

HUMAN RESOURCE RECRUITMENT AND LABOUR TURNOVER IN LOCAL GOVERNMENT: A CASE STUDY OF KABALE MUNICIPALITY

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ABSTRACT: *The purpose of the study was to examine the contribution of human resource recruitment on labour turnover in Kabale Municipality. The study was to examine the role of human resource recruitment in Kabale Municipality, to find out the causes of labour turnover in Kabale Municipality and to examine the benefits of human resource recruitment on labour turnover in Kabale Municipality. The research adopted a case study design supported by mixed research approaches. The study used a sample size of fifty respondents selected using purposive and simple random sampling techniques. Questionnaires, interviews and documentary review were used in data collection. Data presentation was done using frequency tables and percentages. The study established that recruitment helps an organisation to obtain the right staff thereby helping the organisation to meet its short-and long term objectives. The study found out that labour turnover in local governments in Uganda with no exception of Kabale Municipality is influenced by poor working conditions, lack of benefits available to employees, high labour demand in other organisations, job dissatisfaction and poor remuneration. From the findings, the study concluded a significant positive relationship between recruitment and labour turnover in local governments. The study recommended that local governments should carry out both internal and external recruitment of staff to attract competent staff that will lead to improved organisational performance. Local governments in Uganda should provide a better physical working environment by taking the needs of individual workers into consideration which would enable their workers to work more comfortably and efficiently and avoid leaving local governments.*

Keywords; Human resource recruitment; labour turnover; local governments

INTRODUCTION

A study by Richard (2013) has highlighted the importance of a fair conception of the hiring process, which establishes the context in which selection occurs, in determining a number of outcomes important to both individuals and companies, chief among them employee retention. To help human resource managers and the entire firm find the best candidates and keep them on board, recruitment and selection are crucial tools (O'Brien, 2012). While it is acknowledged that ineffective hiring practices continue to have an impact on organizational employee retention, many institutions across a variety of jurisdictions have not yet developed and put into practice successful hiring techniques (Hellriegel and Slocum, 2015).

One of the activities that has a significant negative influence on the productivity of employees in local governments in Uganda is recruitment as a human resource management function (HRMF). It is taking a long time for public service organizations in many jurisdictions to identify and implement new, effective hiring strategies, even though it is understood and accepted that poor recruitment decisions in local governments in Uganda continue to affect employee performance, which in turn affects organizational performance and limits goal achievement. For an organization to succeed, top talent must be attracted and kept. Recently, many public sector organisations have struggled to find and recruit the best employees to fill open positions as a result of layoffs, turnover and retirements (Namusonge, 2012).

Labour turnover is one of the ongoing challenges faced in local governments today. In Uganda, the majority of local governments hire personnel, but after a few years, the personnel vanish and move on to seek employment with other organizations. Even while employees are empowered through training, hiring, and appraisals, there is still staff churn (Namusonge, 2012). However, because empirical research in the area are not extensively recorded, the situation with recruitment and labor turnover has remained unclear. Given this context, this study was conducted to determine the impact of human resource recruitment on labor turnover in local governments in Uganda.

1.2 Statement of the problem

The most crucial resource and the backbone of organizations everywhere is unquestionably human capital. Unfair hiring practices are becoming more prevalent in Uganda's local governments. One of the main issues facing local governments, according to Wanyama (2009), is corruption in the form of nepotism in the appointment of personnel. It was challenging for Kabale Municipality to keep talented personnel (Human Resource Department, 2021). Local governments will continue to lose their valued human resources if this situation persists, which may have an impact on how well they perform. Due consideration was given to Kabale

Municipality when conducting this study to determine the impact of human resource recruiting on labor turnover in Kabale District Local Government.

Purpose

The purpose of the study was to examine the contribution of human resource recruitment on labour turnover in Kabale District Local Government.

Objectives

- i. To examine the role of human resource recruitment in Kabale Municipality
- ii. To find out the causes of labour turnover in Kabale Municipality
- iii. To examine the benefits of human resource recruitment on labour turnover in Kabale Municipality.

METHODS

Research Design

The study used a case study design because it helps the researcher to focus on a single unit study and also helps in getting in-depth knowledge of a wide problem with limited resources. Therefore the case study approach would provide an in depth description and analysis of the effect of financial rewards on employees performance in local governments. Within a case study design, this study incorporated both quantitative and qualitative research approaches to understand better the relationship between variables. Quantitative approach addressed research objectives through empirical assessments that involved numerical measurement and analysis while qualitative approach was used to describe issues related to the study that were gathered through the use of interviews.

Study Population

The study was carried on a population of 70 people from Kabale Municipality.

Sample Size Determination

The sample size was 50 respondents which was selected using simple random and purposive sampling techniques to select staff of Kabale Municipality. This helped to ensure interviewing of relevant informants with firsthand information. Purposive sampling helped to identify those respondents who had expertise or experience about a problem that was under investigation. Simple random sampling was considered suitable in selecting a representative sample and gave each element equal chance of being included in the sample.

Data Collection Instruments

Questionnaire

Self-administered questionnaires designed in likert format (1-5 ratings strongly agree, agree, undecided, disagree and strongly disagree) were used to collect data from respondents. Questionnaires were preferred because they were convenient as respondents would fill them during their free time and could consult for views and information about the research problem.

Interview Guide

The researcher conducted interviews with councilors in relation to the set objectives of the study. A structured interview guide was used to stimulate them into a detailed discussion on the effect of financial rewards on employees' performance in local governments.

Documentary Review Guide

The researcher developed a checklist to guide the reading. Documentary analysis was used to enable the researcher compare findings from primary data on the same topic. The researcher sourced data from journals, the internet, text books and other published source of relevant information.

Data Analysis

The data collected was subjected to processing for easy interpretation and understanding. Data was checked for completeness, categorized, coded, and entered into a computer where it was summarized into frequency tables, edited and tabulation by use of percentages. Quantitative data was presented in form of descriptive statistics using frequencies and percentages. Qualitative data was sorted and grouped into themes. The researcher thereafter evaluated and analyzed the adequacy of information in answering the

research questions through coding of data, identifying categories and parameters that emerged in the responses to the variables of the study. Qualitative data was presented using narrative text.

RESULTS AND DISCUSSION

Table 4.1: Role of Human Resource Recruitment in Kabale Municipality

Statement	Strongly agree		Agree		Not sure		Disagree		Strongly disagree			
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Recruitment helps an organisation to obtain the right staff thereby helping the organisation to meet its short-and long term objectives	14	28	18	36	0	0	12	24	6	12	50	100
Internal recruitment is cost saving and efficiency gains can be made because internal recruits are typically able to take up posts much more quicker than people being brought in from outside	15	30	20	40	0	0	10	20	5	10	50	100
Recruitment helps to minimize the outcomes associated with labour turnover in an organization	16	32	20	40	0	0	8	16	6	12	50	100
Recruitment of employees is fundamental to the functioning of an organization	15	30	18	36	0	0	10	20	7	14	50	100

Source: Primary Data, 2021

From Table 4.1, data indicates that 28% of the respondents strongly agreed, 36% agreed, 24% of the respondents disagreed while 12% strongly disagreed that recruitment helps an organisation to obtain the right staff thereby helping the organisation to meet its short-and long term objectives. Since majority of the respondents agreed, it implies that organisations including local governments in Uganda carry out recruitment to obtain competent staff to help them achieve their objectives.

Findings in table 4.1 indicates that 30% of the respondents strongly agreed, 40% of the respondents agreed, 20% of the respondents disagreed while 5% strongly disagreed that internal recruitment is cost saving and efficiency gains can be made because internal recruits are typically able to take up posts much more quicker than people being brought in from outside. The findings imply that internal recruitment should be emphasized in local governments since can minimize financial resources that can be invested in other sectors to provide services.

In addition, 32% of the respondents strongly agreed, 40% agreed, 16% of the respondents disagreed while 12% of the respondents strongly disagreed that recruitment helps to minimize the outcomes associated with labour turnover in an organisation. Since majority of the respondents agreed, it implies that recruitment safeguards local governments and other organisations from problems such as poor service delivery and underperformance which may be a result of labour turnover.

Furthermore, 30% of the respondents strongly agreed, 36% agreed that recruitment of employees is fundamental to the functioning of an organization, 20% disagreed whereas 14% strongly disagreed. From the findings, it implies that there is improved efficiency and effectiveness in performance of an organisation when the right staff join the organisation or local government.

In an interview with one staff of Kabale Municipality, it was disclosed that effective employee recruitment is a critical component of a successful organization. How employees perform their jobs is a major factor in determining how successful an organization will be. Job performance is essentially determined by the ability of an individual to do a particular job and the effort the individual is willing to put forth in performing the job. It is for this reason that Kabale Municipality carries out recruitment to attract people better able to perform in order to deliver better services. Also, results from interviews revealed that recruitment is used to fill identified gaps in jobs and so it helps improve the service delivery to beneficiaries.

In support of the above findings, O'Brien, (2011) recruitment is an essential tool in assisting the human resource managers and the entire organisation to hire the right people and retain them.

Findings from interviews also revealed that recruitment increases morale for employees who believe that the organization will reward successful performance and that they will be promoted to higher opportunities.

Causes of Labour Turnover in Kabale Municipality

Table 4.2 shows the level of agreement on causes of labour turnover in Kabale Municipality

Table 4.2: Causes of Labour Turnover in Kabale Municipality

Statement	Strongly agree		Agree		Not sure		Disagree		Strongly disagree		Total	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Poor working conditions	18	36	22	44	0	0	10	20	0	0	50	100
Lack of benefits available to employees	16	32	20	40	0	0	8	16	6	12	50	100
High labour demand in other organisations	16	32	20	40	0	0	8	16	6	12	50	100
Job dissatisfaction	20	40	30	60	0	0		0	0	0	50	100
Poor remuneration	22	44	28	56	0	0	0	0	0	0	50	100

Source: Primary Data, 2021

From Table 4.2, findings revealed that 36% of the respondents strongly agreed, 44% agreed while 20% of the respondents disagreed that poor working conditions cause labour turnover. In relation to this, it was revealed that when the working conditions are good and conducive, employees will work hard and improve on their performance and there are less chances of employees leaving for other jobs elsewhere. But when a local government is not providing good working environment then there is high rate of turn over.

The table also indicates that 32% of the respondents strongly agreed, 40% agreed, 16% of the respondents disagreed while 12% strongly disagreed with lack of benefits available to employees. Since majority of the respondents agreed, it implies that the absence of fringe benefits in local government forces some staff to leave local governments in search of jobs from other organisations where they are assure of these benefits. Local governments should therefore ensure that these fringe benefits are offered to staff so as to retain them and improve their levels of performance.

In addition, high labour demand in other organisations was strongly agreed by 32% of the respondents, agreed by 40% of the respondents, 16% of the respondents disagreed while 12% strongly disagreed. The findings imply that when other organisations have high demand for labour and have better working environment, some staff working in local governments including Kabale Municipality are forced to leave and join the new organisation leading to high labour turnover in the local government.

Job dissatisfaction was also found to be another factor contributing to labour turnover in local governments of Kabale municipality as strongly agreed by 40% and agreed by 30% of the respondents. When employees get dissatisfied with local government’s jobs they decided to join other organisations especially in Non-government organisations and this leads to high labour turnover in local governments. More still, poor remuneration was strongly agreed by 44% of the respondents and agreed by 56% of the respondents. The above findings indicate that poor remuneration is a major factor that contributes to labour turnover in local governments.

In an interview with a staff of Kabale municipality, it was revealed that what attracts an employee in another organisation may cause an employee leave and organisation that consequently may cause labour shortage in the left organisation. He further states that when employees are not satisfied with their current jobs, they leave an organisation in search for satisfying jobs causing staff shortages. According to him, this is more so in local governments including Kabale Municipality.

Benefits of Human Resource Recruitment on Labour Turnover in Kabale Municipality

The frequency table below presents the findings on the benefits of human resource recruitment on labour turnover in Kabale Municipality

Table 4.3: Benefits of Human Resource Recruitment on Labour Turnover in Kabale Municipality

Statement	Strongly agree		Agree		Not sure		Disagree		Strongly disagree		Total	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Effective recruitment influences the retention period of new recruits	14	28	18	36	0	0	12	24	6	12	50	100
Recruitment is an essential tool in assisting the human resource managers and the entire local government to hire the right people and retain them	15	30	20	40	0	0	10	20	5	10	50	100
Recruitment helps to minimize the outcomes associated with labour turnover in an organization	16	32	20	40	0	0	8	16	6	12	50	100
The rate of labour turnover is reduced when recruitment for staff is conducted	15	30	18	36	0	0	10	20	7	14	50	100

Source: Primary Data, 2021

From Table 4.3, data indicates that 28% of the respondents strongly agreed, 36% agreed, 24% of the respondents disagreed while 12% strongly disagreed that effective recruitment influences the retention period of new recruits. The findings imply that when employees are effectively recruited they stay long within the organisation to contribute to the achievement of its goals and objectives.

Findings in table 4.3 indicates that 30% of the respondents strongly agreed, 40% of the respondents agreed, 20% of the respondents disagreed while 5% strongly disagreed that recruitment is an essential tool in assisting the human resource managers and the entire local government to hire the right people and retain them.

In addition, 32% of the respondents strongly agreed, 40% agreed, 16% of the respondents disagreed while 12% of the respondents strongly disagreed that recruitment helps to minimize the outcomes associated with labour turnover in an organisation.

Furthermore, 30% of the respondents strongly agreed, 36% agreed that the rate of labour turnover is reduced when recruitment for staff is conducted, 20% disagreed whereas 14% strongly disagreed. From the findings, it implies that recruitment minimizes the rate of turnover and its associated problems within local governments.

Findings from interviews revealed that the rate of labour turnover is influenced by ineffectiveness in recruitment, thus effective recruitment encourages employee retention.

Conclusion

The study established that recruitment helps an organisation to obtain the right staff thereby helping the organisation to meet its short-and long term objectives. Internal recruitment is cost saving and efficiency gains can be made because internal recruits are typically able to take up posts much quicker than people being brought in from outside. The study also established that recruitment helps to minimize the outcomes associated with labour turnover in an organisation and it is fundamental to the functioning of an organization.

The study found out that labour turnover in local governments in Uganda with no exception of Kabale Municipality is influenced by poor working conditions, lack of benefits available to employees, high labour demand in other organisations, job dissatisfaction and poor remuneration.

From the findings, the study concluded that there is a significant positive relationship between recruitment and labour turnover in local governments. It was established that effective recruitment influences the retention period of new recruits and recruitment is an essential tool in assisting the human resource managers and the entire local government to hire the right people and retain them. The study established that recruitment helps to minimize the outcomes associated with labour turnover in an organisation and the rate of labour turnover is reduced when recruitment for staff is conducted and is effective.

Recommendations

Local governments should carry out both internal and external recruitment of staff to attract competent staff that will lead to improved organisational performance.

Local governments in Uganda should provide a better physical working environment by taking the needs of individual workers into consideration which would enable their workers to work more comfortably and efficiently and avoid leaving local governments.

Local governments should make employees work-life balance a priority of human resource policies. In practice, organizations could offer flextime management practices to teachers, allowing them to adjust their work time which may help them to work more efficiently.

It is therefore recommended that management looks for a cost-effective ways to recruitment and selection of employees in the local government. Management can also lay down measures such as safety guidelines within the organization to improve the safety and health conditions of all employees.

The government should provide good pay, a good working environment and flexible management practices that allow employees to have more autonomy and authority to have control over their work as this would reduce labour turnover.

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