

**THE CHALLENGES OF HUMAN RESOURCE RECRUITMENT  
AND RETENTION IN THE PRIVATE SECTOR:  
A CASE STUDY OF ROOFINGS (U) LIMITED  
KAMPALA UGANDA**

A Thesis

Presented to the School of  
Postgraduate Studies and Research  
Kampala International University  
Kampala, Uganda

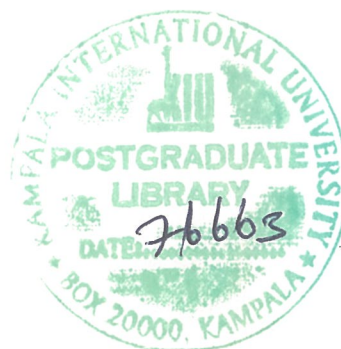
In Partial Fulfillment of the Requirements for the Degree  
Master of Human Resource Management

By:

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August, 2010



## DECLARATION A

“This Thesis is my original work and has never been presented for a Degree or any other academic award in any University or Institution of learning”.

**NYIRAGUHIRWA FLORA**

Signed ... FN Guhirwa .....

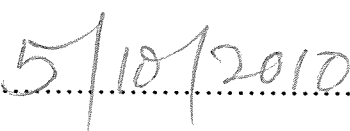
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## DECLARATION B

I confirm that the work reported in this Thesis was carried out by the candidate under my own supervision.

Signed ..... 

**DR. STANLEY KINYATTA**

Date ..... 

## APPROVAL SHEET

This Thesis entitled "The challenges of Human Resource Recruitment and Retention in the Private Sector: A Case Study of Roofings (U) Limited Kampala Uganda" prepared and submitted by Nyiraguhirwa Flora in partial fulfillment of the requirements for the degree of Master of Human Resource Management has been examined and approved by the panel on oral examination with a grade of PASSED.

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## DEDICATION

I dedicate this Masters Thesis to my dear children Butera Peter, Otti Solomon and Kirabo Arthur, and family members as an encouragement to their future pursuits and ambitions in life.

## ACKNOWLEDGEMENT

First and foremost, I thank my supervisor: Dr. Stanley Kinyatta for dedicating his valuable time to supervising my work when he could have used it to do his business and other things. I thank him for the valuable guidance rendered to me towards the completion of this Thesis.

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I also thank the Top Management and Administrative staff of Roofings (U) Ltd. for granting me the permission to access the data and information used to come out with this academic report. .

Sincere thanks go to the staff of Roofings (U) Ltd. who were my respondents and willingly provided me with the necessary and relevant information. Sincerely without their co-operation, this report would not have appeared the way it is. Therefore, their contributions to the academic world and especially towards writing this report cannot be underrated but must be treasured.

Finally I thank the panelists for the constructive remarks and academic advice to polish the final copy in accordance to the generally accepted research standards with serious regard to Kampala International University.

## ABSTRACT

The study aimed at establishing the challenges of human resource recruitment and retention in the private sector. The study was guided by three objectives:

1. To find out the relationship between challenges and human resource recruitment and retention in organizations.
2. To establish the challenges of human resource recruitment and retention in the private sector
3. Carrying out an investigation on how to meet the challenges of the best and qualified human resource recruitment and retention in Roofings Limited and how to go towards achieving, competence and competency, expertise, and corporate goals.

The study was carried out from one selected company in the private sector: Roofings (U) Ltd in the city Kampala district in the Central region of Uganda.

The study used a descriptive survey research design in which both qualitative and quantitative methods were used. A self-administered questionnaire and an interview guide were the instruments of data collection. The collected data was presented in frequency counts, graphs, pie charts and score tables with varying percentages calculated. Interpretations and drawing of conclusions were made according to the number of occurrences on each item.

The study findings revealed that:

1. The challenges of human resource recruitment and retention should be accepted and handled well in order to recruit the right, best and qualified human resource.
2. Ignoring the challenges of human resource recruitment and retention affects negatively the company from getting the right, best and qualified human resource.

3. Accepting and embracing the challenges enables the company to get the right, best and qualified human resource that can propel the company to achieve her objectives.

The study concluded that;

- (i) There is a strong relationship between challenges and human resource recruitment and retention; therefore, the management of companies and organizations should opt to take a serious concern on the challenges in order to be able to recruit right, best and qualified human resource and retain them to maximize expertise and high levels of production of goods and services.
- (ii) In planning, decision making and implementation of the productive activities of companies and organizations all stakeholders should be involved to identify the challenges of human resource recruitment and retention that would hinder good performance of employees to achieve corporate targeted results in a stipulated time.

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## **CHAPTER ONE**

### **INTRODUCTION**

The research work is undertaken by the researchers as a partial fulfillment for the award of a degree of master of Human Resource. The study was done on the challenges of Human Resource Recruitment and Retention in the private sector. The study is destined to investigate the challenges of human resource recruitment and retention in the private business sector whereby a private company was used. The study looked at appropriate recommendations to improve human resource recruitment and retention in organizations and companies for the success and achievement of corporate objectives.

It is very important to note that, the recruitment and retention of the right, best and qualified human resource increases the level of productivity in organizations and corporations in the business sector. Therefore, this pose great challenges to Roofings (U) Limited towards its process of human resource recruitment and retention. If the right human resource is recruited and retained in business organizations, expertise, productivity, competence and competency will increase leading to high rate of returns on investment.

### **BACKGROUND TO THE STUDY**

In the past most companies, organizations, corporations, business ventures valued human resource recruitment and retention lightly, whereby they would employ a mixture of relatives, friends and colleagues to manage the activities of production. Recently successful business organizations and companies have realized that right, best and qualified human resource recruitment and retention is a key to success, development and sustainability. Consequently,

European organizations have found out that an organization to have the right and best human resource recruitment and retention is accompanied by many challenges which include: selecting the right staff, costs of recruitment exercise, high expectations from the employers and job seekers, high demands by candidates, complexity of recruitment exercise, high competition to recruit the best candidates, the big disparity between what job seekers want and employers.

For example, job seekers want to enjoy maximization in training and career development, financial rewards and holiday allowances (Ashley, (2007). More challenges include: juicy bonuses, social welfare (health care incentives), insurance covers; life insurance, national social security fund and pension. Also human resource to love their work may want to access share options within the organization or company, season ticket loans which normally cause the employers pay over the budget plus offering high salaries to expatriates and highly skilled personnel.

Ashley, (2007) added that, for high growth organizations, attracting, hiring and retaining the right talent is critical. Adding the right players to the working team creates source of competitive advantage. Attracting the wrong talent, you will have difficulty in meeting your set strategic goals and objectives. Your first challenge is to generate a labor pool that is large enough for you to draw on when searching for top talent. The second is to develop an effective process for screening and selecting the best candidates.

Furthermore, Ashley, (2007), propounded that, the impact of shifting population demographics on the labor pool has already been felt in some sectors of the economy. As the baby boom

generation continues to age, we can acute labor shortages similar to the ones experienced with Information Technology (IT) professionals in the job market. The days of placing advertisements in the newspaper and receiving a flood of resumes from qualified applications are drawing a common phenomenon. Companies and organizations that want to ensure that they have a steady stream of applicants will have to think outside the box to broaden their repertoire of talent recruitment strategies.

According to Mullins, (2002), human resource to be retained, the following must be considered seriously by management of companies and organizations. Should implement proactive human resources management practices and succession planning programs, should retain senior employees to minimize the negative impact of attrition, should develop a collaborative, cross-industry strategy for training / educational programs, and employer-provided training to facilitate the availability of a skilled labor force, should ensure standardization of skills and consistency of training delivery in order to facilitate recruitment, should actively support and enhance the people's skills and relational abilities of all employees through training and development programs, should recognize and leverage the motivators and learning styles of emerging and departing generations, should engage in benchmarking to work towards best practices as an industry / company, should put greater emphasis on addressing cultural issues, soft skills and management support, should access to professional development / on-going educational opportunities, should support structured professional / trade development, should plan technical career paths for employees and should train managers to actively manage retention in their areas of operation.

Furthermore, they should consider the off-set of risks which hamper human retention by doing the following: Develop voluntary mentoring programs to facilitate the transfer of knowledge from experienced employees to their potential successors, facilitate the capture of knowledge and experience that will be necessary to maintain skill levels in the industry, tracking pertinent workforce statistics, establishing retirement projections and identify talent shortages, planning the organization's future workforce, considering the company's changing organizational, market and technical needs, consider rehiring selected retirees and slow the departure of older workers due to retirement.

### **STATEMENT OF THE PROBLEM**

Most companies and organizations ignore the challenges of human resource recruitment and retention by simply employing job seekers. Consequently, such human resource may not meet the performance target which reduces the quality of products and level of productivity. With dwindling and poor performance such employees can not last in such a company or organization. However, for companies and organizations to succeed and meet the demands of high competition, right, best and qualified human resource recruitment and retention is a key factor; propounded by (Deming, (1981). So Roofings limited to meet its organizational goals and objectives must embrace the challenges of human resource recruitment and retention and therefore, this research thesis was to find out challenges facing organizations who ignore the solutions to these challenges and finally face problems of retention of workers and performance targets.

## **RESEARCH QUESTIONS**

1. What are the challenges of human resource recruitment and retention?
2. What are the results of accepting and embracing the challenges?
3. To what extent can ignoring the challenges affect performance and productivity an organization?

## **PURPOSE OF THE STUDY**

The research examined the challenges of human resource recruitment and retention in Roofings (U) Limited purposely to come with workable and appropriate ways of handling organizational challenges that maximizes the level of quality and quantity of productivity. The study further examined the level of performance due the right, best and qualified human resource recruitment and retention as a measure to manage corporate challenges. Finally, the study established the degree of expertise, competence and competency which comes as a result of good and right human resource recruitment and retention in Roofings Limited. Therefore, the purpose of the study is to propose possible ways of addressing, solutions and managing organizational challenges on human resource recruitment and retention for the best results in production.

## **SPECIFIC OBJECTIVES**

1. To find out the relationship between challenges and human resource recruitment in organizations. To find out the relationship between challenges and human retention in organizations.
2. To establish the challenges of human resource recruitment in the private sector. To establish the challenges of human retention in the private sector
3. To investigate how the challenges can be handled to get right, best and qualified human

resource recruitment in Roofings (U) Limited towards achieving, competence and competency, expertise, and corporate goals. To investigate how the challenges can be handled to retain right, best and qualified human resource in Roofings (U) Limited towards achieving, competence and competency, expertise, and corporate goals.

### **SCOPE OF THE STUDY**

The research was done on the selected geographical scope, content scope and time scope.

1. Geographical scope: it was done in the private sector on Roofings (U) Limited in Kampala Uganda on Entebbe road.
2. Content scope: the content was done on the challenges of human resource recruitment and retention in an organization. Time scope: the research was carried out in five months and one week

### **SIGNIFICANCE OF THE STUDY**

The major significance of the research study is to help managers of companies and organizations become aware of the challenges of human resource recruitment and retention if an increase in productivity is to be achieved.

The study encourages managers to address the challenges of human resource recruitment and retention in order to have right, qualified and best employees for the companies' success and prosperity.

Another ultimate goal of the study is to provide to academicians and researchers a reasonable comprehensive survey of the basic needs and philosophical concepts and categories necessary for a clear and better understanding of human resource recruitment and retention challenges. The

study therefore, ought to challenge managers and directors to become knowledgeable about management of human resource recruitment and retention challenges in organizations and companies.

More importantly the study also contributes to the existing knowledge in the field of management of human resource recruitment and retention challenges; above all the study suggests better ways of handling the challenges for the best interest of the organization to attain its goals and objectives.

### **STATEMENT OF HYPOTHESIS**

Most companies and organizations do not take seriously the challenges of human resource recruitment and retention, they simply employ staff as they come seeking for employment that consequently retard the level of productivity. Can handling of human resource recruitment and retention challenges bring about right, best and qualified staff and increased productivity?

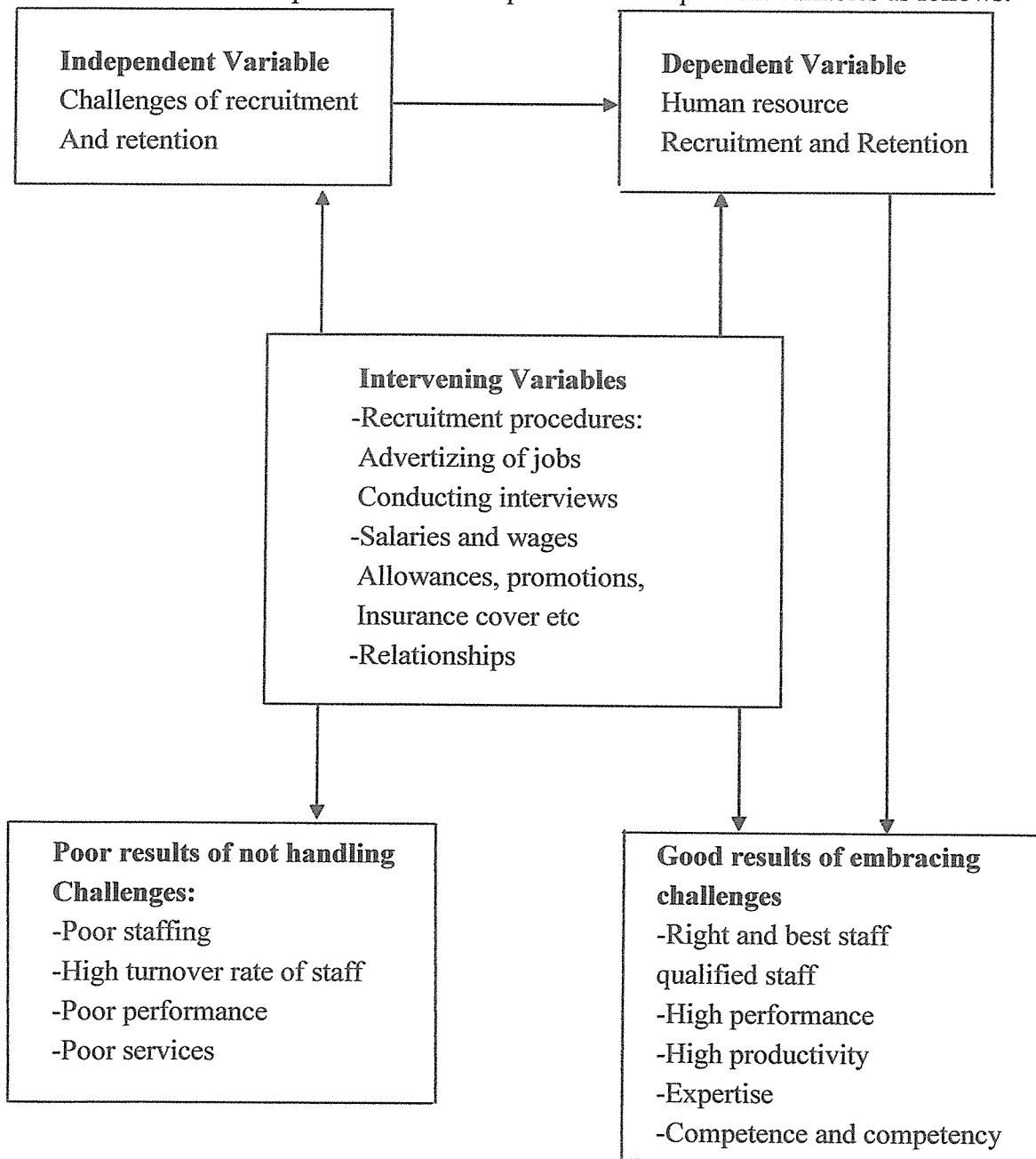
### **CONCEPTUAL FRAMEWORK**

Acceptance and proper handling of the challenges of human resource recruitment and retention in organizations greatly determines success and achievement of strategic corporate goals and objectives. This requires the human resource department to embrace and handle the various challenges of human resource recruitment and retention. Therefore, the independent variable (challenges of recruitment and retention) and dependent variable (human resource recruitment and retention) are closely linked together.

The existing linkage between the two variables portrays a conceptual frame work that without addressing the challenges the recruitment and retention of human resource will lead to poor

service delivery and performance in the companies. And when the challenges are well handled and addressed best and right staffs will be recruited, retained, and all other good results will be achieved and consolidated by the company as seen in the conceptual frame work below:

Therefore, it is vital for the two variables to co-exist in order to enhance tangible success of the companies in terms of production of goods and services. Thus, the conceptual frame work would show the relationship between the independent and dependent variables as follows:



## CHAPTER TWO

### REVIEWING OF LITERATURE

#### THEORETICAL REVIEW

Challenges by definition are new or difficult tasks that test somebody's ability and skill. Challenges of human resource recruitment and retention are those tasks that test the ability and skill of managers in companies and organizations to get the right, best and qualified staff for the success and development of the company or organization. According to Barney & Wright (1998); accepting and handling well the challenges of human resource recruitment and retention enhances efficiency, expertise, competence and competency that finally increases quality productivity in terms of goods and services.

Many scholars, academicians and theorists have advanced various concepts and discussions about the challenges of human resource recruitment and retention in companies and organizations. According to Newstrom, et al. (1999), human resource recruitment and retention is an important part of an organization's human resource planning and their competitive strength. Competent and capable human resources placed at the right positions in the organization's flow of activities are a vital resource and can be a core competency or a strategic advantage of a company.

The objective of human resource recruitment and retention process is to obtain the number and quality of employees that can be selected in order to help the organization to achieve its goals and objectives. With the same objective, recruitment helps to create a pool of prospective employees for the organization so that the management can select the right candidate for the

right job from this pool. Recruitment acts as a link between the employers and the job seekers and ensures the placement of right candidate at the right place at the right time. Using and following the right recruitment processes can facilitate the selection of the best candidates for the organization.

In the contemporary competitive global world and increasing flexibility in the labor market, recruitment is becoming more and more important in every business. Therefore, recruitment serves as the first step in fulfilling the needs of organizations for a competitive, motivated and flexible human resource that can help achieve its strategic set objectives and goals.

Furthermore, most organizations attempt to provide a detailed insight into the concept of recruitments, recruitment process and its sources, recent trends in recruitment, recruitment strategies and the scenario in the labor industry along with the career options for recruiters to attract right candidates that can be retained for the glory and prosperity of the organization. During the human resource recruitment exercise the concept of recruitment should put clearly, the process should be followed properly and the recruitment strategies should be clear enough to allow recruiters get out of the pool the right and capable human resource to spearhead the company objectives.

Lussier (2005) asserted that, recruitment is a function that requires business perspective, expertise, ability to find and match the best potential candidate for the organization, diplomacy, marketing skills (as to sell the position to the candidate) and wisdom to align the recruitment processes for the benefit of the organization. The human resource professionals - handling the recruitment function of the organization- are constantly facing new challenges. The biggest

challenge for such professionals is to source or recruit the best people or potential candidates for the organization.

In the last few years, the job market has undergone some fundamental changes in terms of technologies, sources of recruitment and competition in the market within the already saturated job market, where the practices like poaching and raiding are gaining momentum; human resource professionals are constantly facing new challenges in one of their most important function- recruitment. Therefore, they have to face and conquer various challenges to find the best candidates for their organizations.

Haupt, (2001), remarked that, for high growth organizations, attracting, hiring and retaining the right talent is critical. To add the right players to your team means to have a key source of competitive advantage. And when you attract the wrong talent then you will have difficulty meeting your strategic goals and objectives. Thus, the biggest challenge is to generate a labor pool that is large enough for you to draw on when searching for top talent. The second is to develop an effective process for screening and selecting the best candidates.

The impact of shifting population demographics on the labor pool has already been felt in some sectors of the world economy per se. As the baby boom generation continues to age, managers can acute labor shortages similar to the ones that have been experienced with IT professionals in an increasing number of professions. The days of placing advertisements in the newspapers and receiving a flood of resumes from qualified applications are widely used. Seriously to note that, companies that want to ensure that they have a steady stream of applicants will have to think

outside the box to broaden their repertoire of talent recruitment strategies.

Both long and short term strategies are very necessary for companies and organizations to ensure effective talent recruitment. Short term strategies to explore include: talent auditions, job fairs, tele-commuting, job sharing and part-time work to tap into the female labor force, incentives and contests for employee referrals, the use of web based resources such as job bill boards and job distribution services especially on websites, attracting media coverage and publicity by creating a unique corporate culture and environment where up and coming young professionals will want to work, increasing public exposure by making it possible for employees to participate in high profile activities even if means giving them some time off work Coulter & Robbins (1999).

On the other hand, the longer term strategies include: giving executives and senior managers time off to become actively involved in the leadership of professional associations or the alumni associations of universities and secondary schools from which they graduated, giving executives and senior managers time to broaden their network of up and coming professionals by teaching at university or community college (this can be done on a part-time basis or through sabbaticals), summer and co-op placements for high school and college students, providing scholarships for high potential high school graduates in exchange for a certain number of years of service, sponsoring tutoring and upgrading programmes at elementary and secondary schools with high failure and drop out rates, partnering with local junior high and secondary schools to arrange field trips and site visits to company locations, some of these strategies may seem far fetched but the talent has to come from somewhere. If we don't help the schools to grow it, it won't be there for us to buy when we need it, asserted by Coulter & Robbins (1999). It is vital to note that,

competent human resource should be able to embrace change, tolerate ambiguity, learn quickly, produce high quality work within short time frames, maintain constructive relationships with team members, team leaders and clients, juggle multiple projects, tasks and priorities multi-task.

Schuster (1992), advanced that, it can be challenging to assess how well candidates will fit your environment. Due to the intense competition within the job market, candidates have developed strategies to present themselves favorably during traditional interviews. Simply to please the company managers many candidates receive: assistance in designing resumes and application write-up, image consulting regarding dress, coaching about how to handle typical interview questions.

Thus, this preparation can mask a candidate's deficiencies. Although interviews are the most widely used as a selection tool, they are not the best predictor of on the job performance. Strategies such as assessment centers, job samples and rigorous reference checks will uncover much more reliable data. Whenever possible, these strategies should be used in conjunction with selection interviews.

According to Daft (2000), human resource department to ensure that interviews yield the best possible data on which to base selection decisions, the executive and management teams should consider more seriously the following interviewing pitfalls which may distort the intended objectives.

Should avoid questions which make it easy for candidates to bluff their way through the interview such as “What is your greatest weakness?” should not inadvertently screen candidates out because they don’t fit your non-job related pre-conceived notions about your ideal candidate (like. Caucasian, attractive, mid thirties, plays golf, no foreign accents), should make sure that you don’t inadvertently telegraph the right answers to the candidates (for example, “We are a very fast-paced company. How well do you deal with pressure?”) This is a very common interviewing error, should not get so caught up in the thrill of high growth that you fail to do some long term manpower planning. Decisions made in haste because filling a particular position is left until the need is urgent can be costly, should not leave the bulk of the hiring up to inexperienced managers and then fail to give them adequate training or tools.

Alternatively, according to Maicibi (2007), the following ideas can help the interviewing team improve the effectiveness of their selection interviews: they should check to improve the selection decisions, should use a panel of 2 - 5 interviewers instead of relying on the judgment of one person, should check the pre-plan, the interviews with structured interview guides and questions, develop a clear picture of the type of corporate culture you want to foster and the values that will support that culture. Design behavior based questions to give candidates an opportunity to provide specific examples of when they have demonstrated those values. (“Please describe a specific situation in which you took a stand regarding a tough ethical dilemma at work even though there was a personal cost.”), should develop a realistic picture of the constraints of your working environment and prepare questions to help candidates describe when they have successfully performed under these constraints. (“When have you successfully executed a project within a tight time-frame and with a limited budget? What project management tools and

methodologies did you use to ensure success?”), should get a balanced picture of a candidate’s skills; develop some questions to give candidates an opportunity to describe when they have not handled situations effectively. (“Tell me about a time when you became so overwhelmed that you were unable to deal effectively with a change at work that you did not support.”), should make training available for all inexperienced managers and for experienced managers who have made poor hiring decisions and finally should ensure that all managers involved in the hiring process are thoroughly familiar with the legislation that has a bearing on hiring and selection. This will help you avoid negative publicity and time consuming human rights complaints.

## **CHALLENGES OF RECRUITMENT AND RETENTION OF HUMAN RESOURCE IN ORGANIZATIONS**

According to Judith, (1999), most organizations find it challenging to carry on extensive induction, counseling, coaching, mentoring and training programs in place to ensure that the selected candidates or staffs don't have to face any problems if they fall short of certain skills. Motivation is the single most important aspect to ensure that people don't leave in a short period. Competitive salaries, Information Technology (IT) friendly compensation structure, rewards and recognition, retention bonus, creating career path and growth (exercise in progress), employee friendly policies (such as late sitting benefits, conveyance, free dinner, compensatory offs, flexi timings), employee development through training, job rotation, client appreciation, subsidized canteen, onsite opportunities are some of the benefits employees derive from sticking to one organization.

They also find it more challenging to celebrate festivals, organize fun activities, various creative competitions between teams and departments so that employees don't get saturated and feel fresh. Most importantly, strategic and efficient communication between the employees and the heads is always encouraged so as to do away with any confusion, misunderstandings and to tackle grievances. All these factors not only help in retaining a candidate, but also in bringing out the best in employees thereby harnessing a feeling of satisfaction and growth and of course, in turn, helping in the organization's growth as well.

With the way the industry is exponentially growing the time has come for all the employees to revolutionize human resource management by offering real time, effective turnkey solutions in human resource management and the organizations who can do this through innovative nuances in employee management and retention will benefit the most and grow the fastest as effectively understanding and dealing with recruitment challenges is the foremost tool in enhancing the organizations bottom-line John (2001).

Adaptability to globalization: (Huselid 1995), remarked that, human resource professionals are expected and required to keep in tune with the changing times, meaning that the changes taking place across the globe. Human resource professionals should therefore, maintain the timeliness of the process basically to enable the labor force meet their needs of the time.

Mullins (1996) asserted that, lack of motivation discourages the working morale. Recruitment is considered to be a thankless job. Even if the organization is achieving results, human resource department or professionals are not thanked for recruiting the right employees and performers which slowly by slowly lowers their inner drive to continue serving the organization.

Another challenge is process analysis - The immediacy and speed of the recruitment process are the main concerns of the human resource in recruitment. The process should be flexible, adaptive and responsive to the immediate requirements. The recruitment process should also be cost effective not wasteful to the company.

Bass (1985) advanced the challenge of strategic prioritization - The emerging new systems are both an opportunity as well as a challenge for the human resource professionals. Therefore, reviewing staffing needs and prioritizing the tasks to meet the changes in the market has become a challenge for the recruitment professionals.

## **REASONS FOR HUMAN RESOURCE TURN-OVER IN ORGANIZATIONS AND COMPANIES**

Ashley, (2007), put forward the following findings from research survey conducted on human resource recruitment and retention. Globally the mining industry is faced with a shortage of qualified talent to meet its production needs. Every year there are more people leaving than entering the mining industry to pursue job and career opportunities? Some of the key reasons for this trend include: the general image of the industry, declining numbers of graduates from mining related programs and the drain for talent and knowledge as a result of mining industry turn-over and retirement.

These trends and challenges have been widely discussed in traditional mining countries such as Canada, the United States, and Australia for well over 10 years. Depending on industry growth estimates, the Canadian mining industry alone will have to recruit between 36,000 and 81,000

employees over the next 10 years, due to retirement, and voluntary separation. From 2004 to 2014, the number of individuals employed in the mining industry is expected to decrease by 12.9%. Mining companies are now beginning to acknowledge that the current supply shortage is already impacting the productivity, efficiency and profitability of their operations. The shortage of skilled workers in combination with high turn-over rates are among the top factors impacting industry growth; either by stopping or delaying projects that would otherwise proceed, or by significantly adding to the cost of new projects.

Furthermore, the research revealed the following critical risks faced by the industry sector: increased competition for labor, expansion of skills shortage, increased competition for entry level talent, increasing mismatch between the available labor pool and the competencies and characteristics required, loss of operational knowledge, due to low retention rates and retirement, loss of executive knowledge, due to retirement, impaired productivity, stagnating growth and limited capacity among managers and leaders to access and respond to a changing environment.

In a 2006 industry survey in Australia, 73% of respondents agreed that the skills shortage had affected their workplace and 77% agreed that the skills shortage had left their company short staffed. The same number of respondents agreed that the people at their workplace were under increased pressure due to the skill shortage.

As the mining industry is seeks sustainable short and long-term solutions, the solutions include: improvement of the industry's image, improve industry relations with the tertiary educational sector, attract skilled workers from foreign countries via work-programs and /or citizenship-

programs, improve and /or establish industry wide standards and programs for the development of industry-relevant knowledge and skills, increase the amount of women, native people/shareholders, and non-traditional workers within the mining work force, establish training programs to meet current and future demands through various internal development programs, attract more general engineering and technical talent from alternative industries and finally leverage technology to improve production processes.

In addition, the most common reason for leaving their last job was 'looking for a new challenge,' given by 27% of respondents, with 19% stating that there were few opportunities for career progression in their current role, and 15% declaring that they 'did not enjoy the work.' Yet, in what seems like a missed opportunity on the part of employers to establish reasons for leaving and take steps to improve employee retention, only 22% of respondents indicated that they had an exit interview when they left their last job

Motivation; the majority of United Kingdom employees seem happy in their role and those that are not are moving on for well thought-out reasons; to look for a new challenge and enhance their career, rather than a simple increase in salary." Fair treatment remains top motivating factor. For the fifth year running, 'being fairly treated' has proved to be the primary motivating factor for people at work, with 75% of people rating it as very important.

In addition, in 2005 survey asked participants to rate the importance of a number of new factors, which have a potential impact on motivation at work. 'Good promotion prospects' were rated as very important by 38% of respondents, 'fair workload' by 29%, and both 'fair time pressures' and 'good policy regulation / discussion' by 24%.

Reward and incentive schemes on the increase - the results of the survey also showed that the number of employers running reward and incentive schemes has continued to rise from 68% to 73%, although the level of consultation with employees on the type of incentive to offer has remained fairly static with only a slight increase from 22% in 2004 to 25% in 2005.

Flexible working hours, the most sought after benefit When asked which benefit would be first choice when choosing the ideal job package, 'flexible working hours' was the overwhelming favorite with 29% of the vote, with the next most popular perk being a car (17%), followed by an extra week's leave and pension (both 15%).

## **RELATIONSHIP BETWEEN CHALLENGES AND HUMAN RESOURCE**

### **RECRUITMENT AND RETENTION**

The study intervenes to establish the relationship between challenges and human resource recruitment and retention in an organization. It will investigate how the selected company embraces the challenges of human resource recruitment and retention for the success and achieving of company objectives. The study will further find out the effects of managing challenges in an organization especially in Roofings (U) Limited. For any company to enhance productivity the challenges of human resource must be accepted, embraced and addressed to fish out from the pool of job seeker the best, right and qualified candidates.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **THE RESEARCH DESIGN IS A CASE STUDY OF ROOFINGS LIMITED**

The research design is a cross-sectional, descriptive and analytical survey formulated to give an intervention on challenges of human resource recruitment and retention in the private business sector. The sample population will be got from Roofings limited (U). The data was collected from the management and the working staff; data was therefore, generated through observations, verbal interviews and questionnaires.

#### **TARGET POPULATION**

The research population was 300 staff members of Roofings Ltd (U). The sample target is 30 respondents which the researcher gave the questionnaires. The researcher used purposive sampling method to determine the required 30 respondents (Amin, 2005). The sample size includes management staff and the working staff. The dominant respondents were working staff; 25 respondents. The management staff members were 5 who included the General Manager and human resource manager and 3 line managers. The main language used by the researcher is English which is accepted as the official language in Uganda.

#### **SAMPLING TECHNIQUE**

In the research study, the researcher used purposive sampling technique to arrive at the desired sample size of 30 respondents out of a population 300 staff members of Roofings Ltd (U). the population was grouped in two departments; management and administration department and the production department to enable the researchers and research assistants do the selection easily

and accurately.

### **SAMPLE SIZE**

The researcher used a sample size of 30 respondents; and they were purposively selected from two groups of the management and administration staff members and the production staff members. The exercise was done by the researchers and research assistants in order to do the process more accurately and efficiently. The respondents are: one (1) General Managers, one (1) Human Resource Manager, (3) Line Managers and twenty five production / working staff members.

### **DATA COLLECTION METHODS**

The observation instruments were used, interview guide and questionnaires for management and working staff as instruments to collect the necessary data from the targeted respondents. The stipulated methods were used by the researcher because the respondents feel more confident to express themselves through interviews and writing in the questionnaires provided that will enable the researchers to capture the relevant and required data and information for completing the study.

### **INSTRUMENTS**

#### **QUESTIONNAIRE FOR THE RESPONDENTS**

The questionnaire technique was used by the researcher to collect primary information through a survey based on self administered structured questionnaires with both open-ended and closed-ended questions. They were administered by the researcher to the targeted categories of

respondents which include General Managers, human resource managers, line managers and working staff.

### **INTERVIEW GUIDE**

The interviews were used on categories of respondents to be interviewed by research assistants and the researcher, the place of interview, and time of starting and ending of the interview.

On the part of capturing data by questionnaires, the order of distributing questionnaires and collecting them from the respondents was done by giving questionnaires to the staff at 9:00 am and collected them back at 4:30 pm by the research assistants.

### **OBSERVATION METHOD**

In the observation method observation schedules were used strategically to tap the necessary information. The focus was on the attitude, perception and generally the moods of the targeted respondents. The researcher also observed carefully, and recorded what is necessary for the success of the intended research study.

### **SECONDARY DATA SOURCE**

In the secondary source of the study the researcher I captured the required information from printed materials, text books, journals, news papers websites and WebPages, internet surfing and other fields of research records. Secondary data source is used because respondents are not expected to readily provide some of the information needed. Especially the global, continent, sub-Saharan Africa, East African, Ugandan and private sector perspective on challenges of human resource recruitment and retention in organization and companies.

## **DATA PROCESSING ANALYSIS**

Data processing analysis involves the ways in which data is interpreted and presented in the most accurate and understandable way. In this case the data collected is analyzed using both manually and computer aided programmes and methods by a way of descriptive statistics such as pie charts, percentages, tables and graphs. The presentation of the findings is made it easy to understand and conclusions are drawn basing on the findings from the research study.

## **VALIDITY AND RELIABILITY OF THE INSTRUMENTS**

To establish the reliability of the questionnaires, the researcher used the method of expert judgments, which is recommended by Gay (1992); that research instruments applied by varying researchers on the same research study should yield similar valid and reliable results. The researcher also contacted the supervisor and other two experts to ensure that the reliability and validity of the research instruments is established, the needed adjustments were made accordingly. In addition, a pre-test was conducted in order to test and improve on the reliability and validity of the questionnaire.

## **LIMITATIONS OF THE STUDY**

The limitations which affected the researcher were; the difficulty to get all the required information from the management staff which was probably due fear of exposing the internal weaknesses and problems of the company. Another limitation was fear of failure to finish the research project in time if other factors are not constant, for example sickness, poor health, war, strikes, disasters and bad weather, however, this has not affected the researcher, hence, the research project has been accomplished in time.

## **CHAPTER FOUR**

### **PRESENTATION OF RESEARCH FINDINGS**

#### **Introduction**

This chapter presents the study findings and their interpretations. It was done in accordance with the three objectives and research questions that guided the study. The objectives of the study include: to find out the relationship between challenges and human resource recruitment and retention in organizations, to establish the challenges of human resource recruitment and retention in the private sector and to investigate how the challenges can be embraced to get right, best and qualified human resource recruitment and retention in Roofings Limited towards achieving, competence and competency, expertise, and corporate goals.

#### **The rate of handling challenges of human resource recruitment and retention in Roofings (U) Ltd**

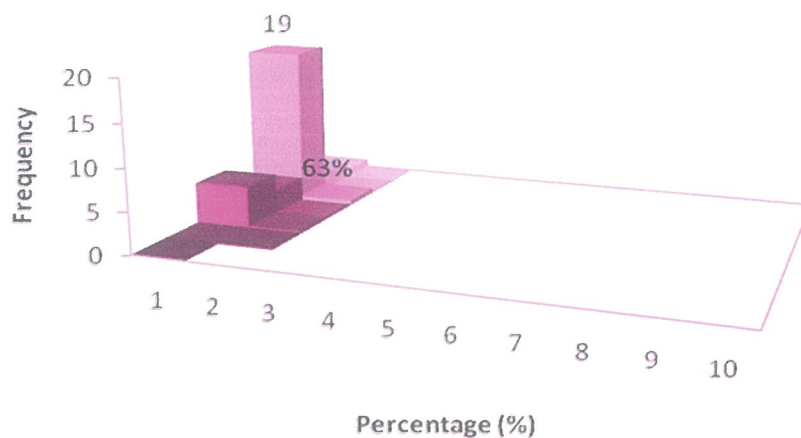
This variable of the study was guided by the research question, which stated that “How do you rate the handling of human resource recruitment and retention in your company?” According to question the elicited responses from the 30 respondents interviewed were given in rates of; Excellent, Very high, High, Low and Very low. However, some of the respondents were not sure of the appropriate rate. In a quantitative approach the findings are tabulated below for further explanation, interpretation and comprehension.

**Table 1: The rate of handling challenges of human resource recruitment and retention in Roofings (U) Ltd**

Response	Frequency	Percentage (%)
Excellent	5	17%
Very high	3	10%
High	19	63%
Low	2	7%
Very low	1	3%
<b>Totals</b>	<b>30</b>	<b>100%</b>

It can be observed from the table that majority of the respondents 19 (63%) revealed that the rate handling challenges of human resource recruitment and retention in Roofings (U) Ltd is high (63%) and the lowest rate is very low with 3%. It is therefore, evident that the challenges of human resource recruitment and retention in Roofings (U) Ltd are highly handled which is good for companies and organizations to attain right, best and qualified human resource. On the other hand the one respondent who stated that the rate of handling the challenges of human resource recruitment and retention are very low (3%) could be probably due to lack of knowledge or individual bias on the company operations. Furthermore, the research findings can be illustrated on graph as shown below.

**Graph: 1.** The rate of handling challenges of human resource recruitment and retention in Roofings (U) Ltd



According to the graph respondents (19) 63% shows that the handling of challenges of human resource recruitment and retention is high in Roofings (U) Ltd and the lowest rate is 3% one respondent who stated that the handling challenges is very low.

#### **The effect of challenges on human resource recruitment and retention**

The findings from the study show the different responses from the 30 respondents interviewed by the researcher. Their responses as far as the effect of challenges on human resource recruitment and retention portrays that challenges greatly affects recruitment and retention of human resource in an organization or company. Majority of the respondents 21 (70%) agreed with the statement that challenges affects human resource recruitment and retention, and few of the respondents 2 (7%) disagreed with the statement. The findings reveal that the challenges of human resource recruitment and retention have a great impact on getting right, best and qualified human resource in a company. For further understanding the findings are illustrated on the table below.

**Table 2:** The effect of challenges on human resource recruitment and retention

Response	Frequency	Percentage (%)
Strongly agree	4	13%
Agree	21	70%
Disagree	2	7%
Strongly disagree	3	10%
<b>Totals</b>	<b>30</b>	<b>100%</b>

In the table above more responses 21 (70%) acknowledged that challenges affect the recruitment and retention of human resource in Roofings (U) Ltd. Companies and organizations to succeed in recruitment and retention of human resource should consider and handle challenges professionally so as to get right, best and qualified staff.

#### **Rate of how challenges can affect the strategy of getting the right, best and qualified work force in a company**

Respondents were requested to state the rate of how challenges can affect the strategy of getting the right, best and qualified work force in Roofings (U) Ltd ; the following responses were put forward by majority of the respondents 12 (40%) the rate at which challenges can affect the recruitment and retention of human resource is above 65%. The lowest rate expressed by the respondents 2 (7%) is 0%. Therefore, the effect is serious and needs proper handling by the company in order to get right, best and qualified staff to attain corporate objectives.

**Table 3:** Rates of how challenges can affect the strategy of getting the right, best and qualified work force in a company

Response	Frequency	Percentage (%)
Rate (0%)	2	7%
Rate (30%)	4	13%
Rate (50%)	7	23%
Rate (65%)	5	17%
Rate (Above 65%)	12	40%
<b>Totals</b>	<b>30</b>	<b>100%</b>

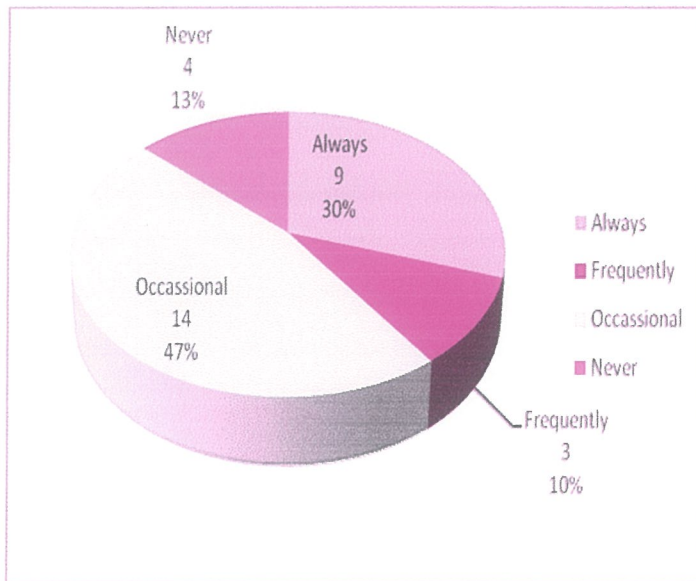
The tabulated findings from 30 interviewed respondents, majority of the respondents 12 (40%) established that challenges affect the strategy of getting the right, best and qualified work force in a company. Therefore, if the challenges are properly addressed recruitment and retention of human resource is possible, and the level production is maximized that leads the company to achieve her objectives

#### **Participation in handling challenges of human resource recruitment and retention in Roofings (U) Ltd**

The respondents were further requested to state their participation in handling challenges of human resource recruitment and retention in Roofings (U) Ltd; various responses came out in the order of: always participating, frequently, occasional and never participating respectively. Majority of the respondents 14 (47) portrayed that they participate occasionally in handling challenges of human resource recruitment and retention. On the other hand, the lowest number of respondents 3 (10%) said participate frequently in the exercise. Generally the elicited responses

for further understanding are presented in pie chart below;

**Pie chart 1:** Participation in handling challenges of human resource recruitment and retention in Roofings (U) Ltd



According to the pie chart the highest participation 14 (47%) in handling challenges of human resource recruitment and retention. This means Roofings (U) Ltd takes the issue of handling the challenges of human resource recruitment and retention vital basically to attain human resource expertise, competence and competency, which is applicable to companies that are focused at meeting their strategic set objectives.

#### **Ignoring challenges of human resource recruitment and retention do not affect getting right, best and qualified personnel**

The findings gathered by the researcher from the respondents were about the statement that ignoring challenges of human resource recruitment and retention does not affect getting right, best and qualified personnel. The following responses were got from the 30 respondents: Basing on responses: strongly agree, agree, disagree, and strongly disagree and neutral respectively. The

highest number of respondents disagreed with the statement. Quantitatively the responses are presented on table 4.

**Table 4:** Ignoring challenges of human resource recruitment and retention does not affect getting right, best and qualified personnel.

Response	Frequency	Percentage (%)
Strongly agree	3	10%
Agree	4	13%
Disagree	18	60%
Strongly disagree	2	7%
Neutral	3	10%
<b>Totals</b>	<b>30</b>	<b>100%</b>

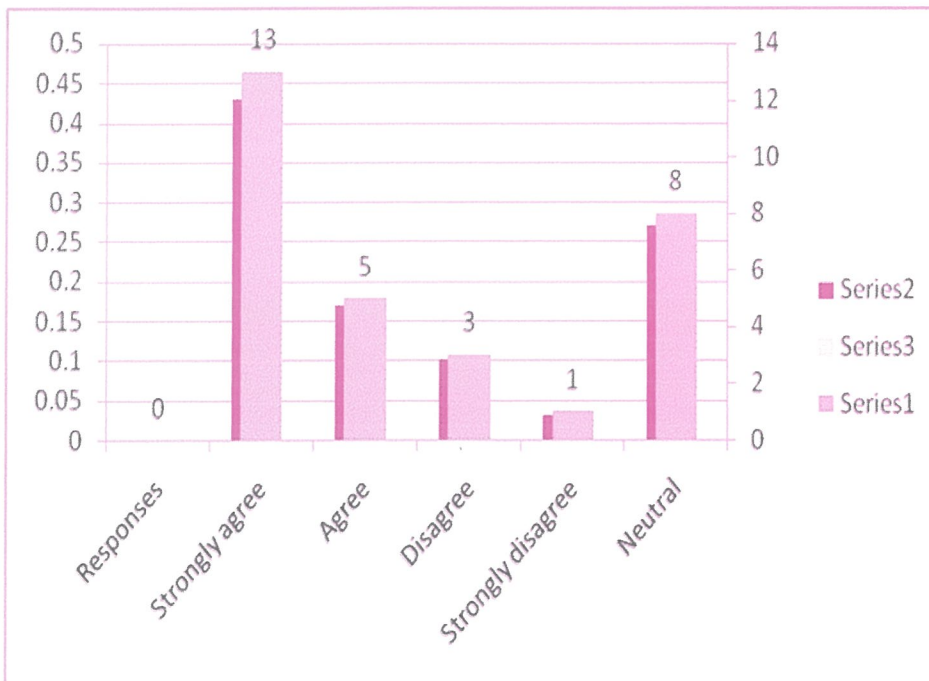
Table 4 contains multiple responses and shows that majority 18 (60%) respondents revealed that the statement is not correct (Disagreed 18 (60%) ignoring challenges of human resource recruitment and retention does not affect getting right, best and qualified personnel in a company. On the other hand, the least response 2 (7%) given is that: Strongly disagree. The two responses which fall in the same negative line portrays that the challenges of human resource recruitment and retention are very paramount in companies or organizations to the extent that the quality of working human resource depends on the degree of handling the challenges.

It is therefore, in cognizance of this revelation that the researcher embarked on finding out whether there is a strong relationship between challenges and human resource recruitment and retention in Roofings (U) Ltd.

### **The provision of accommodation and other incentives enhances human retention**

The question set that the provision of accommodation and other incentives enhances human resource retention; the researcher intended to ascertain whether the provision of accommodation in Roofings (U) Ltd is influenced by the situation. The elicited responses were: strongly agree 13 (43%), agree 5 (17%), disagree 3 (10%), strongly disagree 1 (3%) and neutral 8 (27%). The details of the responses can further be presented on graph 2.

**Graph 2:** The provision of accommodation and other incentives enhances human retention



It can be seen from graph 2 that majority of the respondents 13 (43 %) revealed that the provision of accommodation and other incentives enhances human resource retention in organizations since it makes the employees to build confidence and trust in the employers that their services are appreciated and treasured by the employers. It also builds a sense belonging to the company, job security and motivation to work hard for the company and produce high and quality results that enables the company to maximize revenue collections. Alternatively, few respondents 1 (3%) remarked that the provision of accommodation and other incentives does

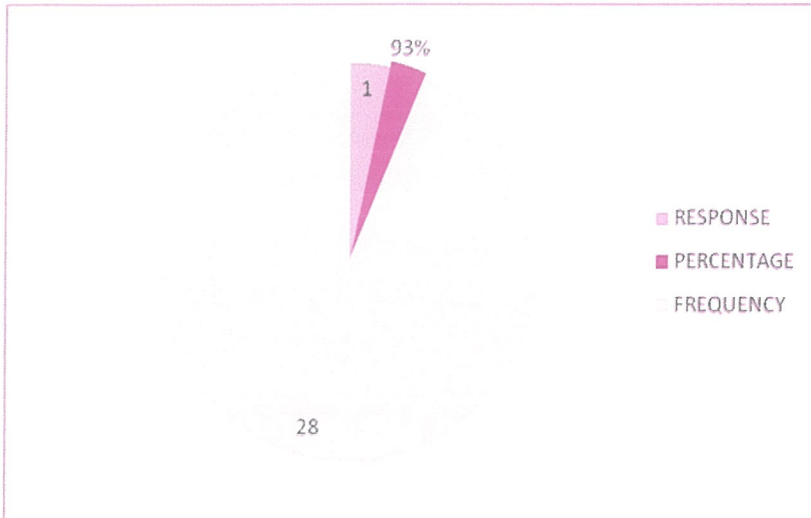
not enhance human resource retention (strongly disagree with statement), from the assessment, one respondent not in support of the statement could be based on personal interests and pursuits but otherwise the general assessment portrays that the provision of accommodation and other incentives make employees feel at home and work for the company wholly to achieve its objectives.

**The right, best and qualified human resource can be got when the challenges are accepted and handled by management**

The findings from the respondents 30 portray that the right, best and qualified human resource can be got when the challenges are accepted and handled by management; according to the questionnaires given to the respondents (30) majority of the respondents 28 (93%) supported the statement by ticking “true” while few respondents 2 (7%) ticked false. The assessment of the majority of the respondents reveals that the handling of the challenges of recruitment of human resource enables the company or organization to get the right, best and qualified human resource (employees) that can propel the company to greater performance and achievement of corporate objectives and goals.

The findings from field can further be presented on pie chart 2 below for easy understanding and application in the management of human resource recruitment and retention by employers.

**Pie chart 2: Showing that the right, best and qualified human resource can be got when the challenges are accepted and handled by management**



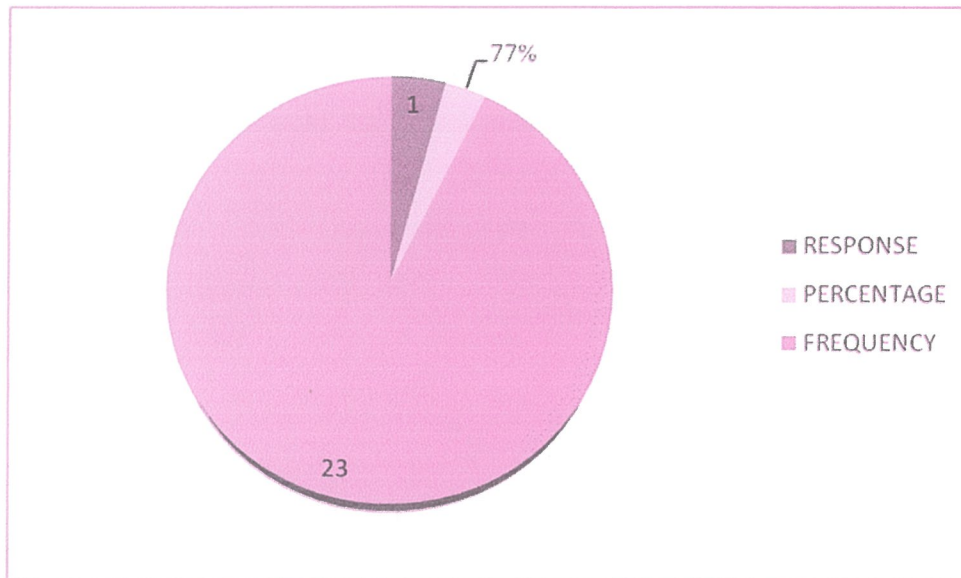
The above pie chart results out of 30 respondents, majority 28 (93%) reveals that the right, best and qualified human resource can be got when the challenges are accepted and handled by management. Quantitatively the least response from the findings show that it is false; respondents 2 (7%) desperately asserted that it false, however, this could be as a result of disparities in perception, ideology and conflict of interests. Generally, handling of challenges positively yields good human resource, because according to the majority of respondents companies which handle the challenges are the best performers in business. Therefore, comparing the false respondents and true respondents it is a negligible margin which confirms challenges have an important influence on recruitment and retention of human resource in organizations and companies.

**There is a strong relationship between the challenges and recruitment / retention of right, best and qualified human resource**

The findings from the field captured by the researcher shows different responses about the strong relationship between the challenges and recruitment / retention of right, best and qualified human resource in companies and organizations. The elicited responses therefore, are: True 23 (77%)

and False 7 (23%). For further, analysis the responses are presented for critical clarity and understanding on pie chart 3 below.

**Pie chart 3:** Showing the strong relationship between the challenges and recruitment / retention of right, best and qualified human resource



According to the pie chart majority 23 respondents 77% propounded that it is true challenges have a strong relationship with human resource recruitment and retention in companies and organizations. Whereas, the least of the respondents 7 (23%) portrayed that challenges do not have a strong relationship with human resource recruitment and retention in companies and organizations

#### **Five challenges of human resource recruitment in Roofings (U) Ltd**

The findings from the field give five various challenges of human resource recruitment in Roofings (U) Ltd; they are:

Selecting the right staff; it is difficult to assess and determine the performance of a staff member before the assignment is given. During recruitment a candidate may have good passes / merits,

and presentable to perform well, but when employed the reverse may be true because some candidates hire experts to apply for them, and train them in tactics of answering questions during interview sessions and winning the conviction of interviewers.

Costs involved in the recruitment exercise; employers may not like to spent a lot of cash on advertizing their vacant jobs on media or bill boards and releasing allowances to the interview panel; instead resort at employing relatives and friends who may not perform well. This causes a great challenge as far as human resource recruitment in companies and organizations is concerned.

The level of education, some jobs require well trained and qualified people who may not be got easily by employers. This situation pauses a challenge to companies and organization to fish out such a person from pool job seekers when their education level is below the demands of the job in question.

Complexity of recruitment exercise; the procedures to be followed are many and costly right from advertizing jobs, rccciving applications, sclection, short listing, invitation, interviews, assessment, marking, orientation and assignment. Employers find it challenging and end up ignoring the long procedures which in the performance perspective has a negative effect on the company or organization.

High competition to rccruit the best candidate; employers want best candidates who would drive the company or organization to high returns in terms of production. Since such people are marketable employers get it a serious challenge when recruitment is needed.

### **Five challenges of human resource retention in Roofings (U) Ltd**

The findings from the field show different challenges that affect human resource retention in companies and organizations. The challenges include the following:

Juicy bonuses; workers feel more comfortable when the company or organization offers them juicy bonuses. It a big challenge for employers to offer juicy bonuses to workers, simply because they want to maximize profits. The employees may feel not appreciated and demotivated to produce more goods and services for the company to maximize revenue and slowly may decide to leave the company.

Social welfare and health care incentives; this is a serious challenge to employers to provide social welfare and health incentives to employees because it involves high expenses in addition to their salaries and wages. Employees may decide to leave such a company because their life is not secure; this seriously undermines retention of employees in the company.

Insurance cover; employers in the private sector find it another expense to ensure employees, and yet it is important for employees to be sure that their life is insure from any eventuality and harm. Under-rating of such a benefit to employees affects their retention in the company, any can leave such company to where their life is secure and insured.

Promotions; employees / human resource love the company if promotions are there and genuine, may not want to leave such a company or organization and the reverse is true.

Offering high salaries and wages; employers find challenging to offer employees high salaries and wages which in the long run make employees feel over worked and exploited by their

employers and any time can decide to leave such a company to look for greener pastures somewhere else. Hence, a great challenge to human resource retention in companies and organizations.

### **Summary**

#### **The rate of handling challenges of human resource recruitment and retention in Roofings (U) Ltd**

The findings on the rate of handling challenges of human resource recruitment and retention in a company show that the rate is high. Good handling of human resource recruitment and retention enables the company to employ the best, right and qualified employees who can be retained for a long time. Handling the challenges requires the address of the needs and benefits of the employees in the company, consequently the employees build confidence in the company and work hard for the company in terms of service delivery and production of goods.

#### **The effect of challenges on human resource recruitment and retention**

Furthermore, the discussions generated from the study findings emphasized on the effect of challenges on human resource recruitment and retention. The effects are either positive or negative to companies or organizations depending on the extent of handling the challenges of human resource recruitment and retention in companies and organizations. Proper and positive handling of challenges is a tactical strategy to be employed by companies and organizations because yields positive results in terms of recruiting the right, best and qualified human resource and retaining the human resource for quality results in the production processes. Therefore, successful companies and organizations opt to embrace and handle the challenges of human

resource recruitment and retention very well in order to build confidence in the human resource and maximize production in quality and numbers.

#### **Rate of how challenges can affect the strategy of getting the right, best and qualified work force in a company**

The study findings portrays that the rate of how challenges can affect the strategy of getting the right, best and qualified work force in Roofings (U) Ltd is high. Companies and organizations to hire or get right, best and qualified work force are affected greatly by the rate of handling challenges of human resource recruitment and retention. On the other hand, if the challenges are under-rated and ignored the strategy of getting right, best and qualified work force will be affected negatively which turn retards the success and development of companies and organizations. Companies and organization performing well in the production of goods and services have rated highly the challenges and considered them seriously to fish out and deploy the right, best and qualified human resource.

#### **Participation in handling challenges of human resource recruitment and retention in Roofings (U) Ltd**

Basing on the research findings from the field participation in handling challenges of human resource recruitment is occasional. Alternatively few of the respondents remarked that they participate frequently, such a situation is not healthy for organizations to progress well because the needs and benefits of employees are not handled seriously. It is very important for companies and organizations to advocate for the strategy of handling challenges of human resource recruitment and retention frequently, in order to keep employees alert and informed of their

conditions, needs and benefits which keep them motivated to work hard for the company's success and development.

**Ignoring challenges of human resource recruitment and retention do not affect getting right, best and qualified personnel**

In respect to findings gathered from the field on the statement: ignoring challenges of human resource recruitment and retention do not affect getting right, best and qualified personnel in companies and organizations is not true; majority disagreed with the guiding statement. Human resource in companies and organizations are the prime resource among other available resources charged with the responsibility of utilizing those resources maximally to produce goods and services. Therefore, ignoring their challenges is a serious situation that costs companies and organizations a lot of finances which happens as a result of employees not performing well the productive activities in the company or organization caused by poor motivation.

**The provision of accommodation and other incentives enhances human resource retention in companies and organizations**

The study findings revealed that the provision of accommodation and other incentives enhances human resource retention in companies and organizations. The provision of benefits and incentives make employees feel at home and build a lot of confidence and trust in the company or organization to work extra harder for the success and development of the company. A satisfied worker means a well cared worker and this creates a great attachment to the organization and serves it with zeal and commitment to meet her objectives. Therefore, employers who provide and consider seriously the benefits, incentives, and needs of workers hit

### **Five challenges of human resource recruitment in Roofings (U) Ltd**

According to the findings from the field, five various challenges of human resource recruitment in Roofings (U) Ltd are put forward.

Selecting the right staff; it is difficult to assess and determine the performance of a staff member before the assignment is given. During recruitment process a candidate may have good passes / merits, and presentable to perform well, but when employed the reverse may be true because some candidates hire experts to apply for them, and train them in tactics of answering questions during interview sessions and winning the conviction of interviewers. Companies and organization require experts to carry on the process instead of making serious mistakes that cause serious financial losses to company or organization.

Costs involved in the recruitment exercise; employers may not like to spend a lot of cash on advertizing their vacant jobs on media or bill boards and releasing allowances to the interview panel; instead resort at employing relatives and friends who may not perform well. This causes a great challenge as far as human resource recruitment in companies and organizations is concerned.

Also the level education is very important, some jobs require well trained and qualified people who may not be got easily by employers. This situation creates a notable challenge to companies and organization in order to be able to fish out such a person from pool job seekers when their education level is below the demands of the job in question.

Furthermore, complexity of recruitment exercise requires a lot of attention from employers; the

procedures of recruitment to be followed are many and costly; right from advertizing jobs, receiving applications, selection, short listing, invitation, interviews, assessment, marking, orientation and assignment. Employers find it challenging and end up ignoring the long procedures which in the performance perspective has a negative effect on the company or organization.

High competition to recruit the best candidate is also a demanding concern; employers want best candidates who would drive the company or organization to high returns in terms of production. Since such people are marketable employers get it a serious challenge when recruitment is needed to fill the vacant jobs in the company.

#### **Five challenges of human resource retention in Roofings (U) Ltd**

The findings from the field show different challenges that affect human resource retention in companies and organizations. The challenges elicited by respondents include the following:

Juicy bonuses; workers feel more comfortable when the company or organization offers them juicy bonuses. It a big challenge for employers to offer juicy bonuses to workers, simply because they want to maximize profits. The employees may feel not appreciated and demotivated to produce more goods and services for the company to maximize revenue and slowly may decide to leave the company. However, employees can be retained in companies and organizations when needs and benefits are met by the employers in time.

In addendum, social welfare and health care incentives are crucial to human resource; this is a serious challenge to employers to provide social welfare and health incentives to employees

because it involves high expenses in addition to their salaries and wages. Employees may decide to leave such a company because their life is not secure; this seriously undermines retention of employees in the company. Thus a serious concern on challenges is eminent for companies and organizations to employees stay in service for long in order to maximize expertise and experience.

Further more, insurance cover is another challenge for employers in the private sector, because find it another expense to insure employees, and yet it is important for employees to be sure that their life is insured from any eventuality and harm. Under-rating of such a benefit to employees affects their retention in the company, any can leave such company to where their life is secure and insured.

Promotions; employees / human resource love the company if promotions are there and genuine, may not want to leave such a company or organization and the reverse is true.

Also offering high salaries and wages is a serious challenge to employers, on a high note, find challenging to offer employees high salaries and wages which in the long run such a discrepancy make employees feel over worked and exploited by their employers and any time can decide to leave such a company to look for greener pastures somewhere else. Hence, a great challenge to human resource retention in companies and organizations, however, such a situation can be avoided if increments are considered serious by employers.

## **CHAPTER FIVE**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **Introduction**

In chapter five, the conclusions and recommendations are given out for further clarity and application by organizations and companies. It is generally done in accordance with the objectives and findings from the research questions. Finally in this chapter areas for further research are suggested.

#### **Conclusions**

In view of the study findings, the following conclusions were found by the researcher:

- (i) There is a strong relationship between challenges and human resource recruitment and retention; therefore, the management of companies and organizations opt to take a serious concern on the challenges in order to be able recruit right, best and qualified human resource and retain them to maximize expertise and high levels of production of goods and services.
- (ii) In planning, decision making and implementation of the productive activities of companies and organizations all stakeholders should be involved to identify the challenges of human resource recruitment and retention that would hinder good performance of employees to achieve corporate targeted results in a stipulated time.
- (iii) To get the right, best and qualified human resource and retain them the challenges should be accepted and handled well by management.
- (iv) In my own perspective, the management of policies should be subjected to adjustment whenever deemed necessary especially on the challenges of human resource recruitment and retention, because the needs and demands of human resource are dynamic. Therefore,

to accommodate them in the most convincing manner is to accept them and handle them accordingly.

Another lesson learnt is that employers should be able to listen to the staff and appreciate their efforts especially the field staff members, the lower and middle staff members that have more interface and access with the clients. In this way, the human resource will feel part and parcel to the company and organization and will work hard for the company and organization to achieve her objectives.

### **Recommendations**

Basing on the study findings, the following recommendations were captured from the respondents.

1. Company / organizational challenges should be accepted and addressed by management accordingly in order to recruit the right, best and qualified human resource and be able retain them that will expertise and experience.
2. Organizational / institutional politics always demotivates staff which finally affects Roofings (U) Ltd; so should be vehemently discouraged to safeguard and promote the mission and vision statement of the corporation.
3. There is still a great need for the management to appreciate and recognize what the staff members are doing most especially those in the production process, because the art of belonging and confidence will be encouraged.
4. Transparency in benefits, incentives, rewards and promotions has a positive bearing on performance and management should be valued seriously in order to practice fairness and

justice, otherwise such can discourage human resource from working hard for the company or organization.

#### **Areas for further research**

In view of the study findings, the following areas for further research were suggested:

- (i) Research study can be done to find out further the effect of challenges of human resource recruitment and retention in private sector and public sector.
- (ii) A Research study should also be done to evaluate the attitude of human resource when the challenges are ignored by employers.
- (iii) A Research study should be done on the impact of well handled challenges of human resource recruitment and retention on performance in the private sector.

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**APPENDIX 1I**  
**RESEARCH INSTRUMENTS**

**A: RESEARCH QUESTINNAIRE**

**PART.1: QUESTIONS FOR GENERAL MANAGER, HUMAN RESOURCE MANAGER,  
LINE MANAGERS AND WORKING STAFF**

Background questions; tick the appropriate alternative.

1. 0. Gender:            Male            ☐  
                              Female            ☐

1.2. Age:                18 – 40            ☐  
                              41 – 60            ☐  
                              61 and above      ☐

1. 3. Number of years working?  
                              1 – 4                ☐  
                              5 – 8                ☐  
                              9 and above        ☐

1. 4. What is your education level?  
                              Primary 7 - Grade 3   ☐

S.4 - Grade 5

S. 6 - Graduate

Masters - PhD

Non of these

**PART. 2: ASSESSING THE CHALLENGES OF HUMAN RESOURCE RECRUITMENT AND RETENTION?**

Assessment guide:	Excellent	9
	Very High	7
	High	6
	Low	3
	Very Low	1

2. 1. How do you rate the handling of challenges of human resource recruitment and retention in your organization / company? Write the appropriate number.

**PART. 3: DETERMINE THE IMPACT OF CHALLENGES ON HUMAN RESOURCE RECRUITMENT AND RETENTION?**

3. 1. Challenges affect human resource recruitment and retention?

Strongly agree  Agree  Disagree  Strongly disagree

3. 2. Give the rates you think challenges affect the strategy of getting the right, best and qualified work force in the company?

0%

30%

50%

65%

Above 65% ☐

3. 3. What is your participation as far as handling challenges of human resource recruitment and retention are concerned?

Always ☐ Frequently ☐ Occasional ☐ Never ☐

3. 4. The challenges of human resource recruitment and retention can be ignored and still get the right, best and qualified personnel?

Strongly agree ☐ Agree ☐ Disagree ☐ Strongly disagree ☐ Neutral ☐

3. 5. Providing accommodation and other incentives can enhance human resource retention?

Strongly agree ☐ Agree ☐ Disagree ☐ Strongly disagree ☐ Neutral ☐

3. 6. Human resource recruited without following the process are the best performers?

Strongly agree ☐ Agree ☐ Disagree ☐ Strongly disagree ☐ Neutral ☐

#### **PART. 4: FINDING THE RELATION BETWEEN CHALLENGES AND HUMAN RESOURCE RECRUITMENT AND RETENTION**

Tick True or False.

4. 1. Right, best and qualified human resource can be got when the challenges are accepted and handled by management? False ☐ True ☐

4. 2. Challenges and recruitment / retention of right, best and qualified human resource have a strong relationship? False ☐ True ☐

4. 3. Enumerate five challenges of human resource recruitment?

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4. 4. List five challenges of human resource retention in your company or organization?

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4. 5. If there is any other information you feel is relevant and necessary give it below?

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## **(B). INTERVIEW GUIDE**

The researcher used the following interview guide:

1. Categories of respondents were management staff members and production staff.
2. Place: Roofings (U) Ltd Kampala District
3. Starting time: 9:30am; and the researcher used some of the some of the following questions:
  - (a) How do you rate the way challenges of human resource recruitment and retention are handled in Roofings Ltd (U)?
  - (b) Give five challenges of human resource recruitment and retention?
  - (c) What is your participation as far as handling challenges of human resource recruitment and retention are concerned?

End time: 4:00pm

4. Collection and arranging of data from staff members.

### APPENDIX III

### CURRICULUM VITAE

#### BIO-DATA

Names NYIRAGUHIRWA FLORA

Sex Female

Date of birth August 28, 1958

Occupation Teacher

Marital status Single

County Nyarusiza

District Kisoro

Country Uganda

Nationality Ugandan

Contact address P. O. Box 4791, Kampala Uganda East Africa

Telephone +256 712 873864 / 0771 833 651

E-mail [guhirwaflora@yahoo.com](mailto:guhirwaflora@yahoo.com)

#### UNIVERSITIES / INSTITUTION / SCHOOLS

Name	Years	Qualifications attained
Makerere University Kampala (Institute of Teacher Education - ITEK)	1998- 2000	Degree in Education
Institute of Teacher Education – Kyambogo (Kaliro National Teachers’	1993 - 1995	Diploma in Teacher Education

College)		
Shimoni Teachers' College	1980 - 1982	Grade III Teacher Education Certificate
Immaculate Heart Nyakibare Girls School	1973 - 1976	Ordinary Level Certificate (UCE)
Giharo Primary School	1966 - 1972	PLE Certificate

## WORKING EXPERIENCE

1. St. Jude School Nagulu Teaching from 2004 to date, other responsibilities held are:

- Director of studies
- Year Head of Eight Teachers
- In-charge of poultry farm in the school
- In-charge of Women Affairs and guiding them on small scale projects: poultry and piggery.
- Do guidance and counseling to both Adults and Children

## EXTRA CURRICULAR ACTIVITIES IN SCHOOL

- Helping learners in Art / Craft activities: knitting of table cloths and crotchets
- Helping learners to plant some crops for their consumption and at times for sale
- Helping learners to make toys for their games
- Guiding learners on how to handle themselves at school and in public

- Reading news papers and journals\

## REFEREES

1. Mrs. Ndyagambaki Schola: Tel. 0772 407 024
2. Mr. Turyahikayo Willy: Tel. 0782 460 921
3. Ms. Tumuhairwe Stella: Tel. 0772 454 150

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