and useful to do rather than spending time developing job descriptions. You probably think your resources would be much better spent on tasks other than developing a document that has limited uses. However you could not be further from the truth. Beardwell, J. & Glaydon, T. (2007)

Chmiel, Nik (2011) provides that developing job descriptions is essential to the success and efficiency of your business. They create clarity. Clarity is one of the biggest reasons every role within your business should be defined via a job description. One of the biggest motivating factors (according to surveys and statistics) is clarity within the employee's role. That is, they know what they're supposed to do and how to do it. There's no ambiguity, there's no anxiety that "I think I should be doing something, or I've missed something", and there's no getting into trouble for not doing something that wasn't made clear in the first place.

Well-written job descriptions serve as communication tools that allow both employees and candidates to clearly understand the expectations of the role, it's essential duties, and the required competences, educational credentials, and experience for the role. By doing this well, it can improve both internal and external recruitment, and can retain and motivate the best talent by ensuring that employee expectations are aligned with business expectations of what the role entails. Cooper & Schindler, (2011)

Cooper & Schindler, (2011) Developing strong job descriptions and keeping them up to date is time well spent. Creating your organization's job descriptions ahead of time can lead to success for your business. Whether you're a small business or a large, multi-site organization, well-written employee job descriptions will help you align employee direction. Alignment of the people you employ with your goals, vision, and mission spells success for your organization. As a leader, you assure the inter-functioning of all the different positions and roles needed to get the job done for the customer.

While the direct compensation probably shouldn't be on the job description, the job description should allow you to do research to determine the market value of that role. It should also allow HR to assess the internal value too – to see how it fits within your compensation structure as compared to other jobs. If done well, the job description will help HR assess where the job falls within any existing pay structures so that you don't create inequity or compression issues when filling the role. Denzin, (2000)

People planning are critical to the company's business plan. In order to execute and measure success of the goals and objectives for the organization the following people components are vital. Dr. Sunil, G. (2011) A full list of job descriptions across the organization shows all of the roles for the organization, and thus can show what roles are not filled and help with future planning. Job descriptions can note the role of the position within the organization and the future career path so that recruitment is forward-looking to future roles. Hiring managers can then consider candidate fit for not just the current vacancy, but also consider the fit of the individual for future advancement, Job descriptions can be matched up with the performance evaluation system to identify areas where additional training is needed.

Another good reason not to set unnecessary requirements is to avoid any possibility of discrimination against particular groups of potential applicants. The very process of writing a job and person specification should help the employer to develop and implement a policy of equal opportunity in the recruitment and selection of employees. All the criteria given in the person specification should be assessable through the application form and at interview and assessments. Adding criteria that cannot be assessed would be an unfair recruitment process as it is important to be able to demonstrate how the successful applicant met all or the majority of the criteria on the person specification. Kennedy, W.R.(1987)

Job descriptions that are well-written and accurate help attract individuals who are qualified and prepared to fulfill the duties listed. Sometimes it even helps prepare the individual for the interview questions or the general structure of the interview process. A good job description makes the interview process faster and easier with a better group of qualified candidates. Dam, K., & Ryan, A.M. (2004).

According to Dam, K., & Ryan, A.M. (2004) job specification lays Out Employee Expectations; before an employee applies for a position, they learn what duties and level of performance is expected from them based on a well-written job description. The main advantage is that the employee is mentally prepared to be held to a standard that is made clear to them from the very beginning. This allows them to be productive in the eyes of their supervisor, and it gives the supervisor a way to measure their progress.

Job specification discourages Innovation and Expansion, because job descriptions have a list of specific duties and expectations for performance and the employee is naturally discouraged from deviating from it. The job description subjects the employee to procedures, rules and required methods. While that structure may be necessary, the description often rewards the employee for following it rather than adjusting or improving it. This can slow or even stop

expansion and development of a company entirely if left unchecked. Anderson, N., & Witvliet, C. (2008)

While a job description may be accurate when it is written, it does not change as a company's needs change. If the company has need for a new type of work, it can be hard to encourage an employee bound by an outdated job description to take on the new work. Updating job descriptions can be time-consuming since they need to be updated every time a change is made. This is particularly a problem in fast-paced industries that deal with volatile markets or technology. Dr. Sunil, G. (2011). At the heart of the recruitment process lays the general concept that a company needs to hire people to complete certain tasks or group of tasks within the organization. The description of the various responsibilities of each position can usually be found within the "job description" or "job specification" that is typically put together by business owners or managers.

According to Robertson & Smith, (2001), recruiters and personnel managers rely on clear and concise job descriptions to streamline the application and interviewing process and to judge work performance after a person has been hired. Job descriptions and specifications usually include known duties and responsibilities, required levels of education and work experience, salary and benefits provided to employees in exchange for their labor, and information regarding the work environment. Job descriptions also may include helpful details addressing other work-related issues, such as the position's travel obligations, normal work schedule, physical location where duties of position will be carried out, union status, supervisory relationships, bonuses, and any other information directly pertinent to the execution of any and all responsibilities associated with the job. In essence, wrote Philip B. Crosby in *The Eternally Successful Organization*, effective job descriptions let employees know what is expected of them: "If people are going to perform their assigned task, then they obviously

have to know what it is, how to do it, and how to measure the results. Either someone has to explain it all to them or they have to figure it out themselves."

Researchers, executives, and small business owners all agree that job descriptions—if studied and created carefully and used appropriately as a productivity measurement tool—can help organizations, especially in the early stages of a worker's employment. "Job descriptions are potentially one of the most powerful tools available to help managers improve employee performance and productivity," stated Philip C. Grant in *Supervision*. "They have great utility for every phase of human resource administration. From designing jobs and reward systems, through staffing and training to performance evaluation and control, the job description is literally indispensable if the human resource is to be managed properly. Stevens, Kay Cynthia. (1997). A recent analysis of job description usage uncovered 132 major management uses for job descriptions. Probably no other management tool has such potential for usage in such a wide variety of significant ways."

One major advantage associated with formal job descriptions is that it provides business owners and supervisors with a useful tool of performance measurement. "Fundamentally, productivity means producing—getting the work done with the most advantageous results using the best possible methods," observed Levesque. "Doing work and getting results is a measurement of *what* we do, while the methods used to carry out work are a measurement of *how* we conduct ourselves and our work transactions. Therefore, each job is represented by what is within the defined scope of the position (job description) in relation to others we work with, and how each job function is carried out. Stevens, Kay Cynthia. (1997). what does good communications of performance criteria constitute? At the very minimum it means giving employees copies of their job description and appraisal form, then explaining what kinds of job functions are evaluated against performance dimensions and standards." In addition, job

descriptions are often used to provide potential job applicants with a sense of the various obligations and rewards of that position, to help businesses develop salary grades, and to help maintain a recognizable organizational structure.

But while the benefits that accrue to businesses that take the time and effort to devise and update job descriptions are numerous, consultants note that firms still need to be cognizant of the potential for legal difficulties therein. "I'd be willing to wager that there's a potential legal nightmare lurking in your office. It's probably hiding where you would least expect it, tucked away in a file folder or notebook you haven't opened in months or years. It's called a job description," said Allen Halcrow in *Folio: The Magazine for Magazine Management*. "In today's litigious climate, those seemingly innocuous documents can come back to haunt you on issues such as overtime, performance reviews, and terminations." According to Decenzo, David., & Robbins, (2005)., "the fundamental problem is that the job descriptions you may consider merely guidelines about work tasks and expectations may be seen as much more definitive by attorneys and the courts."

2.2.2 The effect of job advertisement and organizational profitability.

According to Auh, et al, (2007), job advertising reflects how consumers perceive the organization's performance on specific attributes relative to that of the competitors or competing organizations in the market. Job advertising is a competitive marketing tool that goes beyond image-making. It is an attempt to distinguish an organization from its competitors, in order to be the most preferred firm for a certain market segment. It is establishing and maintaining a distinctive place and image in the market for product offerings so that the target market understands and appreciates what the organization stands for in relation to its competitors (Carrigan and Attalla, 2009). A firm that advertises favorably within a particular marketplace, relative to competitors, can earn high profits irrespective of

average profitability within the market. Competition and profitability pressures mean that firms must be increasingly responsive to market considerations in terms of their advertising.

Herrmann, et al., (2007) constituted that, job advertising as an organizational philosophy requires that an understanding of customer needs should precede and inform the development and advertising of jobs. Job advertising as a strategy defines how an organization is to compete and survive in the market place. Organizational performance is what business executives and owners are usually frustrated about, because even though employees are hard-working, and are busy doing their tasks, their companies are unable to achieve the planned results (Bodet, 2008). Competitive advantage is achieved by a combination of unique resources and a high level of competence (Belch, 2008). Executives must therefore plan the job advertising that will result in a combination of elements that make up the product (physical product, product services, brand and package desired by the target consumers)

Donaldson (2009), reiterated the anticipatory socialization stage for students planning to enter professions, and in particular the effects of job advertising experiences on career expectations and orientation. They agreed that the nature of students' job search activity, the possession of relevant work experience, and exposure to employers through job advertising activities may form part of the "evolving sequence of a person's work experiences" which contributes to anticipatory socialization. It has been argued that exposure to employers through recruitment and selection is a social process where employers and potential employees gradually perceive a match (Lacznik, 2006). Through job search activities and awareness of employers' recruitment literature and events, students gather information about organization's goals, values, and climate and work practices to guide their ultimate decision. Exposure to selection procedures provides information about the culture and attributes of an organization, and

candidates form judgments from their perceptions of the fairness of the selection methods used (Hsieh, 2008).

Larkin, (2007) opined that Job advertising is closely related to organizational profitability, Job advertising involves generation, acceptance, and implementation of new ideas, processes. Thus, an innovative organization is taken to be a learning organization and at the same time a performing one. Much of the recent literature on personnel management has emphasized the necessity for job advertising in the recruitment and selection of employees who are committed to the goals of the organization. Recent waves of organizational restructuring have dramatically changed and, in many cases, destroyed existing employment relationships. As traditional autocratic structures flatten and organizations utilize multidisciplinary teams to remain competitive, the need for strategic and transparent systems becomes paramount (Laczniak, 2006)

In order to attract a suitable person, some companies use generic and concise job profiles with list of “bullet points” or accountability statements (Ferrell, 2008). A well- thought-out person specification and characteristics in job description can form the basis of recruitment advertisement, help determine selection methods and ensure that the selection is based on justifiable criteria. When the advertisement is formed, recruiters must make sure that prejudice or assumptions don’t affect the specifications listed and hinder finding the right person. The job description should not be too constraining. It should reflect potential changes in the key tasks and duties. The organization should find skills and aptitudes that are also needed in the future; for this purpose the job profile can be more generic and concise. The purpose of the job description is not only to match the right position with the right person, but also the right organization with the right long-term employee in a changing organization. The objective for a job description in recruitment is to recruit people who can do the job and who

also contribute to the wider long-term business goals of the organization. In many cases, using a combination of task-oriented and person-oriented job descriptions is adopted. (Larkin, 2007)

Ying Fan, (2006) indicated that while job advertising is usual for job vacancies, applicants are sometimes recruited by word of mouth, through existing employees. Besides being cheaper, the “grapevine” finds employees who stay longer (low voluntary turnover) and who are less likely to be dismissed (low involuntary turnover). People recruited by word of mouth stay longer because they have a clearer idea of what the job really involves. (Larkin, 2007) reviewed five studies in which average labor turnover of those recruited by advertising was 51 per cent. The labor turnover for spontaneous applicants was 37 per cent and turnover for applicants recommended by existing employees was 30 per cent. One hypothesis proposed to account for this was the “better information” hypothesis. It was argued that people who were suggested by other employees were better and more realistically informed about the job than those who applied through newspapers and agencies. Thus, they were in a better position to assess their own suitability. Better informed candidates are likely to have a more realistic view of the job, culture of the organization and job prospects. Ying Fan, (2006) argues that recruitment sources are significantly linked to differences in employee performance, turnover, satisfaction and organizational commitment.

Alden, et al., (2006) suggested that, increasingly, many organizations are being transformed from structures that are built on functions and jobs, to those where focused, self-directed work teams as a result of job advertising, made up of empowered individuals with diverse backgrounds, are replacing traditional specialized workers. Ferrell, (2008) highlighted that firms need adaptable people who can adjust to rapidly changing customer needs and operational structures, while Ferrell, (2008) argues that employees, and the way they work, comprise the crucial difference between successful and unsuccessful organizations. He argues

that as job advertising increases organizational profitability, the major source of competitive advantage will be the individual worker. Herrmann, (2007) further developed this view of the prevailing business environment and reiterated that: with the sweeping changes in today's business climate and the rise of re-engineering to meet the needs of organizations in the area of downsizing or cost diminution, (search) firms must be equipped to recruit individuals who can operate in a non-structured or "virtual" organization. Even in today's technically advanced business environment, the human factor is to always be instrumental to the success of an organization.

According to Donaldson, et al., (2009), Consumers are becoming more conscious about the ethical credentials of businesses, therefore job advertising builds ethical credentials of an organization. A survey of 1,000 adults from British agency 23red shows that more than 9 out of 10 (91 percent) shoppers consider the approach of the business to the local community, the environment and its terms of operation when purchasing goods or services. Nearly three-quarters (74 percent) of those surveyed expressed an interest in hearing more about the ethics of a firm before deciding on a purchase, which could give online marketing firms the chance to promote their healthy business ethics and in turn, receive more traffic (Herrmann, 2007).

2.2.3 The effect of employee selection and organizational profitability.

According to Camp, Richard.,(2001)., Employee selection is an important part of the hiring process. Managers have several goals in mind in order to select the best employees for their organizations. First and foremost, employers want to hire qualified employees. The hiring manager wants to make sure that the employee meets the qualifications for the position and be able to meet the expectations of the position. Employers want to hire individuals who will be successful in their organization. If an employee is not suitable for the position, recruiting and rehiring a new employee can be costly for an organization.

Second, a hiring manager wants to be sure that the employee is a good fit for the organization. To determine if a person would work well with others in the department, hiring managers conduct interviews. The purpose of the interview is to determine if the employee has the knowledge for the position and if they are a good match for the organizational culture. The HR selection process is the strategically planned procedural approach developed by human resources professionals and implemented by organizations when recruiting, evaluating and hiring new employees. The process typically begins when jobs are posted internally and externally. Sometimes recruiting tools are used to draw top-qualified candidates for certain jobs. HR and hiring managers developed screening tools, such as applications, interviews, tests, background checks and reference checks and begin accepting applications. Griffin, W, Ricky. (2006).

Along with finding the best hire, cost efficiency and legal concerns are two main reasons why the HR selection process is so important. When companies make a bad hire, they pay to train and orient a person who ultimately may cause more harm than good if he performs poorly and negatively affects the workplace. The costs to replace a bad hire are astronomical in many industries. A Society Human Resource Management study showed that even an \$8 an hour retail employee can cost up to \$3,500 to replace because of the hiring, administrative and training costs involved. Hill, W.L. Charles. (2005).

Employee selection leads to Growth says Decenzo, Stephen. (2005). Proactive selection and recruitment involves understanding the intricacies of future personnel requirements, and then developing job listings that bring in candidates that the company needs for company growth. In conjunction with searching for qualified candidates to fill existing positions, the human resources group also needs to become familiar with company growth plans in order to determine what kinds of positions will be needed. This also includes international expansion,

and the need to fill positions in new business ventures that the company has never needed before. All of this proactive work creates a stable foundation for supplying talent during the growth phases of the company.

According to Stevens, Kay Cynthia. (1997)., Selection gives managers an opportunity to assess potential employees' character and personality. This ensures that only an employee with the most suitable personalities and skills is given the job. The organization takes particular notice of the personal flexibility and adaptability of a candidate, which assures that such an individual can adjust rapidly to the tough demands of the job. Appropriate selection procedures applied in the recruitment process ensure that only the most qualified individual is chosen to fill a vacancy. Recruited employees who are satisfied with their jobs lead to a low employee turnover rate. Employee retention is important to an organization, as the costs of hiring and training new employees are very high.

A good selection procedure saves time in the recruitment and orientation processes because the applicant is expected to have been introduced to some aspects of the organizational culture, such as the dress code. No time is wasted trying to inculcate the new recruit with various aspects of the organization's culture and norms. The employee is given an adequate picture of what the new job entails, thus eliminating wasting time doing unnecessary chores that are not part of his job description. Susan, M. Heathfield. (2005).

Globalization has made the business world very competitive. Whitley, Tom. (2008). Firms are now fighting beyond the national boundaries which pose a challenge to them to survive. The success of today's business firms ultimately calls for utilizing the resources effectively. Griffin (2006) stated that management is the process of managing the resources of the organization. He mentioned, in his book 'Management', four kinds of resources: financial resources, physical resources, information resources, and human resources. Undoubtedly the

utilization of other resources depends on the caliber of human resources. Therefore, the firms are now fighting for skilled human resources.

HRM has got prime importance in today's business organizations. There is an adequate supply of labor in the labor market, but question arises in terms of 'skilled labor'. Hence, the importance is given to the selection of right employees for the right positions. Firms are now realizing the value of good employees because they make a difference through their job performance (Camp, Vielhaber & Simonetti, 2001). The adoption of a good selection method is extremely important for Multinational Corporations (MNCs). Hill (2005) emphasizes the selection of good employees for MNCs who not only have the skills required to perform particular jobs but also 'fit' the prevailing culture of the firm. Various selection methods are now being used to identify the right candidate. 'Interview' has emerged as a very useful tool in this regard. It is a very common selection method and has a high predictive validity for job performance (Robertson & Smith, 2001).

The main purpose of the interview is to select the right candidate for the right job. The importance of conducting an effective interview is also rising. No consensus was found among the HR experts regarding the effective interview techniques. Farrington, Jonathan. (2002). There are a number of existing literatures regarding the techniques of an effective interview, but very few literatures exist regarding a systematic approach of conducting an effective interview.

All employers are searching for the very best employees available, but very few know exactly how to increase their odds of finding just the right person (Mills, 2007). Human resources are critical for effective organizational functioning (Griffin, 2006). Its importance stems from increased legal complexities, the recognition that human resources are valuable means for

improving productivity, and the awareness today of the costs associated with poor human resource management (Wright and McMahan, 1992). Indeed, managers now realize that the effectiveness of their HR function was a substantial impact on the bottom lines performance of the firms. With very low unemployment levels, competition for the best employees is extremely keen (Berkson, Ferris & Harris, 2003).

The growing importance of good employees poses a challenge to the HR managers. The selection process of today's HR managers is becoming complex and challenging. Undoubtedly the overall aim of the selection process is to identify the candidates who are suitable for the vacancy or wider requirements of the HR plan.' Interview' has been used as a 'critical selection method' by HR managers. The interview is the most valid method in determining an applicant's organizational fit, level of motivation, and inter-personal skills (Stevens, 1997).

2.3 Relationship between recruitment processes and organizational profitability.

The existing relationship between recruitment processes and organizations profitability can be likened to the relationship between the raw materials with which a product is to be produced and the final output. We all realized that no matter the technological input into a bad raw material the final product cannot be something to talk about. Since we cannot put something on nothing, likewise we cannot expect a good organization's profitability without a better recruitment processes. (Lewis, P. 2003).

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 (Lewis, P. (2003).

Anderson, Lievens, et al (2004)., established a solid and strong relationship between recruitment processes and organizational profitability 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. Anderson, Lievens, et al (2004)., made it clear that the recruitment is 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.

With proper recruitment processes, there is job satisfaction which Budhwar, P. (2000)., said is a positive emotional state, resulting from evaluating one's job experiences. With job satisfaction, motivating instrument becomes a secondary issue to employees and there will be a better performance. Where there is better performance, costs are minimized, profit invariably is maximized and finally organizational goal and development attained. Odukoya (2004:43) said management should make solidified plans and answers that individuals are rightly linked to their jobs for organizational success. Budhwar, P. (2000)., 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 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 profitability. Budhwar, P. (2000), said the activities that focus on human resources management 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 labor 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.

Good recruitment processes help in attracting and retaining the best people in the organization. Appropriate recruitment activities identify the best people for available jobs and make sure they are placed in suitable positions (Pareek, U. (2004). 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 profitability; it is pertinent to now consider some of the consequences of influences on recruitment processes and Organizational profitability.

According to Farrington, Jonathan. (2002), recruitment process outsourcing is still new for a lot of companies. Some may not realize that there are options in how to outsource or to improve their recruiting process, while others may stick with other solutions because that's the way it's always done and that's the way the boss likes to do things. However, if you're

serious about RPO and really want to know what it could do for your organization, then here are the six awesome benefits of RPO.

Reduced Recruiting Costs says Hill, W.L. Charles. (2005). this is one of the top reasons why organizations choose an RPO solution, and it's also one of the biggest benefits of RPO. Many companies spend a lot of money on headhunters and job boards, or waste a lot of money through high turnover rates. With other companies, time is simply wasted in lengthy hiring processes or outdated (or a lack of) technology. An RPO provider can reduce recruiting costs by streamlining your recruiting process and showing you how to find good candidates better and with less time and money.

A Consistent and Predictable Recruit-to-Hire Process; Candidates don't like it if they don't know where they stand in the recruiting process, or if they don't know what's happening or what's supposed to happen next. This problem could also plague companies who have multiple entities or multiple departments, where each one could have their own hiring process. RPO can help get everything together and make the recruit-to-hire process consistent and predictable for both parties and across the entire organization. This makes it easier to know what's going on and what everyone is doing to when recruiting or hiring someone. Kennedy, W.R.(1987)

Chmiel, Nik (2011) gives the view of **Increased Candidate Quality;** Hiring managers know that a great candidate is much more than a combination of experience and education, but also includes personality and previous accomplishments. Hiring managers who are pressed for time to fill a position, or have a ton of candidates to go through, may not necessarily take a look at the qualities that determine whether or not the new hire will stick with the position. An RPO solution can get into those qualities while still looking for candidates who have the needed experience and education.

According to Beardwell, & Glaydon, (2007) the increased hiring manager satisfaction comes from many aspects of RPO. Hiring managers now have better way to assess the success of their efforts. Hiring managers now have more support from executives in the recruiting process. Hiring managers now aren't stretched so thin and are better able to do their jobs. With the help and partnership of an RPO provider, hiring managers will be more satisfied with what's accomplished and how candidates are recruited and brought into the company.

The employment brand is essentially the identity of the company as an employer, and when every other aspect of the recruiting process is in place and doing well, the employment brand improves. If your candidate quality improves, that only looks good to other potential candidates for your organization. If your hiring managers are satisfied and are working in a consistent recruit-to-hire process, then people who go through that process can only have good things to say about it and your company as an employer. Overall, RPO helps the company in many more ways than just cutting recruiting costs or filling positions faster. RPO can actually help a business become a better place to work. Blanchard, K., & Blanchard, M. (2005)

2.4 Conclusion.

Recruitment and Selection are vital processes for every successful organization because having the right staff improves and sustains organizational performance. Petts, (1997). 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 can influence 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.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction.

This chapter presents the methods and procedures that were used in sample selection, data collection, analysis and presentation. It includes; sampling techniques, data collection methods, study population, sources of data, sampling and sample size, data presentation and analysis methods, and anticipated limitations of the study.

3.1 Research design.

The study used a descriptive research design. This was employed in order to answer the research questions of the study to control the intervening variable of the study. The design was preferred because the researcher based on the views of respondents to reach at conclusions and make recommendations. The research adopted a cross sectional survey where by different categories of the targeted population were studied at one point in time some respondents were selected by the researcher randomly in order to obtain appropriate information required by the researcher. This study adopted both qualitative and quantitative methods, where qualitative determined narrative responses and quantitative determined the frequency distribution of responses used as an interpretive technique.

3.2 Area of the study.

The study was conducted at Century Bottling Company Limited located in Namanve, Along Jinja- Kampala High way in Mukono District.

3.3 The Study Population.

The staff of century bottling company limited formed a study population of 55. The population for this study involved drivers, marketing staff, managers, employees and accountants.

3.4 Sampling procedures.

Sampling is the process of selecting units for example people from a population of interest so that by studying the sample, results are fairly generalized back to population from which they were chosen. A sample was used because it is not economical to study the entire population study since a representative sample would suffice.

3.4.1 Sample size.

In order to make sampling in this study easy, the sample size was of 48 basing on Krejcie and Morgan table (1970) which was used. The sample was selected from the study area which was century bottling company and the categories chosen from were; drivers, marketing staff, managers, employees and accountants.

Table 3.0 categories of samples

No.	Category of respondents	Population	Sample size	Sampling techniques
1	Drivers	8	7	Purposive sampling
2	Marketing staff	18	15	Stratified sampling
3	Managers	5	5	Purposive sampling
4	Employees	15	13	
5	Accountants	9	8	Purposive sampling
	Total population	55	48	

Source: the researcher

3.4.2 Sampling techniques.

The researcher in the first place applied stratified sampling where respondents were divided into different strata's that is the administrative body, and other workers. The researcher then applied systematic sampling where she gave numbers to the sample population and decided to choose all even numbers to be the respondents to be included in the research. The

researcher then used purposive/judgment sampling to come up with respondents who had ideas about the problem in question that is the effect of recruitment process on organizational profitability.

3. 5 Data collection methods and instruments.

The study was based on primary data collected from the Century bottling company staffs with the use of structured questionnaires to collect data on recruitment and selection, and organizational profitability. On the other hand, secondary data was collected from both internal and external sources. From internal organizational sources, unpublished literature in form of annual, monthly and weekly office reports as well as annual customer satisfaction measurement reports were accessed, and externally, journals, textbooks as well as the Internet and web were considered for the study.

3.5.1 Questionnaire.

This method was the main method used in collection of data. It was used by designing appropriate questionnaires which were distributed to respondents. These questions were both closed and open ended so as to invite concise and free responses this is because they are relatively easy to analyze, simple to administer, it is relatively costly and the information collected was in a standardized way. And besides that, large amount of information was collected from a large number of people in a short period of time. Open ended questions were used to explore more about the relationship between recruitment process and organizational profitability.

3.5.2 Interview method

Interviews are a means of collecting data for a statistical survey. In this case, the data is collected by an interviewer rather than through a self-administered questionnaire. Interviewers read the questions exactly as they appear on the survey questionnaire. Under this method the aim of this approach was to ensure that each interview is presented with exactly

the same questions in the same order. This was to ensure that answers can be reliably aggregated and that comparisons can be made with confidence between sample subgroups or between different survey periods.

3.6 Data collection instruments.

3.6.1 Questionnaire.

Here, the researcher sent semi structured questionnaires to the respondents because they are time saving and convenient for busy people like the drivers, Marketing staff, managers, employees and accountants. They were also given time to fill in the questionnaires hence giving accurate results to the researcher. The questionnaires were self administered whereby after two weeks of submission of questionnaires to the respondents, the researcher went on collecting the questionnaires from the respondents.

3.6.2 Interview guide

Interviews were used because they are convenient for the researcher for example the unstructured interview where the respondent is free to explain a question according to the existing situation. This helped the researcher to get more information. The researcher interviewed century bottling company employees including the drivers, marketing staff, managers, employees and accountants. The researcher used at list 30 minutes in each interview with the respondent as she noted down some points.

3.7 Validity and reliability

3.7.1 Validity

Validity means that correct procedures have been applied to find answers to a question (Catherine, 2002). Validity was established through the average Content Validity Index (CVI) formula. This is a tool used to gauge the content validity of items on an empirical measure. It was applied using the formula shown below;

$$\text{Content Validity Index (CVI)} = \frac{\text{Number of items declared valid}}{\text{Total number of items}}$$

In this approach, a panel of 4 (four) experts were contacted to establish whether instrument is valid were used. The researcher used Sekarani (2003), who recommends that for an instrument to be valid, its content validity index has to be 0.7 and above.

3.7.2 Reliability

The researcher prepared the questionnaires which were approved by the lecturer. Suitable questions were technically designed for each category of the study. For clarity, questionnaires to be distributed to respondents were in the same language and so simple to avoid ambiguity. The researcher used the questionnaires and an interview guide which were related to the conceptual frame work.

The interview guide and questionnaires which were used in the study were critically examined by the lecturer and pilot studies were also conducted to ensure the reliability and finally direct personal interviews were conducted. The researcher designed and pre-tested tools for collecting data about recruitment process and organizational profitability.

3.8 Data collection procedure

After the approval of the research proposal, the researcher obtained a recommendation letter from the Faculty of Business Administration and Management to carry out a research at century bottling company that is located in Namanve along the Jinja- Kampala highway in Mukono district. The letter helped the researcher gain the confidence of the respondents in the study.

The administration of questionnaires and interview guides to the selected employees were done in their places of work. They were assured of treating their responses confidential thus this maximized the information to be collected from the drivers, marketing staff, employees, managers and accountants.

Information from the respondents was recorded by the researcher and then after it was summarized at the end of the session into what is required in the research study and compiled a report of the findings on the current provision of recruitment process and profitability.

3.9.1 Quantitative data analysis

Statistical techniques were used to analyze data. Data was edited by the researcher using Microsoft word. Data was coded and tabulated using frequencies and percentages by the use of SPSS. Using SPSS gave a researcher a comprehensive picture of what the data that had been collected looked like and assisted in identifying patterns. This was done by constructing frequency, percentage distributions and descriptive statistics: A frequency distribution was an organized tabulation of the number of individuals or scores located in each category and a percent distribution displayed the proportion of participants who are represented within each category and after tabulating the data, I continued to explore the data by disaggregating it across different variables and subcategories of variables.

A series of statements about outcomes were created and asked respondents to respond on a five-point Likert-type scale, with responses ranging from "Disagree Strongly" to "Agree Strongly," then obtained the descriptive statistics of the different

The study used correlations in SPSS this was so because correlations are used when you want to know about the relationship between two variables. For example, one of the research questions was to find out the relationship between job advertisement and profitability.

3.9.2 Qualitative data analysis

The researcher analyzed the data with the guidance of the supervisor. The data collected was typed and edited using Microsoft word making use of the spelling and grammar options. It involved organizing material, taking text data. The information was categorized according to the research variables of the study, the findings were used directly in the study and the final interpretation was obtained from comparison of the findings and to enhance accuracy got different members to do the reviewing and they asked the researcher questions about the qualitative data.

3.10 Ethical Consideration.

Ethical consideration deals with one's conduct and it help to guide a researcher on what should be done with one's behavior and relationship with particular people or group. For this matter, the researcher acquired permission and approval from the different levels of authority, integrity of high discipline was exhibited by the researcher to the community where the researcher carried out her study with clear observation of;

Confidentiality: that is all the information got from the respondents will be protected and kept confidential between the researcher and the organization.

Academic purpose: the whole data to be collected was to be only used for academic purpose and not to be used in any other field outside academics.

Honesty: Here the researcher was honest to herself and to the respondents that is in the due course of collecting data, the researcher also spoke out exactly what she needed.

Openness: Willingness or readiness to receive especially impressions or ideas.

Respect of intellectual property. Here the researcher showed maximum respect to the respondents in their various categories as expected and also acknowledging information of others citing.

3.11 Limitations of the Study.

Some respondents were not interested in the survey as they could not see any immediate benefit but after the researcher's explanation that it is intended to examine how Century bottling company services influence customer satisfaction a key to profitability they agreed to cooperate.

Some respondents did not know how to respond appropriately to some questions hence gave unrelated views but through editing and coding, common answers were got.

The response was very low at the start from some respondents but after several repeated visits and call reminders, it improved greatly.

The researcher had a tough time administering the research instrument (questionnaire) as well as the retrieval of the questionnaire.

Conclusion

This chapter provided the researcher with an understanding on how data was collected and analyzed during the study. This included understanding the population and the sample size which was sampled during the research. Henceforth with these methods used, the researcher believes the information presented required the results that are valid and reliable.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND DISCUSSION OF FINDINGS

4.0 Introduction.

This chapter deals with the presentation, analysis and interpretation of data that was collected from the field. The purpose of the study was to understand the effect of recruitment process on organizational profitability with century bottling company in Namanve being the case study. The researcher collected data using questionnaires that were filled by the drivers, marketing staff, managers, employees and accountants. The presentation of findings is arranged in accordance with questions in the questionnaire which was prepared for the research. Therefore 48 questionnaires were designed for the studies which were responded to by the above mentioned members of century bottling company limited. This therefore meant that all the questionnaires were responded to duly during the study.

4.1 Background information

4.1.1 Respondents' gender

The researcher took an interest to know the gender of the respondents to find out which sex is highly employed in century bottling company. The results are as below;

Table 4.1 respondent's gender

Details	Frequency	Percent
Female	19	39.6
Male	29	60.4
Total	48	100.0

Source: primary data (2015)

Table 4.1, indicates that there were more male respondents than the male respondents. This is shown by the male having a higher percentage of 60.4%(29 in frequency) whereas the female are shown by a lower percentage of 39.6%(19 in frequency). This implies that during the research more men were employed at century bottling company as compared to the women.

Therefore this would call for the organization to employ more women so as to promote gender balance.

4.1.2 Respondents number of years worked

The researcher also took interest in finding out the respondents' number of years worked at century bottling company as shown in the table below;

Table 4.2 number of years worked in the organization

Details	Frequency	Percent
5 years and above	8	16.7
3-5 years	15	31.2
1-3 years	17	35.4
less than 1 years	8	16.7
Total	48	100.0

Source: Primary data (2015)

Form table 4.2, it is seen that majority of respondents had worked in the organization for a period of 3 to 5 years and above with a total percentage of 83.3% (16.7 + 31.2 +35.4)%. This indicates that a large number of employees have been able to maintain their jobs at century bottling company in the different departments because they have knowledge about their jobs. This is a good indicator that the right employees are recruited in the right departments.

4.1.3 Respondents' education levels

The researcher had an interest in knowing the education levels of the people working at century bottling company so that she could establish whether they knew about the effect of recruitment process on organizational profitability.

Table 4.3 Education levels of respondents at Century bottling company.

Details	Frequency	Percent
post graduate	8	16.7
Graduate	15	31.2
Diploma	21	43.8
Certificate	4	8.3
Total	48	100.0

Source: Primary data(2015)

Table 4.3 shows that many of the respondents have achieved a some level of academic qualifications with a diploma having a majority of 43.8%(21 in frequency) graduate with second majority of 31.2%(15 in frequency) then the post graduate with 16.7%(8 in frequency) and certificate with 8.3%(4 in frequency). This implies that the respondents had some knowledge about the recruitment processes aiding the profitability of the organization.

4.2 Presentation according to the study objectives

In the study, analysis was also based on study objectives and results were presented on the following statements; job description, job advertisement and selection of employees. This section also presents results on organizational profitability of century bottling company. As stated in the methodology (Chapter three), the questionnaire used to generate data was designed in Likert scale with different levels of agreement for each statement that is, 1-Strongly disagree, 2-Disagree, 3-Not sure, 4-Agree and 5-Strongly agree. Therefore the mean level of agreement was computed as $(5+4+3+2+1)/5= 3.0$. This therefore implies that all responses averaging 3.0 and above amounted for “Agree” whereas all responses averaging below 3.0 accounted for “Disagree”.

4.2.1 THE EFFECT OF JOB SPECIFICATION ON PROFITABILITY OF CENTURY BOTTLING COMPANY LIMITED.

One of the objectives of the study was to examine the effect of job description on profitability of century bottling company. Job description is an important tool for arranging work into

positions in an organisation. In addition the purpose of job description is to explain the purpose, scope, duties and responsibilities of the specified job.

4.2.1.0 Descriptive statistics on job description

Job description was examined by computing the mean deviation and standard deviation from statements categorized under job description methods at century bottling company are clear, century bottling company practices job description, job description explains why a job exist, job description lays out employee expectations, recruitment is in accordance to job description, job description is an important tool for arranging work into positions in the organization, job description creates clarity, job description helps to align employee direction, job description is highly applied, job description reduces costs hence improving profitability.

The analysis is shown in the table below:

Table 4.4 Mean and standard deviation for job description

Details	N	Minimum	Maximum	Mean	Std. Deviation
Job description methods at century bottling company are clear.	48	1	5	3.81	1.299
Century bottling company practices job description.	48	1	5	4.00	1.272
Job description explains why a job exists.	48	1	5	3.50	1.288
Job description lays out employee expectation	48	1	5	3.37	1.393
Recruitment is in accordance to job description	48	1	5	3.13	1.024
Job description is an important tool for arranging work into positions in the organization.	48	1	5	3.54	1.288
Job description creates clarity in terms of responsibilities in the organization.	48	1	5	3.48	1.368
Job description helps to align employee direction	48	1	5	3.73	1.349
Job description is applied highly	48	1	5	3.38	1.378
Job description reduces costs hence improving profitability	48	1	5	3.44	1.472

Source: Primary data (2015)

4.2.1.1 Job description methods at century bottling company are clear

As seen in the table 4.4 above, many of the respondents agreed that job description methods at century bottling company are clear as evidenced by the mean value of (3.81). This implies that people working at century bottling company are aware of their duties and responsibilities as assigned to them by the human resource. This is in line with Chmiel, Nik (2011) who explains that developing job descriptions is essential to the success and efficiency of your

business because it creates clarity. Clarity is one of the biggest reasons every role within your business should be defined via a job description. However there was a minimal variation in the respondents' views as shown by the standard deviation value of 1.299. This therefore implies that job description methods used by the company are clear to all job applicants and current employees.

4.2.1.2 Century bottling company practices job description

As seen again from table 4.4 above, many of the respondents agreed that century bottling company practices job description with a mean value of 4.00. This implies that the practices of job specification are greatly considered in the organization to increase success thus profitability of the organization. This is in line with Chmiel, Nik (2011) who further provides that developing job descriptions is essential to the success and efficiency of your business. However there were still variations in the respondents' views with a standard deviation value of 1.272. The observation was that this was minimal thus meaning that century bottling company practices job description.

4.2.1.3 Job description explains why a job exists

As observed in the table 4.4, it shows that respondents agreed that job description explains why a job exists with a mean value of 3.50. This is in line with Arnold, J & Randall, R. (2010) who pointed out that a job description explains the purpose, scope, duties and responsibilities of a specified job. This implies that much attention is put on job description since it explains to interested applicants about why the job exists. However there was still variation in the respondents' views with a standard deviation value of 1.288. This therefore implies that job description plays an important role in informing the applicants why a job exists and this improves company performance hence profitability.

4.2.1.4 Job description lays out employee expectations

Basing on table 4.4 further reveals that majority of the respondents agree that job description lays out employee expectations at century bottling company in order to improve profitability with a mean value of 3.37. This is in agreement with Dam, K., & Ryan, A.M. (2004) who contends that job specification lays out employee expectations. He continues to explain that before an employee applies for a position, they learn what duties and level of performance is expected from them based on a well-written job description. However there were still variations in the respondents' views as shown with a standard deviation value of 1.393 which was minimal. This therefore implies that job specification laying out employee expectations in the organization which increases employee performance hence profitability.

4.2.1.5 Recruitment is in accordance to job description

As the study results in table 4.4 show, the respondents agree that recruitment is in accordance to job specification at century bottling company having a mean value of 3.13. This is in line with Arnold, J & Randall, R. (2010) who explains that job description is also used in various HR processes like recruitment, selection, orientation, performance assessment, succession planning and compensation.. However there was still a variation in the views of the respondents with a standard deviation value of 1.024. This therefore implies that while considering recruiting job seekers the company ensures that the recruitment is in accordance with job specification.

4.2.1.6 Job description is an important tool for arranging work into positions in the organization

Basing on the results in table 4.4, it shows that the respondents agreed that job description is an important tool for arranging work into positions in the organization having a mean value of 3.54. This is in line with anonymous (2012) who explains that a job description contains the designation, the work conditions, the nature of duty, the relationship with other

employees and superiors, qualifications required, and tasks and responsibilities expected to be done by the candidate. . On the other hand there was still a variation in the respondents' views with a standard deviation value of 1.288 which was minimal. This therefore implies that the company uses job description as a tool for arranging work into positions for example positions of manager, drivers, employees, accounts among others at the organization. This helps to ensure maximum commitment and productivity in those position thus profitability is achieved.

4.2.1.7 Job description creates clarity in terms of responsibilities at century bottling company

As the study in table 4.4 shows, the respondents agreed that job specification creates clarity in terms of responsibilities at century bottling company with a mean value of 3.48. This is in agreement with Robertson & Smith, (2001), who explain that recruiters and personnel managers rely on clear and concise job descriptions to streamline the application and interviewing process and to judge work performance after a person has been hired. Despite the agreement still there are variations in the respondents' views with a standard deviation value of 1.368 which was minimal. Therefore this implies that clarity is a big motivating factor for the employees at century bottling company which job description creates which leads to increased productivity hence profitability.

4.2.1.8 Job description helps to align employee direction

Results presented in table 4.4 indicated that the respondents agreed with the statement that job description helps to align employee direction with a mean value of 3.73. This is in line with Cooper & Schindler, (2011) who argue that alignment of the people employed with goals, vision, and mission spells success for the organization. However there was still a variation in the views of the respondents with a standard deviation of value 1.349. This means that job description helps to align employees in a direction of their jobs which

motivates employees to work hard with competence so as to increase productivity hence achieving productivity.

4.2.1.9 Job description is applied highly

According to the results presented in table 4.4, it indicates that respondents agreed with the aspect that job description is applied highly at century bottling company with a mean value of 3.38. This is in agreement with Cooper & Schindler, (2011) who explains that well-written job descriptions serve as communication tools that allow both employees and candidates to clearly understand the expectations of the role, its essential duties, and the required competences, educational credentials, and experience for the role. However respondents had varying views having a standard deviation of value 1.378 which was minimal. This implies that job description is highly applied and used at century bottling company which is very important in ensuring that employees are aware of their duties and responsibilities.

4.2.1.10 Job description reduces costs hence improving profitability

The results of the study in table 4.4 indicate that the respondents agreed with the statement that job description reduces costs hence profitability with a mean value of 3.44. This is in line with Denzin, (2000) who explains that while the job description should allow you to do research to determine the market value of direct compensation. It should also allow HR to assess the internal value too in order to see how it fits within your compensation structure as compared to other jobs. If done well, the job description will help HR assess where the job falls within any existing pay structures so that you don't create inequity or compression issues when filling the role. On the other hand there was a variation in the respondents' views with a standard deviation value of 1.472 which was minimal. This therefore implies that with job description it ensures that costs are reduced hence increasing the profitability of century bottling company.

4.2.2 THE EFFECT OF JOB ADVERTISEMENT ON PROFITABILITY OF CENTURY BOTTLING COMPANY.

This section provides findings to this objective of the study which was examinations of century bottling company conducting formal announcement of vacant positions, means of job advertisement used by century bottling company are known to all employees, century bottling company benefits from job advertisement, job advertisement creates awareness among legible employees, recruiting competent employees, being aware of available jobs, passes job description to potential employment seekers, job advertisement results into a pool of job applicant.

Table 4.5 mean and standard deviation of job advertisement

Details	N	Minimum	Maximum	Mean	Std. Deviation
Job advertisement results into a pool of job applicants.	48	1	5	3.52	1.516
Century bottling g company conducts formal announcement of vacant positions.	48	1	5	3.15	1.304
Job advertisement is the most important tool of advertising in the job market.	48	1	5	3.73	1.233
Means of job advertisement used by century bottling company are known to all employees.	48	1	5	3.58	1.252
Century bottling company benefits from job advertisement.	48	1	5	3.58	1.350
Job advertisement creates awareness among legible employees who can take up positions.	48	1	5	3.83	1.277
An organization's main objective should be recruiting competent employees and it's done by job advertisement.	48	1	5	3.79	1.304
If a company stops advertising, people are not going to be aware of the available jobs	48	1	5	3.38	1.424
word-of-mouth advertising passes job description to potential employment seekers	48	1	5	3.23	1.134

Source: primary data (2015)

4.2.2.1 J ob advertisement results into a pool of job applicant

From the results in table 4.5, it indicates that respondents agreed with the statement that job advertisement results into a pool of job applicants with a mean value of 3.15. This is in line with Mutakana Fred the sales manager through an interview who explained that when jobs are advertised it results into a pool of job applicants and this gives the company an opportunity to chose the most competitive and qualified candidates from the pool. However the respondents views still had variations as shown by a standard deviation rate of 1.304 which was minimal. This therefore implies that advertising of job vacancies attracts a pool of applicants which give the company an opportunity to chose qualified candidates for job position in that case this reduces incompetence's hence reducing costs and increasing profitability

4.2.2.2 Century bottling company conducts formal announcement of vacant positions

The table 4.5 above shows that respondents with a mean value of 3.15 agreed that century bottling company conducts formal announcement of vacant positions. This is in line with Mutakana Fred the sales manager through an interview who explained that the organization takes time to put up formal announcement of vacant positions in the newspapers for example the new vision paper, daily monitor, it is also done on the company's website and this helps people out of the organization or within the organization know such announcements which are of great opportunities to those seeking for employment and those seeking promotion. However it is still seen that the respondents vary in the views having a standard deviation of value 1.304 which was minimal. This therefore implies that century bottling company indeed conducts formal announcement of the vacant positions which attracts competent employees that help to increase a company's productivity and hence profitability.

4.2.2.3 Job advertisement is the most important tool of advertisement in the job market

Basing on the results in table 4.5 above, it indicates that the respondents agreed with the statement that job advertisement is the most important tool in the job market at century bottling company with a mean value of 3.78. This is in line with Herrmann, et al. (2007), who stressed that job advertising as an organizational philosophy requires that an understanding of customer needs should precede and inform the development and advertising of jobs and therefore it's a strategy that defines how an organization is to compete and survive in the market place.. It is however seen that there was a variation in the respondents opinion with a standard deviation value of 1.233 which was minimal. This therefore implies that job advertisement is a very important way of reaching out to job seekers who seek employment in this organization.

4.2.2.4 Means of job advertisement used by century bottling company are known to all employees

According to the table 4.5 shown above it is seen that a many of the respondents agree that means of job advertisement used by century bottling company are known to all employees with a mean value of 3.58. This is in agreement with Ferrell, (2008) who points out that in order to attract a suitable person, some companies use generic and concise job profiles with a list of “bullet points” or accountability statements. Therefore a well- thought-out person specification and characteristics in job description can form the basis of recruitment advertisement, help determine selection methods and ensure that the selection is based on justifiable criteria. However there was variation in the respondents' views having a standard variation value of 1.252. This therefore implies that employees at this company are fully aware of the means of job advertisement used.

4.2.2.5 Century bottling company benefits from job advertisement

As viewed from table 4.5, many respondents agreed that century bottling company benefits from job advertisement with a mean value of 3.58. This is in line with Ferrell, (2008) who argues that employees, and the way they work, comprise the crucial difference between successful and unsuccessful organizations. He further argues that job advertising increases organizational profitability which is a major source of a competitive advantage. However there were also differed views with a standard deviation value of 1.350. This however was minimal which implies that through job advertisement century bottling company has been able to recruit qualified applicants who have helped to build a successful company through hard work and commitment thus leading to profitability.

4.2.2.6 Job advertisement creates awareness among legible employees

According to the results viewed in table 4.5, many respondents agreed that job advertisement creates awareness among the legible employees with a mean value of 3.83. This is in line with (Larkin, 2007) who reviewed five studies in which average labor turnover of those recruited by advertising was 51 per cent. The labor turnover for spontaneous applicants was 37 per cent and turnover for applicants recommended by existing employees was 30 per cent. Although the respondents agree to this study, there were also differed views with a standard deviation of 1.277 which was minimal. This therefore implies that job advertisement done by century bottling company indeed creates awareness among legible employees.

4.2.2.7 An organization's main objective should be recruiting competent employees and it's done by job advertisement

As represented by the results in table 4.5, respondents to the study agreed that an organization's main objective should be recruiting competent employees and it's done by job

advertisement with a mean value of 3.79. This is in line with Belch (2008), who explains that executives must therefore plan the job advertising that will result in a combination of elements that make up the product (physical product, product services, brand and package desired by the target consumers) and this is achieved by a combination of unique resources and a high level of competence from employees. However there were still deviating views with a standard deviation rate of 1.304 which was minimal. This therefore proved that the organization benefits from job advertisement by getting employees with a high level of competence and this in the end increases productivity hence profitability.

4.2.2.8 If a company stops job advertisement people are not going to be aware of available jobs

From the results in table 4.5, respondents to the study are shown to have agreed with the statement that if a company stops job advertisement, people are not going to be aware of the available jobs with a mean value of 3.38. This is in line with (Larkin, 2007) who reviewed five studies in which average labor turnover of those recruited by advertising was 51 per cent. The labor turnover for spontaneous applicants was 37 per cent and turnover for applicants recommended by existing employees was 30 per cent. However the respondents' views still had variations as shown by the standard deviation value of 1.424 which was minimal. Therefore this implies that the company constantly advertises available job vacancies which become known to potential job seekers.

4.2.2.9 Word-of-mouth passes job description to potential employment seekers

According to the results in table 4.5, it indicates that many of the respondents agreed that word-of-mouth advertising passes job description to potential employment seekers with a mean value of 3.23. This is in line with Ying Fan, (2006) who explains that while job advertising is usual for job vacancies, applicants are sometimes recruited by word of mouth, through existing employees. He further explains that people recruited by word of mouth stay

longer because they have a clearer idea of what the job really involves. However the respondents' views still had variations as shown by the standard deviation value of 1.134 which was minimal. Therefore this implies that this form of advertising (word-of-mouth) at century bottling company has made it possible to pass the description of a given vacant job to a potential job seeker and this could be through a friend telling another friend who is potentially ready to take up the vacancy.

4.2.3 The effect of selection of employees on profitability of century bottling company.

This section gives findings to objective three of the study which was examination of effect of selection of employees on profitability of century bottling company. Selection of employees was measured using statements including; there proper selection methods of employees, century bottling company's selection follows proper procedures, century bottling company hires qualified employees, century bottling company selects employees through interviews , proactive selection and recruitment involves understanding the intricacies of future personnel requirements among others.

Table 4.6 Mean and standard deviation of selection of employees

Details	N	Minimum	Maximum	Mean	Std. Deviation
There are proper selection methods of employees.	48	1	5	3.37	1.424
Century bottling company's selection follows proper procedures.	48	1	5	3.62	1.378
Century bottling company hires qualified employees.	48	1	5	3.44	1.253
Century bottling company selects employees through interviews.	48	1	5	3.35	1.139
Proactive selection and recruitment involves understanding the intricacies of future personnel requirements.	48	1	5	3.33	1.277
Selection gives managers an opportunity to assess potential employees' character and personality.	48	1	5	3.71	1.148
Century bottling company ensures the most qualified individual is chosen.	48	1	5	3.60	1.250
A good selection procedure saves time in the recruitment and orientation processes	48	1	5	3.48	1.399
yielded much benefits from the selection process	48	1	5	3.15	1.255
there are challenges in the selection of employees	48	1	5	3.40	1.267

Source: Primary data (2015)

4.2.3.1 There are proper selection methods of employees

According to the results in the table 4.6 above it is shown that the respondents agreed to the statement that there are proper selection methods of employees in the organization with a

mean value of 3.37. This is in line with Hill (2005) who emphasizes that the selection of good employees who not only have the skills required to perform particular jobs but also fit the prevailing culture of the firm. He also adds that various selection methods are now being used to identify the right candidate. However there were still differed views hence a standard deviation value of 1.424 although this was minimal. Therefore this proves that proper selection methods are used at the company in which the right candidates are selected for the right job through these various selection methods which improves productivity hence increasing profitability.

4.2.3.2 Century bottling company's selection follows proper procedures

From the table 4.6 above, it indicates that a mean value of 3.62 represented the respondents who agreed that century bottling company's selection follows proper procedures. This is in line with Griffin, W. Ricky. (2006) who points out that HR and hiring managers have developed screening tools, such as applications, interviews, tests, background checks and reference checks and in order to begin accepting applications. However the respondents' views still had a variance with a standard deviation rate of 1.378 which was minimal. This therefore means that century bottling company indeed ensures that selection follows proper procedures which helps to ensure that the right competent employees are selected which in return helps to increase success of the organization hence profitability.

4.2.3.3 Century bottling company hires qualified employees

As presented by the results in table 4.6, respondents to the study agreed that century bottling company hires qualified employees with a mean value of 3.44. This is agreement with Camp, Richard,(2001) who explains that the hiring manager wants to make sure that the employee meets the qualifications for the position and are able to meet the expectations of the position. He further argues that employers want to hire individuals who will be successful in their

organization. However the respondents still had deviating views with a standard deviation value of 1.253 but these were minimal. This therefore means that the century bottling company mainly wants to hire qualified employees for the success of the company hence profitability.

4.2.3.4 Century bottling company selects employees through interviews

Basing on the results in the table 4.6 above, many respondents agreed that century bottling company selects employees through interviews with a mean value of 3.35. This is in agreement with Robertson & Smith, 2001 who points out that an Interview has emerged as a very useful tool in this selection of employees. He further says that the main purpose of the interview is to select the right candidate for the right job. However there were still deviating views with a standard deviation of 1.139 which was minimal. This therefore implies that it is indeed true that for employees to be selected at century bottling company they have to be interviewed so as to make a selection of the right candidate.

4.2.3.5 Proactive selection and recruitment involves understanding the intricacies of future personnel requirements

According to the results in table 4.6, many respondents agreed with the statement that proactive selection and recruitment involves understanding the intricacies of future personnel requirements with a mean value of 3.33. This is in line with Stephen. (2005), who stressed that proactive selection and recruitment involves understanding the intricacies of future personnel requirements, and then developing job listings that bring in candidates that the company will need for company growth. However the respondents had variations in their views as shown by the standard deviation value of 1.277 which was minimal. This therefore implies that proactive selection and recruitment that involves understanding the intricacies of future personnel requirements is taken into consideration at century bottling company hence selecting competent employees.

4.2.3.6 Selection gives managers an opportunity to assess the potential employees' character and personality

According to the results in table 4.6, it is seen that many respondents agreed that selection gives managers an opportunity to assess potential employees' character and personality with a mean value of 3.71. This is in line with Stevens, Kay Cynthia. (1997). who argues that selection gives managers an opportunity to assess potential employees' character and personality. He further argues that this ensures that only an employee with the most suitable personalities and skills is given the job. However some respondents had varying views having a standard deviation of value 1.148 which was minimal. Therefore this implies that selection is a very important element in understanding character and personality of potential employees' in that way increasing success and growth of an organization hence profitability.

4.2.3.7 Century bottling company ensures the most qualified individual is chosen

Results presented in table 4.6 indicate that many respondents agreed with the statement that century bottling company ensures the most qualified individual is chosen with a mean value of 3.60. This is in line with Stevens, Kay Cynthia. (1997) who explains that appropriate selection procedures applied in the recruitment process ensure that only the most qualified individual is chosen to fill a vacancy. However some respondents had varying views having a standard deviation of value 1.250 which is minimal. This therefore proves that the aim of the organization is to ensure that the most qualified individual is chosen for a given job as this promotes growth of an organization in that way increasing profitability.

4.2.3.8 Saves time in recruitment & orientation processes

Study results in table 4.6 further reveals that many respondents agreed that a good selection procedure saves time in the recruitment and orientation processes with a mean value of 3.48. This is in line with Susan, and M. Heathfield. (2005) who point out that no time is wasted trying to inculcate the new recruit with various aspects of the organization's culture and

norms. They further explain that an employee is given an adequate picture of what the new job entails, thus eliminating wasting time doing unnecessary chores that are not part of his job description. This agreement however has deviating responses as obtained with a standard deviation of 1.399 which was minimal. This therefore implies that a good selection procedure saves time in the recruitment and orientation processes of century bottling company.

4.2.3.9 Century bottling company has yielded much benefits from the selection process

Results in table 4.6 show that many respondents agreed that century bottling company has yielded much benefits from the selection process with a mean value of 3.15. This is in agreement with Decenzo, Stephen. (2005) who points out that employee selection leads to growth. However the respondents' views were still varying as observed with a standard deviation of 1.255 which was minimal. Therefore this implies that a good selection process in the organization yields much benefit because they get qualified employees who help in the growth of the organization hence profitability.

4.2.3.10 There are challenges in the selection of employees

As noted from table 4.6, the many of the respondents agreed with the statement that there are challenges in the selection of employees with a mean value of 3.40. This is in line with Stevens, (1997) who explains that the growing importance of good employees poses a challenge to the HR managers. He further argues that the selection process of today's HR managers is becoming complex and challenging. Despite the fact that majority of the respondents agreed there were still some responses that were varying as indicated by the standard deviation of 1.267. Therefore this implies that century bottling company is facing challenges in selection of employees.

4.2.4 PROFITABILITY OF CENTURY BOTTLING COMPANY

Table 4.7 Mean and standard deviation of profitability of century bottling company.

Details	N	Minimum	Maximum	Mean	Std. Deviation
There is effective recruitment process in century bottling company.	48	1	5	3.37	1.331
Recruitment process has improved century bottling company's profitability.	48	1	5	3.52	1.353
Am satisfied with century bottling company's recruitment process.	48	1	5	3.52	1.571
Profitability in century bottling company is satisfactory.	48	1	5	3.17	1.404
Every employee works hard for improved profitability.	48	1	5	3.08	1.366
There are set goals that employees work towards achieving profitability.	48	1	5	3.60	1.267
There are some weaknesses needed to be improved upon in century bottling company	48	1	5	3.38	1.315
outsourcing is one of the most effective source of employees who work towards achieving profitability.	48	1	5	3.48	1.304
Increased candidate quality leads to profitability.	48	1	5	3.33	1.326
Employee selection leads to reduced recruiting costs thus profitability	48	1	5	3.67	1.374

Source: Primary Data 2015

4.2.4.1 There is effective recruitment process at century bottling company

As presented by the results in table 4.7, many respondents to the study agreed that there is effective recruitment process in century bottling company with a mean value of 3.37. This is in line Farnham and Pimlott,(1995) who noted that effective recruitment can also provide significant improvements in productivity and employee morale and allow organizations to build a work place of more able employees who collectively provide a superior product or service. However, the respondents' views still had variations as shown by a standard deviation of rate 1.331 which was minimal. This implies that effective recruitment process is very important as it helps to ensure that the right candidates are recruited for the right job.

4.2.4.2 Recruitment process has improved century bottling company's profitability

As viewed from table 4.7, many respondents agreed that recruitment process has improved at century bottling company with a mean value of 3.52. This is in agreement with Pareek, U. (2004) who contends that appropriate recruitment activities identify the best people for available jobs and make sure they are placed in suitable positions. However there was still varying in the some respondents' views with a standard deviation of 1.353. This therefore implies that century bottling company has improved its recruitment process hence increasing profitability.

4.2.4.3 Am satisfied with century bottling company's recruitment process

As presented by the results in table 4.7, many respondents to the study agreed that they are satisfied with century bottling company's recruitment process. This is in agreement with Budhwar, P. (2000) who argues that with proper recruitment processes, there is job satisfaction which is said to be a positive emotional state, resulting from evaluating one's job experiences. However there was a still variation in the respondents' views with a standard deviation rate of 1.571 which was minimal. This therefore implies that many employees in the organization are satisfied with the recruitment process.

4.2.4.4 Profitability in century bottling company is satisfactory

Basing on the results in table 4.7, many respondents agreed that profitability at century bottling company is satisfactory with a mean value of 3.17. This is in line with Glaydon, T. (2007), who affirms that profitable organizations are businesses that use a variety of tactics to make a profit hence a profitable organization is one that generates more money. However there were still some varying views from some respondents having a standard deviation of rate 1.404. this implies that profitability is satisfactory at century bottling company.

4.2.4.5 Every employee works hard for improved profitability

Study results in table 4.7 above indicate that many respondents agreed that every employee works hard for improved profitability at century bottling company with a mean value of 3.08. this is in line with Hassan and Allan(both drivers) who through an interview explained that they work hard through ensuring that sales they make in the different regions of Kampala constantly improve. However, the respondents' views still had variations as shown by the standard deviation value of 1.404 which minimal indicating profitability is in line with employees working hard. This therefore implies that every employee at the company endeavors to work extremely hard to improve productivity hence improving profitability.

4.2.4.6 There are set goals that employees work towards achieving profitability

From the study results in table 4.7, many respondents agreed that there are set goals that employees work towards achieving profitability with a mean value of 3.60. This is in agreement with Glaydon, T. (2007) who points out that businesses may use different managerial styles and leadership approaches to increase employee motivation and satisfaction, which has been shown to increase worker productivity. However the respondents had approximately minimal variation in their views shown by the standard deviation value of

1.267. This therefore proves that century bottling sets goals which ensure that employees work with the aim of achieving profitability through maximum productivity.

4.2.4.7 There are some weaknesses that needed to be improved upon in century bottling company

Basing on the results in table 4.7, it has been indicated that many respondents agreed that there are weaknesses that need to improved upon in century bottling company with a mean value of 3.38. This is in line with Decenzo et al (2005) who explain that an important role falls to the manager of the enterprise, who must make all efforts to improve the financial results of the company which can be a weakness. However the respondents' views still had variations as shown by the standard deviation value of 1.315 which was minimal. This therefore indicates that the company needs to improve these weaknesses so that in that way profitability is bound to increase as well.

4.2.4.8 Outsourcing helps to bring in competent employees who work towards achieving profitability

According to the results presented in table 4.7 above, is shows that the respondents agreed that outsourcing helps to bring competent employees who work towards achieving profitability with a mean value of 3.48. This is in line with Farrington (2002), who explains that outsourcing improves recruiting process by getting candidates with a combination of experience; education and personality since a ton of candidates go through it to choose quality. However, the respondents' views were still varying with a standard deviation rate of 1.304 which was minimal. This therefore implies that outsourcing is important to some extent as it helps to bring in competent employees into century bottling company who work hard toward achieving profitability.

4.2.4.9 Increased candidate quality leads to profitability

Study results in table 4.7 above indicate that many respondents agreed that increased candidate quality leads to profitability with a mean value of 3.33. This is in line with Chmiel, Nik (2011) who explains that hiring managers know that a great candidate is much more than a combination of experience and education, but also includes personality and previous accomplishments. However the respondents' views were still varying having a standard deviation of 1.326. This therefore this implies that increased candidate quality leads to profitability in the organization.

4.2.4.10 Employees selection leads to reduced recruiting costs

Basing on the results in table 4.7 above it shows that many respondents agreed that employees' selection leads to reduce recruiting costs with a mean value of 3.67. This is in line with Hill, W.L. Charles. (2005) who explains that an RPO provider can reduce recruiting costs by streamlining the recruiting process and showing how to find good candidates better and with less time and money. However the respondents' views were still varying having a standard deviation of 1.374 which was minimal. This therefore implies that employee selection leads to reduced recruiting costs hence profitability.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter stresses the major conclusions from the findings of the study and figures out certain recommendations to address the effect of recruitment process on organizational profitability.

5.1 Summary of findings

The summaries of the findings are presented basing on the objectives of the study.

The effect of job description on profitability of century bottling company limited

The study revealed that the majority of the respondents agreed that job descriptions at century bottling company plays an important role in maximizing profitability in a sense that if the qualified candidates are recruited in line with the job description then they are aware of their duties, responsibilities, who to report to and how work is scheduled such that time resource is used efficiently and effectively. The study also revealed that the majority of the respondents are aware of job description and this was evaluated through asking questions such as job description methods are clear, practices of job description, job description explains why a job exists, job description lays out employee expectation. However, results indicated that there are still deviations in the area of recruitment in accordance to job description. Therefore job description should highly be considered during the process of recruitment since it gives the recruits a sense of direction on what is supposed to be done in given job positions.

The effect job advertisement on profitability of century bottling company limited

It was observed in chapter four that century battling company conducts formal announcement of vacant positions. It was supported by the largest number of respondents that is with a mean average value of 31.79 which implies that the company normally advertises through different media platforms such as in the news papers, the company's website and putting up notices on the company's notice boards. This creates awareness to job seekers about the available jobs and this helps the company to get a variety of job applicants from which the company can select suitable candidates who are competent and can work towards achieving productivity hence increasing profitability.

The effect of selection of employees on profitability of century bottling company limited

Basing on the findings in chapter four, century bottling company takes time to select the best employee's suit of the company and this done through selection processes such as; interviews, tests and examinations, medical examination, orientation and training. Respondents with a mean average value of 3.445 stood in agreement that the company is always selecting the required quality of employees who are able to cope up with the company standard and not to mess-up with the quality levels of the company. The study also revealed that the majority of the respondents are aware of the aspect of employee selection and this was evaluated through asking questions such as proper selection methods of employees, selection follows proper procedures, to hire qualified employees, selects employees through interviews and opportunity to assess potential employees' character and personality. This implies that if competent employees are selected through the selection process then in competencies are reduced and this helps to reduce on costs incurred by the company hence maximizing profit.

5.2 Conclusion.

The study findings have shown that recruitment process has a positive influence on profitability of century bottling company. From the findings it's evidenced that the company practices job description and this implies that people working within the organisation know their duties and responsibilities in line with their jobs. Job advertisement also plays an important role in creating awareness about existing jobs and therefore this therefore brings in a pool of applicants with the required knowledge and skills. Selection of employees helps to identify the most competent candidates for the required job posts and this reduces costs that arise from incompetence of employees. This therefore maximises profitability of century bottling company. As it is well established factor that hiring the right people with the necessary competencies delivers the organization's out comes, which ensures improved performance and sustainable organizational profitability. According to this study, Century bottling company's recruitment process follows a systematic methodical procedures, based on technical know-how and candidates go through recruitment processes like interviews, hence competent employees are employed, which has positively affected Century bottling company's effectiveness. Therefore, the recommendations suggested below are to streamline the Century bottling company job description, advertisement and selection system that can ensure the hiring of the right people with the necessary competencies.

5.3 Recommendations

The findings of the study showed that there is more need for the organization to improve its profitability through proper and effective recruitment practices as described by the respondents. Although recruitment processes may not be the only contributing factor to profitability, it is imperative that century bottling company review their existing recruitment procedures in order to identify areas which need highly skilled and experienced employees

and areas where semi skilled employees are needed such that operations are done more efficiently and effectively.

Based on the findings made in the course of this study, the following recommendations are hereby suggested:

5.4.1 The effect of job description on the profitability of organizations in Uganda

There is a need to increasingly adopt and strengthen job description practices especially in the methods used and clarity. This can be done through constantly improving the methods of job description and also continuing to ensure that the job description methods are very clear and understood in order to achieve productivity hence increasing profitability levels in the organizations.

5.4.2 The effect of job advertisement on the profitability of organizations in Uganda

Companies should ensure that proper means of job advertisement are followed because they are essential for ensuring that existing job vacancy are known by interested job seekers. This can be ensured by conducting job advertise in newspapers, the company's website, putting job notices on the company's notice boards, word-of -mouth advertising.

More efforts need to be channeled on job advertisement for effective performance of the organization because job advertisement strongly affects profitability performance of organizations.

5.4.3 The effect of selection of employees on the profitability of organizations in Uganda

An organization needs to critically follow up the selection methods used especially external sources which allows competition that is likely to yield competent candidates.

The Century bottling company job selection must be guided by the principle of technical know-how (merit) than technical know-who which brings in incompetent employees thus creating unproductive.

Lastly, Century bottling company must initiate a job selection process which is more open, transparent and merit oriented going through the right recruitment procedures.

5.4 Suggestions for further research

Further research should be made in the area of recruitment processes on the profitability of organizations with more emphasis given to the selection of employees.

It should also focus on other methods of job advertisement by organizations rather than depending on advertising in newspapers, on website of the company, putting up notices on notice boards of the company.

The research should also try to focus on many other beverage companies other than majoring on a single beverage company in order to get varied options in line with recruitment processes and profitability of an organization so that the recruitment processes are measured efficiently and effectively.

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APPENDENCES

Appendix: I

QUESTIONNAIRE FOR THE EMPLOYEES OF CENTURY BOTTLING COMPANY

Dear respondent,

I **Uwera Julian** a student of Uganda Martyrs University Nkozi, pursuing a Bachelor's degree in Business Administration ,Here by extend my questionnaire to you seeking information concerning the effect of recruitment process on organizational profitability. I kindly request you to sacrifice some time for me and answer the following questions in the questionnaires, The information will be treated with due confidentiality and for the academic purpose only.

Yours faithfully

Uwera Julian

Student

SECTION A: PERSONAL DATA.

You are kindly requested to answer these questions by ticking the most appropriate alternatives and your response is highly appreciated.

1. Gender

a) Female

b) Male

2. Your period of time with Century bottling company.

a) 5 years & above

b) 3-5 years

c) 1-3 years

d) Less than 1 year

3. Education levels of respondents at Century bottling company?

a) Post graduate

b) Graduate

c) Diploma

d) Certificate

4. Categories of respondents of Century bottling company?

a) Drivers

b) Marketing staff

c) Managers

d) Employees

e) Accountants

Recruitment process and organizational profitability

1	2	3	4	5
strongly disagree	2 disagree	Not sure	agree	strongly agree

Please use the scale above to tick under the appropriate box your view on the following statements below;

SECTION B: The effect of job description on profitability of century bottling company limited.

1.	Job description methods at Century bottling company are clear	1	2	3	4	5
2.	Century bottling company practices job description					
3.	Job description explains why a job exists					
4.	Job description lays Out Employee Expectations					
5.	Recruitment is in accordance to job description					
6.	Job description is an important tool for arranging work into positions in the organization.					
7.	Job description creates clarity in terms of responsibilities at century bottling company					
8.	Job description helps to align employee direction					
9.	Job description is applied highly					
10.	Job description reduces costs hence improving profitability					

Do you have any other comment (s) you would like to advance on how job description is carried out in Century Bottling Company Limited? Please specify:

.....

.....

.....

SECTION C: The effect job advertisement on profitability of century bottling company limited.

1.	Job advertisement results into a pool of job applicants	1	2	3	4	5
2.	Century Bottling Company conducts formal announcement of vacant positions					
3.	Job advertising is the most important tool of advertisement in the job market					
4.	Means of job advertisement used by Century bottling company are known to all employees					
5.	Century Bottling Company benefits from job advertisement					
6.	Job advertisement creates awareness among legible employees					
7.	An organization's main objective should be recruiting competent employees and it's done by job advertisement					
8.	If a company stops advertising, people are not going to be aware of the available jobs.					
9.	Word-of-mouth advertising passes job description to potential employment seekers					

Do you have any other comment (s) you would like to advance on how job advertisement is carried out in Century Bottling Company Limited? Please specify:

.....

.....

.....

SECTION D: The effect of selection of employees on profitability of century bottling company limited

1.	There are proper selection methods of employees	1	2	3	4	5
2.	Selection follows proper procedures at century bottling company					
3.	Century bottling company hires qualified employees					
4.	Century bottling company selects employees through interviews					
5.	Proactive selection and recruitment involves understanding the intricacies of future personnel requirements					
6.	Selection gives managers an opportunity to assess potential employees' character and personality					
7.	Century bottling company ensures the most qualified individual is chosen					
8.	A good selection procedure saves time in the recruitment and orientation processes					
9.	Century bottling company has yielded much benefits from the selection process					
10.	There are challenges in the selection of employees					

Do you have any other comment (s) you would like to advance on how selection of employees is carried out in Century Bottling Company Limited? Please specify:

.....

.....

.....

Section E: Profitability of century bottling company limited.

1.	There is an effective recruitment process at Century bottling company	1	2	3	4	5
2.	Recruitment process has improved at Century bottling company profitability					
3.	Am satisfied with Century bottling company's recruitment process					
4.	Profitability in Century bottling company is satisfactory					
5.	Every employee works hard for improved profitability					
6.	There are set goals that employees work hard towards achieving profitability					
7.	There are some weaknesses needed to be improved upon in century bottling company					
8.	Outsourcing has helped to bring in competent employees who work towards achieving profitability					
9.	Increased Candidate Quality leads to profitability					
10.	Employee selection leads to Reduced Recruiting Costs thus profitability					

Do you have any other comment (s) you would like to advance on how I profitability is being managed in Century Bottling Company Limited? Please specify:

.....

.....

.....

INTERVIEW GUIDE

I Uwera Julian a student of Uganda Martyrs University Nkozi and currently collecting data for compilation for my dissertation. The interview I am conducting relates to the effects of recruitment processes on organizational profitability. 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 obtained. Information given will be treated with utmost confidentiality.

Interview guide questions to the administrators of century bottling company.

1. Does century bottling company do job description?

.....

2. Is job specification done according to job description?

.....

3. To what extent does recruitment follow job description at century bottling company?

.....

4. What are the procedures of recruitment done at century bottling company?

.....

5. Does century bottling company have a specific recruitment process?

.....

6. How is job advertisement done at century bottling company?

.....

7. Is job advertisement restricted to a specific group of people?

.....

8. Is selection of employees done by competent staff?

.....

9. What other issues would you like to talk about?

.....

Appendix ii: Krejcie and Morgan table for determining sample size

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970