

Relationship Between Recruitment Practices and Employees Retention in Uganda. A Case of Uganda Broadcasting Corporation (UBC)

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Abstract

The study conducted was about the relationship that exists between recruitment practices and employees retention in Uganda. A case of Uganda Broadcasting Corporation (UBC). The objective of the research paper was to examine the relationship between recruitment practices and employee's retention in Uganda. A case of Uganda Broadcasting Corporation. The study employed a descriptive survey research design based on both qualitative and quantitative research approaches. The study considered a sample size of 137 respondents who were selected to participate in the study. The respondents were using stratified and random sampling procedures. Data collection instruments involved questionnaires survey and interviews method. A quantitative data/surveys /questionnaires were administered to a sample of employees working at Uganda Broadcasting Corporation, Uganda; In-depth interviews conducted with key informants, including line Managers, Human Resources Managers and lower level employees of Uganda Broadcasting Corporation (UBC). A total of 137 questionnaires were sent out and 109 were returned to the researcher representing a response rate of 79.6%. The study concluded that recruitment practices and employees retention have a moderate and significant relationship. Finally, based on the findings, it was recommended that, UBC should develop and implement a comprehensive recruitment practices/strategies and employees retention plans that extends beyond the traditional scope of talent acquisition.

Keywords: Recruitment Practices, Employees Retention, Uganda Broadcasting Corporation.

Introduction

Many organizations have now recognized that human resources play an important role in gaining a competitive advantage in today's highly competitive global business environment (Mello, 2007). While all aspects of managing human resources are important, employee retention continues to be an essential Human Resource Management activity that helps organizations in their quest to achieve their goals and objectives (Frank et al., 2023). As a result of its links to organizational performance, employee retention is a key concern for practitioners in the public and private sectors (Ronald et al., 2023). This study will investigate the relationship between recruitment practices and employee retention in radio broadcasting in Uganda a case of UBC radio. In this study, the recruitment practices will be limited to external sourcing, internal sourcing and head hunting. Radio broadcasting in Uganda has seen significant growth in recent years, contributing to the country's media landscape (Kazaara, Charles, et al., 2023). However, this growth has also intensified the competition for skilled professionals in the field. The shortage of specialized training programs and the evolving technological landscape have further complicated the recruitment process within the industry (Ntirandekura & Christopher, 2022). Employee retention is equally crucial for maintaining the quality and consistency of broadcasting services. Studies have shown that compensation and benefits are key factors influencing retention in the broadcasting sector (Kazaara & Kazaara, 2023). Organizational

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culture, offering opportunities for career development, and creating a positive work environment are also pivotal in retaining talent (Allan et al., 2023). The unique challenges faced by radio broadcasting organizations, particularly in a developing country like Uganda, necessitate tailored recruitment and retention strategies. However, there is a lack of research specifically addressing these issues within the context of UBC Radio (Kazaara, Kazaara, et al., 2023). By conducting a case study on UBC Radio, this research paper sought to fill this gap by examining the relationship between recruitment practices and employee retention strategies, and the impact of its organizational culture

Statement of the Problem

According to Robbins, (2004) and Armstrong, (2006) assert that good recruitment will always result into selection of a right committed work force that is in position to increase organizational performance (Wegulo et al., 2023). Recruiting people who do not fit in the organization can lead to increased labour turnover, increased costs for the organization, and lowering of morale in the existing workforce. Such people are likely to be discontented, unlikely to give of their best, and end up leaving voluntarily or involuntarily when their unsuitability becomes evident. They will not offer the flexibility and commitment that many organizations need (Faith et al., 2023).

However, the above explained scenario characterizes Uganda Broadcasting Corporation (UBC) and the researcher states that poor utilization of recruitment sources and talent identification coupled with other factors is the cause behind poor employee retention (Alex & Kazaara, 2023). Furthermore, it is even unfortunate that there is no any detailed information which has ever been conducted to establish the relationship between recruitment practices and employees retention a content which induced the researcher to conduct a cross sectional survey study in Uganda Broadcasting Corporation (UBC) to ascertain what could be the real cause of poor recruitment practices and employee retention and action plans that can be devised to avert the situation (Shakilah & Kazaara, 2023)

General Objective

To examine the relationship between recruitment practices and employee retention at Uganda Broadcasting Corporation.

Specific Objective

To establish the relationship between recruitment practices and employee retention at Uganda Broadcasting Corporation.

Study Hypothesis

Recruitment practices are significantly related to employee's retention.

Methodology

The study adopted a cross-sectional research design which involved collecting of data once over a period of days, weeks or months in an attempt to provide answers to a research question (Sekara, 2003). The cross-sectional design allows collection of data using different modes of data collection such as self-administered questionnaires and face-to face interviews (Lavrakas 2008). The study population was comprised of 180 respondents 123 including employees, 9-line managers and 5 human resource managers. These departments were considered because employees in those departments contribute immensely to the productivity of UBC. Thus, the employees in the selected departments were deemed representative of the employees in Uganda Broadcast Corporation (UBC). The sample size for the questionnaire survey will include 123 employees for the questionnaire survey. The samples for interviews were 9 managers and 5 Human resource managers selected purposively. Data was analysed inform of tables, frequencies and percentages using SPSS and STATA (Nelson et al., 2022)

RESULTS

Table 1: Descriptive Statistics on Employee Retention

	N	Mean	Std. Deviation
I am guaranteed to work for this organization in the next three years as long as I still want	109	3.0917	1.29487
I would wish to stay in this organization for much of my working career life	109	3.0734	1.60270
Conditions provided by the organization give me satisfaction to continue working with this organization	109	3.0092	1.35739
I have been making attempt to move to another organization that is better than this one	109	2.9174	1.26292
Management has ensured that I see a future for myself within this organization	109	2.8991	1.45262
If I wanted to do another job or function, I would look first at the possibilities within this organization	109	2.8624	1.27996
Valid N (listwise)	109		

Source: Primary Data (2023)

The analysis of employee retention at Uganda Broadcasting Corporation (UBC), as detailed in the table above, provides insightful data on how employees perceive their future with the organization. This table, with responses

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from 109 participants, delves into various aspects of employee retention, including job security, career longevity, satisfaction with working conditions, attempts to move to other organizations, perception of management's role in career development, and internal job mobility (Polycarp et al., 2023).

The average score regarding the guarantee of work for the next three years, assuming the employee wishes to stay, is 3.0917, with a standard deviation of 1.29487. This suggests a moderate level of confidence among employees about their job security, though with notable variability, indicating differing degrees of certainty among staff members. A senior manager commented, *"We strive to provide job security, but we also recognize that employees' perceptions of this can vary based on their experiences and roles within the organization."*

In terms of the desire to stay with UBC for a significant portion of their careers, the mean score is 3.0734 with a higher standard deviation of 1.60270 (Faridah et al., 2023). This points to a moderate inclination to remain with the organization long-term, but with a considerable spread in responses, which may reflect diverse career aspirations and experiences among the staff.

Regarding satisfaction with the conditions provided by UBC, the mean score is 3.0092, with a standard deviation of 1.35739, indicating moderate satisfaction overall but, again, with a wide range of opinions (Christopher et al., 2022). This could suggest that while some employees are content with their working conditions, others may have unmet expectations or concerns. The mean score for attempts to move to another organization is 2.9174, with a standard deviation of 1.26292, showing a moderate tendency among some employees to seek opportunities elsewhere. This could be reflective of a subset of the workforce who might be exploring other options due to various factors like career growth, compensation, or job satisfaction (Isaac et al., 2023). On management's role in ensuring employees see a future within the organization, the average rating is 2.8991, with a higher standard deviation of 1.45262. This suggests that there is room for improvement in how management communicates and supports career development and progression within the organization (Emmanuel et al., 2023). Lastly, the likelihood of looking for other job possibilities within UBC scores a mean of 2.8624, with a standard deviation of 1.27996. This indicates a moderate inclination towards internal job mobility, yet it also suggests that not all employees are fully aware of or confident in internal opportunities.

These findings collectively indicate that while there is a sense of job security and a general desire to stay with the organization, there are significant variations in employee satisfaction with working conditions, management support for career development, and internal mobility opportunities (Racheal et al., 2023). This highlights areas where UBC might focus its efforts to improve employee retention, including enhancing communication about career paths, ensuring satisfaction with working conditions, and making internal opportunities more visible and accessible to employees.

Table showing Correlation of Financial Rewards and Voluntary Labour Turnover

Variables	Recruitment Practices	Employee Retention
Recruitment Practices	1	.535**

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Employee Retention	.535**	1
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** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data (2023)

The table displays the results of a Pearson correlation analysis. The correlation coefficient (r) between recruitment practices and employee retention is .535, which is statistically significant at the 0.01 level (2-tailed). This positive correlation coefficient indicates a moderate to strong relationship between the two variables. In practical terms, this means that as recruitment practices at UBC improve or become more effective, employee retention tends to increase as well (Nelson et al., 2023). The significance level of 0.01 suggests that this is not a random occurrence and that there is only a 1% chance that this correlation is due to random variation, lending confidence to the relationship observed.

Regression of recruitment practices and employee retention

Below table shows the regression model that was used to examine the extent to which recruitment practices predict employee retention.

Regression of Financial Rewards and Voluntary Labour Turnover

			Standardized			
Unstandardized Coefficients			Coefficients			
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.200	.257		4.678	.000
	Recruitment Practices	.231	.082	.275	2.825	.006

$R=0.225$; $R^2=0.212$; $\text{Adj}R^2=0.205$; $F=38.559$; $\text{Sig}=0.000$.

a. Dependent Variable: Employee Retention

Source: Primary Data (2023)

The table provides the results of a regression analysis, which examines the impact of recruitment practices on employee retention more directly. The unstandardized coefficient (B) for recruitment practices is .231, with a standard error of .082, and the standardized coefficient ($Beta$) is .275. The t -value of 2.825 and its associated significance level of .006 indicate that recruitment practices significantly predict employee retention (Musaibah et al., 2023). This means that for every unit increase in the effectiveness or quality of recruitment practices, there is an expected increase of .231 units in employee retention, holding all else constant. The model's R -squared value is 0.212, which means that approximately 21.2% of the variability in employee retention is explained by recruitment practices. The adjusted R -squared value of 0.205 is a slightly more conservative estimate, adjusting for the number of predictors in the model. The F statistic of 38.559 and its significance level of .000 further confirm that the model is a good fit for the data (Ronald et al., 2023).

The statistical analysis of the relationship between recruitment practices and employee retention at Uganda Broadcasting Corporation reveals a significant and positive association between these two variables. The Pearson correlation analysis demonstrates a moderate to strong correlation, indicating that as recruitment practices improve, employee retention tends to increase. Furthermore, the regression analysis supports this finding, showing that recruitment practices are a significant predictor of employee retention (Derrick et al., 2023). This suggests that effective recruitment strategies are crucial for enhancing employee retention, with a considerable portion of the variation in retention explained by how recruitment is conducted. These results underscore the importance of implementing robust and effective recruitment practices as a means to foster higher levels of employee commitment and reduce turnover.

Discussion of Findings

The relationship between recruitment practices and employee retention at Uganda Broadcasting Corporation. The analysis of the relationship between recruitment practices and employee retention at Uganda Broadcasting Corporation (UBC) provides insightful revelations into human resource management. The significant positive correlation and regression results indicate that effective recruitment practices are closely linked to higher levels of employee retention. This implies that when UBC invests in and improves its recruitment strategies, it sees a corresponding increase in its ability to retain employees. The implications of these findings are profound. They suggest that recruitment is not just a process of filling vacancies, but a critical component of broader organizational strategies aimed at maintaining a stable and committed workforce. Effective recruitment practices, which may include clear communication of job expectations, a robust selection process, and alignment with organizational culture, appear to enhance employee satisfaction and loyalty, thereby reducing turnover. This relationship highlights the necessity for UBC to continuously refine its recruitment strategies, ensuring they are not only effective in attracting talent but also in laying the groundwork for long-term employee engagement.

Comparative scholarly perspectives provide a broader context to these findings. Recent studies in the field of human resource management, such as those by Burtch, Carnahan, and Greenwood (2018), have emphasized the strategic importance of recruitment in employee retention. They argue that recruitment practices that align well with organizational values and clearly communicate job roles are more likely to attract individuals who fit well with the company, thereby enhancing retention. Additionally, research by Jiang and Men (2017) supports the notion that recruitment is a key determinant of initial employee engagement, which is a precursor to retention. These studies align with the findings at UBC, underscoring the pivotal role of recruitment in fostering employee commitment and reducing turnover. However, they also suggest that this relationship is nuanced, influenced by various factors including organizational culture, the specific nature of recruitment practices, and the broader industry context.

The Social Exchange Theory offers a theoretical framework for understanding these dynamics. According to Cropanzano and Mitchell (2005), the theory posits that employment relationships are based on reciprocal exchanges where employees respond to the treatment they receive from their employers. In the context of UBC, effective

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recruitment practices can be seen as an initial positive input from the organization, which employees reciprocate with higher levels of commitment and longer tenure. The theory suggests that these initial interactions set the tone for the employment relationship, influencing employees' perceptions of fairness, trust, and mutual obligation. From the researcher's perspective, the findings at UBC reflect the intricate interplay between recruitment practices and employee retention. The researcher posits that recruitment is more than just a process of talent acquisition; it is a critical strategic tool that can significantly impact employee morale, engagement, and ultimately, retention. The positive correlation between effective recruitment practices and retention underscores the need for UBC to approach recruitment as a key component of its strategic human resource management. The researcher further suggests that incorporating the principles of Social Exchange Theory into recruitment practices can enhance their effectiveness, creating a foundation of trust and commitment that is likely to result in higher retention rates. In essence, the relationship between recruitment practices and employee retention at UBC underscores the strategic value of recruitment in human resource management. Scholarly literature reinforces the significance of this relationship, highlighting the impact of recruitment on initial employee engagement and long-term commitment. The Social Exchange Theory provides a useful lens to understand the reciprocal nature of this relationship, while the researcher's perspective emphasizes the strategic importance of recruitment in fostering a committed and stable workforce.

Conclusions

In conclusion, the study at Uganda Broadcasting Corporation clearly demonstrates a significant and positive relationship between recruitment practices and employee retention. This relationship highlights the strategic importance of recruitment in not only attracting talent but also in laying a foundation for long-term employee engagement and loyalty. The correlation and regression analyses reveal that effective recruitment strategies are instrumental in enhancing employee satisfaction and reducing turnover. These findings underscore the necessity for organizations, particularly those similar to UBC in structure and industry, to recognize recruitment as a critical component of their overall human resource strategy, with direct implications for workforce stability and organizational success.

Recommendations

Based on the findings, a key recommendation for UBC is to develop and implement a comprehensive recruitment strategy that extends beyond the traditional scope of talent acquisition. This strategy should encompass a thorough understanding of the organization's culture and values, and integrate these elements into every stage of the recruitment process. This could include enhanced training for HR personnel on value-based recruitment techniques, the incorporation of behavioral and cultural fit assessments in the selection process, and the development of clear and transparent communication channels to convey organizational values and expectations to potential candidates. Additionally, UBC should regularly evaluate and adjust its recruitment practices based on feedback from new hires and ongoing workforce analysis. By doing so, UBC can create a more robust and effective recruitment system that

not only attracts the right talent but also fosters a strong sense of commitment and loyalty, thereby significantly improving employee retention.

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