

Human Resource Administration And Transformation Of Non-Governmental Organizations: A Study Of All Saints Church Kampala

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Abstract

The study examined the relationship between recruitment and selection practices and institutional development at All Saints Church, Nakasero, Kampala. Using a cross-sectional survey design, data were collected from 114 respondents comprising staff, volunteers, and church leaders. The findings revealed that structured recruitment processes significantly enhanced organizational capacity, with 78.9% of respondents indicating that merit-based selection improved service quality. Statistical analysis demonstrated a strong positive correlation between transparent recruitment practices and institutional growth. The study concluded that effective recruitment and selection practices are fundamental to the transformation and sustainable development of non-governmental religious organizations. Key recommendations included implementing standardized recruitment protocols, enhancing selection transparency, and establishing continuous evaluation mechanisms to ensure optimal talent acquisition.

Keywords: Human resource administration, recruitment and selection, institutional development, non-governmental organizations, church transformation, All Saints Church Kampala

BACKGROUND OF THE STUDY

Human resource administration has emerged as a critical determinant of organizational success in both profit and non-profit sectors (SHRM, 2024; Ayhan et al., 2025). In the context of non-governmental organizations, particularly religious institutions, effective human resource management practices have become increasingly important for achieving transformational outcomes and sustaining organizational growth (Niyireba et al., 2025; Clark et al., 2025). All Saints Church, located in Nakasero, Kampala, represents a significant case study in understanding how systematic human resource practices influence institutional development within the Ugandan religious landscape.

The church, established over five decades ago, has experienced substantial growth in membership, outreach programs, and community impact. This expansion necessitated a more structured approach to managing human resources, moving from informal recruitment methods to more systematic practices. The transformation of All Saints Church mirrors broader trends in organizational development where non-governmental organizations recognize that their most valuable asset is their people, and that strategic recruitment and selection practices directly influence organizational effectiveness (Thorsen et al., 2024).

Recruitment and selection constitute the foundation of human resource administration, serving as the gateway through which organizations acquire talent capable of driving institutional objectives (Hapke, 2024). For religious organizations like All Saints Church, these processes extend beyond merely filling positions; they involve identifying individuals whose values align with the organization's mission and who possess the competencies necessary to advance spiritual and social transformation within the community (Young, 2023). The quality of recruitment and

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selection practices determines the caliber of personnel who will ultimately shape the organization's trajectory and impact (Talento, 2024).

Despite the acknowledged importance of effective recruitment and selection, many non-governmental organizations continue to face challenges in implementing systematic human resource practices. Recent findings indicate that over 3 in 4 organizations have had difficulty recruiting for full-time regular positions, with the top three challenges including a low number of applicants, competition from other employers, and an increase in candidate ghosting (SHRM, 2024). Understanding how All Saints Church has navigated these challenges while achieving institutional development provides valuable insights for other similar organizations seeking transformation through improved human resource administration.

PROBLEM STATEMENT

Despite the critical role of human resources in organizational transformation, many non-governmental organizations continue to struggle in implementing effective recruitment and selection practices (KC, 2025). All Saints Church, Nakasero, faced significant challenges in aligning human resource acquisition with institutional development goals. The absence of standardized recruitment procedures resulted in inconsistent hiring outcomes, inadequate talent matching, and suboptimal organizational performance. These deficiencies undermined the church's capacity to fulfill its mission effectively and limited its potential for sustainable growth. This study therefore investigated the extent to which recruitment and selection practices contributed to institutional development at All Saints Church, identifying specific gaps and their implications for organizational transformation (Niyireba et al., 2025).

SPECIFIC OBJECTIVE

To assess the extent to which recruitment and selection practices at All Saints Church, Nakasero, contribute to institutional development.

METHODOLOGY

This study employed a cross-sectional survey research design to examine the relationship between recruitment and selection practices and institutional development at All Saints Church, Nakasero. The cross-sectional design was selected because it enabled the researcher to collect data from a representative sample at a single point in time, facilitating the assessment of current practices and their perceived impacts on organizational outcomes (Hapke, 2024). This approach proved particularly suitable for capturing diverse perspectives across different categories of church personnel within a limited timeframe.

The study population comprised all staff members, volunteers, and church leaders actively involved in All Saints Church operations. Using purposive and stratified random sampling techniques, a sample of 114 respondents was selected to ensure representation across different roles, departments, and tenure levels within the organization. The sample size was determined using standard statistical procedures, which provided adequate statistical power for meaningful analysis while remaining manageable within the study's resource constraints. Respondents included clergy

members, administrative staff, program coordinators, volunteers, and lay leaders who possessed direct knowledge of recruitment processes and institutional development.

Data collection was conducted using structured questionnaires that incorporated both closed-ended and open-ended questions. The questionnaire was organized into sections addressing demographic characteristics, recruitment and selection practices, and institutional development indicators. Items were measured using a five-point Likert scale ranging from strongly disagree to strongly agree, enabling quantitative analysis of respondent perceptions. Prior to full deployment, the instrument was pre-tested with a small group of respondents to ensure clarity, relevance, and reliability. Internal consistency was assessed using Cronbach's alpha coefficient, which yielded values above 0.70 for all scales, confirming acceptable reliability.

Data analysis was performed using Statistical Package for Social Sciences (SPSS) version 26. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were computed to summarize respondent characteristics and key variables. Pearson correlation analysis was conducted to examine the strength and direction of relationships between recruitment and selection practices and institutional development. The study maintained high ethical standards, obtaining informed consent from all participants, ensuring confidentiality of responses, and securing approval from relevant authorities at All Saints Church before commencing data collection.

RESULTS

The study findings revealed significant relationships between recruitment and selection practices and institutional development at All Saints Church, Nakasero. Analysis of demographic data indicated that respondents represented diverse backgrounds, with 52.6% being male and 47.4% female, ensuring gender balance in perspectives. The majority of respondents, comprising 68.4%, had been associated with the church for more than five years, providing them with substantial institutional memory and experience to evaluate human resource practices effectively.

Table 1 presents the demographic characteristics of the respondents.

Demographic Variable	Frequency (%)
Gender	
Male	60 (52.6%)
Female	54 (47.4%)
Duration at Church	
Less than 2 years	18 (15.8%)
2-5 years	18 (15.8%)
More than 5 years	78 (68.4%)
Role Category	
Clergy/Leadership	23 (20.2%)
Administrative Staff	34 (29.8%)

Volunteers/Program Staff	57 (50.0%)
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Source: Primary Data, 2025

Table 1 demonstrates that the study achieved balanced representation across demographic variables. The nearly equal gender distribution ensured that findings reflected perspectives from both male and female personnel, which is particularly important in religious organizations where gender dynamics can influence human resource practices. The predominance of respondents with more than five years of tenure indicated that data was collected primarily from individuals with deep understanding of organizational evolution and sufficient experience to evaluate changes in recruitment and selection practices over time. The distribution across role categories, with half of respondents being volunteers or program staff, captured perspectives from those most directly affected by recruitment decisions while also including input from leadership and administrative personnel responsible for implementing these practices. Regarding recruitment and selection practices, respondents provided detailed feedback on various dimensions of the talent acquisition process. The findings indicated strong agreement that structured recruitment procedures enhanced organizational effectiveness, consistent with recent trends emphasizing merit-based approaches to recruitment as a way to reduce bias, improve job performance, and strengthen trust in hiring outcomes (eSkill, 2025).

Table 2 presents respondent perceptions of recruitment and selection practices at All Saints Church.

Recruitment Practice	Agreement (%)	Mean Score
Job positions are clearly advertised with specific requirements	82.5%	4.18
Selection is based on merit and qualifications	78.9%	4.05
Interview panels are diverse and competent	75.4%	3.96
Recruitment process is transparent and fair	71.9%	3.87
Selected candidates align with church values and mission	85.1%	4.26
Overall Mean	78.8%	4.06

Source: Primary Data, 2025

Table 2 reveals overwhelmingly positive perceptions of recruitment and selection practices at All Saints Church, with an overall mean score of 4.06 indicating strong agreement that these practices were effective. The highest agreement level of 85.1% was recorded for the alignment of selected candidates with church values and mission, suggesting that the organization successfully prioritized cultural and spiritual fit alongside technical competencies. This finding is particularly significant for religious organizations and reflects contemporary best practices in organizational development (Young, 2023). The mean score of 4.26 for this dimension further reinforced the strength of this practice. Clear job advertisement with specific requirements received 82.5% agreement, indicating that the church had developed structured approaches to communicating position expectations, which facilitated better candidate self-selection and more targeted applications. Merit-based selection garnered 78.9% agreement, demonstrating that

respondents perceived recruitment decisions as grounded in objective assessment of qualifications. Recent emphasis on merit-based hiring focuses on selecting candidates based solely on their skills, experience, qualifications, and performance rather than personal characteristics or biases (HR Unlimited Inc., 2025), and the church's achievement in this area represents a significant organizational strength.

Analysis of institutional development indicators revealed that respondents perceived significant organizational improvements that they attributed to effective recruitment and selection practices. Table 3 presents findings on institutional development outcomes.

Table 3: Institutional Development Outcomes Attributed to Recruitment Practices

Institutional Development Indicator	Agreement (%)	Mean Score
Quality recruitment has improved service delivery	87.7%	4.35
The church has expanded its programs and outreach	84.2%	4.23
Staff competence has enhanced organizational capacity	81.6%	4.12
Better recruitment led to improved financial sustainability	76.3%	3.94
Community impact and reputation have increased	88.6%	4.41
Overall Mean	83.7%	4.21

Source: Primary Data, 2025

Table 3 demonstrates strong perceived linkages between recruitment and selection practices and institutional development, with an overall mean of 4.21 indicating high agreement that effective recruitment contributed to organizational transformation. The highest agreement level of 88.6% was recorded for increased community impact and reputation, suggesting that quality personnel enhanced the church's external visibility and effectiveness in fulfilling its mission. This finding aligns with research indicating that interventions that operate across individual, team, and organizational levels are effective, an approach that suits NGOs due to their layered stakeholder structures and programmatic diversity (Thorsen et al., 2024). Improvements in service delivery garnered 87.7% agreement, confirming that better recruitment directly enhanced the quality of services provided to congregants and the wider community. Program expansion received 84.2% agreement, indicating that capable personnel enabled the church to diversify and scale its activities, thereby amplifying its reach and impact. Enhanced organizational capacity through staff competence was acknowledged by 81.6% of respondents, demonstrating recognition that skilled personnel strengthened the organization's ability to execute its strategic objectives. Financial sustainability, while receiving the lowest agreement at 76.3%, still reflected substantial acknowledgment that effective recruitment contributed to improved resource management and organizational viability, consistent with findings on NGO sustainability where level of institutionalization emerges as the most significant criterion (Ayhan et al., 2025).

CONCLUSIONS

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The study concluded that recruitment and selection practices significantly contributed to institutional development at All Saints Church, Nakasero. Systematic talent acquisition processes that emphasized merit, transparency, and values alignment proved instrumental in enhancing organizational capacity, expanding program reach, and strengthening community impact. The findings confirmed that effective human resource administration in non-governmental organizations requires deliberate investment in structured recruitment methodologies that balance technical competencies with organizational culture fit. These practices served as foundational elements for sustainable transformation and growth in religious institutions, consistent with emerging evidence that federal government restrictions significantly impair NGO operations, with organizational resilience during crises depending heavily on effective management and stakeholder relationships (KC, 2025).

RECOMMENDATIONS

Based on the research findings, the following recommendations were proposed:

First, All Saints Church should develop and implement comprehensive recruitment and selection policy documents that codify best practices, establish clear procedures, and ensure consistency across all hiring decisions. This formalization would prevent procedural variations and maintain quality standards over time, aligning with contemporary organizational development standards (Niyireba et al., 2025).

Second, the church should invest in training recruitment panel members on contemporary selection techniques, bias mitigation, and competency-based interviewing to further enhance the objectivity and effectiveness of candidate evaluation processes. Recent research emphasizes the importance of debiased hiring approaches that help uphold fairness and meritocracy in the job application process and help employers hire the best applicants regardless of demographic characteristics (Ip, 2025).

Third, regular audits of recruitment outcomes should be conducted to assess the long-term performance and retention of recruited personnel, enabling data-driven refinement of selection criteria and processes.

Fourth, the church should expand its recruitment reach by leveraging diverse channels including professional networks, educational institutions, and digital platforms to access broader talent pools and attract candidates with specialized skills needed for emerging ministry areas (Talento, 2024).

Finally, similar studies should be conducted in other non-governmental organizations to generate comparative insights and develop sector-wide best practices for human resource administration that drive institutional transformation and sustainable development (Niyireba et al., 2025).

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