STRATEGIES USED BY HUAWEI TECHNOLOGIES (K) CO, LTD IN RECRUITING EMPLOYEES

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DECLARATION

I declare that this is my original work and has not been presented for a degree in any other university.

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Signed_____   Date _____

This Research Project has been submitted for presentation with my approval as University Supervisor.

MR.DUNCAN OCHORO

Signed………………………………………….. Date ……………………………………

DEDICATION

This research project report is dedicated to my son Christian. The most special person in my life

To all those who supported me in the completion of this project writing, thank you and God bless abundantly.

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I pay gratitude to my supervisor, Mr. Duncan Ochoro for his continued support, guidance, patience and understanding throughout the research period.

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Finally I thank God for his divine favour and grace and for the gift and joy of life

ABSTRACT

Effective recruiting is the beginning of effective retention; therefore, keeping employees starts with a recruitment strategy. This includes identification of key positions and turnover risks associated with these positions, and competency/behavioral-based selection criteria that support the retention strategy and business drivers both based on identified organizational capabilities that are required for success.

This study aimed at assessing the strategies used by a telecommunication firm by looking at how recruitment process facilitates the required talent in the organization, in addition how human resources outsourcing enhances the required talent in the organization and finally how online recruitment enhances the required talent in Huawei Technologies (K) Co, Limited. A case study research design was used. Data was collected from five key informants within the company i.e. Head of Human Resources, Business Unit Managers and the Head of ICT in Kenya. Content analysis technique was used to analyze data.

This study concludes that employees are satisfied with a recruitment strategy the organization has invested in professional HR team who undertake the process in the recruitment based on proficiency of the candidates. The study also concludes that active recruiting is critical to the organization's talent acquisition process. The study finally concludes that Talent Strategy Development/Consulting is also very critical to the organization's talent acquisition process they indicated that the organization involves the use of HR partners, both local and international and they enlist the services of consultants to source for talent and also assist in developing the talent especially true for expatriates they also aids a long way in getting the best candidates in all fields since different opinions from different places. The study recommends that since the organization has effectively employed various recruitment strategies there is need to carry out an analysis to ensure that the specific strategy is effective in recruiting specific staffs in the organization. The study recommends that Huawei Technologies (K) CO, Ltd need to employ various employment strategies in recruiting staff such as use of commissioning procurement agencies. The study further recommends that the company could better its recruitment process by outsourcing human consultancy firms to undertake recruitment on behalf of the organization so that it can concentrate on their core business activities.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Acquiring and retaining high-quality talent is critical to an organisation's success. As the job market becomes increasingly competitive and the available skills grow more diverse, recruiters need to be more selective in their choices, since poor recruiting decisions can produce long-term negative effects, among them high training and development costs to minimise the incidence of poor performance and high turnover which, in turn, impact staff morale, the production of high quality goods and services and the retention of organisational memory. At worst, the organisation can fail to achieve its objectives thereby losing its competitive edge and its share of the market (Mondy, 1993).

The telecommunication industry is very dynamic and so are the employment and recruitment practices. Earlier practices and standards that were perceived to be effective in recruiting high potential professionals do not hold in the current age of technology. Gill Burgess observes that "One of the benefits……effective strategies… is that it helps us make a more informed decision about how an individual may work in a customer centric environment and whether they are a good match for this (task)" (Head of Customer Service, Vodafone). Talent sourcing, recruitment, and retention are enduring organizational challenges. Even in tough economic times, organizations struggle with shortages of critical talent (scientists and engineers for example), the impending knowledge drain, and difficult outsourcing/off shoring decisions. Organizations are challenged to attract top talent with effective recruiting messages and then struggle to

retain these valuable employees. Human resources and operations professionals in every organization confront these issues daily (Breaugh, 2000).

1.1.1 Recruitment

Recruitment is described as the "practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees" (Breaugh & Starke 2000). According to Parry & Wilson 2009). Recruitment aims to attract applicants and fill vacancies to maintain proper staff levels to correspond with an organisation's strategy. Due to the competitive nature of the employment market, the hiring organisation must also sell itself and the vacant position to prospective applicants by presenting its employment advantages. Recruitment activities must be aligned with human resource management strategies, union/enterprise agreements and the current labour market conditions. Several steps and stakeholders are involved in the recruitment process, some of which may include external participants such as recruitment consultants and agencies. (Compton et al. 2009).

The evolution of recruiting has changed significantly over the last few decades. What started out as the responsibility of office managers to place job advertisements in newspapers or help-wanted-signs to attract potential employees has now grown into a multibillion-dollar industry, where the identification of talent requires internal corporate recruitment departments or employment agencies solely focused on this transaction through both proactive and reactive recruiting techniques (Compton et al. 2009).

In the past two decades, the way organisations in the world managed their human

resources has changed dramatically (Braun and Warner, 2002). Looking back in time, Human Resource Management function was not considered to be important and organisations paid little attention when recruiting workers for their business. In recruitment and selection, educational backgrounds seemed to be a very good predictor of success for job applicants. For entry level jobs, workers were selected based more on the university they graduated from than on the actual skills they possessed. Job interviews were usually omitted in developing nations and organisations offered jobs to university graduates without seeing them in person (Huo and Glinow, 1995). Majority of employees were recruited through personal or family contacts. There has been a dramatic change in recruitment and selection practice as the economy grows and moves into higher value-added work.

1.1.2 Concept of Strategy

Strategy is about winning (Grant, 1980). While there is no dispute regarding the importance of strategy in business management there does not appear to be any agreement as to what exactly is strategy or how exactly the winning is achieved. There are many approaches to strategy but none are universally accepted (Stacey, 2003). Burnes, (2004) argues that rather than managers being prisoners of mathematical models and rational approaches to strategy development, they have considerable freedom of action and a wide range of options to choose from. He further argues that managers can exert some influence over strategic constrains and at least they can select the approach to strategy that best suits their preferences.

One of the environmental threats to business arises from competition. Increased competition threatens the attractiveness of an industry and reducing its profitability. It exerts pressure on firms to practice and formulate successful strategies that facilitate proactive response to anticipated and actual changes in competitive environment. Organizations respond to competition in different ways where some may opt for product improvement, diversification, and entry in new markets or aggressive marketing with dedicated teams, recruiting talented staff and retaining them. Porter (1985) postulates that, the essence of strategy formulation is coping with commotion. Ansoff (1987) noted that the environment is constantly changing and so it makes it imperative for organizations to continuously adapt their activities to succeed. In order to survive in this very dynamic environment, organizations need strategies to focus on their customers and to deal with emerging environmental challenges.

1.1.3 Recruitment Strategies

Recruitment may be conducted internally through the promotion and transfer of existing personnel or through referrals, by current staff members, of friends and family members. Where internal recruitment is the chosen method of filling vacancies, job openings can be advertised by job posting, that is, a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda. Referrals are usually word-of-mouth advertisements that are a low-cost-per-hire way of recruiting. Internal recruitment does not always produce the number or quality of personnel needed; in such an instance, the organisation needs to recruit from external sources, either by encouraging walk-in applicants; advertising vacancies in newspapers, magazines and

journals, and the visual and/or audio media; using employment agencies to "head hunt"; advertising on-line via the Internet; or through job fairs and the use of college recruitment.

External recruitment strategies can be grouped into two classes: informal and formal. Informal recruiting methods tap a smaller market than formal methods. These methods may include rehiring former employees and choosing from among those "walk-in" applicants whose unsolicited résumés had been retained on file. The use of referrals also constitutes an informal hiring method. Because they are relatively inexpensive to use and can be implemented quickly, informal recruiting methods are commonly used for hiring clerical and other base-level recruits who are more likely than other groups to have submitted unsolicited applications. Former students who participated in internship programmes may also be easily and cheaply accessed.

Formal strategies of external recruiting entail searching the labour market more widely for candidates with no previous connection to the organisation. These methods have traditionally included newspaper/magazine/journal advertising, the use of employment agencies and executive search firms, and college recruitment. More often, now, job/career fairs and e-Recruiting are reaching the job seeker market. Posting vacancies externally through the various arms of the media5 or via employment agencies reaches a wider audience and may turn up a greater number of potential candidates from which the organisation can choose. At the same time, this method is relatively expensive and time-consuming as the organisation works through initial. advertisements, short-listing,

interviewing and the other processes that precede selection. Even then, there is no guarantee that the results will be satisfactory to the organisation, since the cost of advertising often limits the frequency and duration of the job posting, as well as the amount of information made available, thus making it difficult for a job seeker to accurately judge the worth of the position being offered. In addition, the organisation may hire a candidate who fails to live up to the high potential displayed during the selection process.

1.1.4 Huawei Technologies (K) Co, Ltd

Huawei Technologies Co Ltd was established in 1988 Shenzhen China and is a leading telecom solutions provider (http://www.huawei.com), owned entirely by its employees. Due to the need of more advance Technologies in sub-Saharan regions ,Huawei Technologies (K) Co, Ltd was established in 1998 .Through continuous customer-centric innovation, Huawei Technologies co.ltd has established end-to-end advantages in Telecom Network Infrastructure, Application & Software, Professional Services and Devices. With comprehensive strengths in wireline, wireless and IP technologies, Huawei has gained leading position in the All-IP convergence age. Their products and solutions have been deployed in over 100 countries and have served 45 of the worlds' top 50 telecom operators, as well as one third of the world's population. Over the years, Huawei has been working with leading consultancies such as IBM, the Hay Group, PwC and FhG to carry out management transformation in order to keep abreast with international industrial benchmarks in terms of Integrated Product Development (IPD), Integrated Supply Chain (ISC), human resource management, financial management and quality

control. (PWC 2011)

1.2 Statement of the Problem

Within today's challenging business environment, human capital management plays a vital role in organisations irrespective of their origin, size, structure and sector. In fact, recruitment and selection is becoming top of the agenda for numerous companies in the country. The organisation leaders and human resource managers spend considerable time and energy to recruit talent who fit well into their organisational culture. Nonetheless, many enterprises have not come to recognise the importance of recruitment and selection until now. Instead, building brands is listed at the top of their business agenda. Some corporation leaders in the private sector still rely on their personal networks to recruit senior managers for their organisation. Effective recruiting is the beginning of effective retention; therefore, keeping employees starts with a recruitment strategy. This includes identification of key positions and turnover risks associated with these positions, and competency/behavioural-based selection criteria that support the retention strategy and business drivers – both based on identified organisational capabilities that are required for success.

In the telecommunication industry, new approaches to recruitment are being used. In many territories, the strategies are manual but, as automated methods become more pervasive, those mechanisms that support its use will assume greater popularity. Whatever the strategies selected for use, the objective is to recruit the most qualified, committed individuals into the organizations and ensure that the provision of services to

customers is timely and effective, that the services are of consistent high quality and that the organizations achieve the objectives for which they have been established.

In Kenya, various studies have been conducted on recruitment strategies adopted by various companies. Atholla (2008), studied choice of outsourcing strategy in a staff recruitment – case of Equity bank where the bank wanted professionally trained consultant to tap best talents with the banks growth strategy; Muhindi (2007), studied response strategies to increased competition by insurance companies, where insurances firm performance was on the decline as a result of their staff being poached by the banking sector; Maina (2006) looked at key success factors in recruitment - a case of major commercial banks in Kenya, where well planned recruitment process recorded the highest mean in the study. None of these studies assessed strategies used by telecommunication companies in identifying and sourcing required talent Mudibo(2008). Therefore this study aimed at assessing the strategies used by telecommunication firms by looking at how recruitment process facilitates the required talent in the organization, in addition how human resources outsourcing enhances the required talent in the organization and finally how online recruitment enhances the required talent in an organization.

1.3 Research objective

To establish strategies used by Huawei Technologies (k) Co.Ltd in hiring employees.

1.4 Importance of the Study

To begin with the government and other institutions involved in policy formulation under man power planning would find the findings of this research useful since it would contribute towards the formulation of positive fiscal policies that are relevant to the management of unemployment as influenced by recruitment strategies of firms in the economy.

Secondly on the area relating to telecommunication companies' identifying and sourcing required talent especially in Kenya is still suffering from a deficiency of information since there are few studies that have adequately discussed this issue. This study is expected to contribute to the literature in existence and would go a long way to facilitate further understanding into the area.

The findings from this study can be used by other firms and not necessarily telecommunication companies' to enhance their recruitment strategies Finally, other researchers & telecommunication firms willing to highlight the role of recruitment strategies in the telecommunication industry while describing its relevance in the developing countries will also find this study resourceful.

CHAPTER TWO

LITERATURE REVIEW

2.1 Recruitment and Selection

Before any detailed review on the literature of recruitment and selection, the terms of recruitment and selection are defined as follow. Anderson (1994) describes the process of recruitment and selection as integrated activities, and 'where recruitment stops and selection begins is a moot point'. Nonetheless, these two areas are different from each other. 'Recruitment is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications, developing their interest in an organization and encouraging them to apply for jobs within it' (Mondy and Noe, 1993,). Selection is carried out by organizations as a means of measuring and predicating the candidate's potential and actual performance. The intake of employees will 'make the most appropriate contribution to the organization – now and in the future' (Beardwell et al, 2003).

There are several important factors that contribute to successful recruitment and selection. For example, personality is important as a supplementary predictor of job performance. Despite the fact that the use of personality tests have witnessed an upsurge in recruitment and selection between the late 1980s and early 1990s, the role of personality testing in managerial selection has been denied. It is argued that the evidence for predictive validity of personality tests is frequently overstated and incorrectly assessed. It is also argued that personality is only a relative minor determinant of managerial performance (Blinkhorn and Johnson, 1991; Dakin et al, 1994). However,

there have been major changes over the past decade. There is now extensive literature to support the validity of personality attributes for recruitment and selection (Saville et al, 1996; Robertson and Callinan, 1998; Robertson and Kinder, 1993). There is also evidence to show that personality characteristics, in particular measures of agreeableness, conscientiousness, and openness to experience appear related to job performance (Murphy and Bartram, 2002).

Lanphear (2003) stated that when hiring, personality matters. Bill Wagner, CEO, Accord Management Systems, says sometimes interviewers or recruiters are rational. People are hired based on appearance and skills. Sometimes employees are fired or quit because of personality issues. Other explanations on why personality is important are due to the fact that personality is stable which means difficult to change, and the impact of personality on performance is very high. Therefore, it is challenging to use and mainly rely on the traditional selection methods when hiring, given that personality has always been the most difficult aspect to appraise. This again suggests that overall validity of selection and the organization's chance of hiring a competent candidate is significantly improved by carefully using a combination of other selection tools. Lanphear (2003) further mentioned that job matching systems help employers match an applicant's behavioral attributes with a job's behavioral requirements and competencies. Nonetheless, organizations take consideration for the costs of job matching systems for measuring both the job and the individual.

Hiring for person-organization fit is known as a new approach to selection in today's competitive business environment. 'Person-organization fit requires that two types of fit

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be achieved in the hiring process: (1) between the knowledge, skills and abilities of the individual and the task demands or critical requirements for the job; and (2) between the overall personality of the individual (e.g. needs, interests and values) and the climate or culture of the organization (Bowen, 1991:38)'. According to Bowen et al (1991), many U.S. and Japanese-owned corporations have started using this approach to build cultures that rely heavily on self-motivated, committed people for corporate success. This kind of hiring practice has changed the traditional selection model, and more importantly, it has become the foundation of the best recruitment and selection practices.

2.2 Recruitment Process

2.2.1 Pre-planning

The recruitment process begins with the business plan. The business plan of an organization defines its goals, strategies, policies and functions; more specifically it defines new directions, products, services, technologies as well as expansion and contraction plans. These have a central role in assessing the need for recruitment, as well as the desired skills and characteristics of the new personnel (Compton et al. 2009).

The first step in recruitment is assessing the need to recruit through translating and aligning organization's future short, middle and long-term core and supporting strategies into the HRM strategy. The HRM strategy defines recruitment needs by forecasting the number of employees needed in the future while taking into account such factors as employee turnover, transfers, promotions and redundancies. HRM strategy planners must

also foresee the need to recruit in a manner that new employees are trained and ready to work when they are needed. (Compton et al.2009).

Once a recruitment need is identified, it must be thoroughly examined through due diligence. Several aspects must first be explored: Description of the job and its place within the organization; Prerequisites and necessary skills needed to perform the function; Lessons learned from the previous holder of the position; Possible modifications to the job through elimination, addition or reallocation of its functions; Assessment of possible internal candidates who can be promoted, transferred or may otherwise be made redundant After all internal possibilities have been exhausted the request to recruit then comes from the hiring manager. The hiring manager can be a team leader, project leader or other manager who sees the need for additional human resources in new or existing teams. Upon reception of the request, the HR department will then begin the initial stages of sourcing candidates. (Compton et al. 2009).

2.2.2 Interviewing

The interview can be described as the formal meeting(s) between the candidate (interviewee) and the employer. Interviews are conducted by an interviewer, which is a person acting on behalf of the hiring organization, and can be part of the HR department, the hiring department or upper management. The interviewer's main objective is to find the right person for the job. This means identifying strong candidates followed by offering and encouraging them to fill the position (Kessler 2006).

In the past, interviews have not been held as reliable predictors for the future success of candidates. More recently, however, they are becoming a more important tool for selection. One of the reasons for this is the emergence of structured competency- based interviews. These types of interviews may have materialized from the rising importance of job descriptions, interviewer selection and training, interview and interviewer evaluations, the use of interview panels and committees and the dependability of competency-based questions (Compton et al. 2009).

Competency-based interviews have been around for 15 years already, and it is estimated that about half of the world's Fortune 500 companies have already adopted this technique for recruitment. The aim of these types of interviews is to evaluate candidates based on their skills and experience to fulfill the predetermined competences of the job position (Kessler 2006). Competencies can be defined as "a written description of measureable work habits and personal skills used to achieve a work objective (Green 1999, according to Kessler 2006). The definitions of competencies vary across organizations and can also be determined based on behavior, knowledge, skills and underlying characteristics. More simply, they are the characteristics that contribute most to the performance of successful, top-talent employees. The term 'competencies' may also be replaced by different terms throughout organizations are reflected by the motives and intentions of management. These terms may include success factors, attributes, values and dimensions, (Kessler 2006).

2.2.3 Alternative Selection Processes

Barnett (2008) observed other alternative selection processes such as reversing the process of the interview to not only gain an understanding of the candidate, but to explain the possible job and the aims of the organization to the candidate. For example, allowing short-listed candidates to meet their potential colleagues with structured meetings to further elaborate on the organization's ethos and goals. Not only does the two-way process provide the candidate with an understanding of the necessary skills, experience and aptitudes for the position, but it also give the recruiter a better picture of the candidate's attitudes, approach, expectations, beliefs and values – all of which are key factors in fitting individuals within organizations. Capability tests are designed to assess candidates' ability to carry out the job by evaluating key criteria such as skills, knowledge, experience, values, etc which are necessary for the position. Experienced candidates may be very skilled at telling the interviewer what they want to hear, and therefore the interview is not always the most reliable way to predict performance. Capability tests simulate the job's activities based on key criteria and are a more practical, realistic evaluation method.

Psychometrics provides scientific, objective data about a candidate's self perception, their qualities and how these can positively or negatively affect performance. The results can then be used to enhance the interview process by creating more relevant and penetrating questions towards the candidate. Research tasks are a form of capability tests but more aimed towards analyzing in practice a candidate's ability to research, manage and communicate information and knowledge. Determining factors for job suitability can be based on the questions the candidate is asking as well as their methods for collecting,

evaluating, analyzing and presenting data. Recruitment centres are a combination of the previous four methods which also include interviews and two-way feedback. While expensive and time consuming, they give a more complete evaluation of a candidate's performance, current skills and future potential, (Barnett 2008).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter is a blueprint of the methodology that was used by the researcher to find answers to the research questions. In this chapter the research methodology is presented in the following order, research design, target population, data collection methods, and how data was analyzed to produce the required information necessary for the study.

3.2 Research Design

In this study, a case study research design was adopted. The case study research design was used because the research requires description of the object or phenomenon best suitable in a case study. It involved an in-depth description of the phenomena in the study. Since this study aimed at determining the strategies used by Huawei Technologies (k) Co, Ltd

3.3 Target Population

The target population composed of all the managers of Huawei Technologies (K) Co, Ltd. This population was chosen since the business enterprises, the human resource departments and the outsourcing consultant firms are the ones grappling with the problem of selection and thus telecommunication technology will facilitate the effective selection of employees with the desired competencies.

3.4 Sample

A representative sample of five key informants within the company was selected for this study. The study used simple random sampling to select the sample. According to Cooper and Schindler (2003), random sampling frequently minimizes the sampling error in the population. This in turn increases the precision of any estimation methods used.

3.5 Data Collection Method

Data was collected from five key informant within the company i.e. Head of Human Resources, Business unit Managers and the Head of ICT in Kenya. This is because these positions were key in the delivery of services and they are also better placed to develop strategies for recruitment that perfectly match the skills needed in the organization. The study relied on primary data collected by use of interview guide.

3.6 Data Analysis Method

Content analysis was used to analyze data. Analysis was done by use of descriptive statistics. The data was arranged according to particular research questions with similar answers being given the same code. The content analysis was used to analyze the respondents' views about the strategies used by Huawei Technologies (k) Co.Ltd in hiring employees. The data was then presented in a continuous prose as a qualitative report on the strategies used by Huawei Technologies (k) Co.Ltd in hiring employees.

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CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATIONS

4.1 Introduction

This chapter presents the analysis and interpretations of the data. It presents analysis and findings of the study as set out in the research methodology on the strategies used in recruiting employees in Huawei Technologies (K) Co, Ltd. The data was gathered exclusively from an interview guide as the research instrument. The interview guide was designed in line with the objectives of the study. To enhance data quality of data obtained, unstructured questions were used whereby respondents indicated their views and opinions about the strategies used in recruiting employees in Huawei Technologies (K) Co, Ltd.

4.2 Respondents' Characteristics

The study sought to establish the distribution of the respondents in terms of age, gender, department, designation and the duration in years that the organization had been in operation.

The respondents were required to indicate their distribution in terms of ages. All (5) of the respondents were aged over 28 years of age with the lowest age being 28 years and the highest age being 36 years.

The study sought to establish the respondents' gender distribution. From the findings, a four (4) of the respondents were males, while one (1) of them was a female. This shows that Huaweii Technologies (K) Co, Ltd has both male and female employees although

there are more male employees than female in management. This means that the opinions made in the organization are gender sensitive and hence are likely to be supported by all.

The study further sought to investigate the respondents departments in the company. From the results, the various respondents worked in the Business Process & Information Technology, Safaricom Business Unit, Integrated Business Unit(IBU) and Project Management Office. This implies that the respondents of this study are well distributed across the departments and thus the results can be generalized for the whole organization.

On the respondents' designation in the departments, the respondents held positions such as senior managers, assistant human resource managers, human resource managers, marketing managers, regulatory managers and business development managers. IT Manager and Deputy Country GM-Delivery & service Director.

On the length of duration that the organization has been operation, it was found that the company has been in operation in the country for 12 years since 1987 and 13 years internationally. This shows that the organization had experience in the country to hiring employees.

4.3 Recruitment Strategy

The study sought to establish the satisfaction/level with the current recruitment strategy of organization. It established that the respondents were satisfied with the current recruitment strategy of organization because the organization adopted a two pronged approach and looked for talent with experience who were normally deployed to work immediately. In addition, Huawei Technologies Kenya Company Limited recruited fresh

graduate with good grades and trained them inhouse on the different tasks. The study also established that most of the fresh graduates were enlisted were the ones who had gone through the attachment process in Huawei thereby increasing the credibility and confidence level in the staff. In conclusion, the recruitment strategy in the company was quite satisfactory, the Company had also invested in professional HR team who undertook the process in the recruitment based on proficiency of the candidates, as a result the Company had a very professionals team.

On their critical activities to achieve the organization's talent acquisition goals, majority of the respondents indicated that they identify best talents to suit the organization needs which they achieve through many sources like online, media advertisements, referrals, organize interviews for prospective candidates and select the most appropriate. Other critical activities include identification of recruitment pool, opening exposure opportunities for potential candidates to equip them with prerequisite knowledge area and skills others, internship, temporary work opportunities and universities as key recruitment source. Other respondents indicated that they have established relationships with key universities in Kenya, amongst them University of Nairobi (UoN), Jomo Kenyatta University of Agriculture and Technology (JKUAT) and Moi University where they offer internship programmes for students, with the aim of knowledge transfer and also looking for the best talent amongst the attachees, they engaged in international recruitment agents like Commas Resources, xyz to help in talent matching against a position.

The respondents added that this normally happens when they require specialized and experiences staff for various positions. They also work closely with local partners like PWC who help in local talent search. Others indicated that they network with cooperate

companies that offer outsourcing of staff and partnering with institutions of higher learning who nurture the students to their fields of interest, time to time they also support them with internship programs. With this kind of approach they are able to be in touch with the current market trends and need and way to get the most suited candidates who are well aware of these trends.

The study sought to establish whether active recruiting was critical to the organization's talent acquisition process. all the respondents indicated that active recruiting was critical to the organization's talent acquisition process and enabled the company in the acquisition of qualified and talented human capital. They also indicated that the recruiting process was one of the best ever used in the company since it ensured that the Company got the right talent and the right mind set for any given position. The study also established that the active recruitment was very critical in the sense that it enabled the Company get the best employees reason being that it puts the recruiting managers upto the challenge on the market and as a result facilitate the employment of the most competent staff.

The study sought to establish whether the talent Strategy Development/Consulting was critical to the organization's talent acquisition process. From the findings, it was established that talent Strategy Development/Consulting was very critical to the organization's talent acquisition process especially considering the fact that the industry in which the company operated was evolving too fast. In developing the consulting strategy, the Company made use of HR partners, both local and international. The Company used the services of consultants to source for talent and also assist in developing the talent especially true for expatriates. This was especially beneficial in the

acquisition of expatriates from different countries.

The study sought to establish the level on which the employees would be most critical to the organization's talent acquisition over the next year. From the findings it was established that all levels of employees in the Company were most critical to the organization's talent acquisition over the next year. With the Company's core business being engineering, the emphasis in the following year was in the acquisition of engineers who would push the business forward. The Company developed its managers from the already existing pool of engineers for the simple reason that they understood the technology and business better of the Company more than anyone else. In recruiting an employee to the company, various product managers with specific skills, clearly identify the talent, Line Manager responsible for the area where the skill was required were also invited, HR team was involved in evaluation of other aspects of the candidate, apart from the technical or otherwise skill. The various team leaders and departmental/line managers played an important role with the help of HR department in evaluating other soft skills.

The study sought to establish the role of the recruiting agencies in the strategies used by the Company. The study established that depending on the specialization areas, recruiting agencies played an important role. They offered the best solutions based on the requirements of the organization because they possessed vast information about candidates qualified for a given position and could easily help in getting the best candidate for the job. From the study, recruitment companies played a key role in talent acquisition for the expatriate resources thereby bringing on board specialized skills which were not available locally. This was also essential as they held large databases of potential candidates for different position, some with global experience thus making it

easy for them to match the job requirement with the talent.

The study further sought to establish whether online recruitment facilitated the creation of a talent pool in the organization. From the findings, online recruitment offered alot of information on available resources/talents and this created an easy pool for identifying talent for different positions in the organization. The online services existence was mainly done through email services using a created (such as hrkenya@huawei.com) and the organization was also in the process of developing a local database whereby local talents can post their CV's for consideration from which the Company can source for potential talent. The study also established that online recruitment was very important in the sense that it provided a platform where candidates could fill their information and update the site on their current achievements thereby growing the database. In addition, the information given was easily updated to ensure that the Company was always accessing the most recent information required for recruitment.

The study sought to establish whether technology had improved the talent pool of the organization. From the findings, it was established that the adoption of technology had improved the talent pool of the Company citing use of various approaches like teleconferencing which helped in save time and money. The study also established that technology was especially useful in online interviews and exams among others. The respondents also recoiled that the HR department with the help of IT department had set up platforms to attend trainings within a very short notice from the comfort of the staff's seat, they connect online and get training based on the needs every now and then. This training had helped the Company in keeping the staff updated on their fields of work.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND

RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of the findings from chapter four, and also it gives the

conclusions and recommendations of the study based on the objective of the study. The

objective of this study was to establish strategies used by Huawei Technologies (k)

Co.Ltd in hiring employees.

5.2 Summary of the Findings

The study found that the employees of Huaweii Technologies (K) Co, Ltd are satisfied

with the current recruitment strategy of organization because the organization adopts a

two pronged approach and they look for talent with experience and these are normally

deployed to work immediately and also they look for fresh graduate with good grades and

train them. Most of the fresh graduates they enlist are the ones who have passed through

the attachment process in Huawei, that the recruitment strategy in the company is quite

satisfactory, the organization has invested in professional HR team who undertake the

process in the recruitment based on proficiency of the candidates, as a result the

Company has a very professionals teams.

The study found that the organization identifies the best talents to suit the organization

needs which they achieve through many sources like online, media advertisements,

referrals, organize interviews for prospective candidates and select the most appropriate.

As such the critical activities to achieve the organization's talent acquisition goals include

identification of recruitment pool, opening exposure opportunities for potential candidates to equip them with prerequisite knowledge area and skills others, internship, temporary work opportunities and universities as key recruitment source. Other respondents indicated that they have established relationships with key universities in Kenya, amongst them University of Nairobi (UoN), Jomo Kenyatta University of Agriculture and Technology (JKUAT) and Moi University where they offer internship programmes for students, with the aim of knowledge transfer and also looking for the best talent amongst the attaché's, they engage in international recruitment agents like Commas Resources, xyz to help in talent matching against a position. Others indicated that they network with cooperate companies that offer outsourcing of staff and partnering with institutions of higher learning who nurture the students to their fields of interest, time to time they also support them with internship programs. With this kind of approach they are able to be in touch with the current market trends and need and way to get the most suited candidates who are well aware of these trends.

The study found that active recruiting is critical to the organization's talent acquisition process. The respondents also indicated that the recruiting process is one of the best since they ensure they get the right talent and the right mind set for any given position. They said that it is very critical in the sense that they get the best employees, reason being they are always on toes with the market and as a result they employ the most competent staff. From the findings, majority of the respondents indicated that talent Strategy Development/Consulting is very critical to the organization's talent acquisition process they indicated that they involves the use of HR partners, both local and international and

they enlist the services of consultants to source for talent and also assist in developing the talent especially true for expatriates they also aids a long way in getting the best candidates in all fields since different opinions from different places. The company aim at emphasising on acquiring engineers. This is because Huawei develops its managers from the already existing pool of engineers as they understand the technology and business better. Various product managers with specific skills, who can clearly identify the talent, Line Manager responsible for the area where the skill is required, HR team to evaluation other aspects of the candidate, apart from the technical or otherwise skill. The various team leaders and departmental/line managers play a very major role with the help of HR department in evaluating other soft skills.

The study found that depending on the field of specification, recruiting agencies can play a major role, they can offer the best solutions based on the requirements of the organization. They have vast information about candidates and can help to pick the best out of this information. From the study, recruitment companies play a key role in talent acquisition for the expatriate resources bringing on board specialized skills which are not available locally. It is also essential as they hold large databases of potential candidates, some with global experience and thus it's easy for them to match the job requirement with the talent. There is a lot of information online about available resources/talents and this creates an easy pool for identifying talent. Other respondents reiterated that the organization has started by having an HR recruitment mailing address and the organization is in the process of developing a local database whereby local talents can post their CV's for consideration, and can therefore be able to look for potential talent. The respondents were all in agreement that technology has improved the talent pool of

the organization citing use of various approaches like teleconferencing which helps save time and money. They also felt that technology is especially useful in online interviews and exams among others. The respondents also recoiled that the HR department with the help of IT department has setup platforms to attend trainings within a very short notice from the comfort of the staff's seat, they connect online and get training based on the needs every now and then. This training has helped a long way in keeping the staff updated on their fields of work.

5.3 Conclusions

This study concludes that employees are satisfied with a recruitment strategy because of the specific approach employed. As such fresh graduates enlisted consisting of those who have passed through the attachment process in the company, ensure that the recruitment strategy in the company is quite satisfactory. It was also clear that the organization has invested in professional HR team who undertake the process in the recruitment based on proficiency of the candidates; as a result the Company has very professional teams.

The study also concludes that the organization identifies the best talents to suit the organization needs which they achieve through many sources like online, media advertisements, referrals, organize interviews for prospective candidates and select the most appropriate. Internship programmes for students aim to transfer knowledge and also looking for the best talent amongst the attaché's. The company engage in international recruitment agents like Commas Resources, xyz to help in talent matching against a position. Further, networking with cooperate companies that offer outsourcing of staff and partnering with institutions of higher learning who nurture the students to their fields of interest, time to time they also support them with internship programs enables the

company to be in touch with the current market trends and need and way to get the most suited candidates who are well aware of these trends.

The study also concludes that active recruiting is critical to the organization's talent acquisition process. The recruiting process is one of the best since they ensure they get the right talent and the right mind set for any given position and it is very critical in the sense that they get the best employees, reason being they are always on toes with the market and as a result they employ the most competent staff.

The study finally concludes that talent Strategy Development/Consulting is also very critical to the organization's talent acquisition process they indicated that they involves the use of HR partners, both local and international and they enlist the services of consultants to source for talent and also assist in developing the talent especially true for expatriates they also aids a long way in getting the best candidates in all fields since different opinions from different places. Recruitment companies play a key role in talent acquisition for the expatriate resources bringing on board specialized skills which are not available locally. It is also essential as they hold large databases of potential candidates, some with global experience and thus it's easy for them to match the job requirement with the talent. The HR department with the help of IT department has setup platforms to attend trainings within a very short notice from the comfort of the staff's seat, they connect online and get training based on the needs every now and then. This training helps a long way in keeping the staff updated on their fields of work.

5.4 Recommendations

The study recommends that since the organization has effectively employed various

recruitment strategies there is need to carry out an analysis to ensure that the specific strategy is effective in recruiting specific staffs in the organization. This is because the strategies used have been effective in recruitment of fresh graduate employees and hence may not be effective in recruitment of higher management staff.

From the findings and conclusions, the study recommends that Huawei Technologies (K) CO, Ltd need to employ various employment strategies in recruiting staff such as use of commissioning procurement agencies. This is essential as it leads to improved choice, advice and better employee management information.

The study further recommends that the company could better its recruitment process by outsourcing human consultancy firms to undertake their applicants so that they can concentrate on their core business activities.

5.5 Recommendations for Further Studies

The study has explored the strategies used by in recruiting employees in Huawei Technologies (K) CO, Ltd and established that pre-planning, interviewing and alternative selection processes are the main strategies used by Huawei Technologies (K) CO, Ltd in recruiting employees. Huawei Technologies (K) Co. Ltd is in the telecommunication industry in Kenya. The telecommunication industry in Kenya however is comprised of various other telecommunication companies which differ in their way of management and have different settings all together. This warrants the need for further study which would ensure generalization of the study findings for all the telecommunication companies in Kenya and hence pave way for new policies. The study therefore recommends further studies be done with an aim to investigate the strategies used by telecommunication companies in Kenya in recruiting employees.

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APPENDICES

Appendix I: Letter of Introduction

THE MANAGING DIRECTOR,

HUAWEI TECHNOLOGIES CO. LTD, KENYA

P. O. BOX, 66430

NAIROBI

Dear Sir,

RE: REQUEST FOR DATA AND COMPANY INFORMATION

I am a MBA student at the University of Nairobi. I am carrying out a Management Research Project as a requirement in partial fulfillment of award of Master of Business Administration with the specialization of Human Resource Management. My chosen area of study is, **"strategies used by Huawei Technologies (k) co.ltd in recruiting employees"**

In order to ensure that my study is complete, I am required to seek information from selected managers and use the information to write the academic research project. I am therefore requesting for permission to use the company's information to be collected through the questionnaire attached. The information gathered will be treated as confidential and will be used for academic purposes only. A copy of the completed project will be availed to your company.

Regards,

Janet Chelangat

Appendix II: Interview Guide

Section A:

1. Age

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2. Gender

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3.Department:……………………………………………………………………………….

4.Position:………………………………………………………………………………….

5. How many years has your organization been in operation?

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6. Are you satisfied with the current recruitment strategy of your organization?

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7. What are your Critical activities to achieving the organization's talent acquisition
goals?

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8. Is active recruiting critical to the organization's talent acquisition process?

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9. Is talent Strategy Development/Consulting is critical to the organization's talent
acquisition process?

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10. Which level of employees will be most critical to the organization's talent acquisition
over the next year?

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11. Is the role of Recruitment Agencies essential in identifying required talents?

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12. Does online recruitment facilitated the creation of a talent pool in the organization

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13. Has technology improved the talent pool of your organization?

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Thank you for your time and participation in this academic exercise.

END