

**FACTORS AFFECTING RECRUITMENT AND RETENTION OF QUALIFIED
NATIONAL STAFF IN ORGANIZATIONS WORKING IN POST CONFLICT
COUNTRIES: A STUDY OF INTERNATIONAL NON GOVERNMENTAL
ORGANIZATIONS OPERATING IN JUBA, SOUTHERN SUDAN**

BY

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DECLARATION

I declare that this project proposal is my own original work and has not been presented for award of any degree in any university.

Signed:  _____

5th October 2009

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Date

This management project has been submitted for examination with my approval as the University supervisor.

Signature:  _____

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DEDICATION

As many before me have said “nothing good comes easy”, I would like to pass on the same to those who are struggling and faltering to complete this post graduate course in between their heavy work schedules and family commitments. I dedicate this project to them as a testament that all is possible with sacrifice and a lot of patience.

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ABSTRACT

The objective of the study was to determine the factors affecting recruitment and retention of employees in the International Non Governmental Organizations operating in Southern Sudan. The study adopted cross-sectional survey study of the International Non Governmental Organizations. The population of interest were all the International Non Governmental Organizations working in Juba as provided by United Nations- Office for the Coordination of Humanitarian Affairs [UNOCHA] which is the coordinating body of all INGO's present in Southern Sudan. Combinations of stratified and purposive sampling techniques were used to select 26 International Non Governmental Organizations out of the thirty eight. Questionnaires were used to collect data. A response rate of 54% was realized. The study found that there are many factors affecting the recruitment and retention of employees. The factors are basically the same and related. Chief among the factors that influence employee recruitment are pay attractiveness, organizations external work environment, availability of qualified staff, organizations recruitment procedures and advertisement channels among others. The main factors influencing employee retention are job satisfaction, organizational commitment to employees, pay, conditions of service, staff welfare, role clarity, procedural justice, gender sensitivity, conflict management system, staff development, advancement opportunities, flexibility of work arrangement, job stress, employee attachment to the organization, training opportunity, proximity of work place to employees homes, responsibilities and commitment outside the organization. The study recommended that the International NGOs working in southern Sudan should focus on and improve on pay attractiveness, organizations external work environment, availability of qualified staff, organizations recruitment procedures and advertisement channels among others also mentioned on the report so as to increase their power to recruit the right staff. The study further recommends that the International NGOs working in southern Sudan should focus on and improve on job satisfaction, organizational commitment to employees, pay, conditions of service, staff welfare, role clarity, procedural justice, gender sensitivity, conflict management system, staff development, advancement opportunities, flexibility of work arrangement, job stress, employee attachment to the organization, training opportunity among other factors also mentioned on the study to improve on their ability to retain good employees. The study was limited by low response rate and incomplete response to questions.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Due to increased competitive pressure, today's managers are continually looking for ways to improve and sustain organizational performance (Petts, 1997). These ways include appropriate employee recruitment and retention practices among others. Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization (Flipo, 1984). Flipo argues that the objective of recruitment is to increase the selection ratio, which is the number of applicants per job opening. According to Carrel, Elbert and Hatfield (1995), recruitment is the process of acquiring applicants who are available and qualified to fill positions in the organization, while Armstrong (1999) observes that the overall aim of the recruitment and selection process is to obtain at a minimum cost, the number and quality of the employees required to satisfy human resource needs of the company. According to Snell et al (2000), recruitment and selection process is intended to identify prospective employees who will fit well with the hiring organization. From this viewpoint, the ultimate goal of recruitment is to attract the maximum number of applicants.

Retention is a critical element of organizations general approach to talent management, which is "the implementation of integrated strategies or systems designed to increase work place productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs" (Lockwood, 2006). Retaining top talent is a primary concern for many organizations. Talent management programmes should be tailored to those who are more responsible for the organizations success. This is because high performers are most likely to possess the knowledge, skills and experience necessary to contribute to the overall success of the organization. With the growing emphasis on individual's personal control over their careers and external mobility (Arthur and Rousseau, 1996), workers today are likely to have weaker intentions to stay, than was the case when career was characterized by stability. Rousseau (1998) suggested two core ways that organizations can retain employees: enhancing employee's perception of organizations membership and actively demonstrating to them that they are cared for and valued even though their employment may be temporary.

1.1.1 Southern Sudan

Since the independence of Sudan in 1956, Southern Sudan has been a battleground for two civil wars (1955-1972, 1982-2004) that have resulted in suffering, loss of life and opportunities, widespread poverty and food insecurity. This has been the longest uninterrupted conflict in the world, killing over 2 million people, displacing 4 million persons internally, and forcing a further 500,000 refugees into asylum in neighbouring countries (Young, 2004).

The momentous signing of the Comprehensive Peace Agreement (CPA) in January 2005 between the Government of Sudan (GOS) and the Sudan Peoples' Liberation Movement/Army (SPLM/A), has resulted in large population movements, social and political change, increased mobility, trade and investment within Sudan and its neighboring countries.

In Sudan the challenges characterizing a post-conflict situation are obviously multiple and complex. Not least amongst those challenges is the need to provide basic social services including education, water, food security and health to a population in a country where institutional, financial, and technical capacities are lacking or severely weakened.

The humanitarian situation in Southern Sudan has attracted numerous international Non Governmental Organizations (NGO's) to Southern Sudan to provide the much needed support in terms of socio-economic development. Although the term NGO remains conceptually elusive, in this study, the researcher is mainly concerned with organizations which are not part of the government, i.e. organizations which voluntarily and legally set up to serve the common good, and are not profit oriented. NGO's operating in Southern Sudan can be classified into two broad categories: Indigenous NGOs and Foreign/International NGOs. Indigenous NGOs have their roots in the country and are predominantly managed by the indigenous people with their headquarters within the country with field offices located in areas of their operations (Semboja and Therkildsen, 1995). Foreign/International NGOs operate in Southern Sudan through their country offices.

The core of every Non Profit Organization is its mission (Angelica, 2001; Glasrud 2001). The mission is a tool that provides a clear compelling statement of purpose that the organization disseminate both internally and externally. The mission statement helps define an organization, expressing its values and envisioning its future simply and clearly. Often the mission statement

attracts clients, donors, funders, employees and volunteers to an organization (Hosselbein and Cohen, 1999, p. 317). Many individuals in non-profit organizations conceptualize money as a means to accomplish larger objectives and not as an end in itself, either personally or organizationally (Masson, 1996). This suggests that financial incentives and controls might be less effective in non-profits organizations'. These constraints cause managers to use strategies that draw on employees' intrinsic motivations rather than on the extrinsic motivation of money (Masson, 1996).

1.2 Statement of the Problem

The quality of human resource is a very important factor in the success of any organization. Because of this importance, every organization is keen on every aspect of human resource management. Huselid (1998) is of the view that effective use of human resource practice can be a source of competitive advantage to the organization. Among the important aspects of human resource management are recruitment and retention of qualified employees. Effective recruitment practice helps an organization to obtain at a minimum cost, the number and quality of the employees required to satisfy human resource needs (Armstrong, 1999). Retention helps an organization to keep people with the required skills and aptitude to meet current and future needs (Lockwood, 2006).

A number of studies have been done on areas related to recruitment and retention in the local and international scene. In the local scene, Wanjiru (2007) did a study on factors that influence employee retention in the manufacturing firms in Nairobi, Kenya. Njire (2006) undertook a survey study on employee recruitment and selection practices among international NGO's operating in Kenya. Catherine (2006) did a survey study on the extent of use of electronic recruitment by state corporations in Kenya. In the global scene, Carlton and Yoshioka (2003) did a study on mission attachment and satisfaction as factors in employee retention and found that in general, employees felt committed to the mission and appreciated their role in its fulfillment; however on average they expressed satisfaction with compensation practices. Zimmerman and Barrick (2009) did a study on hiring for retention and performance and found that biodata measures that assess pre-hire embeddedness in the organization and the habitual commitment and pre-hire attitudes scales. These measure employment motivation, personal confidence, and traits of conscientiousness and emotional stability predicted voluntary, avoidable turnover during six

months period after hiring. Hausknecht, Rodda and Howard (2009) did a study on performance based and job-related differences in reported reasons for staying and found the relative importance of different retention reasons to vary across dimensions and by employee's job performance and job level.

The above cited studies have made important knowledge contributions in the areas of recruitment and retention of employees. However the cited studies have been done in different settings with emphasis on specific aspects of either recruitment or retention and it remains difficult to generalize and apply to international non Governmental Organizations operating in post conflict areas like Southern Sudan. The researcher is not aware of any study which has specifically looked at the factors affecting recruitment and retention of qualified national staff particularly on International Non Governmental Organizations working in Southern Sudan. A knowledge gap therefore exists and it is this gap that the researcher is trying to bridge by addressing the question: what are the factors affecting recruitment and retention of qualified national staff in organizations working in Southern Sudan?

1.3 Objective of the Study

To determine the factors affecting recruitment and retention practices of International NGOs operating in Juba, Southern Sudan

1.4 Importance of the Study

The findings of this study will specially benefit the following groups:

- a) International Non Governmental Organizations- This study will provide insight to the management of INGOs in post conflict areas, particularly the human resource managers on the deeper challenges that exist in the process of recruiting and retaining qualified employees. This insight is expected to give them HR managers understanding of how to improve their employee recruitment and retention practices.
- b) Employees of International Non Governmental Organizations- This study is also expected to help employees or prospective employees of INGO's to understand their practices so that they can be able to make well informed career choices.

c) Academicians: This study is also expected to generate a lot of knowledge in this area of employee recruitment and selection with special emphasis to INGO's operating in the post conflict areas of Southern Sudan.

CHAPTER TWO: LITERATURE REVIEW

2.1 Recruitment

While books and other materials, buildings, hardware, software and systems are key parts of the organizations, people are what make the key difference. Building an organization of people trained and motivated to deliver the highest quality of service takes an immense time and effort (Lee, 1994). Employee recruitment and retention are some of the important blocks of building the people aspect of an organization. According to Carrel, Elbert and Hatfield (1995), recruitment is the process of acquiring applicants who are available and qualified to fill positions in the organization, while Armstrong (1999) observes that the overall aim of the recruitment and selection process is to obtain at a minimum cost, the number and quality of the employees required to satisfy human resource needs of the company. To meet the present day organizational challenges, employees must be selected carefully. Failure to select the correct candidate can lead to lower productivity and competitiveness, potential loss of clients, high training costs, recruitment fees and redundancy packages (Hacker, 1997). Recruiters face a difficult task as they need to make a decision that predicts the contribution that an individual will make to an organization in the future based on the factual and personal information available. Most frequently, recruiters adopt two staged procedures in the recruitment of candidates, these are: Selection of candidates for interview based on the content of their application and making a final decision based on a personal interview (Smith and Grave, 2002).

It has been observed that even though interview lack reliability and validity, it remains the prime candidate assessment mechanism (Dipboye *et al* (1984). This is despite the fact that before the interview, candidates, applicants complete a form containing historic and verifiable information about the individual which would permit the development of scoring systems and construction of models with potentially high predictive ability of eventual success. Harvey-Cook *et al* (1998) and Gammie (1999) demonstrate that selection models using biographical data have value to recruiters and outperform the conventional approaches; they suggest that significant benefits can be accrued by an organization through the adoption of formal statistical procedures at the selection stage. Holland (1976) finds that people with similar background characteristics form six vocational types: realistic, social, investigative, creative, conventional and enterprising. Accountants are for example said to be of “conventional” type. Biographical data on personal

characteristics and previous academic performance have been shown to be the best predictor of employee turnover (Gable et al., 1989), job performance (Hunter and Hunter, 1984) and voluntary withdrawal during training (Drakeley et al., 1988).

Finding the right person for the job has always been important and most crucial for employers. As stated by Hunt (2004) that choosing the best employees are essential to the success of any organization and for employee, selecting the best position is an important determinant of future success. However, many firms still experiencing a difficulty in finding and retaining qualified labor (Min and Emam, 2003).

2.1.1 Realistic Recruitment

The human resource management literature describes two rather different approaches to recruitment: The “traditional” approach and the “realistic” approach. The “traditional” approach is often compared to the work of a salesperson, providing incomplete or even biased information about the job and/or the organization may be seen as an acceptable means for reaching this goal. In the mid-1970s, researchers (e.g. Wanous, 1975, 1978) started to criticize the traditional approach and hypothesized that its benefits in terms of attracting large numbers of candidates may be more than outweighed by its negative consequences for the selection and retention of those candidates. Following the lead of Wanous (1975), many human resource management scholars pointed out that an unrealistic presentation of job-related information may lead to a “rude awakening” when newly hired employees discover the reality of the job. The larger the gap between what has been promised during recruitment and what the employees experience during their first weeks and months on the job, so they argue, the higher the likelihood that they will be frustrated, dissatisfied, and unproductive. In the end, many of them may quit rapidly.

As an alternative to “traditional” recruitment, Wanous (1992) proposed that recruiters engage in a “realistic” approach. The key idea of a “realistic job preview” is that recruiters provide balanced and honest information about both the negative and positive aspects of the job and the organization. While this is likely to lead to a decrease in the number of applicants, it would also have a number of beneficial consequences (Meglino and DeNisi, 1987). For instance, those who are not seriously interested in and/or qualified for the job may decide not to apply. Moreover, candidates may expect less from the job and therefore be less likely to be disappointed or to feel

misled by the organization. They may also develop effective strategies for coping with the negative sides of the job. As a result, so the argument of “realistic recruitment” goes, candidates will be more satisfied in their jobs and turnover will decrease. Meglino et al., (1988) however argue that realistic recruitment does not mean that recruiters should communicate negative information only, but a combination of negative and positive previews should be encouraged. This means that successful realistic recruitment requires an appropriate selection of information to be communicated to candidates, and an appropriate choice of message choices and media used to convey this information. an audio-visual previews are more effective than written documentation (Philips, 1998). Raub and Streit (2006) observe that there is an overlap in some major categories of information that recruiters give to candidates.

2.1.2 Diversity in Recruitment

The introduction of employment equality regulation has made it illegal to discriminate or harass in the work place on the grounds of sexual orientation, tribe, religion and belief Tipper (2004). Economic and commercial advantages provide solid foundations for most corporate initiatives. Many organizations simply recruit for diversity as “the right thing to do”. However the commercial benefits of having a workforce with greater cultural awareness, more points of view, different approaches or best practice from different industries will lead to improvement of the bottom line. It will also generate greater respect and awareness for individual among the workforce (Tipper, 2004). Diversity recruitment strategy can be achieved through many ways. One way is to effectively recruit from minority groups by understanding your available talent market. Another way to achieve workforce diversity is by widening the pool of recruits that an organization is targeting and having an effective strategy of reaching target audience.

2.2 Factors Affecting Recruitment

The recruitment function of the organizations is affected and governed by a mix of various internal and external forces. The internal forces or factors are the factors that can be controlled by the organization. And the external factors are those factors which cannot be controlled by the organization. The internal and external forces affecting recruitment function of an organization are:

2.2.1 Internal Factors

There are a number of internal factors that influence the recruitment of employees. One of these factors is the organizations recruitment policies. Different organizations pursue different recruitment strategies depending on their Human Resource policies. For example, some organizations rely on their employees to refer potential employees to them as they find this method both reliable and cost effective. Also, employees recruited through referral were found to have longer tenure than those recruited formally; they perform better and realized higher job satisfaction (Morehart, 2001).

Some organizations prefer to promote internally rather than recruit new employees from outside. This is because risk-averse employers prefer to go with less uncertainty by working with people they know better rather than those they don't know. The cost of recruitment and training may also be a factor in preferring to promote insiders than recruit outsiders. Outsider may be recruited in such kind of organization on if they show a significant margin of superiority (Greenward, 1979).

2.2.2 External Factors

The availability of manpower both within and outside the organization is an important determinant in the recruitment process. If the organization has a demand for more professionals and there is limited supply in the market for the professionals demanded by the company, then the company will have to depend upon internal sources by providing them special training and development programs. Employment conditions in the community where the organization is located will influence the recruiting efforts of the organization. If there is surplus of manpower at the time of recruitment, even informal attempts at the time of recruiting like notice boards display of the requisition or announcement in the meeting etc will attract more than enough applicants. Various government regulations prohibiting discrimination in hiring and employment have direct impact on recruitment practices. Also, trade unions play important role in recruitment. This restricts management freedom to select those individuals who it believes would be the best performers. If the candidate can't meet criteria stipulated by the union but union regulations can restrict recruitment sources. The recruitment policies of the competitors also affect the recruitment function of the organizations. To face the competition, many a times the organizations have to change their recruitment policies according to the policies being followed

by the competitors. Additionally the growth of the economy also influences the availability of applicants.

2.3 Employee Retention

Retention is the implementation of integrated strategies or systems designed to increase work place productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs” (Lockwood, 2006, p. 2). A multitude of factors explain why employees remain in or leave an organization. Employee’s job satisfaction has a consistent and negative association to their expressed intention to stay and positive association to their perception of congruence with organizational values (Aryee, Luk, and Stone, 1998). One can investigate job satisfaction as either an overall attitude toward the work experience or as multiple components, including attitudes toward compensation, coworkers and one’s roles and tasks. Satisfaction with pay or compensation is of particular interest because it may be the counterpart to relying on the mission to motivate and keep employees (Preyra and Pink, 2001). The nature of non-profit organizations places an expectation on employees to work for cause, not paycheck. Furthermore, non-profits in general are unable to compete with for profit organizations in providing pay and incentives (Brandel, 2001). An additional consideration is that employee’s dispositional and descriptive characteristics explain tendencies towards positive and negative attitudes towards the organization. For example, age, tenure and position have all been shown to influence employee’s commitment and satisfaction (Griffeth, Hom and Gaertner, 2000).

2.4 Factors Affecting Staff Retention

2.4.1 Voluntary Turnover

The Lee and Mitchell’s (1994) model of voluntary turnover extend our understanding of the decision process used by employees when making a decision to stay or leave their employer. Earlier studies on turnover recognized that there are different types of turnover decisions and levels of deliberations (Hom, Caranikas-Walker, Prussia, and Griffeth, 1992). According to the Lee and Mitchell (1994) model, the process of employee voluntary turnover begins with a distinguishable event that causes and employee to evaluate the implications of the event on his or her job. This event is referred to as the ‘shock’. However the shocks are not necessarily negative or internal to an organization. For example the birth of a child may be a very positive, external

event (shock) that will cause an individual to reevaluate his or her current job. When a shock occurs, an employee experiences a change in his or her environment that causes a reassessment of the individual plans. Plans are the set of choices that the employee has to accomplish a goal. The event causes the employee to search his or her memory for prior decisions, rules, or learned responses referred to as a decision frame or script. If the script is available, the employee will execute it prior to considering any other choices; however if a script is available, the employee will consider other plans (choices) for accomplishing the goal (Schank and Abelson, 1977).

According to Donnelly and Quirin (2006), economic consequences are very important to employees that make the decision to quit after a search and evaluation of alternatives and to employees choosing to stay in their positions. Economic consequences can be a powerful tool in response to the turn over decision process. Donnelly and Quirin (2006) suggests that when a shock event initiates the turnover process there is much greater likelihood that the employee will quit the organization, and women are more likely to experience shock events; however this difference is attributable to pregnancy and childbirth. In discussing the effective motivational forces influencing voluntary turnover, Maertz and Griffeth (2004) noted that employees who have negative views of their work environments are more likely to leave (Meyer and Allen, 1991).

2.4.2 Employee Survival Tactics

The theory of employee survival states that an employee's initial acceptance into an organization and longevity with the organization is based on an authoritarian congruence between the employer and employee (Altemeyer, 1996). An authoritarian congruence means that the employer and employee have similar behaviours regarding aggression, submission and conventionalism in the work place. The longer an employee remains with an employer, the greater the fit between the employer and employee, because there is a test of employee submission to the employer conventional throughout the employment process. Employees unwilling to submit either withdraws from the employment relationship in the process of quit, or are discharged in the form of employer authoritarian aggression (Natoli, 1999)

The assessment of fit between the parties begins in the recruitment and selection stages where the parties bring their respective authoritarianism together. The parties are initially attracted to

each other by scant but enough information to eliminate the others in the marketplace. The employee is initially attracted to the employer by remuneration but also by such factors as the employers business and image, its compliant theory group, that is generally whether it is for profit or non-profit, and the employer representative encountered. The employer is attracted to the employee by the applicant job skills which will help the employer to achieve its economic advantage, but also by personal aspects of the applicant (e.g. the applicant personality, school attended and personal interests) (Etzioni, 1975). After the application or resume is initially reviewed and approved, a deeper probing of authoritarianism fit occurs in the selection process where a potentially wide array of selection methods such as employment interviews and personality tests further refine the fit between the employer and application. Personnel management practitioners refer to this as the “chemistry” between the employee and the hiring authority usually the person who will be the applicant supervisor (Natoli, 1999). An employer’s authoritarian posture changes over time much as an organization changes over time. Factors affecting an employer’s authoritarian posture over time include changes in the personalities of the organizations major decision makers and changes in environmental factors that affect the organization such as economic, competitive, technical, legal and regulatory, demographic and cultural factors (Benard, 1938).

2.4.3 Job Stress

According to Mobley (1977), job and working conditions affect job satisfaction which in turn leads to thought of quitting, evaluation of the utility of searching behavior, job search, evaluation of alternatives, comparison of alternatives versus the present job, intention to quit or stay and finally to turn over or retention behavior (Staw, 1984). The role stress which leads to turnover typically includes role conflict, role ambiguity, and role overload (Netemeyer, Burton and Johnstone, 1995). Increasing role stress is typically associated with increased tension, decreased job satisfaction, decreased organizational commitment, increased intention to leave and increased employee turnover (Netemeyer *et al.*, 1995). Designing job role to optimize stress levels is therefore important to avoid excessive stress, poor job performance and ultimately wealth erosion (Ketchen *et al.*, 2007, p. 382).

2.4.4 Personality Traits

According to Barrick and Mount (1991), conscientiousness which is the act of being dependable and reliable, is a factor in the contractual and moral/ethical motivational forces that affects employee turnover decisions. In a contractual situation such as accepting a job offer, conscientious employees are more likely to perceive that obligations exist to their employers and are more likely to adhere to these obligations by staying at the organization. These perceived obligations have been perceived as normative commitment (Meyer and Allen, 1991) and have been found to negatively relate to intent to quit (Shore, Tetrick, Shore and Barksdale, 2000). Conscientious individuals are more likely to believe they have a moral obligation to stay with an organization. Individuals with religious or moral beliefs, such as protestant work ethic, believe that perseverance is good regardless of the circumstances and that switching jobs indiscriminately is a sign of poor character (Martz and Griffeth, 2004).

Individuals low in the trait (or high in neuroticism) tend to have negative perception of themselves and their environments (Burke, Brief and George, 1993). This leads to an increased likelihood of experiencing negative state of mind or mood, which are associated with encoding and recalling negative information (Weiss and Cropanzaro, 1996) and higher levels of conflict with coworkers (Organ, 1994). Because neurotic individuals tend to be in negative mood more often than emotionally stable individuals are and tend to have more conflicts with core workers (Organ, 1994), they are less likely to become effectively socialized into their organizations. Cote (2005) theorized that individuals exhibiting negative emotions, such as sadness and anger, are less likely to receive social support from coworkers and are more likely to experience interpersonal conflict, thereby increasing their stress levels and intentions to quit (Spector and Jex, 1998).

2.5 Factors Compelling Employees to Stay

Retention is a critical element of an organization's more general approach to talent management, which is the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining, and utilizing people with the required skill and aptitude to meet current and future business needs (Lockwood, 2006, p. 2). Organizations would most likely want to adopt specific strategies that contribute to the retention of their most valued employees while avoiding those that would appeal primarily to

low performers (Steel et al., 2002). In terms of job differences, many talent management programs emphasize developing and retaining employees who have leadership potential within the organization in the near future. To this end, organizations can benefit from knowing whether retention reasons differ by job level. This might then call for different retention strategies, depending on the individual's position in the organizational hierarchy (Hausknecht, Rodda and Howard, 2000).

In their theory, March and Simon's (1958) proposed that desirability and ease of movement are the two main drivers of employee turnover. Desirability of movement is commonly defined by the individual's satisfaction with the job, whereas ease of movement generally reflects perceived or actual job alternatives in the external market. March and Simon's (1958) model suggests that the employees will be more likely to stay when they are satisfied with their jobs and believe that there are few alternatives. Porter and Steers (1973) asserted that several work related and personal factors were important precursors of turnover, in their model, they proposed five dimensions to why an employee should stay in an organization. The first two dimensions are extrinsic rewards (e.g. pay, benefits) and advancement opportunities. Employees are sensitive to receiving fair rewards for their effort and may leave when opportunities to receive greater rewards exists elsewhere. The third factor is a constituent attachment in the form of effective supervision and positive peer group relations.

Porter and Steers reviewed evidence from previous research showed higher turnover among employees when supervisors had treated them poorly, were inconsiderate or did not meet their needs regarding feedback and recognition. In addition, coworkers may influence retention because they can provide support and encouragement to employees to help them adjust to the work environment, thereby facilitating attachment to the organization. Fourth, Porter and Steers suggested that employees are more likely to stay as they build longer tenure with the organization (because of seniority related-perks or other valued outcomes). Finally non-work influences such as family responsibilities, were mentioned as another factor that can be related to employee retention. This has since been expanded to include a variety of ties to one's community, family and other life activities outside work (Mitchell, Hottom, Lee, Sablynski, and Erez, 2001). Price and Mueller (1981) presented an updated model that encompassed many of the earlier retention factors while introducing several new ones. Drawing from earlier

perspectives, they considered job satisfaction and perceived alternatives as proximate causes of decisions to stay, and viewed pay, promotional opportunities, constituent attachments, kinship and organizational commitment as distant influences. One important addition to the model was distributive justice.

CHAPTER THREE RESEARCH METHODOLOGY

3.1 Research Design

This was a descriptive survey study aimed at determining the factors influencing the recruitment and retention of qualified national staff in INGO's working in the post conflict areas, particularly the Southern Sudan. According to Cooper (1996), a descriptive study is concerned with finding out who, what, where and how of a phenomenon. The design has in the past been successfully used by Njoroge (2003) and Mazrui (2003).

3.2 The Population

A population or universe for a survey is any group of individuals or institutions which have one or more characteristics in common that are of interest to the researcher. The population of interest in this study will be thirty eight International Non-governmental organizations working in Juba, the capital city of Southern Sudan. United Nations Agencies will not be included in the study as they operate under different circumstances.

3.3 Sampling Frame and Sample Size

A combination of stratified and purposive sampling techniques was used. Purposive sampling is a deliberate non-random method of sampling which aims to select a sample of people, settings or events with predetermined characteristics.

The INGOs were categorized into thirteen strata's and two INGOs were purposely selected from each stratum. The selection of the two organizations is based on the presence and accessibility in Juba city. Some of the organizations listed do not have any active presence and conduct "hit and run" projects i.e. short term and then leave the country.

The sampling frame for this study encompasses thirty eight international organizations working in Juba and has been provided by United Nations- Office for the Coordination of Humanitarian Affairs [UNOCHA] which is the coordinating body of all INGO's present in Southern Sudan. It has classified the INGO's according to the various sectors that they deal with e.g. health, water & sanitation etc.

The following table illustrates the sampling techniques adopted for the study.

Table 1: INGO's operating in juba

SECTORS	INGO's
<i>Cross-cutting Issues (Gender, HIV/AIDS, Capacity Building, Environment)</i>	Mercy Corps, Plan International, DED, IFRC, VEGA, War Child Holland, INTERSOS
<i>Cross-sector Support for Return & Reintegration</i>	VSF-CH, CRS, INTERSOS, SNV-N, ARC, GTZ
<i>Education and Vocational Training</i>	ADRA, Catholic Relief Services[CRS], ICRC, IFRC, OXFAM, Windle Trust
<i>Food Aid</i>	ACCOMPLISH, Action Contre la Faim [ACF], ADRA, ACORD, OXFAM
<i>Food Security and Livelihoods</i>	GOAL, CARE, CHF, NCA
<i>Governance and Capacity Building</i>	National Democratic Institute, IRC, Mercy Corps, CHF
<i>Governance and Rule of Law</i>	IRC, PACT, Reconcile International
<i>Health</i>	Medair, Tearfund, ADRA, ACORD, ARC, DED, ICRC,IFRC, War Child, MSF
<i>Mine Action</i>	MAG, War Child, ATLAS
<i>NFIs, Coordination and Common Services</i>	World Vision International, GTZ, Norwegian Church Aid
<i>Nutrition</i>	MSF-B, GOAL, Tearfund, Merlin
<i>Protection and Human Rights</i>	Reconcile International, Safe World, SC-UK, War Child Holland
<i>Water and Sanitation</i>	ADRA, ACORD, IFRC, CONCERN, SNV Netherlands

Selected organizations for the study include:

- | | |
|--------------------------------------------------------|--------------------------------|
| 1. Mercy Corps | 14. PACT |
| 2. Plan International | 15. MAG |
| 3. American Refugee Council [ARC] | 16. War Child |
| 4. German Organization for Technical Cooperation [GTZ] | 17. World Vision International |
| 5. ADRA | 18. MSF-B |
| 6. Catholic Relief Services [CRS] | 19. Merlin |
| 7. Action Contre la Faim [ACF] | 20. Reconcile International |
| 8. OXFAM | 21. SC-UK |
| 9. GOAL | 22. CONCERN |
| 10. CARE | 23. SNV-Netherlands |
| 11. National Democratic Institute [NDI] | 24. Medair |
| 12. CHF | 25. Tearfund |
| 13. IRC | 26. Norwegian Church Aid |

3.4 Data Collection

Primary data will be collected using questionnaires (see appendix 2). The questionnaires will be dropped and picked up later within a two week period. Target respondents will be Human Resource Director/Head of Human Resources or Human Resource Managers of the selected International Non-Governmental Organizations. The questionnaire will be divided into three sections. Section one consists of general information, section two will contain questions on factors affecting recruitment of qualified staff and section three will contain questions on factors affecting the retention of qualified employees.

3.5 Data Analysis and Interpretation

Data was first be edited for completeness and consistency, then coded, entered into Statistical Package for Social Sciences (SPSS) and analyzed.

A combination of descriptive statistics and content analysis was done to analyze the collected data. Content analysis is appropriate for qualitative data because it help provide thorough examination and deeper evaluation of data. Data on section one of the questionnaires were analyzed using percentages, mean scores and frequencies. Section two and three of the questionnaires were also analyzed using percentages, means scores, standard deviations and content analysis.

Outputs from data analysis were presented in pie charts, tables and graphs in the chapter four of the research report.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRATATION

4.1 Introduction

This chapter contains data analysis and interpretation on the factors affecting recruitment and retention of qualified national staff in International Non Governmental Organization working in Juba, Southern Sudan. A total of 26 Non Governmental Organizations were targeted out of which 14 responded. This resulted in a response rate of 54%.

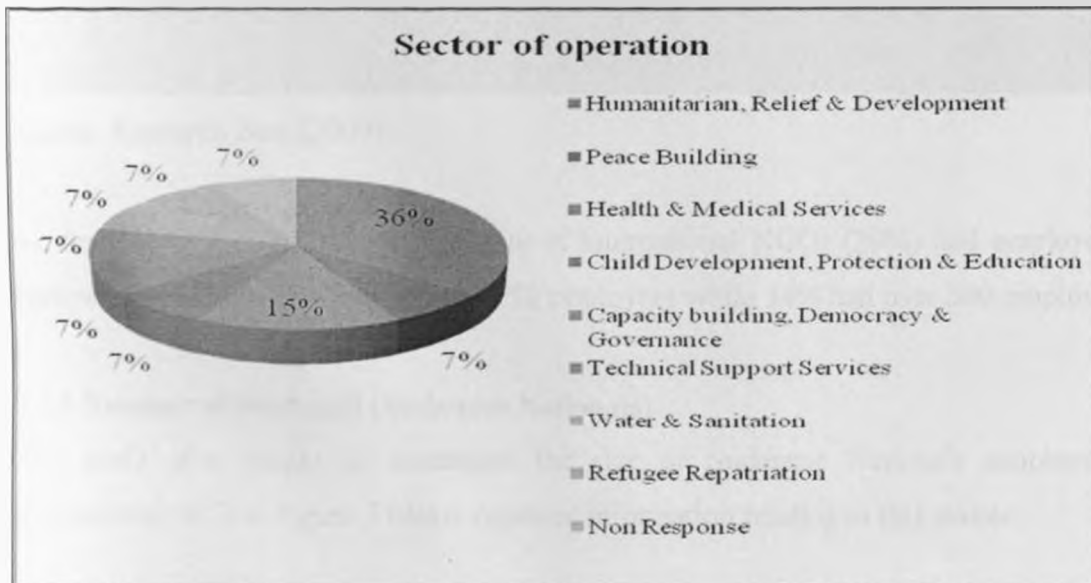
4.2 Background information of the organizations

The respondent International Non Governmental organizations were asked to provide some background organizations relating to their sectors of operation, total number of employees, number of local staff (Sudanese Nationals) and the number of years the organizations have been operating in Southern Sudan. Their specific responses are contained in the following sections.

4.2.1 Sectors of operation

The study sought to determine International Non Governmental Organizations Sectors of Operation in Southern Sudan. The findings are contained in the Figure 1.

Figure 1: The International NGO Sector of operation



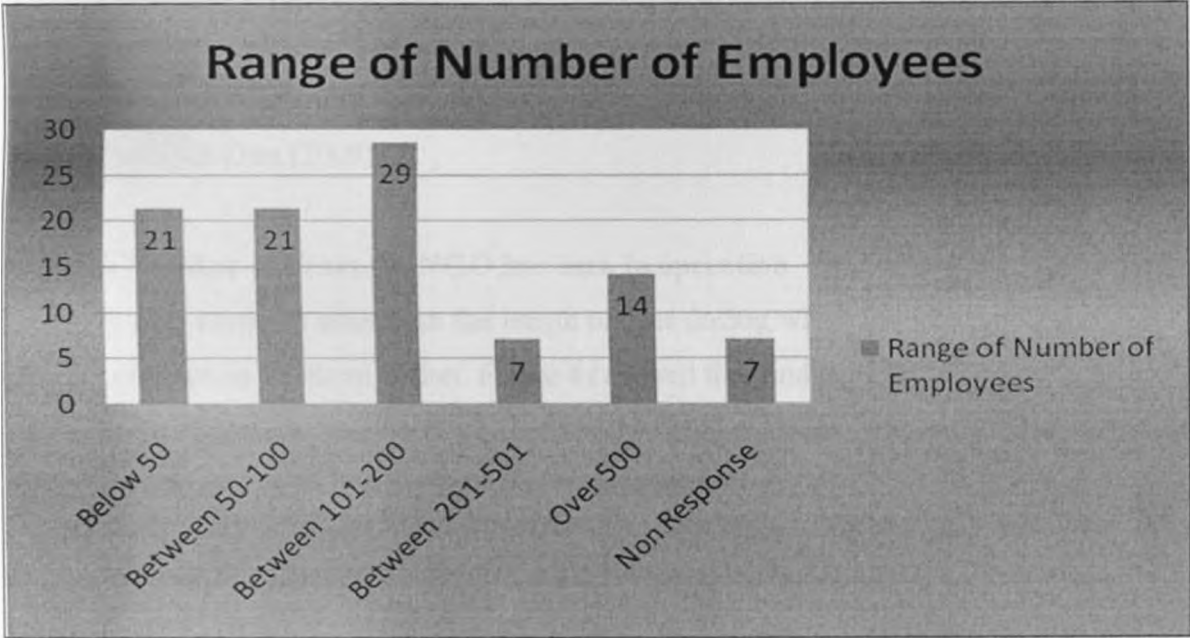
Source: Research Data (2009)

The findings reveals that most (36%) of the NGOs that participated came from the Humanitarian, Relief and Development sector, followed by Health and Medical services (15%). The rest of the sectors formed 7% each as indicated Figure 1.

4.2.2 Number of employees

The study sought to determine the establishment of the international non governmental organizations working in Southern Sudan. The findings are contained in the Figure 2.

Figure 2: Range of Number of Employees



Source: Research Data (2009)

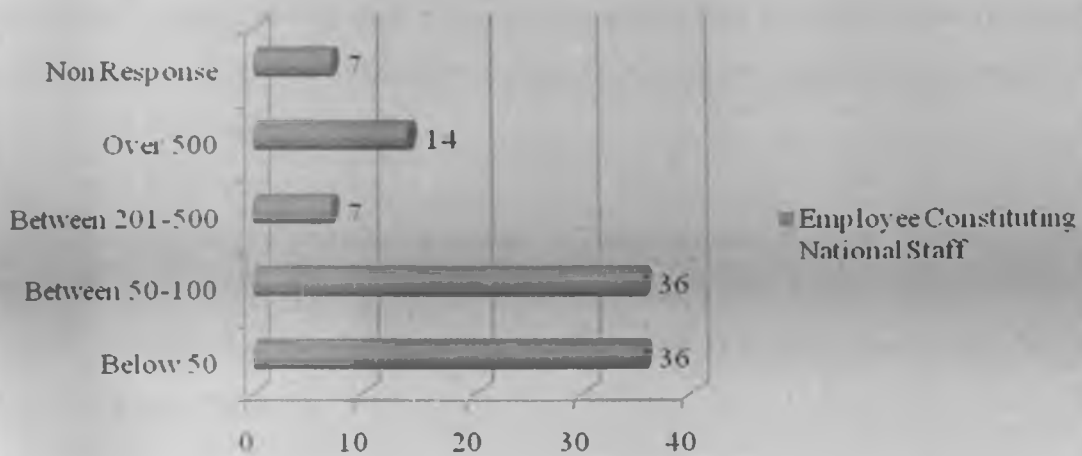
As depicted in Figure 2 above, majority of International NGOs (29%) had employees ranging between 101 to 200, 21% had less than 50 employees while 14% had over 500 employees.

4.2.3 Number of local staff (Sudanese Nationals)

The study also sought to determine the size of Sudanese Nationals employees by the International NGOs. Figure 3 below captured information relating to this matter.

Figure 3: Employees Constituting National Staff

Employee Constituting National Staff

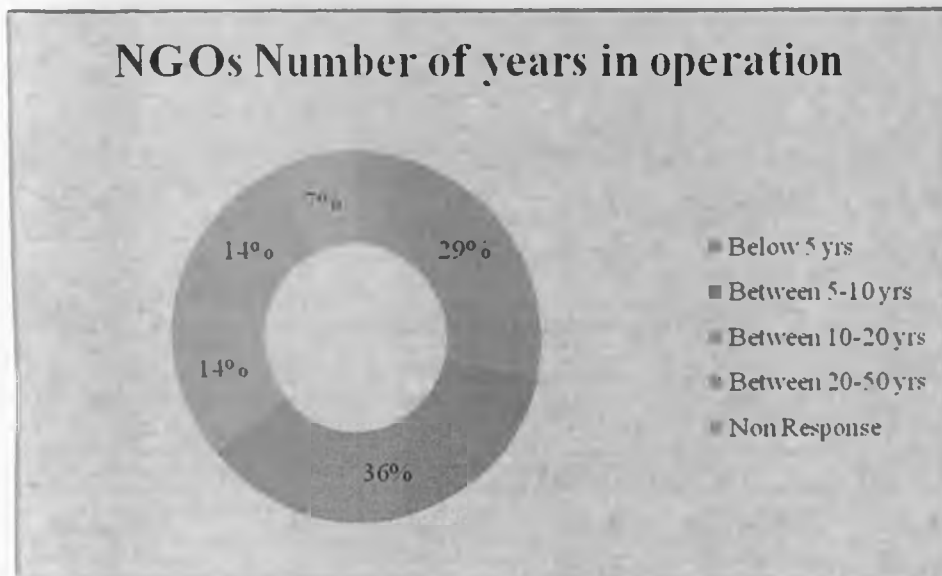


Source: Research Data (2009)

4.2.4 The Number of Years the NGO has been in operation

The study also sought to determine the length of time during which the International NGOs have been in operation in Southern Sudan. Figure 4 captured this finding.

Figure 4: International NGOs number of years in operation



Source: Research Data (2009)

The findings indicate that most (35%) of the International NGOs have been in for a period ranging between 5-10 years. Of the International NGOs which responded, 29% have been in operation of a period of less than 5 years. This means that most NGOs are relatively new in Southern Sudan. Only 14% of the International NGOs which responded have been in operation for more than 20 years.

4.3 Factors affecting recruitment practices of International NGOs in Southern Sudan

Determination of factor affecting the recruitment of employees by International NGOs was one of the key specific objectives of the study. Findings relating to these factors have been discussed in the following paragraphs.

4.3.1 List of factors negatively affecting the International NGO recruitment practices

The respondents were asked to list the factors that they perceive to be negatively affecting the recruitment of staff by the international NGOs operating in Southern Sudan. In response they gave the following factors. The factors have been listed in the order of frequencies in which respondents have mentioned them.

Table 1: List of factors affecting recruitment of employees by International NGOs

S. No	Factors Affecting Recruitment	Frequency
1	Pay/salary	5
2	Lack of qualified skilled labor	4
3	Limited Donor funding	3
4	Lack of effective advertisement channels	2
5	Job-hopping/labor mobility	2
6	Labor law regulations relating to recruitment procedures	2
7	High regard for foreigners over nationals- belief	2
8	Foreigners influx in Sudan	2
9	Time factor from advertisement to job placement	2
10	Insecurity in Southern Sudan	2
11	Competitiveness in the labor market	1
12	Relocation challenges of staff	1
13	Resistance to change and lack of work ethics	1
14	Tribal sensitivities	1
15	Poor & expensive internet services	1
16	poor newspaper readership	1
17	Domicile of job candidates	1
18	Undeveloped media sector	1
19	Multiple systems of government i.e. North & South	1
20	High cost of living in Juba	1

21	Regulations set by donors	1
22	Short project/program durations	1

As depicted in Table 1, there are many factors (22) that negatively affect the recruitment of employees by International Non Governmental Organizations operating in Southern Sudan. The most influential factors cited being pay, followed by lack of qualified skilled labour and then limited donor funding. Factors which least influence recruitment negatively are; competitiveness in the labor market, relocation challenges of staff, resistance to change and lack of work ethics, tribal sensitivities, poor & expensive internet services, poor newspaper readership, domicile of job candidates, undeveloped media sector, multiple systems of government i.e. North & South, and high cost of living in Juba.

4.3.2 The extent to which the selected factors were negatively influencing recruitment

The study sought to determine the extent to which some selected factors were negatively influencing recruitment practices. The responses given by the respondents were captured in the following tables.

Table 2: Availability of qualified Staff

Extent	frequency	Percentage
No Extent	2	15
Small Extent	1	7
Moderate Extent	6	43
Large Extent	3	21
Very Large Extent	1	7
Non Response	1	7
Total	14	100

Source: Research Data (2009)

From Table 2, it is evident that 78% of the respondents interviewed are of the view that availability of qualified staff negatively affected the recruitment of staff by International Non Governmental Organizations operating in southern Sudan. Only 15% said it had no effects on recruitment, while 7% did not respond.

Table 3: Reputation of the organization

Extent	frequency	Percentage
No Extent	4	29
Small Extent	3	21
Moderate Extent	2	15
Large Extent	1	7
Very Large Extent	1	7
Non Response	3	21
Total	14	100

Source: Research Data (2009)

As depicted from Table 3, 50% of the respondents interviewed are of the view that reputation of the organization negatively affected the recruitment of staff by International Non Governmental Organizations operating in southern Sudan. 29% said it had no effects on recruitment, while 21% did not respond.

Table 4: Pay attractiveness of the organization

Extent	frequency	Percentage
No Extent	1	7
Small Extent	3	21
Moderate Extent	6	43
Large Extent	3	21
Very Large Extent	0	0
Non Response	1	7
Total	14	100

Source: Research Data (2009)

From Table 4, it is evident that 84% of the respondents interviewed are of the view that pay attractiveness of the organization negatively affected the recruitment of staff by International Non Governmental Organizations operating in southern Sudan. Only 7% said it had no effects on recruitment, while 7% did not respond.

Table 5: Organizations External work Environment

Extent	frequency	Percentage
No Extent	2	14
Small Extent	7	50
Moderate Extent	2	14
Large Extent	1	7
Very Large Extent	1	7
Non Response	1	7
Total	14	100

Source: Research Data (2009)

The results contained in Table 5 shows that 79% of the respondents interviewed are of the view that organizational work environment negatively affected the recruitment of staff by International Non Governmental Organizations operating in southern Sudan. 14% said it had no effects on recruitment, while 7% did not respond.

Table 6: Organizations recruitment procedures

Extent	frequency	Percentage
No Extent	3	21
Small Extent	6	44
Moderate Extent	1	7
Large Extent	1	7
Very Large Extent	2	15
Non Response	1	7
Total	14	100

Source: Research Data (2009)

As contained in Table 6, a total of 72% of the respondents interviewed are of the view that organizations recruitment procedures negatively affected the recruitment of staff by International Non Governmental Organizations operating in southern Sudan. 21% said it had no effects on recruitment, while 7% did not respond.

Table 7: Advertisement Channels

Extent	frequency	Percentage
No Extent	2	14
Small Extent	3	21
Moderate Extent	4	29
Large Extent	4	29
Very Large Extent	0	0
Non Response	1	7
Total	14	100

Source: Research Data (2009)

From Table 7, it is evident that 79% of the respondents interviewed are of the view that advertisement channels negatively affected the recruitment of staff by International Non Governmental Organizations operating in southern Sudan. A total of 14% of the respondents said it had no effects on recruitment, while 7% did not respond.

From Table 2 to Table 7, it is evident that all the above listed factors negatively influence the recruitment practices to significant degree with Pay attractiveness topping the list (86%), followed by advertisement channels and organizations external environment at 79% each. Organizations recruitment procedures (72%), availability of qualified staff (68%) and reputation of the organization (50%) also negatively influence recruitment of staff.

4.3.3 List of factors positively affecting the International NGO recruitment practices

The respondents were asked to list the factors that they perceive to be positively affecting the recruitment of staff by the International NGOs operating in Southern Sudan. In response they gave the following factors. The factors have been listed in the order of frequencies in which respondents have mentioned them in Table 8 below.

Table 8: Factors positively affecting recruitment practices

S. No.	Factors	Frequencies
1	Organization's positive Reputation	6
2	Advertisement channels	4
3	Organization's internal policies & staff development	3
4	Beliefs, values & culture of the organization	2
5	Favorable salaries	2
6	In-flow of Sudanese returning home	2
7	Favorable employment terms & conditions	1
8	Provision of accommodation for staff	1
9	Organizations knowledge about the community & working environment	1
10	Relationship marketing	1
11	Government recruitment policies	1
12	Nature of organization i.e. being international	1

Source: Research Data

The study sought to establish factors that positively influence recruitment practices of the International Non Governmental Organizations that operate in Southern Sudan. Findings are displayed in Table 8. The most important factor as pointed by the respondents is the organizations reputation, followed by Advertisement channels and the organizations internal policies & staff development. Factors which least influence the practices are; favorable employment terms & conditions, provision of accommodation for staff, organizations knowledge about the community & working environment, relationship marketing, Government recruitment policies, and nature of organization.

Table 9: Availability of qualified Staff

Extent	Frequency	Percentage
No Extent	1	7
Small Extent	2	15
Moderate Extent	6	43
Large Extent	1	7
Very Large Extent	3	21
Non Response	1	7
Total	14	100

Source: Research Data (2009)

From Table 9, it is evident that 84% of the respondents interviewed are of the view that availability of qualified staff positively affected the recruitment of staff by International Non

Governmental Organizations operating in southern Sudan. Only 7% said it had no effects on recruitment, while 7% did not respond.

Table 10: Reputation of the organization

Extent	Frequency	Percentage
No Extent	1	7
Small Extent	0	0
Moderate Extent	2	14
Large Extent	5	36
Very Large Extent	1	7
Non Response	5	36
Total	14	100

Source: Research Data (2009)

As depicted from Table 10, 57% of the respondents interviewed are of the view that reputation of the organization positively affected the recruitment of staff by International Non Governmental Organizations operating in southern Sudan. 7% said it had no effects on recruitment, while 36% did not respond.

Table 11: Pay attractiveness of the organization

Extent	Frequency	Percentage
No Extent	0	0
Small Extent	2	15
Moderate Extent	7	50
Large Extent	3	21
Very Large Extent	1	7
Non Response	1	7
Total	14	100

Source: Research Data (2009)

From Table 11, it is evident that 93% of the respondents interviewed are of the view that pay attractiveness of the organization positively affected the recruitment of staff by International Non Governmental Organizations operating in southern Sudan. Only 7% did not respond to this question. Pay is therefore a very important factor in influencing recruitment practices positively.

Table 12: Organizations External work Environment

Extent	Frequency	Percentage
No Extent	0	0
Small Extent	5	36
Moderate Extent	5	36
Large Extent	3	21
Very Large Extent	0	0
Non Response	1	7
Total	14	100

Source: Research Data (2009)

The results contained in Table 12 shows that 93% of the respondents interviewed are of the view that organizational work environment positively affected the recruitment of staff by International Non Governmental Organizations operating in southern Sudan. Only 7% did not respond.

Table 13: Organizations recruitment procedures

Extent	Frequency	Percentage
No Extent	0	0
Small Extent	2	14
Moderate Extent	3	21
Large Extent	5	36
Very Large Extent	2	14
Non Response	2	14
Total	14	100

Source: Research y Data (2009)

As contained in Table 13, a total of 86% of the respondents interviewed are of the view that organizations recruitment procedures positively affected the recruitment of staff by International Non Governmental Organizations operating in southern Sudan. The remaining 14% did not respond to this question.

Table 14: Advertisement Channels

Extent	Frequency	Percentage
No Extent	1	7
Small Extent	3	21
Moderate Extent	3	21
Large Extent	3	21
Very Large Extent	3	21
Non Response	1	7
Total	14	100

Source: Research Data (2009)

From Table 14, it is evident that 86% of the respondents interviewed are of the view that advertisement channels positively affected the recruitment of staff by International Non Governmental Organizations operating in southern Sudan. A total of 7% of the respondents said it had no effects on recruitment, while 7% did not respond.

From Table 9 to Table 14, it is evident that all the above listed factors positively influence the recruitment practices to significant degree with Pay attractiveness and organizations external work environment topping the list with (93%) each, followed by availability of qualified staff and organizations recruitment procedures with (86%) each. Advertisement channels also have a strong influence as indicated by (84%) and reputation of the organizations (57%).

4.4 Factors affecting employee retention

The factors affecting employee retention in the international NGOs operating in southern Sudan was the second important specific objective in this study. Respondents were asked to respond to this question and the findings are discussed in the following sections.

4.4.1 Factors negatively affecting employee retention

The respondents were asked to list the factors that they perceive to be negatively affecting the retention of staff by the international NGOs operating in Southern Sudan. In response they gave the following factors. The factors have been listed in the order of frequencies in which respondents have mentioned them.

Table 15: Factors negatively affecting employee retention

S. No.	Factors	Frequency
1	Salary & benefits packages	9
2	Competitive labor market	3
3	Lack of staff development programs	2
4	Government of Southern Sudan becoming a major employer	1
5	Regular change of management leading to employee turnover	1
6	Availability of government scholarships	1
7	Insufficient donor funding	1
8	Internal organization pay grading system	1
9	Family obligations	1
10	Preference to stay in cities rather than remote duty stations	1
11	Better growth opportunities elsewhere	1
12	Tribal and cultural clashes	1
13	Personality differences	1
14	Short contract duration	1
15	Internal organization 'politics' or bureaucracies	1

Source: Research Data (2009)

As contained in Table 15, the most highly mentioned factor when it comes to its negative effects on employee retention is salary and benefits packages, this is followed by competitive labour market and then lack of staff development programs. The least mentioned factors include; Government of Southern Sudan becoming a major employer, regular change of management leading to employee turnover, availability of government scholarships, availability of government scholarships, insufficient donor funding, internal organization pay grading system, family obligations, preference to stay in cities rather than remote duty stations, better growth opportunities elsewhere, tribal and cultural clashes, personality differences, short contract duration and Internal organization 'politics' or bureaucracies.

4.4.2 Factors positively affecting employee retention

The respondents were asked to list the factors that they perceive to be positively affecting the retention of staff by the international NGOs operating in Southern Sudan. In response they gave the following factors. The factors have been listed in the order of frequencies in which respondents have mentioned them.

Table 16: Factors positively affecting employees' retention

S. No	Factors	Frequency
1	Favorable employment terms[salaries & benefits] & conditions	6
2	Staff Development & training programs	5
3	Organization's stability & reputation	3
4	Open communication & feedback mechanisms within the organization	3
5	Upward mobility within organization	2
6	Good working environment & team work	2
7	Organization's belief system	1
8	Provision of good accommodation facilities	1
9	Frequent staff appraisals	1
10	Relocation to staff's home place	1
11	Employee's sense of belonging	1
12	Experience & skills of staff	1
13	Internal Organizations' policies	1

Source: Research Data (2009)

4.4.3 The extent to which the selected factors were positively influencing retention

The study sought to determine the extent to which some selected specific factors were positively influencing retention of employees of International NGOs operating in Southern Sudan. The responses given by the respondents were captured in the following tables.

Table 17: Conditions of service

Extent	Frequency	Percentage
No Extent	0	0
Small Extent	2	14
Moderate Extent	5	36
Large Extent	5	36
Very Large Extent	1	7
Non Response	1	7
Total	14	100

Source: Research Data (2009)

As contained in Table 17. of the respondents interviewed 93% were of the view that conditions of service positively affect employee retention in the Non Governmental organizations operating in Southern Sudan. 7% of the respondents interviewed did not respond to this question.

Table 18: Staff Welfare

Extent	Frequency	Percentage
No Extent	1	7
Small Extent	3	21
Moderate Extent	5	36
Large Extent	3	21
Very Large Extent	2	15
Non Response	0	0
Total	14	100

Source: Research Data (2009)

Staff welfare was another specific factor about which the researcher wanted to get the respondents view on as it relates to retention of employee. The results in Table 18 indicate that 93% agree that it has positive effects while 7% feel otherwise.

Table 19: Training opportunity

Extent	Frequency	Percentage
No Extent	2	14
Small Extent	3	21
Moderate Extent	5	36
Large Extent	1	7
Very Large Extent	2	15
Non Response	1	7
Total	14	100

Source: Research Data (2009)

As contained in Table 19, of the respondents interviewed 79% were of the view that training opportunity positively affected employee retention in the Non Governmental organizations operating in Southern Sudan. Of the respondents interviewed, 14% feel that training opportunity has no effect while the remaining 7% did not respond to this question.

Table 20: Staff Development

Extent	Frequency	Percentage
No Extent	2	14
Small Extent	3	21
Moderate Extent	6	44
Large Extent	2	14
Very Large Extent	1	7
Non Response	0	0
Total	14	100

Source: Research Data (2009)

A total of 86% of the respondents said that staff development has a positive effect on employee retention in the Non Governmental Organizations operating in Southern Sudan. The remaining 14% feel it has no effects.

Table 21: Advancement Opportunities

Extent	Frequency	Percentage
No Extent	2	14
Small Extent	3	21
Moderate Extent	6	44
Large Extent	2	14
Very Large Extent	1	7
Non Response	0	0
Total	14	100

Source: Research Data (2009)

As contained in Table 21, of the respondents interviewed 86% were of the view that advancement opportunities positively affected employee retention in the Non Governmental organizations operating in Southern Sudan. Of the respondents interviewed, 14% feel that advancement opportunities have no effect on employee retention.

Table 22: Flexibility of work arrangements

Extent	Frequency	Percentage
No Extent	1	7
Small Extent	2	14
Moderate Extent	5	36
Large Extent	5	36
Very Large Extent	0	0
Non Response	1	7
Total	14	100

Source: Research Data (2009)

Flexibility of work arrangement was another specific factor about which the researcher wanted to get the respondents view on as it relates to retention of employee. The results in Table 22 indicate that 86% agree that it has positive effects while 7% feel otherwise. The remaining 7% did not respond.

Table 23: Role clarity

Extent	Frequency	Percentage
No Extent	1	7
Small Extent	4	29
Moderate Extent	4	29
Large Extent	5	36
Very Large Extent	0	0
Non Response	0	0
Total	14	100

Source: Research Data (2009)

A total of 93% of the respondents said that role clarity has a positive effect on employee retention in the Non Governmental Organizations operating in Southern Sudan. The remaining 7% said it has no effects.

Table 24: Work Place discrimination

Extent	Frequency	Percentage
No Extent	7	50
Small Extent	4	29
Moderate Extent	3	21
Large Extent	0	0
Very Large Extent	0	0
Non Response	0	0
Total	14	100

Source: Research Data (2009)

As can be depicted from Table 24, of the respondents interviewed 50% were of the view that work place discrimination positively affected employee retention in the Non Governmental organizations operating in Southern Sudan. The remaining 50% said it has no effect on employee retention.

Table 25: Procedural justice

Extent	Frequency	Percentage
No Extent	1	7
Small Extent	2	14
Moderate Extent	8	58
Large Extent	3	21
Very Large Extent	0	0
Non Response	0	0
Total	14	100

Source: Research Data (2009)

A total of 93% of the respondents said that procedural justice has a positive effect on employee retention in the Non Governmental Organizations operating in Southern Sudan. The remaining 7% said it has no effects.

Table 26: Gender Sensitivity

Extent	Frequency	Percentage
No Extent	1	7
Small Extent	3	21
Moderate Extent	4	29
Large Extent	5	36
Very Large Extent	1	7
Non Response	0	0
Total	14	100

Source: Research Data (2009)

As contained in Table 26, of the respondents interviewed 93% were of the view that gender sensitivity positively affected employee retention in the Non Governmental organizations operating in Southern Sudan. The remaining 7% feel that advancement opportunities have no effect on employee retention.

Table 27: Proximity of work place to employee's home

Extent	Frequency	Percentage
No Extent	3	21
Small Extent	3	21
Moderate Extent	5	37
Large Extent	2	14
Very Large Extent	0	0
Non Response	1	7
Total	14	100

Source: Research Data (2009)

Proximity of work place to employee's home was another specific factor about which the researcher wanted to get the respondents view on as it relates to retention of employee. The results in Table 27 indicate that 93% agree that it has positive effects while 7% did not respond to this question.

Table 28: Responsibilities and commitment outside the organization

Extent	Frequency	Percentage
No Extent	4	29
Small Extent	5	36
Moderate Extent	3	21
Large Extent	1	7
Very Large Extent	1	7
Non Response	0	0
Total	14	100

Source: Research Data (2009)

As can be depicted from Table 28, of the respondents interviewed 71% were of the view that responsibilities and commitment outside the organization positively affected employee retention in the Non Governmental organizations operating in Southern Sudan. The remaining 29% said it has no effect on employee retention.

Table 29: Job Stress

Extent	Frequency	Percentage
No Extent	2	14
Small Extent	9	64
Moderate Extent	2	14
Large Extent	1	7
Very Large Extent	0	0
Non Response	0	0
Total	14	100

Source: Research Data (2009)

A total of 86% of the respondents said that job stress has a positive effect on employee retention in the Non Governmental Organizations operating in Southern Sudan. The remaining 14% said it has no effects.

Table 30: Employee's attachment to the organization

Extent	Frequency	Percentage
No Extent	2	14
Small Extent	3	21
Moderate Extent	6	44
Large Extent	1	7
Very Large Extent	2	14
Non Response	0	0
Total	14	100

Source: Research Data (2009)

Employee's attachment to the organization was another specific factor about which the researcher wanted to get the respondents view on as it relates to retention of employee. The results in Table 30 indicate that 86% agree that it has positive effects while 14% said that it had no effect on employee retention.

Table 31: Job Satisfaction

Extent	Frequency	Percentage
No Extent	0	0
Small Extent	1	7
Moderate Extent	5	36
Large Extent	8	57
Very Large Extent	0	0
Non Response	0	0
Total	14	100

Source: Research Data (2009)

As contained in Table 31, of the respondents interviewed 100% were of the view that job satisfaction positively affected employee retention in the Non Governmental organizations operating in Southern Sudan.

Table 32: Organizational Commitment to employees

Extent	Frequency	Percentage
No Extent	0	0
Small Extent	0	0
Moderate Extent	7	50
Large Extent	4	29
Very Large Extent	3	21
Non Response	0	0
Total	14	100

Source: Research Data (2009)

A total of 100% of the respondents said that organizational commitment to employees has a positive effect on employee retention in the Non Governmental Organizations operating in Southern Sudan.

Table 33: Conflict Management System

Extent	Frequency	Percentage
No Extent	0	0
Small Extent	2	14
Moderate Extent	8	58
Large Extent	3	21
Very Large Extent	0	0
Non Response	1	7
Total	14	100

Source: Research Data (2009)

As can be depicted from Table 33, of the respondents interviewed 93% were of the view that conflict management system positively affected employee retention in the Non Governmental organizations operating in Southern Sudan. The remaining 7% did not respond to this question.

As can be seen from table 17 to table 33, job satisfaction and organizational commitment to employees are at the top of factors which positively influence employee retention with both registering 100% score. These are followed by pay, conditions of service, staff welfare, role clarity, procedural justice, gender sensitivity and conflict management system which registered 93% each. Factors which registered 86% score in terms of their ability to positively influence employee retention includes staff development, advancement opportunities, flexibility of work arrangement, job stress and employee attachment to the organization. Training opportunity

registered 79%, proximity of work place to employees homes registered 72%, responsibilities and commitment outside the organization registered 71% while the last was work place discrimination with 50%.

4.5 Chapter Summary

The purpose of this chapter was to present the analysis and interpretation of data aimed at assisting in the determination of factors affecting recruitment and retention practices of International NGOs operating in Juba, Southern Sudan. The findings contained in the analysis can be summarized in the following paragraphs.

Factors negatively affecting recruitment of employees includes; Pay/salary, lack of qualified skilled labor, limited Donor funding, lack of effective advertisement channels, job-hopping/labor mobility, labor law regulations relating to recruitment procedures, high regard for foreigners over nationals- belief, foreigners influx in Sudan, time factor from advertisement to job placement, insecurity in Southern Sudan, competitiveness in the labor market, relocation challenges of staff, resistance to change and lack of work ethics, tribal sensitivities, poor & expensive internet services, poor newspaper readership, domicile of job candidates, undeveloped media sector, multiple systems of government i.e. North & South, high cost of living in Juba, regulations set by donors and Short project/program durations. The analysis further reveal that some of the selected factors negatively influence the recruitment practices to significant degree with Pay attractiveness topping the list (86%), followed by advertisement channels and organizations external environment at 79% each. Organizations recruitment procedures (72%), availability of qualified staff (68%) and reputation of the organization (50%) also negatively influence recruitment of staff.

From the study, a number of factors were also found to be positively influencing recruitment of staff, these factors includes organization's positive Reputation, advertisement channels, organization's internal policies & staff development, beliefs, values & culture of the organization, favorable salaries, in-flow of Sudanese returning home, favorable employment terms & conditions, provision of accommodation for staff, organizations knowledge about the community & working environment, relationship marketing, government recruitment policies, nature of organization i.e. being international. From the study, all the selected factors for analysis

positively influence the recruitment practices to significant degree with Pay attractiveness and organizations external work environment topping the list with (93%) each, followed by availability of qualified staff and organizations recruitment procedures with (86%) each. Advertisement channels also have a strong influence as indicated by (84%) and reputation of the organizations (57%).

The analysis reveals that the following factors negatively influence employee retention in the International NGOs operating in Southern Sudan. The factors includes salary & benefits packages, competitive labor market, lack of staff development programs, Government of Southern Sudan becoming a major employer, regular change of management leading to employee turnover, availability of government scholarships, insufficient donor funding, internal organization pay grading system, family obligations, preference to stay in cities rather than remote duty stations, better growth opportunities elsewhere, tribal and cultural clashes, personality differences, short contract duration and internal organization 'politics' or bureaucracies.

Factors that positively influence employee retention are; favorable employment terms [salaries & benefits] & conditions, staff development & training programs, organization's stability & reputation, open communication & feedback mechanisms within the organization, upward mobility within organization, good working environment & team work, organization's belief system, provision of good accommodation facilities, frequent staff appraisals, relocation to staff's home place, employee's sense of belonging, experience & skills of staff, internal organizations' policies. From the analysis, job satisfaction and organizational commitment to employees are at the top of factors which positively influence employee retention with both registering 100% score. These are followed by pay, conditions of service, staff welfare, role clarity, procedural justice, gender sensitivity and conflict management system which registered 93% each. Factors which registered 86% score in terms of their ability to positively influence employee retention includes staff development, advancement opportunities, flexibility of work arrangement, job stress and employee attachment to the organization. Training opportunity registered 79%, proximity of work place to employees homes registered 72%, responsibilities and commitment outside the organization registered 71% while the last was work place discrimination with 50%.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This is the last chapter of this research report, the chapter contains introduction, summary of findings, discussion on findings, conclusion, recommendations, limitations and suggestions for future studies.

5.2 Summary of findings

The purpose of this study was to determine the factors affecting recruitment and retention practices of International NGOs operating in Juba, Southern Sudan. From the study, the findings summarized in the subsequent paragraphs were obtained.

Factors negatively affecting recruitment of employees includes; Pay/salary, lack of qualified skilled labor, limited Donor funding, lack of effective advertisement channels, job-hopping/labor mobility, labor law regulations relating to recruitment procedures, high regard for foreigners over nationals- belief, foreigners influx in Sudan, time factor from advertisement to job placement, insecurity in Southern Sudan, competitiveness in the labor market, relocation challenges of staff, resistance to change and lack of work ethics, tribal sensitivities, poor & expensive internet services, poor newspaper readership, domicile of job candidates, undeveloped media sector, multiple systems of government i.e. North & South, high cost of living in Juba, regulations set by donors and Short project/program durations. The analysis further reveal that some of the selected factors negatively influence the recruitment practices to significant degree with Pay attractiveness topping the list (86%), followed by advertisement channels and organizations external environment at 79% each. Organizations recruitment procedures (72%), availability of qualified staff (68%) and reputation of the organization (50%) also negatively influence recruitment of staff.

From the study, a number of factors were also found to be positively influencing recruitment of staff, these factors includes organization's positive Reputation, advertisement channels, organization's internal policies & staff development, beliefs, values & culture of the organization, favorable salaries, in-flow of Sudanese returning home, favorable employment terms & conditions, provision of accommodation for staff, organizations knowledge about the

community & working environment, relationship marketing, government recruitment policies, nature of organization i.e. being international. From the study, all the selected factors for analysis positively influence the recruitment practices to significant degree with Pay attractiveness and organizations external work environment topping the list with (93%) each, followed by availability of qualified staff and organizations recruitment procedures with (86%) each. Advertisement channels also have a strong influence as indicated by (84%) and reputation of the organizations (57%).

The analysis reveals that the following factors negatively influence employee retention in the International NGOs operating in Southern Sudan. The factors includes salary & benefits packages, competitive labor market, lack of staff development programs, Government of Southern Sudan becoming a major employer, regular change of management leading to employee turnover, availability of government scholarships, insufficient donor funding, internal organization pay grading system, family obligations, preference to stay in cities rather than remote duty stations, better growth opportunities elsewhere, tribal and cultural clashes, personality differences, short contract duration and internal organization 'politics' or bureaucracies. From the analysis, pay, conditions of service, staff development, negatively influences employee retention (93% each), followed by staff welfare, training opportunity, procedural justice and employee attachment to the organization (86%) each. Advancement opportunity, organizational commitment to employees, and conflict management systems, job satisfaction, job stress each negatively influence employee retention by 79%. Role clarity negatively influences employee retention by 71%. Flexibility of work arrangement, proximity of work place to employees home, responsibilities and commitments outside the organization negatively influences employee retention by 64%. Work place discrimination influences negatively by 43% while gender sensitivity influences the least by 35%.

Factors that positively influence employee retention are; favorable employment terms [salaries & benefits] & conditions, staff development & training programs, organization's stability & reputation, open communication & feedback mechanisms within the organization, upward mobility within organization, good working environment & team work, organization's belief system, provision of good accommodation facilities, frequent staff appraisals, relocation to staff's home place, employee's sense of belonging, experience & skills of staff, internal

organizations' policies. From the analysis, job satisfaction and organizational commitment to employees are at the top of factors which positively influence employee retention with both registering 100% score. These are followed by pay, conditions of service, staff welfare, role clarity, procedural justice, gender sensitivity and conflict management system which registered 93% each. Factors which registered 86% score in terms of their ability to positively influence employee retention includes staff development, advancement opportunities, flexibility of work arrangement, job stress and employee attachment to the organization. Training opportunity registered 79%, proximity of work place to employees homes registered 72%, responsibilities and commitment outside the organization registered 71% while the last was work place discrimination with 50%.

5.3 Discussions of findings

From the study, the factors positively and negatively affecting recruitment were generally the same. what therefore seems to matter is how these factors are managed. When the very factors are managed poorly, it leads to poor recruitment but when the very factors are properly managed, they lead to successful recruitment. From the study. Pay attractiveness and organizations external work environment tops the list with (93%) each, followed by availability of qualified staff and organizations recruitment procedures with (86%) each. Advertisement channels also have a strong influence as indicated by (84%) and reputation of the organizations (57%). The analysis further reveal that some of the selected factors that negatively influence the recruitment practices to significant degree are pay attractiveness topping the list (86%), followed by advertisement channels and organizations external environment at 79% each. Organizations recruitment procedures (72%), availability of qualified staff (68%) and reputation of the organization (50%) also negatively influence recruitment of staff. This means that pay remains the number one factor, if employees are paid well, attracting them will be much easier and at the same time if they are poorly paid, then attracting them become very difficult. Another very important factor in attracting employees are availability of qualified staff and employee recruitment procedures, this means that no matter how hard an organization tries, as long as people who are qualified are not available, the organization cannot be able to have successful recruitment. Organization recruitment procedures are also important factors that influence the success of recruitment, the procedures are correct, then chances are that the exercise will be successful but if the procedures are faulty, it means that there be failure in the process.

The study shows that job satisfaction and organizational commitment to employees are at the top of factors which positively influence employee retention with both registering 100% score. These are followed by pay, conditions of service, staff welfare, role clarity, procedural justice, gender sensitivity and conflict management system which registered 93% each. Factors which registered 86% score in terms of their ability to positively influence employee retention includes staff development, advancement opportunities, flexibility of work arrangement, job stress and employee attachment to the organization. Training opportunity registered 79%, proximity of work place to employees homes registered 72%. responsibilities and commitment outside the organization registered 71%. On the other hand, factors that negatively influence employee retention are pay attractiveness and organizations external work environment topping the list with (93%) each, followed by availability of qualified staff and organizations recruitment procedures with (86%) each. Advertisement channels also have a strong influence as indicated by (84%). This means that job satisfaction and employers commitment to employees are the most important factors in retaining employees. These findings are in line with the views of Aryee, Luk and Stone (1998) that employee satisfaction has a consistent and negative association with their intention to stay. Maertz and Griffen (2004) also noted that employees who have negative views of their work environment are more likely to leave. It also means that pay conditions of service, staff welfare, role clarity, procedural justice, gender sensitivity and conflict management systems have strong influence to the negative or positive on employee retention depending on how they are handled.

5.4 Conclusion

On the basis of the findings presented above, it can be concluded that there are many factors affecting the recruitment and retention of employees. The factors are basically the same and related. Chief among the factors that influence employee recruitment are pay attractiveness, organizations external work environment, availability of qualified staff, organizations recruitment procedures and advertisement channels among others. The main factors influencing employee retention are job satisfaction, organizational commitment to employees, pay, conditions of service, staff welfare, role clarity, procedural justice, gender sensitivity, conflict management system, staff development, advancement opportunities, flexibility of work arrangement, job stress, employee attachment to the organization, training opportunity,

proximity of work place to employees homes, responsibilities and commitment outside the organization.

5.5 Recommendations

From the findings of the study it can be recommended as follows:

1. The international NGOs working in southern Sudan should focus on and improve on pay attractiveness, organizations external work environment, availability of qualified staff, organizations recruitment procedures and advertisement channels among others also mentioned on the report so as to increase their power to recruit the right staff.
2. The international NGOs working in southern Sudan should focus on and improve on job satisfaction, organizational commitment to employees, pay, conditions of service, staff welfare, role clarity, procedural justice, gender sensitivity, conflict management system, staff development, advancement opportunities, flexibility of work arrangement, job stress, employee attachment to the organization, training opportunity among other factors also mentioned on the study to improve on their ability to retain good employees.

5.6 Limitations of the study

Just like any other study, this study had its own set of limitation which includes but is not limited to the following:

1. Response rate- While study had targeted 26 International NGOs to participate in the study, only 14 responded giving a response rate of 54 %. This means that the study was limited in terms of the collected data.
2. Incomplete response- Out of the 14 International NGOs which responded, not all of them answered all questions, some questions were also not completely answered. This further denied the study the valuable information it was looking for which also became limiting in terms of information gathered.

5.7 Recommendations for future studies

The researcher recommends that the study be replicated among the local NGOs in Southern Sudan. A similar Study can also be conducted in northern Sudan to see if there are any similarities.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

Human Resources Director/Manager

[Organisation]
Southern Sudan.

Dear Sir/Madam,

RE: REQUEST FOR RESEARCH DATA

I am currently undertaking my Masters in Business Administration (M.B.A.) at the University of Nairobi. I am required to submit as part of my course work assessment a research project report on “**Factors affecting recruitment and retention of qualified staff in the post conflict areas: A case study of INGO’s operating in Juba- Southern Sudan**”.

You and your organization have been selected to participate in the study. I would appreciate if you could assist me in answering in full the herewith-attached questionnaire for the purposes of this research. Where need be, I will be willing to avail myself for further explanation or collection of the questionnaire. Please be assured that all your responses shall be kept strictly anonymous and confidential and shall only be used for academic purposes and destroyed after data analysis is done. A copy of the research findings shall be availed to you if you so wish after completion of the study.

Thank you in advance.

Mary Kagunyi

M.B.A. Student (Researcher)

University of Nairobi

D. O. Ochoro

Project Supervisor

University of Nairobi

APPENDIX 2: QUESTIONNAIRE

SECTION A: BACKGROUND INFORMATION

Q1. Please indicate the name of your organization _____

Q2. Is your NGO local or international? Please indicate by ticking an appropriate box
below Local [] International []

Q3. Please write your sector(s) of operation _____

Q4. By ticking an appropriate box below, please indicate the range within which the numbers of your employees fall.

- (a) Below 50 Employees []
- (b) Between 50-100 Employees []
- (c) Between 101-200 Employees []
- (d) Between 201-500 Employees []
- (e) Over 500 Employees []

Q5. By ticking an appropriate box below, please indicate the number of years your organization has been in operation.

- (a) Below 5 years []
- (b) Between 5-10 years []
- (c) Between 10-20 years []
- (d) Between 20-50 years []
- (e) Over 50 years []

SECTION B: FACTORS AFFECTING RECRUITMENT OF QUALIFIED STAFF

Q6. Please list the factors that **negatively affect** your organizations effort to recruit qualified staff.

Q7. Please indicate the extent to which the following factors **negatively affect** your recruitment practices using a five point likert scale in which the numbers 1-5 means the following:

1. No extent
2. Small extent
3. Moderate extent
4. Large extent
5. Very large extent

	Factors	1	2	3	4	5
a.	Availability of qualified staff in the labour market					
b.	Reputation of your organization					
c.	Pay attractiveness of your organization					
d.	Organizations external work environment					
e.	Organizations internal work environment					
f.	Organizations recruitment procedures					
g.	Organizations selection processes					
h.	Advertisement channels					

Q8. Please list the factors that **positively affect** your organizations effort to recruit qualified staff.

Q9. Please indicate the extent to which the following factors **positively affect** your recruitment practices using a five point likert scale in which the numbers 1-5 means the following:

1. No extent
2. Small extent
3. Moderate extent
4. Large extent
5. Very large extent

	Factors	1	2	3	4	5
A	Availability of qualified staff in the labour market					
B	Reputation of your organization					
C	Pay attractiveness of your organization					
D	Organizations external work environment					
E	Organizations internal work environment					
F	Organizations recruitment procedures					
G	Organizations selection processes					
H	Advertisement channels					

SECTION C: FACTORS AFFECTING RETENTION OF QUALIFIED STAFF

Q10. Please list the factors that **negatively affect** your organizations effort to retain qualified staff.

Q11. Please indicate the extent to which the following factors **negatively affect** your organizations effort to retain qualified staff using a five point likert scale in which the numbers 1-5 means the following:

1. No extent
2. Small extent
3. Moderate extent
4. Large extent
5. Very large extent

	Factors	1	2	3	4	5
A	Pay					
B	Conditions of service					
C	Staff welfare					
D	Training opportunities					
E	Staff development					
F	Advancement opportunities					
G	Flexibility of work arrangements					
H	Role clarity					
I	Work place discrimination					
J	Procedural justice					
K	Gender sensitivity					
L	Proximity of work place to employee's home					
M	Responsibilities and commitment outside the organization					
N	Job stress					
O	Employee's attachment to the organization					
P	Job satisfaction					
Q	Organizational commitment to employees					
R	Conflict management system					

Q12. Please list the factors that **positively affect** your organizations effort to retain qualified staff.

Q13. Please indicate the extent to which the following factors **positively affect** your organizations effort to retain qualified staff using a five point likert scale in which the numbers 1-5 means the following:

1. No extent
2. Small extent
3. Moderate extent
4. Large extent
5. Very large extent

	Factors	1	2	3	4	5
A	Pay					
B	Conditions of service					
C	Staff welfare					
D	Training opportunities					
E	Staff development					
F	Advancement opportunities					
G	Flexibility of work arrangements					
H	Role clarity					
I	Work place discrimination					
J	Procedural justice					
K	Gender sensitivity					
L	Proximity of work place to employee's home					
M	Responsibilities and commitment outside the organization					
N	Job stress					
O	Employee's attachment to the organization					
P	Job satisfaction					
Q	Organizational commitment to employees					
R	Conflict management system					

Appendix 3: LIST OF INTERNATIONAL NGO's OPERATING IN SOUTHERN SUDAN

ACRONYM	ORGANIZATION
1. AAH	Aktion Afrika Hilfe
2. ACF	Action Contre la Faim
3. ACF-USA	Action Contre le Faim -United States of America
4. ACHA	Africa Centre for Human Advocacy
5. ACORD	Agency for Co-operation and Research in Development
6. ACROSS	Association of Christian Resource Organizations Serving Sudan
7. ADRA	Adventist Development and Relief Agency
8. AET	Africa Educational Trust
9. AMA	Assistance Mission for Africa
10. AMURT	AMURT International
11. AMURT-S	Ananda Marga Universal Relief Team – Switzerland
12. ARC	American Refugee Committee
13. ATLAS	ATLAS Handicap International/Atlas Logistique
14. AVSI	AVSI Association of Volunteers in International Service
15. C & D	Church and Development
16. CARE	Cooperation for Assistance and Relief Everywhere
17.	Carter Centre
18. CRS	Catholic Relief Services
19. CCM	Comitato Collaborazione Medica
20. CESVI	Cooperazione e Sviluppo
21. CHF	Community Habitat Financing
22.	Christian Aid
23. CMA	Christian Mission Aid
24.	Comboni Sisters
25.	Concern Worldwide
26. COOPI	Cooperazione Internazionale
27.	CORDAID
28. COSV	Coordination Committee for Voluntary Service
29. CSI	Christian Solidarity International
30. DEA	Diakonie Emergency Aid
31. DED	German Development Service
32. DWA	Doctors With Africa-CUAMM
33. EHG	Euro Health Group
34. EM-DH	Enfant d'monde Droit d'home
35. FSD	Federation Swiss for Demining
36. GAA	German Agro Action
37. GLRA	Germany Leprosy Relief Association
38.	GOAL South Sudan
39. GTZ	German Organization for Technical Cooperation
40. HAI	Help Age International
41.	HIV/AIDS Alliance International HIV/AIDS Alliance
42. IAS	International Aid Services
43. ICCO	Interchurch Organization for Development Co-operation
44. IMC	International Medical Corps
45.	Intermon Oxfam
46.	Intersos
47. IR	Islamic Relief

ACRONYM	ORGANIZATION
48. IRC	International Rescue Committee
49. JRS	Jesuit Relief Services
50.	Land 'O' Lakes
51. MAG	Mines Advisory Group
52.	Malteser
53. MC	Mercy Corps
54. MCDI	Medical Care Development International
55. MDM	Canada Medecins Du Monde Canada
56.	MEDAIR South Sudan
57. MEDIC	Medical Emergency Development International Committee
58. MERLIN	Medical Emergency Relief International
59. MSF-S	Medecins sans Frontieres - Spain
60. MSF-B	Medicins sans Frontieres -Belgium
61. MSF-CH	Medecins sans Frontieres Switzerland
62. MSF-F	Medecins sans Frontieres France
63. MSF-H	Medicins sans Frontieres Holland
64. NDI	National Democratic Institute
65. NCA	Norwegian Church Aid
66. NPA	Norwegian People's Aid
67. NRC	Norwegian Refugee Council
68.	OCKENDEN INTERNATIONAL Ockenden International
69. OXFAM-GB	Oxford Committee For Famine Relief - Great Britain
70. OXFAM-Q	Oxford Committee For Famine Relief - Quebec
71. PACT	Partnership Agencies Collaborating Together
72. RDA	Royal Dutch Aid
73. RDF	Resource Development foundation
74. RI	Reconcile International
75. SCF-USA	Save the Children Fund - USA
76. SCLS	Save the Children Lives Sudan
77. SC-S	Save the Children Sweden
78. SC-UK	Save the Children - United Kingdom
79. SFM	Swedish Free Mission
80.	Sign of Hope
81. SLIRI-LMA	Sudan Landmine Information Response Initiative/Landmine Action-UK
82.	SNV Netherlands Development Organization
83. SNV	SNV Netherlands Development Organization
84.	Solidarites
85. SP	Samaritan's Purse
86. SW	Safe World
87.	Tearfund - United Kingdom
88. VEGA	Volunteers for Economic Growth Alliance
89. VSF-B	Vétérinaires sans Frontières-Belgium
90. VSF-CH	Veterinaires sans Frontieres - Switzerland
91. VSF-G	Veterinaires sans Frontieres - Germany
92.	War Child
93.	War Child Holland
94. WC	World Concern
95.	Windle Trust
96. WR	World Relief (Previously WRI- World Relief International)

ACRONYM	ORGANIZATION
97. WVI	World Vision International
98.	ZOA Refugee Care