



**RECRUITMENT, SELECTION AND SERVICE DELIVERY BY PRIVATE SECURITY
GUARDS: A CASE STUDY BY SARACEN UGANDA LIMITED**

BY

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF MANAGEMENT SCIENCE IN
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DECLARATION

I, Geoffrey Mugisha, hereby declare that, to the best of my knowledge and belief, am the sole author of this dissertation. The work presented in this dissertation has never been submitted to Uganda Management Institute before for the award of a Master's Degree in Business Administration or its equivalent, or to any other University / Institution for any academic award. Thus, the work is original, a result of my own research, and where other people's research was used, the authors have been duly acknowledged.

Date.....

Sign.....

APPROVAL

We, the undersigned, certify that the dissertation by Geoffrey Mugisha titled “*the Relationship between Recruitment and Service delivery by private security guards with Specific Reference to Saracen Uganda Limited*” has been submitted with our approval in partial fulfilment of the requirements for the award of the degree of Masters in Business Administration of Uganda Management Institute.

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Ms. Gladys Muhama

Date.....

DEDICATION

This research work is dedicated to my father Mr. John Mugisha and mother Mrs. Allen Mugisha who sacrificed his hard earned money to see me through and on whose foundation I am continuing to build.

ACKNOWLEDGEMENTS

I would like to express my gratitude to Dr. Florence Bakibinga Sajjabi (Mrs) and Ms. Gladys Muhama who saw me through this book; to all those who provided support, talked things over, read, wrote, offered comments, allowed me to quote their remarks and assisted in the editing, proofreading and design.

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LIST OF ACRONYMS

ACCA	Association of the Chartered Certified Accountants
COP	Chief of Party
CPAU	Certified Public Accountants of Uganda
CVI	Content Validity Index
DC	District of Colombia
DCOP	Deputy Chief of Party
IAS	International Accounting Standards
NGOs	Non-Governmental organizations
NPM	New Public Management
RAA	Reasonableness, Allowableness, and Allocableness
SAPs	Structural Adjustment Programs
SAQs	Self-Administered Questionnaires
SDS	Strengthening Decentralization for Sustainability
US	United States
USA	United States of America
USAID	United States Agency for International Development

ABSTRACT

The study investigated the relationship between recruitment, selection and service delivery by private security guards with specific reference to Saracen Uganda Limited. The study was premised on the following research objectives: to examine the relationship between advertising and service delivery by private security guards at Saracen Uganda Limited, to examine the relationship between screening and service delivery by private security guards at Saracen Uganda Limited and to examine the relationship between selection and service delivery by private security guards at Saracen Uganda Limited. The study adopted a descriptive cross sectional survey design where both quantitative and qualitative approaches were used. A total number of 105 respondents were expected but 102 respondents returned the survey instruments representing a response rate of 98%. The data was collected using questionnaires and interviews and analysis was done using regression analysis and correlation coefficients. Qualitative analysis was done using content and thematic analysis. Findings on the first hypothesis revealed that there is a positive significant relationship between advertising and service delivery at Saracen, the coefficient was .476**. Findings on the second hypothesis revealed that there is a positive significant relationship between screening and service delivery, the Pearson Correlation coefficient was 0.427. Study findings on the third hypothesis revealed that there is a positive significant relationship between selection and service delivery, the Pearson Correlation was 0.033 . It was further established that the actual channels used to attract candidates to Saracen is advertising either internally or externally a move that which helps to attract the best candidates for the job. Study findings revealed that medical screening is done before the recruitment process of the security guards at Saracen is thoroughly and fairly conducted. Study findings further revealed that a candidate's education background is essential during the selection process of security guards at Saracen. It was recommended that: Constant supervision and monitoring should be observed to crack onto lazy and unruly guards. The purposes of attracting competent labour to Saracen, there is need for Saracen to externally advertise its jobs instead of relying on internal advertisements since they don't stimulate competition. Academic qualifications and experience are essential for the exercise and medical examinations must be carried at every recruitment.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

In Uganda and elsewhere in the world, service quality is essential for people in the organizational responsible for this service and recruited with the utmost care to ensure that organizations to attain the desired goal of delivering quality services. The main aim of this research was to assess recruitment of private security guards affects service delivery at Saracen Uganda Limited. This chapter presents the study; introduction, background, problem statement, purpose, objectives, research questions, research hypothesis, conceptual framework, study significance, justification, scope and operational definitions.

1.1 Background of the Study

The background to the study is presented in four themes including historical, theoretical, conceptual, and contextual backgrounds

1.1.1 Historical Background

Looy, Gemmel and Dierdonck (2003) asserted that quality holds the key to competing in today's global market by assisting in clear development of marketing strategies by building strong brand names. Delivering service quality has significant relationship with customer satisfaction (Swanson, 2003), customer retention (Yavas, 2004), loyalty (Boshoff and Gray, 2004), costs (Wilson, 2008), profitability (Irving and Dickson, 2004), service guarantees (Kandampully and Butler, 2001) and growth of organization. Service quality provided to the customers by the private security companies is becoming an important issue. According to a study by Schneider,

Russell, Beatty and Baird (2003), to provide high quality service, employees need to get enough training in the necessary technical skills and knowledge, and interactive skills. Interactive skills help employees to provide courteous, caring, responsive and empathetic service. Successful companies invest heavily in training and make sure that the training fits their business goals and strategies.

Bayley and Shearing (1996) assert that modern democratic countries like the United States, Britain and Canada reached a watershed in the evolution of their crime control and law enforcement in the 1960s. This is when the states' monopoly on policing was broken by the creation of private and community based agencies to prevent crime, deter criminality, catch law breakers, investigate offences and stop conflict. However, according to Ruteere and Pommerolle (2003), the concept of private security and community policing, largely popularized in the United States and in the United Kingdom from the 1980s onwards, is based on the principle of coordination and consultation between the police and the policed. It is also based on the definition of security needs and on the implementation of ways of preventing and curbing crimes and of enhancing safety. In these democracies, there are clearly laid down and legislated structures that take into account aspects of individuals and organizations involved in the sector.

In Kenya, for example, The Private Security Industry Regulation Act that received a presidential assent seeks to raise welfare and service delivery standards of private security guards by creating an enforcing mechanism, improve personnel welfare and offer redress from unscrupulous players (Omondi, 2016).

According to Fischer and Green (2004), most governments have limited resources and thus cannot provide one hundred percent security for her people. This has resulted to the need for the private security companies (PSCs) to complement efforts of state actors in crime prevention. The whole idea of the PSCs started first in the developed world and later in the developing world (Dempsey, 2008).

In sub-Saharan Africa, South Africa presents the most advanced experience in the implementation of private security to date (Gumedze, 2008). Private security in South Africa follows from a long experience in the townships of fear and hatred of the police during apartheid, together with a dependence on private security initiatives. In the aftermath of apartheid, South Africa embraced the democratic aspect of private security and community policing, including its principles in the 1992 interim constitution.

According to Kirunda (1995), the term “private security” refers to security services provided to clients by non-state agencies. “It is a new concept in Africa. Its growth has been facilitated by the desire to reduce the burden on state agencies of protecting their citizens” argues Kirunda. Inadequate resources to equip state organs for their principal role of protecting the security of their citizens have been a major decision driver in the growth of the sector in Africa and particularly in South Africa and lately in Uganda.

Saracen Uganda Limited, an affiliate of the South African Security group, Saracen International Limited, has also laid claim as a giant in this industry. Saracen started its operations in Uganda, in 1996 and provides security services to both the private and public sector clientele with a vast array of quality services. Saracen’s mission is to provide its clients with the utmost professional,

efficient and cost effective of international standards. It currently has 5,000 guards and serves more than 300 clients at over 3,400 sites (Website, 2016).

In recent years, the police have called for a review of the private security companies due to poor security guidelines and the dangers posed by a disgruntled guard. Police has directed all private security companies operating in Uganda to re-screen their guards. The screening exercise will involve taking fingerprints of all the guards, capturing the photographs and creating files for each guard. Security companies are also required to store all vital information pertaining to their workers in electronic form (Malaba, 2010). This has brought the whole recruitment process into the limelight. The efficiency and effectiveness of any organization whether private or public sector depends solely on the caliber of the workforce involved. The availability of a competent and effective labor force does not just happen but is achieved through an effective recruitment exercise (Peretomode and Peretomode, 2001).

Recruitment refers to setting up activities that will be used to obtain a number of right people at the right time from the right places (Nickels, 1999). Its aim is to create a pool of candidates from which the selection process can best be effective in order to meet the needs of the organization to develop and maintain qualified and adequate workforce through which an organization can fulfill its human resource plan. Recruiting and Selecting people into positions where they would perform efficiently is a goal that must be achieved by many organization (Searle, 2003). Recruitment and selection forms are important concepts of Human Resource Management (HRM) which ensures that organizations have the human resources and knowledge to enable such organizations to function effectively and efficiently (Dessler and Gary, 2004).

The recruitment process starts by specifying human resource requirements that is numbers, skills and levels which are the results of job analysis and human resource planning activities (CIPD, 2010). Information gotten from job analysis and human resource planning activates; the next stage in the recruitment process, involves attracting potentially qualified candidates to apply for vacant posts in an organization. This may be done through recruitment within the organization i.e. internal sources or outside the organization external source of recruitment.

Selection is the second stage of the recruitment and selection process. There is always an element of prediction in selection, making an informed estimate as to which of the various applicants most suitable for the job being filled. According to (Jucius, 1971), the selection procedure is the system of functions and devices adopted in a given company for the purpose of ascertaining whether or not candidate possess the qualifications called for by, a specific job”.

In simpler terms, recruitment and selection are concurrent processes and are void without each other. They significantly differ from each other and are essential constituents of the organization. It helps in discovering the potential and capabilities of applicants for expected or actual organizational vacancies.

1.1.2 Theoretical Background

This study was guided by the Resource Based View (RBV) Theory of Barney (1991). This theory suggests that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals. According to the Resource-Based view, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage (Barney, 2001) and when this is not the case, firms should make-up for the shortfall by employing

appropriate recruitment and selection criteria. The theory maintains that the major part of any firm's strength or weakness stem from the caliber of the people employed and the of their working relationships. To this end, (Boxall, 1998) revealed that firms which recruit and retain exceptional individuals have the capability of generating human capital advantage. According to (Sparrow, 2002), technology and capital can be acquired by most firms any time, for a price, but it is not easy to acquire a ready pool of highly qualified and motivated employees. Thus, in order to be differentiated, the companies need to be very careful with the recruitment and selection process. This theory therefore suggests that recruitment and selection needs to be carried carefully in order to have the right work force perform organizational duties and service delivery being attained in the long run. Saracen Uganda Limited needs to adhere accordingly to its recruitment policies to employ the right private security guards to deliver satisfactory services to their clientele.

1.1.3 Conceptual Background

The major concepts in this study are recruitment, selection and service delivery. Recruitment refers to setting up activities that will be used to obtain a number of right people at the right time from the right places (Nickels et al., 1999). In this study, the recruitment processes is composed of the advertising and selection stages. Advertising consists of internal and external advertising; internal advertising can be done through word of mouth, posters and walk-ins by job hunters. External advertising on the other hand can be done through; the company facebook page, the company website and via the radio as well. Selection focuses on areas like medical screening of the prospective recruits that takes the form of drug tests, HIV and blood pressure tests among others; background checks that take into accountability factors such as one's criminal background; and physical fitness tests where they check the agility of the candidate. During the

selection stage, emphasis is put on one's age; the education background is also ascertained including written and oral interviews being conducted.

Service delivery is defined by (Cox, 2009) as the extent to which employees' interests and values are congruent with the company i.e. employees think of themselves as belonging to the organization and derive value from their membership. Service delivery in this study was looked at in terms of Saracen Uganda Limited safeguarding of the client's premises, proper maintenance of site records and reports, ensuring safety of individuals at the client's premises, performing of regular patrols and proper checking of incoming and outgoing traffic at the client's premises.

1.1.4 Contextual Background

Saracen Uganda Limited, a private security firm, started operations in 1996. Saracen Uganda Limited provides security services to both the private and public sector clientele with a vast array of quality services. Saracen Uganda Limited's mission is to provide our clients with professional, efficient and cost effective of international standards. It currently has 5,000 guards and serves more than 300 clients at over 3,400 sites. It has been trailblazer with security innovations such as armed guards backed by CCTV cameras, intrusion alarm systems, and mean-looking canines that guard a host of businesses and residential premises (New Vision, 2016). However, the quality of service delivery has not been quite at par with their mission and vision. This has been supported by loss of contracts from major companies like Uganda National Roads Authority (UNRA) and the National Social Security Fund (NSSF) among others (Performance report; REF. 04/05/2015).

There have been cases of guards reporting for work while intoxicated with alcohol and therefore their quality of customer service has been compromised (Report on indiscipline; REF. 08/05/12). Although the case of disgruntled workers come in question as a cause of such behavior, point in case being the workers strike over late salary payment (Lumu, 2013), the nature and caliber of

those being recruited has been brought into question and hence the whole recruitment process. An organization that consistently satisfies its customers, enjoys higher retention levels and greater profitability due to increased customer loyalty.

1.2. Statement of the Problem

Saracen Uganda Limited, a private security firm, started operations in 1996. Saracen Uganda Limited provides security services to both the private and public sector clientele, however in order to ensure efficiency it created the HR department that handles the recruitment process. However, service delivery at Saracen has been tainted with poor service delivery for the last couple of years with the company losing some of its clientele like the NSSF due to dissatisfaction with the service delivery (Performance report, REF. 04/05/2015). There have been cases of guards reporting for work while intoxicated with alcohol and failing to perform their duties (Report on indiscipline; REF. 08/05/12). Others have abandoned the sites at which they are meant to offer security services which comprises their work and the clients are exposed to theft (Report on abandoning of site by guards; REF. 23/02/2015). The above reasons have brought to question how the recruitment process is done.

According to Jones et al. (2006), Human Resource Management theories emphasize techniques of recruitment and selection and outline the benefits of interviews, assessment and psychometric examinations as employee selection processes. Despite the efforts by Saracen Uganda Limited to plug the gaps in the service delivery, the results have remained under query and if this trend continues, the company will lose more clients due to customers being unsatisfied with the services provided. As reiterated by (Grönroos, 2000), customers are the lifeblood of any organization, and the loss of Saracen Uganda Limited's clientele such as the NSSF, due to the

poor services leads to loss of revenues on the part of Saracen and open to stiff competition from its competitors, the market value of Saracen is lowered in return.

The researcher was of the view that the recruitment process of these guards could actually be the reason why the Saracen Uganda Limited guards do not deliver services as expected. Hence there was a need to examine the relationship between recruitment in terms of advertising, screening and selection as well as service delivery of the private security guards at Saracen Uganda Limited in terms of safe guarding of the clients' premises, proper maintenance of site records and reports, ensuring safety of persons at the clients' premises, performing of regular patrols as well as proper checkups of incoming and outgoing traffic at clients' premises, which this study undertook.

1.3 Purpose of the Study

The purpose of this study was to examine the relationship between recruitment, selection and service delivery by private security guards with specific reference to Saracen Uganda Limited.

1.3.1 Specific Objectives

- i) To examine the relationship between advertising and service delivery by private security guards at Saracen Uganda Limited
- ii) To examine the relationship between screening and service delivery by private security guards at Saracen Uganda Limited
- iii) To examine the relationship between selection and service delivery by private security guards at Saracen Uganda Limited

1.3.2 Research questions

- i) What is the relationship between advertising and service delivery by private security guards at Saracen Uganda Limited?
- ii) What is the relationship between screening and service delivery by private security guards at Saracen Uganda Limited?
- iii) What is the relationship between selection and service delivery by private security guards at Saracen Uganda Limited?

1.4 Hypotheses of the study

- i) There is a significant relationship between advertising and service delivery by private security firms.
- ii) There is a significant relationship between screening and service delivery by private security firms.
- iii) There is a significant relationship between selection and service delivery by private security firms.

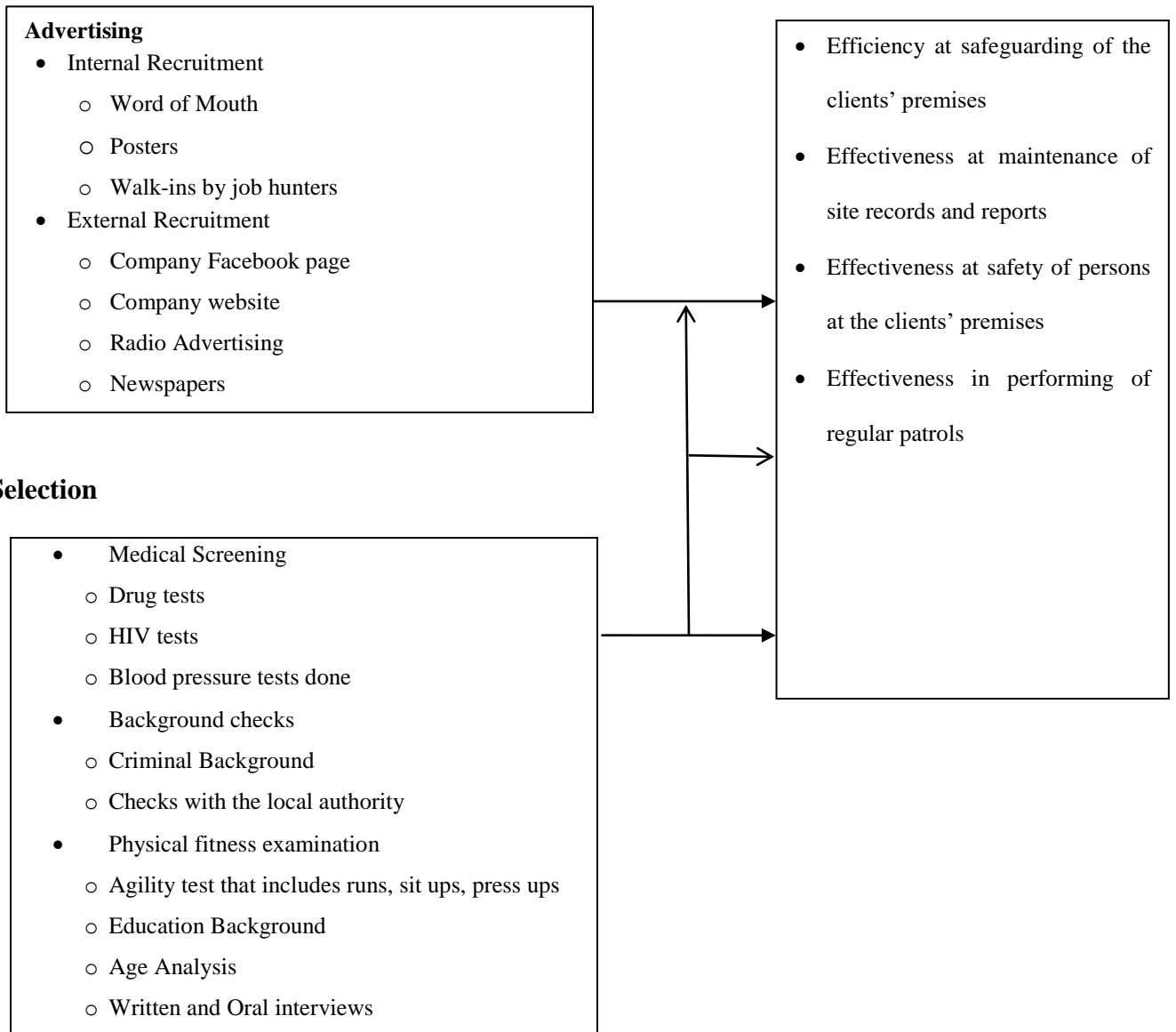
1.5 Conceptual Framework

Figure 1.1: Conceptual Framework for understanding the Relationship between Recruitment and Service delivery.

Independent Variable (IV)

Dependent Variable (DV)

Recruitment Service delivery



Source: (Korsten, 2003) and Jones et al. (2006) and modified by the Researcher

A conceptual framework is depicted in Figure 1.1; above, in which it was hypothesized that there was a relationship between recruitment, selection and service delivery. Recruitment is defined as a process that undergoes various stages including; advertising that takes the form of internal advertising that involves using methods such as word of mouth, posters and walk-ins by job hunters; external advertising which involves the usage of methods such as radio advertising, using online sites such as the company facebook page as well as the company website.

Selection of the prospective recruits takes the form of drug tests being done, HIV tests among others; background checks that take into accountability factors such as one's criminal background if any, physical fitness tests like press ups are carried out. One's education background is also ascertained including written and oral interviews being conducted.

Service delivery is measured in terms of efficiency at safeguarding of the clients' premises, effectiveness at maintenance of site records and reports, effectiveness at safety of persons at the clients' premises and effectiveness in performing of regular patrols.

Accordingly, the Saracen Uganda Limited Human Resource Manual(2014) was streamlined to guide the recruitment process by ensuring that policies on issues such as recruitment, wages and salaries as well as discipline are strongly adhered to in order to recruit the right human capital for the job. (Sandra, 2009) argues that committing time and resources to develop a comprehensive recruitment strategy is a worthwhile investment. Poor recruitment choices for example poor person-job fit can have a range of undesirable consequences for the organization and the worker including: reduced performance effectiveness, lowered job satisfaction among others. Trainings and promotions supervised by the Human resource department help to enhance the security

guards' skills and motivation respectively in order for them to deliver quality services to the clientele.

The right labor suitable for a job when recruited yields good performance output for the organization by ensuring that the clients' needs are met and service performed exemplarily well to achieve organizational goals and objectives

1.6 Significance of the Study

Service delivery is very critical for any organization in order to retain its clientele and achieve organizational goals as well. This research shows that service delivery by the private security guards at Saracen Uganda Limited had declined with the private security guards not performing their duties as expected which include; ensuring the safety of the property they are guarding, proper maintenance of site records and reports, ensuring the safety of the persons at the premises, performing regular patrols as well as proper checkups of incoming and outgoing traffic, this in return has affected their service delivery. These effects were due to trainings offered not having the intended impact meant on the employees, promotions of the security guards being unfairly handed out as well as the wages and salaries being unsatisfactory for the guards.

By assessing the relationship of recruitment, selection and service delivery by private security guards at Saracen Uganda Limited, the study was aimed at improving the service delivery by private security guards by formulating ways in recruitment practices can be improved to help have the right labor delivering the expected services.

The study may act as a reference point for future researches in this field; the research may be used for future citation and referencing. The research may help the researcher to understand the

dynamics involved in recruitment practices that drive service delivery of the recruits especially the security guards at Saracen Uganda Limited. The study may add literature to the existing body of knowledge.

The study may lead to the award of a Master's in Business Administration to the researcher at the Uganda Management Institute.

1.7 Justification of the Study

According to (Kandampully and Butler, 2001) and (Sohail, 2003), delivering quality services ensures service guarantees and growth of an organization Recruitment practices if adhered to in an organization can help employ the right labor for a job to help attain the desired service delivery expected by a company's clientele.

The service delivery of the guards at Saracen Uganda Limited had come to scrutiny since it was embedded by problems such as guards failing to perform their duties as expected when at clients' premises due to being intoxicated with alcohol among other issues (Saracen Uganda Limited Discipline Report, 2012). This had brought recruitment practices at Saracen to be questioned. Therefore the rationale behind this study was to empirically establish the relationship between recruitment and service delivery of the private security guards at Saracen Uganda Limited.

1.8 Scope of the study

1.8.1 Content Scope

This research examined the relationship between recruitment selection and service delivery of the private security guards at Saracen Uganda Limited. Recruitment in this study is the independent variable which has the dimensions of advertising, screening and selection of the

candidates while service delivery is the dependent variable which was measured in form of safe guarding of the premises, proper maintenance of site records and reports, ensuring safety of persons at the premises, performing of regular patrols as well as proper checkups of incoming and outgoing traffic.

1.8.2 Geographical Scope

The research was carried out in Kampala at Saracen Uganda Limited Head offices which are located along Rotary Avenue, Lugogo By-Pass, Kampala, Uganda as well as the Kasanga Saracen offices, plot 245, Kampala, Uganda. Uganda is an East African country found in Africa.

1.8.3 Time Scope

The study focused on the time frame 2008-2013 because this is the period when the service delivery of the private security guards at Saracen Uganda Limited declined and the company was faced with the loss of some of their clientele who no longer trusted the services from Saracen Uganda Limited (Saracen Uganda Limited Annual Report, 2017).

1.9 Operational Definitions of Key Terms and Concepts

Recruitment: In this study, recruitment referred to those activities carried out by the Human Resource Department at Saracen Uganda Limited to ensure that qualified security guards are available to meet the employment needs of the company. These activities carried out include job analysis, job description, source identification and advertising.

Advertising: In this study, advertising referred to a way of communicating the employment needs at Saracen Uganda Limited to the public and this took dimensions that included internal and external advertising.

Internal Advertising: In this study, this referred to mediums through which Saracen Uganda Limited looks for candidates to fill the vacancy of a private security guard by using mediums within the company to make it known that there vacancies in existence, this involved use of methods such as word of mouth, posters and walk-ins by job hunters.

External Advertising: In this study, this referred to mediums outside Saracen Uganda Limited that are used to make it known to the public that vacancies of private security guards exist at the company. This involved the usage of methods such as radio advertising, using online sites such as the company facebook page as well as the company website.

Selection : In this study referred to all the activities that will be carried out to ensure that the best candidate among those recruited are interviewed out and job offers are given to them in order to keep the organization with the right workforce. These activities will include screening and interview selection.

Screening: As per study, this meant ascertaining the character and competence of the applicants to fill the vacancy of security guards at Saracen Uganda Limited taking into account medical screening, background checks done to ascertain factors such as the applicant's criminal background, as well as physical fitness examinations done.

Medical Screening: As per this study, this entailed medical checkups done by the in-house doctor at Saracen Uganda Limited before a private security guard is recruited and normally this consists of different tests that are done including drug tests, HIV tests as well as Blood pressure tests.

Background checks: As per this study, this entailed the process of looking up a candidates' criminal past (criminal background) if any as well as checks with the local authorities the candidates area of origin

Physical fitness examination: As per this study, this entailed measuring the physical strength of the private security guards before they are recruited at Saracen Uganda Limited. It included the candidates doing runs, sit ups as well as press ups.

Service Delivery: In this study, service delivery by the private security guards at Saracen entailed; safe guarding of the clients' premises, proper maintenance of site records and reports, ensuring safety of persons at the clients' premises, performing of regular patrols as well as proper checkups of incoming and outgoing traffic at clients' premises.

Human Resource Department (HRD): In this study, this referred to Saracen Uganda Limited's department that is charged with finding, screening, recruiting and training job applicants as well as administering employee-benefit programs.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter, a review of related literature to recruitment and service delivery by private security guards is discussed. The literature shows how poor recruitment practices impact on the service delivery of the private security guards at Saracen Uganda Limited, if the recruitment process is not done right, the service delivery will lag behind, this is an aspect the study seeks to investigate. In general, the review is conceptualized under the objectives of the study and focuses primarily on advertising, screening and selection and their relationship with service delivery. These were considered the pillars of the study.

2.1 Theoretical Review

This study was guided by the Resource Based View (RBV) Theory of Barney (1991). This theory suggests that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals. According to (Stewart, 1996), the human resource function has consistently faced a battle in justifying its position in organizations. In times of plenty, firms easily justify expenditures on training, staffing, reward, and employee involvement systems, but when faced with financial difficulties, such human resource systems fall prey to the earliest cutbacks. The advent of the sub field of strategic human resource management (SHRM), devoted to exploring human resource's role in supporting business strategy, provided one avenue for demonstrating its value to the firm which is the human capital pool. The human capital pool must have both high levels of skill and willingness

(i.e., motivation) to exhibit productive behavior. Accordingly, Wright et al. (1994) argue out that the human capital pool (a highly skilled and highly motivated workforce) had greater potential to constitute a source of sustainable competitive advantage. The quality of the human capital pool is highly dependent on the recruitment and selection processes of an organization. Recruitment and selection are vital functions of human resource management for any type of business organization. These are terms that refer to the process of attracting and choosing candidates for employment. The quality of the human resource the firm has heavily depends on the effectiveness of these two functions (Gamage, 2014). Recruiting and selecting the wrong candidates who are not capable comes with a huge negative cost which businesses cannot afford. Thus, the overall aim of recruitment and selection within the organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization, at minimal cost (Ofori & Aryeetey, 2011).

Finding competent workers is an important organizational challenge (Deshpande et al., 1994), with the difficulty centering on recruiting and selecting employees with the correct qualifications to help achieve goals (Priyanath, 2006). As further argued in Priyanath (2006) this problem is compounded by the lack of systematic method for recruiting and selecting employees. A systematic recruitment process according to Gamage (2014) involves in identifying vacancies, job analysis, job description, person specification and advertising. Accordingly, Saracen Uganda Limited identifies the need to recruit the private security guards and thereafter a job analysis is done which includes what is expected of the guards before they are recruited. This is reiterated by (Gamage, 2014), who states that compared to informal processes for recruiting and selecting employees, a systematic selection process involves the recruiting process, gathering information

about qualified, evaluating the qualification of each applicant and making decisions about employment.

According to Wernerfelt (1984), the Resource Based View theory places more emphasis on the role of managers in the selection, development, combination and deployment of a firm's resources, and not merely on selecting its competitive position in the operating environment.

In relation to this study, workers' knowing their responsibilities is very important, in this case the theory is relevant because it stresses that workers should fulfill their duties as designated so as to enhance employee performance. Performance cannot be enhanced without good work environment that will help improve service delivery. Good interpersonal skills are required for the achievement of organizational goals. Company policies should be set and it is the role of management to make employees understand the new policies and make them workable so as to enhance service delivery.

2.2 Recruitment, Selection and Service delivery

Recruitment and selection are an important element for the success of any organization. Knowledgeable and Skilled workforce will certainly represent a prospective source of competitive advantage for an organization (Khandekar et al., 2005).Saracen Uganda Limited recognizes the importance of proper recruitment and selection practices in order to get the desired output from the hired workforce especially the private security guards.

According to Gold (2007), recruitment is the process of generating a pool of applicants into an organization for employment. He furthered explained that applicants who have enough experience and qualifications likely related to the job specifications needed are in due course

selected. It was argued by Costello (2006) that the set of processes and activities which is used in bringing in or employing sufficient number of qualified candidates into an organization is referred to as recruitment. Saracen Uganda Limited takes its recruitment process of the private security guards seriously because the profitability and even the survival of an enterprise depends upon the caliber of the people in an organization; if candidates are not recruited appropriately can lead to ineffective recruitment methods which eventually leads to poor service delivery since the organization fails to meet its goals.

The most effective recruitment process is based on a written job analysis. The purpose of a job analysis is to support employee recruitment, evaluation, training and work design by developing the criteria necessary to perform the essential functions of a job. The criteria can be broken down into four essential elements: knowledge, skills, ability and other personal characteristics (KSAOs). Preparing a job analysis entails gathering, analyzing and structuring information about a job's components, characteristics and requirements. Saracen Uganda Limited has a job analysis for hiring the security guards which includes the service delivery expected of the guards. The guards are expected to safe guard the clients' premises, maintain proper reports and site records, ensuring safety of persons at the clients' premises, performing of regular patrols as well as proper checkups of incoming and outgoing traffic at clients' premises.

Incorrect decisions at the recruitment level are likely to manifest themselves in poor performance over a period of time, which can be costly and undermine service delivery. A poor service delivery leads to clients looking for an alternative provider of the services they seek and spread negative word of mouth which affects potential clients hence growth of the company (Tam, 2005).

Recruitment and selection in any organization is a serious business as the success of any organization or efficiency in service delivery depends on the quality of the organization's workforce that has been recruited through recruitment and selection exercises (Ezealiet al., 2010).

Quality of service delivered by Saracen Uganda Limited through its guards needs to be of high quality towards its clientele in order for it to be deemed satisfactory. The guards are responsible for the safety of Saracen Uganda Limited's clients' premises ensuring that all persons on the premises are safe, performing regular patrols and proper checkups of incoming and outgoing traffic at the clients' premises as well as having proper maintenance of site records and reports in place. This is in line with HouXingqi (2008) who thinks that service quality is a customer's subjective cognition, not objective evaluation, it is the evaluation on service providers after comparing the gap between the desired service quality in advance and the actual service quality consumers receive at Saracen Uganda Limited.

2.3 Relationship between advertising and service delivery

A job analysis before a recruitment is very essential to provide information for recruitment (Brannick et al., 1992), and helps specify the requirements of a job and the abilities of the person to meet these requirements so that specific jobs are assigned to those people who will be most productive. When Saracen Uganda Limited designs adverts, it actually indicates to applicants that the selection process was based on the kind of employee envisaged for the achievement of organizational goals to enhance service delivery.

As suggested by El-kot and Lean (2008) recruitment and selection processes begin with advertising of existing vacancies in an organization. Recruitment processes may begin with

advertising vacancies which may be done internally or externally (Chapman & Webster, 2003). Accordingly, Saracen Uganda Limited uses different mediums for advertisement which range from internal advertisement being done through methods such as word of mouth, posters and walk-ins by job hunters and external advertising which involves radio advertising, online sites such as the company face book page as well as the company website. Senior management must give approval for a post to be advertised. This ensured that recruitment is aligned with broad institutional and HR plans to influence service delivery.

Jones (2006) supports Korsten (2003) on this process of listing out recruitment process on the basis of interview process, advertising, assessment, decision making etc. This implies that recruitment and selection doesn't seem easy as it involves proper planning in order to get the right people and sustain them so that this impacts on service delivery.

Saracen Uganda Limited strives to have the right guards that can deliver services such as proper safe guarding of the clients' premises as well as performing regular patrols at the premises among other duties, being recruited when advertisements are run. Saracen Uganda Limited strives to attract the right labor for the guards' vacancies to ensure that service delivery is attained by the company as desired and therefore advertisements are carefully designed to attract the right labor to influence service delivery.

2.4 Relationship between selection and service delivery

Swanepoel et al. (2003) define "selection" as the process of trying to determine which individuals best matches particular jobs in the organizational context, taking into account individual differences, the requirements of the job and the organization's internal and external environments.

According to Huselid (1995), it is recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regime that will have a substantial influence over the quality and type of skills new employees possess. The implication of this line of thought is that an organization's human resource policies and practices represent important forces for shaping employee behavior and attitudes.

Gamage (2014) the selection practices will determine who is hired. If properly designed, it will identify competent candidates and accurately match them to the job. The use of the proper selection device will increase the probability that the right person is chosen to fill a slot. When the best people are selected for the job, productivity increases and service delivery is attained.

Saracen Uganda limited takes into account some of the following factors during the selection process; the candidates' age and education background as well as how one performs during both the written and oral interviews. Accordingly, Rauf (2007) is of the view that sophisticated recruitment and selection procedures are positively related to performance in organizations.

Bohlander, Snell & Sherman (2001) reported that it is important for managers to understand the objectives, policies and practices used for selection. More importantly, those responsible for making selection decisions should have adequate information upon which to base their decisions.

As Robbins (2005) observed, organization's human resource policies and practices represent important forces for shaping employee behavior and attitudes. Saracen Uganda strives at making sure the company recruitment policies are adhered to in order to have an effective workforce of security guards that can deliver services accordingly to the clients for example making sure the clients' premises are safely guarded and the persons on the premises are safe as well.

According to Okoh (2005), not just that organizational selection practices determine who is hired, the use of the proper selection criteria will increase the probability that the right person will be chosen. When the best people are selected for the job, productivity increases and service delivery is attained (Osemeke, 2012).

With specific reference to recruitment and selection criteria and organizational performance, Montana and Charnov (2000) maintained that recruitment and selection include sourcing candidates by advertising or other methods, screening potential candidates using tests and interviews, selecting candidates based on the results of the tests or interviews, and on-boarding to ensure that the candidates are able to fulfill their new roles effectively.

Accordingly at Saracen Uganda Limited, candidates are screened before being recruited; a medical screening is done which entails drug tests, HIV tests and blood pressure tests being done. Background checks are also part of the screening process at Saracen; the candidates' criminal background must be checked as well as checkups done with the local authorities.

Physical fitness examinations are also part of the screening at Saracen because the candidates must be healthy physically; tests such as sit ups and press ups are carried out to ascertain this quality. According to Robert (2005), selection is basically a task of prediction. It presupposes a screening and sorting procedure in the course of which the candidates with the least potential are separated from those with the most potential. This in turn helped companies such as Saracen to retain the right labor as far as recruitment of security guards is concerned, to work and attain maximum productivity for the company.

Proper recruitment processes that are not done according to company policies open the screening process to possibilities that a mismatch between job requirements and candidates' competencies

exist which would affect service delivery (Robert, 2005). Therefore the screening will help separate the good candidates fit for the job from those who will not be able to deliver\ on duty.

Candidates who do not meet the minimum requirements must be separated from those who have the potential of being appointed.

2.5 Summary of Literature review

The general over view that has been presented by the researcher is the fact that recruitment and selection is one of the most critical aspects of human resource management in an organization and Saracen Uganda Limited realizes that fact.

In particular, advertising, screening, and selection have been cited as having a significant effect on the service delivery of the security guards at Saracen Uganda Limited. The existing literature suggested that when recruitment, selection is properly managed in any organization there is a positive effect on service delivery of the employees hired. However, most of the literature was based on experiences in the developed western world with little or no studies conducted in Africa more so in Uganda.

It is argued that more research is needed for better understanding on how recruitment affects service delivery of employees and having the recruitment process done right, this would improve the service delivery of the security guards being hired at Saracen Uganda Limited. Therefore, this study attempted to address the gaps in the literature by exploring recruitment and service delivery of the security guards at Saracen Uganda Limited and also attempted to highlight some of the issues which impact value to both employees and the Saracen Uganda Limited when recruitment is done right.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter gives a description of the methodology that was used in conducting the research. It details the research design, study population, sample size and selection, sampling techniques and procedure, data collection methods, data collection instruments, validity and reliability of the research instruments, data collection procedure as well as data analysis and measurement of the variables.

3.1 Research Design

A correlational study design was applied for this particular study. The correlational study helped the researcher to find out the degree of relationship between the study variables. The study also applied both quantitative and qualitative approaches. Creswell (2009) noted that quantitative methods are more objective and help to investigate the relationships between the identified variables. This study also applied qualitative approaches which involved in depths probe and application of subjectively interpreted data. Qualitative researchers aim to gather an in-depth understanding of human behavior and the reasons that govern such behavior (Earl-Babbie, 2013). Quantitative approaches were adopted in sampling, collection of data, data quality control and in data analysis.

3.2 Study Population

The study was carried out at Saracen Uganda Limited head office, Kampala, Uganda. The study population consisted of 4486 (Saracen Uganda Organogram, 2016) respondents who include

among them, employees at the top administration of Saracen Uganda Limited such as the supervisors, staff at managerial and executive levels. The private security guards of Saracen Uganda Limited were among the respondents. Therefore this study targeted 126 staff at top administration as well as 4360 private security guards

The staff at the Top Administration was chosen because they manage the whole recruitment process and make sure that the company policies with regards recruitment are adhered to. They also supervise and train the security guards to see to it that the desired service delivery expected from the guards is attained hence enhancing productivity and goals being achieved by Saracen Uganda Limited.

3.3 Determination of the sample size

In this study, the researcher used a sample of 102 respondents to be representative of the population. Sekaran (2003) observes that collecting data from the entire population would be practically impossible and it would be very difficult to examine every element in the population. Therefore a study of a sample is more likely to produce more reliable and quick results because fewer errors resulted during the data collection exercise. In this study the sample size was determined using tables adopted from Krejcie and Morgan (1970) in Amin (2005) as shown below:

Table 3.1: Determination of sample size and sampling technique

Category of Respondents	Population Size	Sample size	Sampling technique
Administrative staff	126	12	Purposive sampling
Private Security guards	4360	90	Simple Random Sampling
Total	4486	102	

Source: adopted from Saracen Uganda Limited Records (2016)

From the Table 3.1, it can be deduced that a blend of purposive and simple random sampling techniques was used. Top administrative staff included; managerial, executive and supervisory staff.

3.4 Sampling techniques and procedure

Two sampling techniques were used to select the respondents, namely; simple random sampling and purposive sampling. Simple random sampling technique was used to select the private security guards employed by Saracen Uganda limited. Simple random sampling technique was basically used because all such subsets of the frame are given an equal probability. This minimizes bias and simplifies analysis of results. In particular, the variance between individual results within the sample is a good indicator of variance in the overall population, which makes it relatively easy to estimate the accuracy of results (Mugenda and Mugenda, 1999).

Purposive sampling was used to select the top administrative staff because these are believed to have specialized knowledge about the topic under investigation by virtue of the positions that they hold as suggested by Amin (2005). These included among them, the Training Manager, The Employment Services Manager, Senior Human Resource Officer, Asset Manager and another Human Resource Officer.

3.5 Data collection methods

The data collection methods used in this study were; the questionnaire survey, face - to - face interview and documentary review to collect the primary and secondary data.

3.5.1 Primary Data Collection Methods

These are the methods that the researcher used in the collection of data that has not been collected by any other researchers. This study used the following methods;

3.5.1.1 Face to Face Interviews

In this particular study, interviews were person to person conducted through telephone, visits, and electronic means. Interviews were used because they have the advantage of ensuring probing for more information, clarification and capturing facial expression of the Interviewees, (Amin 2005). Thus interviewing is most effective when the goal of said research is to gain insight into the “subjective understanding of those around us. In addition they also gave an opportunity to the researcher to revisit some of the issues that had been an over-sight in other instruments and yet they are deemed vital for the study. The interviews captured questions on the independent and dependent variable and in the course interviewing probing and or cross examination was applied so as to elicit a good and balanced responses..

3.5.1.2 Questionnaire Survey

Survey studies the sampling of individual units from a population and the associated survey data collection techniques, such as questionnaire construction and methods for improving the number and accuracy of responses to surveys (Kothari, 2004). A questionnaire was used because it increases the degree of reliability due to the many items in it and it as well enhances the chances of getting valid data (Amin, 2005). This method was used because of the sample size of the population that is expected to be involved in the study as shown in table 1. The questionnaire method was used to tap information which would enhance correlation and regression of the respondents’ attitudinal disposition on the independent and dependent variables as observed by Amin (2005). The use of a questionnaire allows busy respondents to fill it at their convenient

time. The private security guards employed by Saracen Uganda Limited were the one to fill the questionnaire. The questionnaire is appended marked appendix 1.

3.5.2 Secondary data collection methods

Good documentation cannot be underestimated as it provides necessary background and much needed context both of which makes a documentary review a worthwhile and systematic source of information. Secondary data was obtained through the use of published and unpublished documents. Saracen Publications and Reports, policies and circulars, end of year reports, magazines and newspapers reports, historical documents and other published or not yet published information was reviewed by the researcher. According to Ragin (2014), secondary data can be helpful in the research design of subsequent primary research and can provide a baseline with which the collected primary data results were compared to other methods.

3.6 Data collection Instruments

A combination of questionnaire and interview guides was used to collect data because none of the instruments used singly collects sufficient data other than when used mutually. The detailed elucidation of the instruments is below.

3.6.1 Questionnaire

Self-administered questionnaires were used as the main research instruments for all the respondents. The design of the questionnaire was guided by the objectives of the study and the literature reviewed. The questionnaire consisted of closed ended questions. The close ended questionnaire was adopted because the response options for a closed-ended question are exhaustive and mutually exclusive. Questionnaire increases the degree of reliability as well enhances the chances of getting valid data (Amin, 2005). The questionnaire consisted of closed

ended questions purely structured in nature whose variables were measured on a 5 point Likert scale (5 Strongly Agree, 4 Agree, 3 Not sure, 2 Disagree and 1 Strongly Disagree). The 5 point Likert scale is the most appropriate way to formulate the different questions for measuring different items from different variables. The questionnaire was administered to the Administrative staff and Private Security guards. The questionnaire is appended marked appendix 1.

3.6.2 Interview Guide

The interview guide was used to collect the data. Interviews were person to person verbal communication in which one person or a group of people was interviewed at a time. Interviews were used because they have the advantage of ensuring probing for more information, clarification and capturing facial expression of the Interviewees (Amin, 2005). The interviews were conducted with 04 administrative staff, and 04 private security guards. The respondents were contacted prior to the interview. The interview guide is appended marked appendix 2.

3.6.3 Documentary Review Checklist

The documentary review checklist was used for purposes of reviewing documentary data. Documentary data was obtained through the use of published and unpublished documents. Various publications, Saracen reports, policies and circulars, end of year reports, magazines and newspapers reports, historical documents and other sources of publish information were reviewed by the researcher.

3.7 Validity and Reliability of the Research Instruments

According to Amin (2005), validity and reliability are two important concepts in the acceptability of the use of an instrument for research purposes.

3.7.1 Validity

In this study, validity was measured both empirically and conceptually. Empirical confirmation of validity, also called pragmatic validity compared information obtained on study themes using evidenced facts and outcomes found in reality from the primary data that was gathered. Primary data sources were triangulated as indicated by combining respondent categories to improve the content validity. The researcher ensured that instruments have adequate traits through consultations with the researcher's supervisor, colleagues and two research consultants. The research experts helped in strengthening the validity of the research instruments. Content related validity was established through inter judge with two research experts. The computation of Content Validity Index (CVI) was done by summing up the judges rating on either side of the scale and dividing by two to get the average. Amin (2005) notes that a CVI of more than 0.7 implies that the tool is valid. Index (CVI) was computed using the formula below:

$$CVI = \frac{\text{Number of relevant items}}{\text{Total number of items}} \times 100$$

Content Validity results for the Instruments

Table 3.2: Content validity Index Results

Content validity Index Results for Questionnaires		
<i>Variables</i>	<i>Content Validity Index</i>	<i>Number of items</i>
Advertising	0.701	05
Screening	0.755	05
Selection	0.733	05
Service Delivery	0.709	05

Source: Primary data (2016)

In this study, all the items on each variable were above 0.7 which indicated that all the items were valid.

3.7.2 Reliability

A pretest of the instrument was done in a time lapse of 4 weeks. The data collection instruments were pretested on respondents who are not part of the sample size. According to Amin (2005), test-retest reliability can be used to measure the extent to which the instrument can produce consistent scores when the same group of individuals is repeatedly measured under same conditions. The results from the pretest were used to modify the items in the instruments. To ensure reliability of quantitative data, the Cronbach's Alpha Reliability Coefficient for Likert-Type Scales test was performed. Upon performing the test, the results that were 0.7 and above were considered reliable. A reliability of .70 indicates 70% consistency in the scores that are produced by the instrument (Amin, 2005).

Cronbach Reliability Coefficient test results for the Instruments

Table 3.3: Cronbach Reliability Coefficient test

Cronbach Reliability Coefficient Results test for Questionnaires		
<i>Variables</i>	<i>Cronbach test results</i>	<i>Number of items</i>
Advertising	0.705	11
Screening	0.777	19
Selection	0.746	8
Service Delivery	0.810	9

Source: Primary data (2016)

In this study, all the items on each variable were above 0.7 which indicated that all the items were reliable. In order to check reliability of the results, the study used the Cronbach's Alpha

methodology, which was based on internal consistency. Cronbach's Alpha measures the average of measurable items and its correlation. Overall scales' of reliability of the present situation and the desirable situation was tested by Cronbach's Alpha, which should be above the acceptable level of 0.70.

$$\alpha = \frac{\kappa}{\kappa - 1} \left(1 - \frac{\Sigma SD^2 i}{SD^2 t} \right)$$

α = *Alpha coefficient*

$SD^2 i$ = *Individual item variance*

$SD^2 t$ = *Variance of total score*

Σ = *Sum*

κ = *Number of items in the instrument*

3.8 Data collection procedure

Having identified the study population, the researcher introduced himself using an introductory letter from Uganda Management Institute to the authorities at Saracen Uganda Limited and explain the intent of the study as it was for purely academic purposes. The researcher then sought permission to interview, having been granted the permission to do so; questionnaires was then issued to the sample population who included private security guards. The researcher set a date on which to conduct face to face interviews with the top administrative staff. A documentary review was also done to supplement information relevant to the study. This entailed perusing the documents under Appendix 3. All this provided necessary information to enrich the study.

3.9 Data analysis and presentation

The data collected was analyzed both quantitatively and qualitatively. Quantitative analysis was mainly deal with data obtained from the questionnaires whereas qualitative analysis dealt mainly with data obtained from interviews and documentary review.

3.9.1 Quantitative Data Analysis

This was done by deriving responses coded from the close ended questions, these response are then analyzed using the Statistical Package for Social Sciences (SPSS). This in turn generates descriptive statistics which entailed having measurements such as frequencies, percentages, standard deviation, among others. Cross tabulation tool of analysis; regression analysis was used to show relationships between the different variables. The upper level of statistical significance for hypothesis testing was at 5%.

According to Sekaran (2003), a correlation study is most appropriately conducted in the natural environment of an organization with minimum interference by the researcher and no manipulation. In testing the hypotheses of the study, Pearson's Correlation Coefficient (Pcc) was used. The index measures the degree and direction of the relationship between the two variables X (Recruitment) and Y (Service Delivery).

$$Pcc = \frac{n(\Sigma XY) - (\Sigma X)(\Sigma Y)}{\sqrt{n\Sigma X^2 - (\Sigma X)^2} \sqrt{n\Sigma Y^2 - (\Sigma Y)^2}}$$

n = Number of paired observations

ΣXY = Sum of Cross products of X and Y

ΣX = Sum of X scores

ΣY = Sum of Y scores

ΣX^2 = Sum of all squared values of X scores

$\Sigma Y^2 = \text{Sum of all squared values of } Y \text{ scores}$

$(\Sigma X)^2 = \text{Sum of all } X \text{ scores, this sum squared}$

$(\Sigma Y)^2 = \text{Sum of all } Y \text{ scores, this sum squared}$

3.9.2 Qualitative Data Analysis

The researcher used this analysis by involving both thematic and content analysis based on how the findings are relating to the research questions. This involved a thorough review of the scripts looking for similarities and differences to identify themes and develop categories according to the study objectives. In addition to this, qualitative data was interpreted by composing explanations or descriptions from the information that would have been collected from the respondents.

The interplay between the findings solicited by both qualitative and quantitative data helped the researcher to draw conclusions and subsequently forward recommendations.

3.10 Measurement of variables

The researcher analyzed both the independent and dependent variables by measuring recruitment (as the independent variable) through its dimensions of advertising, screening and selection. Service Delivery (as the dependent variable) was measured using customer satisfaction, customer retention, customer service. The five point Likert type scale (1- strongly disagree, 2-disagree, 3- not sure, 4- agree, and 5-Strongly agree) will be used to measure both the independent variable (recruitment) and the dependent variable (service delivery). The researcher used this scale of measurement because each point on the scale carries a numerical score which was used to measure the respondent's attitude and it is also the most frequently used summated scale in the

study of social attitude. As argued by Mugenda and Mugenda (2003) and Amin (2005), the Likert scale is able to measure perceptions, attitudes, values and behaviors of individuals towards a given phenomenon.

3.11 Ethical Considerations

Ethical considerations in research are critical (Sekaran, 2003). The participants are informed about the nature of the project and must give their consent prior to data collection. The researcher intends to ensure the respondents that their confidentiality was highly protected and that participation in the study is absolutely voluntary no respondent was forced or coerced into giving information against their own free will. The benefits of assuring the participants of anonymity are that they were more willing to consent to an interview and that they were likely to reveal more and higher quality information, including personal opinions and insights that they were not otherwise wanted as quoted as saying. The researcher ensured that the participants in the study are clearly informed about what the research entails before they divulged into any information. These principles were followed to guarantee that all respondents chose to participate of their own free will and that they had been fully informed regarding the procedures of the study. The respondents' names were not required to further cement the fact that their privacy was highly respected.

To avoid plagiarism, works of different authors used were acknowledged whenever cited. The researcher honored patents, copyrights, and other forms of intellectual property. In this case no publication of this study was made using unpublished data, methods, or results without permission. The researcher gave proper acknowledgement or credit for all contributions to research.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This Chapter presents the findings, analysis and interpretations to the findings. The findings are presented according to the objectives of the study. The study focused on examining the relationship between recruitment, selection and service delivery by private security guards with specific reference to Saracen Uganda Limited. The study was premised on the following research objectives: to examine the relationship between advertising and service delivery by private security guards at Saracen Uganda Limited, to examine the relationship between screening and service delivery by private security guards at Saracen Uganda Limited and to examine the relationship between selection and service delivery by private security guards at Saracen Uganda Limited.

4.1 Response Rate

Presentation of tabulated data according respondents' response rate

Table 4.1: Response Rate

Instrument	Target	Actual Response	Response rate
Questionnaire	105	102	97.1
Interviews	05	04	80
Total	110	106	96.3

Source Primary Data (2017)

Table 4.1 above presents the response rate from the study. The number of questionnaires distributed were 105 and 102 were returned making a response rate of 97.1%. Face to face interviews were carried out with the respondents; in total 04 respondents were interviewed. Sekaran (2003) noted that a response rate above 50% of the target number is adequate

4.2 Findings on Background Characteristics of the Respondents

This section presents findings on demographics of the respondents, namely; gender, age, education, working experience, and position of the respondents below. These are the demographic characteristics considered by Saracen Uganda Limited during the recruitment and selection process.

4.3 Sex characteristics of the Respondents

The sex characteristics of respondents were investigated for this study, and findings are presented in Table 4.2.

Table 4.2: Summary statistics on Sex of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	68	66.7	68.7	68.7
	Female	30	29.4	30.3	99.0
	Total	99	97.1	100.0	
Missing	System	3	2.9		
Total		102	100.0		

Source: Primary Data (2017)

N=102

Table 4.2 shows that the majority of the respondents were male 68.7% and females were 30.3%. Although the gender findings on sex indicated a discrepancy in favour of males, the study was representative since both males and female were included in the study sample. This implied that Saracen Uganda Limited is an equal opportunity employer.

4.4 Age of the Respondents

The study looked at the distribution of the respondents by age using frequency distribution. The results obtained on the item are presented in Table 4.3 below;

Table 4.3: Presents the summary statistics on the Age of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	21	20.6	21.9	21.9
	30-39	40	39.2	41.7	63.5
	40-49	26	25.5	27.1	90.6
	Above 50	9	8.8	9.4	100.0
	Total	96	94.1	100.0	
Missing	System	6	5.9		
Total		102	100.0		

Source: Primary Data (2017)

N=102

From the above Table 4.3, the majority of respondents who took part in the study were between 30-39 years implying 39.2% , 20.6 were between the age of 20 -29 , those between 40-49 years were 25.5% and those that were above 50 years were 8.8%. This indicated that all categories of respondents in reference to different age groups were represented in this study.

4.5 Respondents by Highest Level of Education

The Table 4.4 presents the summary statistics on highest level of education of the respondents. By examining the highest educational qualifications of the study respondents, the researcher wished to ascertain whether there were substantial differences in the responses on recruitment and service delivery.

Table 4.4: Distribution of Respondents by Highest Level of Education the Respondents

level of education of the respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Bachelors	13	12.7	12.7	21
	Diploma	8	8.3	8.3	21
	Certificate	81	79	79	79
	Others	00	00	00	100.0
	Total	97	95.1	100.0	
Total		102	100.0		

Source: Primary Data (2017)

N=102

The majority of the respondents were certificate holders making a total percentage of 79%, the respondents with Diploma were 8.3% and the respondents with Bachelor ‘degrees were 12.7%. These results indicate that the respondents had moderate qualifications and the right skills and knowledge to deliver. Besides, most of the respondents were able to read, interpret and understand the questionnaire and gave relevant responses.

4.6 Respondents by Marital status of the Respondents

The Table 4.5 presents the summary statistics on level of marital status of the respondents.

Table 4.5: Distribution of Respondents by Marital status of the Respondents

Marital status of the respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	58	56.9	60.4	60.4
	Single	34	33.3	35.4	95.8
	Widowed	2	2.0	2.1	97.9
	Divorced	2	2.0	2.1	100.0
	Total	96	94.1	100.0	
Missing	System	6	5.9		
Total		102	100.0		

Source: primary data (2016)

N=102

The majority of the respondents were married (60.4%) and the single were 35.4%. This indicated that all categories of respondents in reference to marital status were represented in this study. Marital status is put into consideration given that married people have more commitments yet the job of security guarding sometimes requires 24 hour commitment.

4.7 Empirical Results on Recruitment, Selection and Service Delivery

In this section, the empirical results for each of the specific research objectives is presented, analysed and interpreted with an overall goal of demonstrating how recruitment and selection influence service delivery. This item was derived from the independent variables (recruitment and selection). Question items measuring responsive services were put to the respondents. The items were scaled using the five-point Likert scale where code 1 = Strongly Disagree, 2 =

Disagree, 3 =Not sure, 4 = Agree and 5 = Strongly Agree. Descriptive data is as presented in Table 4.6.

4.7.1 Objective One: Advertising and Service Delivery

The five items on advertising and the corresponding responses are presented in the Table 4.6 below with the frequencies and percentages.

Table 4.6: Summary Statistics on Advertising

Item Responses		Frequency	Percent	Mean	Std Deviation
The most effective means of advertising vacancies for security guards at Saracen Uganda Limited is by word of mouth	Strongly Disagree	3	3%	4.54	0.877
	Disagree	2	2%		
	Not sure	2	2%		
	Agree	24	23.8%		
	Strongly Agree	70	69.3%		
The most effective means of advertising vacancies for security guards at Saracen is through posters	Strongly Disagree	01	1.0%	4.12	0.986
	Disagree	10	9.8%		
	Not sure	07	6.9%		
	Agree	40	39.9%		
	Strongly Agree	43	42.2%		
Walk-ins by job hunters at Saracen Uganda Limited are always an effective way of recruiting security guards	Strongly Disagree	04	3.9%	3.800	1.00
	Disagree	07	6.9%		
	Not sure	17	16.7%		
	Agree	49	48.0%		
	Strongly Agree	23	22.5%		
The most effective means of advertising vacancies for security guards at Saracen is using radio advertisement	Strongly Disagree	01	1.00%	4.17	0.984
	Disagree	07	6.9%		
	Not sure	13	12.7%		
	Agree	30	29.4%		
	Strongly Agree	47	46.1%		
The most effective means of advertising vacancies for security guards at Saracen Uganda Limited is through the company website	Strongly Disagree	01	1.00%	4.29	5.12
	Disagree	07	6.9%		
	Not sure	25	24.5%		
	Agree	44	43.1%		
	Strongly Agree	21	20.6%		
The most effective means of	Strongly Disagree	05	4.9%	4.38	4.19

advertising vacancies for security guards at Saracen is by having vacancies being advertised in newspapers	Disagree	04	3.9%		
	Not sure	15	14.7%		
	Agree	41	40.2%		
	Strongly Agree	36	35.3%		

Source Primary Data (2017)

N=102

As to whether the most effective means of advertising vacancies for security guards at Saracen Uganda Limited is by word of mouth, the respondent's responses indicated that 3% strongly disagreed, 2% disagreed, 2% not sure, 23.8% agreed and 69.3% were strongly agreed. The mean = 4.54 that corresponds to agree indicated that the respondents agreed that the most effective means of advertising vacancies for security guards at Saracen Uganda Limited is by word of mouth.

Relatedly a respondent noted *the actual channels used to attract candidate in Saracen is advertising which helps to attract the best candidates for the job. Through advertising, the right kinds of applicants are encouraged to apply and to persist in their application*".

The Saracen Uganda Limited Annual Report (2016) the actual channels used to attract candidate in Saracen Uganda Limited is advertising mainly over the local radios in the different districts. By advertising widely, Saracen Uganda Limited is able to get competent guards who can deliver services effectively with minimal supervision and monitoring.

In fact one respondent contradicted the above by stating *"Sometimes the board informs the people around of the existence of jobs verbally. This happens internally when the existing employees are told that some jobs exist at Saracen Uganda Limited. The employees then inform others about the existing vacancies.*

The Saracen Uganda Limited HRM Report (2016) noted that the recruitment process is based on the principle of equity and fairness, this helps to ensure that the right candidates are recruited. It

is the right candidates that will effectively execute the roles since Saracen Uganda Limited aims at ensuring that quality services are delivered.

Responses to the question as to whether the company advertising vacancies for security guards at Saracen Uganda Limited using posters, 1.0% strongly disagreed, 9.8% disagreed, 6.9% were not sure, 39.9% agreed and 42.2% strongly agreed. The mean = 4.12 corresponding to strongly agree indicated that the company advertising vacancies for security guards at Saracen using posters.

Relatedly another respondent noted *“yes we do advertise before any short listing as it is done. Posters are used but rarely”*

Unwin (2005) noted that recruiting, hiring and retaining employees requires tried-and-true human resources techniques to get good hires.

With respect to whether walk-ins by job hunters at Saracen Uganda Limited are always an effective way of recruiting security guards, 3.9% strongly agreed, 6.9% disagreed, 16.7% were not sure, 48% agreed and 22.5% strongly agreed. The mean = 3.800 which corresponded to agree indicated the majority of the respondents agreed that Walk-ins by job hunters at Saracen Uganda Limited are always an effective way of recruiting security guards.

A respondent noted that *candidates are recruited on merit both for jobs internally and externally advertised i.e walk-ins by job hunters are there but chance comes when they have officially advertised.*

Service delivery is the sole goal it does not matter how the recruitment exercise is carried. We have those who are recruited through the media and they fail to deliver for example sleeping at duty, a respondent angrily noted. The Saracen Uganda Limited HRM Report (2016) noted that recruitment in Saracen must be based on merit. A support staff also said that they hire internally but not for all positions, as some positions may be critical or they may not have the required

skills internally. Overall, with the exception of a few respondents who talked about external hiring, all respondents agreed that Saracen Uganda Limited practices internal recruiting at times and encourage employees' career planning and growth, which was identified as one of the best practices of recruiting in Saracen Uganda Limited.

One of the HR staff said: we have a website and intranet site but jobs are not advertised on it. We encourage career planning and there is proper visibility of all open positions across the organisation. We also maintain a 'managed growth pool' which is a database of all associates who are not part of Saracen Uganda Limited at a given point of time. Whenever there is an opening we first consider this pool for filling the vacancy. The HR revealed that the recruitment process entails declaration of existing vacancies, HR presents the vacancies by top management, goes through the board, then approvals is done, followed by advertising, short listing, screening, interviewing and after appointment. For officer level, Saracen Uganda Limited uses external advertisements for administrative positions; chance is given to employees within before a job is externally advertised.

As to whether the most effective means of advertising vacancies for security guards at Saracen is using radio advertisement, 1% strongly disagreed, 6.9% disagreed, 12.7% were not sure, 29.4% agreed and 46.1% strongly agreed. The mean = 4.17 meant that the respondents strongly agreed that the most effective means of advertising vacancies for security guards at Saracen is using radio advertisement.

It was observed that only shortlisted candidates are invited for interviews and this takes place after all application have been received and properly screened.

A respondent lamented;

Yes it is only short listed candidates that are invited for interviews. The interviews are both oral and the second involves training that is done at Garuga. We shortlist basing on the qualifications (S.4 Certificate)/weights that one has scored. However, assigning weights to the information on the application form improves the reliability and validity of the whole process.

This implied that the weight system is better than the self-selection method in Saracen.

The HRM Report (2016) noted that the recruitment process is based on the principle of equity and fairness, this helps to ensure that the right candidates are recruited.

With respect to whether the most effective means of advertising vacancies for security guards at Saracen Uganda Limited is through the company website, 1% strongly disagreed, 6.9% disagreed, 24.5% were not sure, 43.1% agreed and 20.6% strongly agreed. The mean = 4.29 which corresponded to strongly agreed indicated the majority of the respondents agreed that the most effective means of advertising vacancies for security guards at Saracen is through the company website.

With respect to whether the most effective means of advertising vacancies for security guards at Saracen Uganda Limited is by having vacancies being advertised in newspapers, 4.9% strongly disagreed, 3.9% disagreed, 14.7% were not sure, 40.2% agreed and 35.3% strongly agreed. The mean = 4.38 which corresponded to strongly agree indicated the majority of the respondents strongly agreed that the most effective means of advertising vacancies for security guards at Saracen Uganda Limited is advertising in newspapers of wide circulation.

An HRM Manager noted

The selection of candidates in guards in Saracen Uganda Limited is done on merit, typically the screening exercise involve evaluating applications or résumés and deciding whether applicants will be invited to continue in the selection process. Initial screening is a critical function in

Saracen, as this stage determines who will be dropped from further consideration and who will advance to the next stage, and thus define who remains in the applicant pool. It is more stricter when it comes to recruiting external guards recruitment.

We are able to tell who will deliver quality services as expected and will not deliver at the screening stage. We recruit guards and some end up vandalizing property while on duty, a senior officer noted. According to Saracen Uganda Limited HRM Manual (2017), Saracen Uganda Limited values screening as it is this stage that determines who will be dropped from proceeding to the next level and who will advance to the next phase, and thus defines who remains in the applicant pool

In support of the above another respondent said *Saracen Uganda Limited carries out the pre-screening of potential applicants by using a number of methods such as fitness test where an applicant's health is established before recruitment,*

Another respondent noted that

Bio-data, reference checks are made from the village of origin of the applicant where the applicant hails from. Short tests and realistic job previews (RJPs) are made. However; Saracen Uganda Limited values application forms more than any other method.

According to Saracen Uganda Limited HRM Manual (2017), Saracen Uganda Limited uses a variety of screening methods but the application form remains the major method used. Traditional application forms are designed to collect 'standard information' about the applicant by structuring data collection, and thus it possesses advantages over the non-uniformity of CV's Responses to the question as to whether there is careful scrutiny of the academic qualifications of the candidates (75.5%) strongly agreed, 11% were not sure while 8.8% disagreed. The mean = 4.38 corresponding to agree indicated that there is careful scrutiny of the academic qualifications of the candidates.

A key informant said during interviews:

Our interviews are free and fair because the process is always transparent. The questions and scoring are standardized, and made relevant based on academic qualifications and medical examination results. After that we also value the bio data, the overall utility of the biodata is that it has to be documented and because its use could result in making comparisons to those estimated for cognitive aptitude and ability tests.

Quality service delivery hinges much on who you recruit and how you recruit him, sick people sometimes do not deliver. This implied that nevertheless, one of the cheapest ways to screen applicants seems to be selection based on medical tests and academic qualification.

Responses to the question as to whether the most effective means of advertising vacancies for security guards at Saracen is using radio advertisement (75.5%) agreed, 10% were not sure while 7.9% disagreed. The mean = 4.17 corresponding to strongly agree indicated that the most effective means of advertising vacancies for security guards at Saracen is using radio advertisement.

The HRM noted that

In most cases, advertisement is sent out on local radios in various districts whenever there is recruitment. The search is done at District level after which the process is completed centrally.

The Saracen Uganda Limited Annual Report (2016) the actual channels used to attract candidate in Saracen is advertising mainly over the local radios in the different districts of Uganda.

As to whether the most effective means of advertising vacancies for security guards at Saracen Uganda Limited is through the company website, cumulatively the larger percentage (63.7%) agreed with 7.9% disagreed. The mean = 4.29 meant that the respondents strongly agreed that the

most effective means of advertising vacancies for security guards at Saracen is through the company website.

Contrary to the survey findings a respondent noted that

We rarely advertise positions on the company website, most of the positions are advertised on radio. Although the company has a website we rarely use the website.

This indicates that Saracen Uganda Limited ignores e-advertising which excludes a certain section of potential candidates.

The Saracen Uganda Limited Annual Report (2016) the actual channels used to attract candidate in Saracen Uganda Limited is advertising mainly over the local radios in the different districts of Uganda

As to whether the most effective means of advertising vacancies for security guards at Saracen Uganda Limited is by word of mouth, the respondent's responses indicated that cumulatively, the larger percentage (93%) of the respondents agreed and 7% disagreed. The mean = 4.54 indicated that the respondents strongly agreed that the most effective means of advertising vacancies for security guards at Saracen Uganda Limited is by word of mouth.

A respondent noted that the most effective means of advertising vacancies for security guards at Saracen is radio advertisements.

4.8 Hypothesis Testing One:

Hypothesis One stated that there is a significant positive relationship between advertising and service delivery in Saracen Uganda Limited. The hypothesis was tested using the Pearson correlation coefficient and the results of the hypothesis are given below.

Table 4.7: Correlation Matrix for Advertising and Service Delivery in Saracen

		Correlations	
		Advertising	Service Delivery
Advertising	Pearson Correlation	1	.476**
	Sig. (2-tailed)		.000
	N	102	102
Service Delivery	Pearson Correlation	.476**	1
	Sig. (2-tailed)	.000	
	N	102	102

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data (2017)

N = 102

The results in table 4.7 indicates that the correlation coefficient is .476** and its significance level 0.000. This implied that advertising influences service delivery in Saracen Uganda Limited. Therefore according to the results there is a positive significant relationship between advertising and service delivery in Saracen Uganda Limited. Therefore, the alternative hypothesis that was earlier postulated is upheld. This means that guards recruited through advertising deliver services well. An improvement on advertising in Saracen Uganda Limited will lead to an improvement on service delivery. Extensive advertising will attract a wider pool of candidates to be recruited which will enhance contract deliverables.

A regression analysis was further done to determine the strength of the relationship between advertising and service delivery in Saracen Uganda Limited. Results are presented in the table 4.8 below.

Table 4.8: Regression Analysis for Advertising and Service Delivery in Saracen

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.476 ^a	.227	.217	9.86537

a. Predictors: (Constant), Advertising

Source Primary Data (2017)

The coefficient of determination (Adjusted R square) value is 0.217; this implied that advertising explained only 21.7% of service delivery. Therefore advertising predicts service delivery in Saracen by 21.7 %. From all the results the alternate hypothesis earlier postulated stated that there is a significant relationship between advertising and service delivery at Saracen is therefore upheld. An improvement on advertising in Saracen Uganda Limited will lead to an improvement on service delivery.

Table 4.9: Analysis of Variance Showing the Results on the Relationship between Advertising and Service Delivery.

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2366.291	1	2366.291	24.313	.000 ^b
Residual	8078.015	101	97.325		
Total	10444.306	102			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Advertising

Source: Primary Data (2017)

The full model is statistically significant ($F = 24.1$, $df = 102, 1$, $sig. = .000$), even though service delivery was statistically significant ($p > .05$) by itself. The value for this table had a total degrees of freedom of 102 because four observation had missing data and were not included in the analysis. The other degree of freedom corresponds to the intercept (constant) of the regression

line. F-Statistics is 24.1, given the strength of the correlation, the model is statistically significant ($p > .0005$)

Table 4.10: Summary Statistics showing the Coefficient for Advertising and Service Delivery

Model		Coefficients			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	37.706	3.446		10.941	.000
	Advertising	.630	.128	.476	4.931	.000

a. Dependent Variable: Service Delivery

At 5% level of significance and 95% level of confidence a .000 level of significance. Overall, the advertising affects service delivery (beta= .476). All the variables were significant. In this case, the focus is on the three predictors, whether they are statistically significant and, if so, the direction of the relationship. The average class size (advertising, $b = .0.476$) is significant ($p=0.000$), but only just so, and the coefficient is positive which would indicate that larger class sizes is related to service delivery. The effect of advertising ($p=0.000$) is significant and its coefficient is positive indicating that the greater the advertising, the higher the service delivery.

4.9 Objective Two: Screening and Service Delivery

The items were derived from the second objective whose items and responses are presented in the Table 4.11 below with the frequencies and percentages.

Table 4.11: Summary Statistics on Screening

Item Responses		Frequency	Percent	Mean	Std
The medical screening is done before the selection process of the security guards at Saracen Uganda Limited is thoroughly and fairly conducted.	Strongly Disagree	04	3.9%	4.00	1.08
	Disagree	09	8.8%		
	Not sure	08	7.8%		
	Agree	42	41.2%		
	Strongly Agree	39	38.2%		
The criminal background of a candidate is thoroughly checked before one is selected for the security guard vacancy at Saracen Uganda Limited	Strongly Disagree	01	1.0%	4.49	5.12
	Disagree	08	7.8%		
	Not sure	10	9.8%		
	Agree	54	52.9%		
	Strongly Agree	28	27.5%		
Saracen Uganda Limited effectively carries out checks with a candidate's local authority to rule out any sort of misconduct before selection for the security guard vacancy.	Strongly Disagree	02	2.0%	3.48	0.958
	Disagree	12	12.0%		
	Not sure	37	36.3%		
	Agree	34	33.3%		
	Strongly Agree	15	14.7%		
The physical fitness examination done at Saracen Uganda Limited before candidates are selected for the security guard vacancies are important in the selection exercise to rule out any person not fit for the vacancy.	Strongly Disagree	07	6.9%	3.14	1.02
	Disagree	19	18.8%		
	Not sure	33	32.7%		
	Agree	36	35.6%		
	Strongly Agree	06	5.9%		

Source: Primary Data (2017)

N=102

With respect to whether the medical screening is done before the selection process of the security guards at Saracen Uganda Limited is thoroughly and fairly conducted, 3.9% strongly disagreed, 8.8% disagreed, 7.8% not sure, 41.2% agreed, and 38.2% strongly agreed. The mean = 4.00 corresponding to agree indicated the majority of the respondents agreed that the medical screening is done before the final selection process of the security guards at Saracen Uganda Limited is thoroughly and fairly conducted.

An HRM was of the view that

Screening is done on merit in Saracen Uganda Limited, it involves a medical examination of the person, typically the screening exercise involve evaluating applications or résumés and deciding whether applicants will be invited to continue in the selection process. Initial screening is a critical function in Saracen, as this stage determines who will be dropped from further consideration and who will advance to the next phase, and thus define who remains in the applicant pool

Quality service delivery is all about the quality of employees, the system cannot allow unfit people get into the company, a respondent noted. The Saracen Uganda Limited HRM Report (2016) indicated that Saracen Uganda Limited values screening as it is this stage that determines who will be dropped from further consideration and who will advance to the next phase, and thus define who remain in the applicant pool for effective service delivery. It should be noted that candidates who are mentally ill and physically unfit cannot guard for long hours therefore the clientele will be dissatisfied with the services from such guards. Such candidates will also not be able to patrol the premises of the clients as a measure of effective service delivery.

Relatedly another administrator noted

Our interviews are free and fair because the process is always transparent. The scoring is standardized based on the results of the medical examination and made relevant or valid. After that we also value the bio data, the overall utility of the biodata is that it has to be documented and because its use could result in productivity increases comparable to those estimated for cognitive aptitude and ability tests.

For purposes of effective service delivery, the recruitment process must be transparent in order to get the right people who will not lose guns at work, a respondent noted. The Saracen Uganda

Limited HRM Report (2016) notes that the recruitment process is based on the principle of equity and fairness, this helps to ensure that the right candidates are recruited.

Responses to the question as to whether the criminal background of a candidate is thoroughly checked before one is recruited for the security guard vacancy at Saracen, 1.0% strongly disagreed, 7.8% disagreed, 9.8% not sure, 52.9% agreed and 27.5% strongly agreed. The mean = 4.49 corresponding to agree that indicated that the criminal background of a candidate is thoroughly checked before one is recruited for the security guard vacancy at Saracen Uganda Limited.

In connection to the above question, a respondent said that *the criminal background of a candidate is thoroughly checked before one is recruited for the security guard vacancy at Saracen Uganda Limited.*

Unwin (2005) recruitment source analysis looks at all factors for example fitness for proper metrics that will result into effective service delivery.

As to whether Saracen Uganda Limited effectively carries out checks with a candidate's local authority to rule out any sort of misconduct before being recruited for the security guard vacancy, the respondent's responses indicated that cumulatively, 2.0% strongly disagreed, 12.0% disagreed, 36.3% not sure, 33.3% agreed and 14.7% strongly agreed. The mean = 3.48 corresponding to agree indicated that the respondents agreed that Saracen effectively carries out checks with a candidate's local authority to rule out any sort of misconduct before being recruited for the security guard vacancy.

A respondent said that

The local authorities play a major role when it comes to the selection process, they feed the company with the necessary data that the company bases on to carry out the selection exercise. The L.C letters requested indicate the criminal background that the company relies on and sometimes finger prints are relied on during the verification process of the criminal background.

Most times, cases of misconduct cost Saracen Uganda Limited given that those who miss behave end up not effectively delivering services which is the goal of the company. Time and again the company compensates the complainant. In so doing, the company has to carefully recruit the guards. Interview findings further revealed that during the screening process, the company requests for the National Identification cards and the age of the applicant is also considered in that when one fails to deliver services as designated, tracing him will not be an obstacle. Saracen Uganda Limited recruits people between the age of 18 and 50 who are still energetic and can effectively deliver services.

Responses to the question as to whether the physical fitness examination done at Saracen before candidates are selected for the security guard vacancies are important in the recruitment exercise to rule out any person not fit for the vacancy, 6.9% strongly disagreed, 18.8% disagreed, 32.7% were not sure, 35.6% agreed and 5.9%strongly agreed. The mean = 3.14 corresponding to Not sure indicated that the majority were not sure about the item that stated that physical fitness examination done at Saracen Uganda Limited before candidates are selected for the security guard vacancies are important in the recruitment exercise to rule out any person not fit for the vacancy.

4.10 Hypothesis Testing Two:

Hypothesis Two stated that there is a significant positive relationship between screening and service delivery in Saracen Uganda Limited. The hypothesis was tested using the Pearson correlation coefficient and the results of the hypothesis are given below.

Table 4.12: Correlation Matrix for Screening and Service Delivery in Saracen

Correlations			
		Screening	Service Delivery
Screening	Pearson Correlation	1	.427**
	Sig. (2-tailed)		.000
	N	102	102
Service Delivery	Pearson Correlation	.427**	1
	Sig. (2-tailed)	.000	
	N	102	102

** Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data (2017)

$N = 102$

The results in table 4.12 indicate that the correlation coefficient is 0.427 and its significance level is 0.000. This implied that screening influences service delivery in Saracen Uganda Limited. Therefore according to the results there is a significant positive relationship between screening and service delivery in Saracen Uganda Limited. Therefore, the alternative hypothesis that was earlier postulated is upheld. An improvement in screening in Saracen Uganda Limited will lead to an improvement on service delivery.

A regression analysis was further done to determine the strength of the relationship between screening and service delivery. Results are presented in the table 4.13 below.

Table 4.13: Regression Analysis for Screening and Service Delivery

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.427 ^a	.183	.174	9.69020

a. Predictors: (Constant), Screening

Source primary data (2017)

The coefficient of determination (Adjusted R square) value is 0.174; this implied that screening explained only 17.4% of service delivery. Therefore screening predicts service delivery at Saracen Uganda Limited by 17.4%. From all the results the alternate hypothesis earlier postulated stated that there is a significant positive relationship between screening and service delivery at Saracen is therefore upheld. An improvement on screening in Saracen Uganda Limited will lead to an improvement on service delivery. For instance when screening is done without corruption skilled guards will be selected and this will conduct effective patrols of client’s premises.

Table 4.14: Analysis of Variance Showing the Results on the Relationship between Screening and Service Delivery

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1909.688	1	1909.688	20.337	.000 ^b
	Residual	8544.893	101	93.900		
	Total	10454.581	102			

a. Dependent Variable: Screening

b. Predictors: (Constant), Service Delivery

Source: Primary Data (2017)

The full model is statistically significant (F = 20.337, df = 102, 1, sig.= .000), even though knowledge management was statistically significant (p>.05) by itself. The value for this table

had a total degrees of freedom of 102 because four observation had missing data and were not included in the analysis. The other degree of freedom corresponds to the intercept (constant) of the regression line. F-Statistics is 20.337, given the strength of the correlation, the model is statistically significant ($p > .0005$)

Table 4.15: Summary Statistics showing the Coefficient for Screening and Service Delivery

Model		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	38.704	3.503		11.048	.000
	Screening	.681	.151	.427	4.510	.000

a. Dependent Variable: Service Delivery

Source: Primary Data (2017)

At 5% level of significance and 95% level of confidence a .000 level of significance. Overall, the screening affects service delivery (beta= .427). The average class size (screening, $b = .0427$) is significant ($p=0.000$), but only just so, and the coefficient is positive which would indicate that larger class sizes is related to service delivery. The effect of screening ($p=0.000$) is significant and its coefficient is positive indicating that the greater screening, the higher the service delivery. The t-test for screening equals 45.10 is statistically significant.

Table 4.16: Regression summary of Screening and Service Delivery

Service Delivery	Standardised B	Sig. P
P	0.427	0.000
Adjusted $R^2 = 0.174$ F = 20.33, p = 0.000		

a. Dependent Variable: Service Delivery

Primary Data (2017)

The results in Table 4.16 show that, performance appraisal explained 17.4% of the variation in service delivery (adjusted $R^2 = 0.174$). The R value is 0.427, which represents the simple correlation and, therefore, indicates a moderate degree of correlation. The R^2 value indicates how much of the dependent variable, service delivery can be explained by the independent variable. Therefore the adjusted square value of .039 implied that screening predicts service delivery; in other words service delivery is dependent on screening by 39%. The regression model was good/ significant ($F = 20.33$, $p = 0.000 < 0.05$). All the independent variables included ($\beta = 0.427$ and screening, $p = 0.000$). The magnitudes of the respective betas suggest that screening most significantly predicted service delivery.

4.10.1 Objective Three: The relationship between Selection and Service Delivery

The items were derived from the first objective whose items and responses are presented in the Table 4.17 below with the frequencies and percentages.

Table 4.17: Summary Statistics on Selection

Item Responses	Frequency	Percent	Mean		
A candidate's education background is essential during the selection process of security guards at Saracen Uganda Limited	Strongly Disagree	03	2.9%	4.49	0.864
	Disagree	02	2.0%		
	Not sure	01	1.0%		
	Agree	32	31.4%		
	Strongly Agree	64	62.7%		
A candidate's age is important during the selection process when recruiting security guards at Saracen Uganda Limited	Strongly Disagree	05	4.9%	4.29	7.03
	Disagree	01	1.0%		
	Not sure	09	8.8%		
	Agree	27	27.3%		
	Strongly Agree	55	55.6%		
The written interviews done are effective enough and decisive when selecting security guards at Saracen Uganda Limited	Strongly Disagree	08	7.8%	3.86	5.08
	Disagree	15	14.7%		
	Not sure	30	29.7%		
	Agree	26	25.7%		
	Strongly Agree	21	20.8%		

The oral interviews done are effective enough and decisive when selecting security guards at Saracen Uganda Limited	Strongly Disagree	17	16.8%	3.54	4.00
	Disagree	19	18.8%		
	Not sure	10	9.9%		
	Agree	38	37.6%		
	Strongly Agree	16	15.8%		
The selection process has improved the recruitment exercise at Saracen Uganda Limited	Strongly Disagree	27	26.5%	2.46	1.19
	Disagree	29	28.4%		
	Not sure	23	22.5%		
	Agree	18	17.6%		
	Strongly Agree	05	4.9%		

Source Primary Data (2017)

N=102

With respect to whether a candidate's education background is essential during the selection process of security guards at Saracen Uganda Limited, 2.9% strongly disagreed, 2.0% disagreed, 1.0% not sure, 31.4% agreed and 62.7% strongly agreed. The mean = 4.49 which corresponded to agreed indicated the majority of the respondents agreed that a candidate's education background is essential during the selection process of security guards at Saracen Uganda Limited. All administrators in this case agreed that their education background is very relevant during the selection process of security guards at Saracen Uganda Limited. If selected guards are uneducated and cannot express themselves in English then a problem of poor communication will influence service delivery.

Responses to the question as to whether a candidate's age is important during the selection process when recruiting security guards at Saracen, 4.9% strongly disagreed, 1.0% disagreed, 8.8% were not sure, 27.3% agreed and 55.6% strongly agreed. The mean = 4.29 indicated that a candidate's age is important during the selection process when recruiting security guards at Saracen Uganda Limited.

An Administrator who preferred anonymity noted that

The candidate's age is important during the selection process when recruiting security guards at Saracen Uganda Limited.

Those who are still young deliver and since the objective is service delivery, the company recruits for those who are 50 and below. The Saracen Uganda Limited HRM Report (2016) noted that the candidate's age is important during the selection process of guards in the company.

As to whether the written interviews done are effective enough and decisive when recruiting security guards at Saracen Uganda Limited, the respondents' responses indicated 7.8% strongly disagreed, 14.7% disagreed, 29.7% were not sure and 25.7% agreed. The mean = 3.86 indicated that the respondents agreed that the written interviews done are effective enough and decisive when recruiting security guards at Saracen Uganda Limited.

Interview findings further revealed that applicants who pass the initial screening are moved forward to more costly and time intensive selection procedures. The respondents (human resource staff) explained several reasons that have been suggested to explain the popularity of written interview in spite of its low predictive accuracy.

A respondent in relation to the above said that *Some of us as human resource managers are unaware of the research evidence discrediting the written interview. As far as I am concerned, it can be a useful technique for assessing certain interpersonal skills such as sociability and verbal fluency*

On the other hand, contradicting the above, a few respondents recommended written interview as one of the best ways of eliminating the dysfunctions associated with the written interview and increasing its validity. Study findings indicate that the interview is far more valid and reliable if it is structured and based upon the questions derived from formal job-analysis, than unstructured

interviews or than those not grounded upon proper job analysis and will lead to recruiting ineffective people who will not deliver quality services.

When asked whether the selection is fairly done, a respondent noted that *Yes we try as much as possible to select the right candidates at early stages so that we come up with cream and this is common for external recruitment.*

Cream cannot divorce from quality, the two complement each other. When you have cream the services delivered by the guard will be quality. The Saracen Uganda Limited HRM Manual (2016) noted that in an increasingly global and sophisticated marketplace, recruitment and selection has become an essential tool for organizations in ensuring that they have the human resources necessary to achieve their current strategic direction and to continue innovating and growing in the future. Recruitment and selection has become increasingly important as one way of delivering good results that are relevant to the organisation.

In confirmation another respondent said

Our selection exercise is always free and fair and follows the principles of human resource management. Good selection practices can minimize the risks of failing to achieve the business strategy and of incurring needless costs as: Business and organizational strategies can be jeopardized if the people who are appointed are not capable of contributing effectively, if appointments are not timely, or if no appointment is made

This implied that effective selection can enhance quality service delivery hence arouse employee morale and allow organizations to build a workforce of more ably bodied employees who collectively provide superior services.

Responses to the question as to whether the oral interviews done are effective enough and decisive when recruiting security guards at Saracen Uganda Limited, 16.8% strongly disagreed, 18.8% disagreed, 9.9% were not sure, 37.6% agreed and 15.8% strongly agreed. The mean =

3.54 corresponding to agree meant that the majority agreed that the oral interviews done are effective enough and decisive when recruiting security guards at Saracen Uganda Limited.

With respect to whether the selection process has improved the recruitment exercise at Saracen Uganda Limited, 26.5% strongly disagreed, 28.4% disagreed, 22.5% were not sure, 17.6% agreed and 4.9% strongly agreed. The mean = 2.46 which corresponded to disagreed indicated the majority of the respondents noted that the selection process has not improved the recruitment exercise at Saracen Uganda Limited.

The researcher during interviews noted that there is a difference between internal and external recruitment in Saracen Uganda Limited. A respondent relatedly noted that

they give preference to recruiting for 'all' positions from within the organization before recruiting externally from outside, though at the same time, some few respondents felt that internal recruiting was not as such better than external recruiting interms of quality or skill-sets for the candidates.

The Saracen Uganda Limited HRM Manual (2016) indicated that in Saracen, the process of selection begins with identification of a vacancy and determination of the need for new human resources. Once this is done, a detailed analysis of the job for which selection decisions are to be taken has to be conducted in order to define the selection criteria and gather all relevant information about the job demands.

Table 4.18: Frequencies, Percentages and Means on Service Delivery

Item Responses		Frequency	Percent	Mean	Std Deviation
I always endeavor to safe guard clients' premises against safety	Strongly Disagree	03	2.9%	3.59	0.925
	Disagree	09	8.8%		
	Not sure	27	26.5%		
	Agree	50	49%		
	Strongly Agree	13	12.7%		
I always ensure to properly maintain site records and reports as stipulated by Saracen Uganda Limited	Strongly Disagree	03	2.9%	3.65	0.903
	Disagree	07	6.9%		
	Not sure	25	24.5%		
	Agree	52	51%		
	Strongly Agree	13	12.7%		
I have never had a person's safety endangered on the premises while am working	Strongly Disagree	06	5.9%	3.38	2.01
	Disagree	14	13.7%		
	Not sure	42	41.2%		
	Agree	31	30.4%		
	Strongly Agree	08	7.8%		
I always perform regular patrols while on duty	Strongly Disagree	03	3.0%	3.53	0.922
	Disagree	07	6.9%		
	Not sure	38	37.6%		
	Agree	39	38.6%		
	Strongly Agree	14	13.9%		
I always do proper checkups of incoming and outgoing traffic at clients' premises while on duty	Strongly Disagree	03	2.9%	3.67	0.976
	Disagree	07	6.9%		
	Not sure	25	24.5%		
	Agree	52	51.0%		
	Strongly Agree	13	12.7%		

Source: Primary data 2017

N=102

With respect to whether they always endeavour to safe guard clients' premises against safety, 2.9% strongly disagreed, 8.8% disagreed, 26.5% were not sure, 49% agreed and 12.7% strongly disagreed. The mean = 3.59 which corresponded to agree indicated the majority of the

respondents agreed that management always endeavour to safe guard clients' premises against safety.

A respondent noted that *most of the guards act diligently while on duty and the few cases that act contrary are always disciplined for example vandalising property.*

A closer analysis of the Ministry of Security Report (2015) emphasizes that security operative must act diligently while on duty

Responses to the question as to whether they always ensure to properly maintain site records and reports as stipulated by Saracen Uganda Limited, 2.9% strongly disagreed, 6.9% disagreed, 24.5% were not sure, 51% agreed and 12.7% strongly agreed. The mean = 3.65 corresponding to agree indicated that they always ensure to properly maintain site records and reports as stipulated by Saracen Uganda Limited.

An Administrator noted that *they always ensure that records are properly maintained at the site and reports as stipulated by Saracen Uganda Limited.*

Ministry of Security Report (2015) points out that it is important for security companies to keep records hence these help to ensure effective performance.

As to whether they have never had a person's safety endangered on the premises while am working, the respondents' responses indicated that 5.9% strongly disagreed, 13.7% disagreed, 41.2% were not sure, 30.4% agreed and 7.8% strongly agreed. The mean = 3.38 corresponding to agreed indicated that they have never had a person's safety endangered on the premises while am working.

A respondent noted that

that they have never had a person's safety endangered on the premises while working in the last few months. The company is more concerned with the issue of safety than anything else

For those who fail to deliver services effectively by sleeping on duty are cautioned or other disciplinary measures are taken against them. Malaba (2010) noted the emotion state of the workers matters when it comes to safety. Emotions may result into accidents. Defenses are usually the last safety net to contain latent conditions, as well as the consequences of lapses in human performance. Most, if not all, mitigation strategies against the safety risks of the consequences of hazards are based upon the strengthening of existing defenses or the development of new ones.

Responses to the question as to whether they always make regular patrols while on duty, 3.0% strongly disagreed, 6.9% disagreed, 37.6% were not sure, 38.6% agreed and 13.9% strongly agreed. The mean = 3.53 corresponding to agree indicated that if needed, they always make regular patrols while on duty. With respect to whether they always do proper check-ups of incoming and outgoing traffic at clients' premises while on duty, 2.9% strongly agreed, 6.9% disagreed, 24.5% were not sure, 51.0% agreed and 12.7% strongly agreed. The mean = 3.67 which corresponded to agreed indicated the majority of the respondents agreed that they always do proper check-ups of incoming and outgoing traffic at clients' premises while on duty.

4.11 Hypothesis Testing Three:

Hypothesis three stated that there is a significant positive relationship between selection and service delivery in Saracen Uganda Limited. The hypothesis was tested using the Pearson correlation coefficient.

Table 4.19: Correlation Matrix for Selection and Service Delivery in Saracen

Correlations

		Selection	Service Delivery
Selection	Pearson Correlation	1	.033
	Sig. (2-tailed)		.000
	N	102	102
Service Delivery	Pearson Correlation	.033	1
	Sig. (2-tailed)	.000	
	N	102	102

Source: Primary Data (2017)

N = 102

The result in table 4.19 indicates that the correlation coefficient is 0.033 and its significance level is 0.000. This implied that selection influences service delivery in Saracen Uganda Limited. Therefore according to the results there is a positive relationship between selection and service delivery in Saracen Uganda Limited. Therefore, the alternative hypothesis that was earlier postulated is upheld. An improvement on selection in Saracen Uganda Limited will lead to an improvement on service delivery.

A regression analysis was further done to determine the strength of the relationship between selection and service delivery in Saracen Uganda Limited. Results are presented in the table 4.20 below.

Table 4.20: Regression Analysis for selection and service delivery in Saracen

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.033 ^a	.001	.002	10.98772

a. Predictors: (Constant), Selection

Source primary Data (2017)

The coefficient of determination (Adjusted R square) value is 0.02; this implied that selection explained only 2% of selection. Therefore selection predicts service delivery at Saracen Uganda

Limited by -1%. From all the results the alternate hypothesis earlier postulated stated that there is a significant positive relationship between selection and service delivery at Saracen is therefore upheld. An improvement on selection in Saracen Uganda Limited will lead to an improvement on service delivery.

Table 4.21: Analysis of Variance Showing the Results on the Relationship between Selection and Service Delivery

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.219	1	11.219	.093	.761 ^b
	Residual	10503.500	101	120.730		
	Total	10514.719	102			

a. Dependent Variable: Service Delivery

Source: Primary Data (2017)

The full model is statistically significant ($F = .093$, $df = 102, 1$, $sig. = .761$), even though knowledge management was statistically significant ($p > .05$) by itself. The value for this table had a total degrees of freedom of 102 because four observation had missing data and were not included in the analysis. The other degree of freedom corresponds to the intercept (constant) of the regression line. F-Statistics is .093, given the strength of the correlation, the model is statistically significant ($p > .0005$)

Conclusion: This Chapter focused on presenting the findings, interpretation and analysis, the next chapter focuses on the summary of findings, discussion of the findings, conclusions, recommendations and areas for further research. The researcher now turns to chapter five to present the summary of findings, discussion of the findings, conclusions and recommendations.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study examined the relationship between recruitment and service delivery by private security guards with specific reference to Saracen Uganda Limited. This chapter presents summary of findings, discussion, conclusions, recommendations and areas for further study based on the study objectives.

5.2. Summary of Major Findings

The summary of the major findings is presented based on the study objectives as laid in chapter one of this report.

5.2.1: Advertising and Service Delivery

The first objective sought to find out the relationship between advertising and service delivery at Saracen Uganda Limited. Pearson Correlation results indicated that the correlation coefficient for advertising and service delivery at Saracen $R=0.476^{**}$ and $p = 0.000 < 0.05$. According to the results there was a significant positive relationship between advertising and service delivery in Saracen Uganda Limited. A regression analysis was further done to determine the strength of the relationship between advertising and service delivery at Saracen Uganda Limited. The coefficient of determination (Adjusted R square) value was 0.217; this implied that advertising explained only 21.7% of service delivery. Therefore advertising predicts service delivery at Saracen Uganda Limited by 21.7 %. An improvement on advertising in Saracen Uganda Limited will lead to an improvement on service delivery.

5.2.2: Screening and Service Delivery

The second objective sought to find out the relationship between screening and service delivery at Saracen Uganda Limited. The Pearson Correlation results indicated that the correlation coefficient for screening and service delivery at Saracen Uganda Limited was 0.427 and $p = 0.000 < 0.05$. According to the results there is a significant positive relationship between screening and service delivery at Saracen Uganda Limited. A regression analysis was further done to determine the strength of the relationship between screening and service delivery at Saracen. The coefficient of determination (Adjusted R square) value was 0.174; this implied that screening explained only 17.4% of service delivery at Saracen. Therefore screening predicts service delivery at Saracen Uganda Limited by 17.4%. An improvement on screening in Saracen Uganda Limited will lead to an improvement on service delivery.

5.2.3: Selection and Service Delivery

The third objective sought to find out the relationship between selection and service delivery at Saracen Uganda Limited. The Pearson Correlation results indicated that the correlation coefficient for selection and service delivery at Saracen Uganda Limited was 0.033 and $p = 0.000 < 0.05$. According to the results there is a positive relationship between selection and service delivery at Saracen. A regression analysis was further done to determine the strength of the relationship between selection and service delivery at Saracen. The coefficient of determination (Adjusted R square) value is 0.02; this implied that selection explained only 2% of service delivery. Therefore selection predicts service delivery at Saracen Uganda Limited by 2%. From all the results the alternate hypothesis earlier postulated stated that there is a positive relationship between selection and service delivery at Saracen Uganda Limited is therefore upheld. An

improvement on selection in Saracen Uganda Limited will lead to an improvement on service delivery.

5.3. Discussion of Findings

The findings are discussed on the basis of the study objectives as laid down in chapter one

5.3.1: Advertising and Service Delivery

Findings revealed that there was a positive significant relationship between advertising and service delivery at Saracen Uganda Limited. The Pearson Correlation results indicated that the correlation coefficient was .476** and $0.000 < 0.05$. The actual channels used to attract candidate in Saracen Uganda Limited is advertising which helps to attract the best candidates for the job. Through advertising, the right kinds of applicants are encouraged to apply and to persist in their application. The Saracen Uganda Limited Annual Report (2016) the actual channels used to attract candidate in Saracen Uganda Limited is advertising mainly over the local radios in the different districts. By advertising widely, Saracen Uganda Limited is able to get competent guards who can deliver services effectively with minimal supervision and monitoring for example alarm systems and CCTV cameras.

Study findings revealed that sometimes the board informs the people around of the existence of jobs verbally. This happens internally when the existing employees are told that some jobs exist at Saracen Uganda Limited. The employees then inform others about the existing vacancies. The Saracen Uganda Limited HRM Report (2016) noted that the recruitment process is based on the principle of equity and fairness, this helps to ensure that the right candidates are recruited. It is the right candidates that will effectively execute the roles since Saracen Uganda Limited aims at ensuring that quality services are delivered. The findings are consistent with the Resource Based

View (RBV) theory by Barney (1991) that states that resources should be fairly allocated to enable smooth activities to take place.

It was observed that candidates are recruited on merit both for jobs internally and externally advertised i.e walk-ins by job hunters are there but chance comes when they have officially advertised. Service delivery is the sole goal it does not matter how the recruitment exercise is carried. Those who are recruited through the media and they fail to deliver for example sleeping at duty. The Saracen Uganda Limited HRM Report (2016) noted that recruitment in Saracen must be based on merit. A support staff also said that they hire internally but not for all positions, as some positions may be critical or they may not have the required skills internally. Overall, with the exception of a few respondents who talked about external hiring, all respondents agreed that Saracen Uganda Limited practices internal recruiting at times and encourage employees' career planning and growth, which was identified as one of the best practices of recruiting in Saracen Uganda Limited. Resource Based View (RBV) theory of Barney (1991) emphasizes putting emphasis on measurements that matter.

The selection of candidates in guards in Saracen Uganda Limited is done on merit, typically the screening exercise involve evaluating applications or résumés and deciding whether applicants will be invited to continue in the selection process.

Management is able to tell who will deliver quality services as expected and will not deliver at the screening stage. Some guards are recruited and some end up vandalizing property while on duty. According to Saracen Uganda Limited HRM Manual (2017), Saracen values screening as it is this stage that determines who will be dropped from proceeding to the next level and who will advance to the next phase, and thus defines who remains in the applicant pool

The interviews are free and fair because the process is always transparent. The questions and scoring are standardized, and made relevant based on academic qualifications and medical examination results. Quality service delivery hinges much on who you recruit and how you recruit him, sick people sometimes do not deliver for example sleep on duty and cannot stand for long hours.

5.3.2: Screening and Service Delivery

Findings revealed that there was a positive significant relationship between screening and service delivery. The Pearson Correlation results indicated that the correlation coefficient was 0.427 and $0.000 < 0.05$. Study findings revealed that medical screening is done before the recruitment process of the security guards at Saracen Uganda Limited is thoroughly and fairly conducted. Typically the screening exercises involve evaluating applications or résumés and deciding whether applicants are invited to continue with the selection process. Initial screening is a critical function in Saracen, as this stage determines who will be dropped from further consideration and who will advance to the next phase, and thus define who remains in the applicant pool. The findings are supported by Bohlander, Snell & Sherman (2001) who noted that screening exercise involve evaluating applications or résumés and deciding whether applicants are invited to continue in the selection process.

The candidate's age is important during the selection process when recruiting security guards at Saracen Uganda Limited. Those who are still young deliver and since the objective is service delivery, the company recruits for those who are 50 and below. The Saracen Uganda Limited HRM Report (2016) noted that the candidate's age is important during the selection process of guards in the company.

Study findings indicate that the interview is far more valid and reliable if it is structured and based upon the questions derived from formal job-analysis, than unstructured interviews or than those not grounded upon proper job analysis and will lead to recruiting ineffective people who will not deliver quality services like negligence discharge of a weapon(gun), vandalizing property, drunkards, disobedience and absconding from duty.

Quality cannot divorce from quantity, the two complement each other. When you have quality the services delivered by the guard will be quality. The Saracen Uganda Limited HRM Manual (2016) noted that in an increasingly global and sophisticated marketplace, recruitment and selection has become an essential tool for organizations in ensuring that they have the human resources necessary to achieve their current strategic direction and to continue innovating and growing in the future. Recruitment and selection has become increasingly important as one way of delivering good results that are relevant to the organisation.

This implied that effective selection can enhance quality service delivery hence arouse employee morale and allow organizations to build a workforce of more ably bodied employees who collectively provide superior services. For those who fail to deliver services effectively by sleeping on duty are cautioned or other disciplinary measures are taken against them. Malaba (2010) noted the emotion state of the workers matters when it comes to safety. Emotions may result into accidents. Defenses are usually the last safety net to contain latent conditions, as well as the consequences of lapses in human performance. Most, if not all, mitigation strategies against the safety risks of the consequences of hazards are based upon the strengthening of existing defenses or the development of new ones.

Similarly, Boshoff & Gray (2004) noted that organisations should values screening as it is this stage that determines who will be dropped from further consideration and who will advance to the next phase, and thus define who remain in the applicant pool.

Findings revealed that interviews are free and fair because the process is always transparent. The scoring is standardized based on the results of the medical examination and made relevant or valid. Saracen Uganda Limited also relies on the bio data of applicants, the overall utility of the biodata is that it has to be documented and because its use could result in productivity increases compared to those estimated for cognitive aptitude and ability tests.

The HRM Report (2016) notes that the recruitment process is based on the principle of equity and fairness, this helps to ensure that the right candidates are recruited.

Study findings revealed that the criminal background of a candidate is thoroughly checked before one is being recruited for the security guard position at Saracen Uganda Limited.

It was further noted that Saracen Uganda Limited effectively carries out checks with a candidate's local authority to rule out any sort of misconduct before being recruited for the security guard vacancy. Bryman, (2007) noted that it is important to verify the applicant's background before they are invited for interviews. The local authorities play a major role when it comes to the recruitment process, they feed the company with the necessary data that the company bases on to carry out the recruitment exercise.

Study findings further revealed the physical fitness examination done at Saracen Uganda Limited before candidates are recruited for the security guard vacancies are important in the recruitment exercise to rule out any person not fit for the vacancy. The findings are in line with the Resource Based View (RBV) theory by Barney (1991) that states that people must be evaluated on merit given that resources have been fairly allocated to enable smooth activities to take place.

Study findings revealed that screening is done on merit in Saracen Uganda Limited. Quality service delivery is all about the quality of employees, the system cannot allow unfit people get into the company, a respondent noted. The Saracen Uganda Limited HRM Report (2016) indicated that Saracen Uganda Limited values screening as it is this stage that determines who will be dropped from further consideration and who will advance to the next phase, and thus define who remain in the applicant pool for effective service delivery.

It was further observed that the interviews are free and fair because the process is always transparent. The scoring is standardized based on the results of the medical examination and made relevant or valid.

For purposes of effective service delivery, the recruitment process must be transparent in order to get the right people who will not lose guns at work, a respondent noted. The Saracen Uganda Limited HRM Report (2016) notes that the recruitment process is based on the principle of equity and fairness, this helps to ensure that the right candidates are recruited.

The criminal background of a candidate is thoroughly checked before one is recruited for the security guard vacancy at Saracen Uganda Limited. Unwin (2005) recruitment source analysis looks at all factors for example fitness for proper metrics that will result into effective service delivery.

Most times, cases of misconduct cost Saracen Uganda Limited given that those who miss behave end up not effectively delivering services which is the goal of the company. Time and again the company compensates the complainant. In so doing, the company has to carefully recruit the guards. Interview findings further revealed that during the screening process, the company

requests for the National Identification cards and the age of the applicant is also considered in that when one fails to deliver services as designated; tracing him will not be an obstacle. Opolot (2016) noted that Saracen recruits people between the age of 18 and 50 who are still energetic and can effectively deliver services.

5.3.3: Selection and Service Delivery

Findings revealed that there was a positive significant relationship between selection and service delivery. The Pearson Correlation results indicated that the correlation coefficient was 0.033 at $0.000 < 0.05$. Study findings revealed that a candidate's education background is essential during the selection process of security guards at Saracen Uganda Limited. Barney (2001) noted that education background is very relevant during the selection process.

Study findings further revealed that a candidate's age is important during the selection process when recruiting security guards at Saracen Uganda Limited. Bryman (2007) noted the candidate's age is important during the selection process when recruiting security guards at Saracen Uganda Limited. The findings are in line with the Resource Based View (RBV) theory by Barney (1991) that states that resources may be available but these will work based if supported by human factors.

Findings revealed that written interviews done are effective enough and decisive when recruiting security guards at Saracen Uganda Limited. Interview findings further revealed that applicants who pass the initial screening are moved forward to more costly and time intensive selection procedures. The respondents (human resource staff) explained several reasons that have been suggested to explain the popularity of written interview in spite of its low predictive accuracy. Findings are in line with Awoke, Habtamu Mekonnen (2010) who noted that applicants who pass the initial screening are moved forward to more costly and time intensive selection procedures

It was observed that some of us as human resource managers are unaware of the research evidence discrediting the written interview. A few respondents recommended written interview as one of the best ways of eliminating the dysfunctions associated with the written interview and increasing its validity. Unwin (2005) noted that the interview is far more valid and reliable if it is structured and based upon the questions derived from formal job-analysis, than unstructured interviews or than those not grounded upon proper job analysis

The Saracen Uganda Limited select the right candidates at early stages so that they come up with cream and this is common for external recruitment. Masaba (2010) noted that in an increasingly global and sophisticated marketplace, recruitment and selection has become an essential tool for organizations in ensuring that they have the human resources necessary to achieve their current strategic direction and to continue innovating and growth. Recruitment and selection has become increasingly important as one way of delivering behaviors seen as necessary to support organizational strategies.

5.3.4 Service Delivery

Study findings revealed that most of the guards act diligently while on duty and the few cases that act contrary are always disciplined. A closer analysis of the Ministry of Security Report (2015) emphasizes that security operative must act diligently while on duty

It was further noted that they always ensure that records are properly maintained at the site and reports as stipulated by Saracen Uganda Limited. Ministry of Security Report (2015) points out that it is important for security companies to keep records hence these help to ensure effective performance.

Study findings indicated that they have never had a person's safety endangered on the premises while working in the last few months. The company is more concerned with the issue of safety than anything else

Similarly noted that Malaba (2010) noted the emotion state of the workers matters when it comes to safety. Emotions may result into accidents. Defenses are usually the last safety net to contain latent conditions, as well as the consequences of lapses in human performance. Most, if not all, mitigation strategies against the safety risks of the consequences of hazards are based upon the strengthening of existing defenses or the development of new ones. Study findings indicated that Saracen Uganda Limited always make regular patrols while on duty. Saracen Uganda Limited always does proper check-ups of incoming and outgoing traffic at clients' premises.

5.4 Conclusions

This study was designed to answer three research questions and this section will summarize the key findings of the study. Study conclusions were drawn basing on the different research objectives as shown below;

5.5: Advertising and Service Delivery

Findings revealed that there was a positive significant relationship between advertising and service delivery at Saracen. The Pearson Correlation results indicated that the correlation coefficient was .476**at $0.000 < 0.05$. It was further established that the actual channels used to attract candidate in Saracen is advertising which helps to attract the best candidates for the job. Through advertising, the right kinds of applicants are encouraged to apply. Jobs are advertised both internally and externally although Saracen prefers to have top management position

advertised internally in order to encourage career growth and for security guards jobs are advertised externally since this helps to attract guards with a lot of people with varying skills.

5.5.1: Screening and Service Delivery

Findings revealed that there was a positive significant relationship between screening and service delivery. The Pearson Correlation results indicated that the correlation coefficient was 0.427 at $0.000 < 0.05$. Study findings revealed that medical screening is done before the recruitment process of the security guards at Saracen is thoroughly and fairly conducted. Findings revealed that interviews are free and fair because the process is always transparent. Study findings revealed that the criminal background of a candidate is thoroughly checked before one is being recruited for the security guard vacancy at Saracen.

5.5.2: Selection and Service Delivery

Findings revealed that there was a positive significant relationship between selection and service delivery. The Pearson Correlation results indicated that the correlation coefficient was 0.033 at $0.000 < 0.05$. Study findings revealed that a candidate's education background is essential during the selection process of security guards at Saracen. Study findings further revealed that a candidate's age is important during the selection process when recruiting security guards at Saracen. Findings revealed that written interviews done are effective enough and decisive when recruiting security guards at Saracen. Interview findings further revealed that applicants who pass the initial screening are moved forward to more costly and time intensive selection procedures. The Saracen selects the right candidates at early stages so that they come up with cream and this is common for external recruitment.

5.6 Recommendations

In light of the study conclusions, the following recommendations were made in line with the objectives of this study.

5.6.1 Advertising and Service Delivery

In light of the study conclusions, the following recommendations were made on objective one.

Saracen management should be aware that by encouraging the use of external advertising, the organization can be opening up to getting a variety of applicants with diverse skills, therefore Saracen should rely more on external advertisement than internal recruitment. External advertising of jobs keeps employees on the edge because they know they must compete against outsiders for jobs which is good. Older, more established firms traditionally give preferences to internal advertising while fast-growing and more innovative firms tend to focus more on external advertising. Although most firms end up using a mixed strategy, the target ratio of internal to external hires is always a topic of hot debate. Therefore for purposes of attracting competent labour to Saracen there is need for Saracen to externally advertise its jobs instead of relying on internal advertisements since they don't stimulate competition.

5.6.2 Screening and Service Delivery

In light of the study conclusions, the following recommendations were made on objective two. HR managers must be wary of using completely unstructured interviews for higher, more critical senior positions because of the number of dysfunctions associated with its use. Further, in spite of the costs involved, the use of high predictive accuracy selection techniques such as assessment centers and work samples could considerably improve the quality of selection decisions and hence should be considered for use at least for managerial level positions. To make

the right choices organizations must have to put the time and effort into making the screening process as rigorous as time and ensure that budget constraints will allow.

5.6.3: Selection and Service Delivery

Finally, in light of the study conclusions, the following recommendations were made on objective three. Validation studies on selection techniques must be conducted in order to be able to choose the more predictive selection devices and hence accurately select higher-performing employees. It was therefore recommended that validation studies on selection techniques must be conducted in order to be able to choose the more predictive selection devices and hence accurately select higher-performing employees. Organizations embarking on a recruitment and selection campaign must familiarize themselves with the regulatory environment for the jurisdiction in which they are located.

5.7 Limitations of the Study

Some Limitation might be related to collecting and interpreting our results. The first limitation is the omission of certain variables in the study on recruitment like receiving the applicant. The researcher used one single questionnaire to measure all constructs included, so perhaps, the strength of the relationships could have been altered since the findings point to the important contribution of values which relate to individuals and groups. The confidence in the results could be strengthened with access to behavioral findings. The use of findings from the questionnaire which was close ended also could have led to missing out on important data. The research study took long to conduct, particular interviews, which delayed the study. This was due to the fact that some respondents were not in office at the time of data collection. The researcher relied on a few respondents for the interviews. The study used a small sample and so it was not easy to

generalize results. Adopting a mixed methodological approach required a lot of skills and reading about the two approaches which was not easy. There were a number of limitations when it came to nature and the environment. Weather was a big obstacle as it rained on certain occasions as data was being collected for the study. The researcher employed feedback mechanism to prevent personal bias and affirmed such ideas from the respondents. The researcher also shared some of the observation with participants before writing it in the field notes. The deficiencies arising from the use of the questionnaires were addressed during the interview process.

5.8 Areas for further research

Given the time factor it was not possible for the researcher to carry out the study beyond study scope in terms of time and geography. The research was carried out in a private entity, there is need to carry out a similar research in a public entity. There is need to do research on recruitment and employee performance in statutory authorities in Uganda. There is need to do research on the challenges of recruitment in security companies.

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Appendix 1

QUESTIONNAIRE FOR PRIVATE SECURITY GUARDS

A. INTRODUCTION

Dear respondent, I am Geoffrey Mugisha a student of Uganda Management Institute. This questionnaire is administered as part of my research in study which is focusing on; “Recruitment and Service delivery by private security guards: a case study of Saracen Uganda limited.” You are invited to take part in research study. The information obtained from you will be kept highly confidential. Taking part in this study is completely voluntary. If you choose to be in the study you can withdraw at any time without consent of any kind. You can choose to skip any questions, participate in only some tasks as appropriate to the study. Participating in this study does not mean that you are giving up on any of your legal rights. Recording both audio and video is an integral part of the study, the records of the interviews taken will be kept confidential. The records of this study will be kept private and will never be used against you or your office. The records will be destroyed after transcription and data kept on a personal computer. If you would like to talk to someone other than the researcher(s) about (1) concerns regarding this study, (2) research participant rights, (3) research-related injuries, or (4) other human subjects’ issues, please contact the researcher. I have read the above information and have received answers to any questions. I am above the age of 18 and therefore consent to take part in the research study. The researcher(s) conducting this study are mentioned below. You may ask any questions you have now.

B. QUESTIONS

PLEASE TICK WHERE APPROPRIATE

SECTION A BIO-DATA

Please tick in the column below the specified variable.

Age	20-29	30-39	40-49	Above 50	
Gender	Male	Female			
Marital status	Married	Single	Widowed	Divorced	
Level of Education	Masters	Bachelors	Diploma	Certificate	Others Specify

Instructions for questions 1-46 tick the number that best indicates your opinion on the questions using the following scale.

Scale	1	2	3	4	5
	Strongly disagree	Disagree	Not sure	agree	Strongly agree

SECTION B

ADVERTISING

Statement	SD	D	N	A	SA
The most effective means of advertising vacancies for security guards at Saracen is by word of mouth					
The most effective means of advertising vacancies for security guards at Saracen is through posters					
Walk-ins by job hunters at Saracen are always an effective way of recruiting security guards					

The most effective means of advertising vacancies for security guards at Saracen is through the company facebook page					
The most effective means of advertising vacancies for security guards at Saracen is through the company website					
The most effective means of advertising vacancies for security guards at Saracen is by having vacancies being advertised over the radio					

SCREENING

Statement	SD	D	N	A	S A
The medical screening is done before the recruitment process of the security guards at Saracen is thoroughly and fairly conducted.					
The criminal background of a candidate is thoroughly checked before one is being recruited for the security guard vacancy at Saracen					
Saracen effectively carries out checks with a candidate's local authority to rule out any sort of misconduct before being recruited for the security guard vacancy.					
The physical fitness examination done at Saracen before candidates are recruited for the security guard vacancies are important in the recruitment exercise to rule out any person not fit for the vacancy.					

SELECTION

Statement	S D	D	N	A	S A
A candidate's education background is essential during the selection process of security guards at Saracen					
A candidate's age is important during the section process when recruiting security guards at Saracen					
The written interviews done are effective enough and decisive when recruiting security guards at Saracen					
The oral interviews done are effective enough and decisive when recruiting security guards at Saracen					
The selection process has improved the recruitment exercise at Saracen Uganda Limited					

SECTION F: SERVICE DELIVERY

Statement	SD	D	N	A	SA
I always endeavor to safe guard clients' premises against safety					
I always ensure to properly maintain site records and reports as stipulated by Saracen Uganda Limited					
I have never had a person's safety endangered on the premises while am working					
I always perform regular patrols while on duty					
I always do proper checkups of incoming and outgoing traffic at clients' premises while on duty					

8. What can be done to make the service delivery of the security guards at Saracen Uganda Limited be more effective and efficient towards delivering services to the clients?

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.....

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THANK YOU FOR YOUR TIME

Appendix 2:

INTERVIEW GUIDE FOR TOP ADMINISTRATION STAFF (EXECUTIVE, MANAGERIAL AND SUPERVISORY LEVEL STAFF)

A. INTRODUCTION

Dear respondent, I am a student of Uganda Management Institute. This questionnaire is administered as part of my research in study which is focusing on; “Recruitment and Service delivery by private security guards: a case study of Saracen Uganda limited.” You being at the centre of the topic can provide valuable data for that purpose. The data that you will provide will be used solely for academic purposes and handled with utmost confidentiality.

B. ITEMS

1. What is your position at Saracen Uganda Limited?
2. How long have you been at Saracen Uganda Limited?
3. What attempts has the company made to help the security guards understand their job roles?
4. How is the service delivery of the security guard at Saracen monitored?
5. How does Saracen ensure that the screening and selection exercises during recruitment of the security guards are done on merit?
6. Comment on the challenges of the recruiting exercise of the security guards at Saracen Uganda Limited.
7. How can they be best improved?

8. What are the common causes of employees' failure to deliver services to clients as expected.
9. What are the available promotional opportunities for the security guards at Saracen Uganda limited?
10. What do you think can be done to make the security guards more committed to their work in order for them to deliver a service expected of them by Saracen Uganda Limited?

THANK YOU FOR YOUR TIME

Appendix 3:

DOCUMENT REVIEW CHECKLIST

The documents to be reviewed include:

1. HR policy
2. Minutes of meetings
3. Appraisal reports
4. Performance reports
5. Work plans
6. Strategic plans
7. Annual reports
8. Monitoring reports

TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION

N	S	N	S	N	S
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

Source: Krejcie & Morgan (1970, as cited by Amin, 2005). N is population size. S is sample size.

Work plan and Budget

Work plan

April – October – Proposal Writing

October - Defending of Proposal

October - November – Data Collection

October - November – Dissertation (Data Collection Results put together)

November – Submission of Book for Examination

Budget

Stationery and printing – 300,000 UG shs

Data Collection - 300,000 UG shs

Research Assistant – 400,000 UG shs