

**THE EFFECT OF ENVIRONMENTAL INFLUENCES ON RECRUITMENT
AND SELECTION AT THE SAROVA GROUP OF HOTELS**

BY

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF
THE REQUIREMENT FOR THE AWARD OF MASTER OF BUSINESS
ADMINISTRATION (MBA) DEGREE, SCHOOL OF BUSINESS, FACULTY
OF COMMERCE, UNIVERSITY OF NAIROBI.**

NOVEMBER 2017

DECLARATION

This research project is my original work and has not been submitted for a degree course in this, or any other university.

Signed

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D61/83773/2016

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This research project has been submitted for examination with my approval as a university supervisor.

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DEDICATION

This research Project is dedicated to my loving son, Dylan Jabali Njoroge for being the wind beneath my wings and for giving me the reason to forge on. To my parents, Mr. and Mrs. Njoroge Komu, my brothers Duncan Komu and Steve Mugwanja, my grandparents, Mr. and Mrs. Mugwanja, for their undying love and continuous support towards my education, which has made me who I am today. I love you all and may the Lord Almighty bless you.

ACKNOWLEDGEMENT

With God, all things are possible; I thank Him for making it possible by giving me unending grace, favor and for the gift of good health during the study period.

Secondly, I will always be indebted to my family for their unconditional support. I wish to sincerely thank my dear mother for the unending support that she has given me all the way from the beginning to the end. Also, to my son Dylan Jabali, for his patience during the many hours I have been away.

Many thanks to my employer, Transparency International Kenya, for allowing me flexible working hours to ensure I concentrate on my studies too. Special thanks to my supervisor, Elizabeth Munyefu for her mentorship in the HR profession and patience when I needed to be in school.

I would not have been able to complete this project without the support and encouragement by my friends, MBA class of 2017 and colleagues at TI-Kenya. Profound gratitude to Peninah Muthoni, Fidualice Muthike, Eric Wekesa, Job Munyua and Wycliff Asiago.

Special mention to my friends, Monica Mwaura and Ruth Maonga for giving me positive energy when I started my MBA and letting me know it is feasible.

Profound gratitude to my supervisor Dr. Mercy Gacheri Munjuri for her patience, guidance, immense support and dedication throughout the study. May the Lord bless you very much!

Finally, I extend my appreciation to all the respondents who contributed towards the successful completion of this research project. I am indebted to Mr. Samuel Kariuki of The Sarova Hotels, for his assistance during the data collection process.

May God in His infinite mercy bless each one of You!

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ABSTRACT

Recruitment and selection is the main drive in Human Resource Management and it involves searching and obtaining a pool of potential candidates with the desired knowledge, experience and skills and for an organization to select the most appropriate people to fill job vacancies. The objective of the study was to identify the effect of environmental influences on recruitment and selection at the Sarova Group of Hotels. The factors were divided into two, as internal and external elements. Top performing organizations devote considerable resources and energy to creating high quality recruitment and selection systems. The study used the objective factor theory and equity theory. The study reviewed literature on recruitment and selection. In today's rapidly changing business environment, the competitiveness of a hotel is measured through the quality of services offered to customers, and this is through measuring the quality of service offered by employees. Thus, it is important that the best quality of employees are hired and that a well-defined recruitment policy is put in place. Managers must also learn to stay alert and devise ways of dealing with environmental influences. The study adopted a descriptive research design. The target population consisted of 72 senior management staff from the 9 hotel units at The Sarova Group of Hotels. However only 60 responses were received, out of the 72 questionnaires issued. This was a response rate of 83.33%. The data was collected using semi-structured questionnaires that involved both open ended and close ended questions. Statistical Package for the Social Sciences (SPSS) was used for the analysis which included descriptive statistics such as percentages, frequencies, means and standard deviation and the findings presented using tables and graphs. The research findings showed that indeed, internal and external factors studied affected the recruitment and selection processes at the Sarova Hotels. These include working conditions, recruitment and selection policies, orientation and size, brand, reputation and image of the hotel. Also, political factors, economic, technological, legal factors and globalization. The research findings also indicated that not all environmental factors influence the recruitment and selection processes at the Sarova Hotels. For instance, culture, history and traditions, strategy, mission and objectives and societal expectations. Lastly, opportunities for growth, training and development affects the recruitment and selection. This led to the conclusion that recruitment and selection in any organization is a serious process as any organization's success and effectiveness in service delivery depends on the quality of its workforce. This is seen from the evidence that the identified environmental factors have an effect on the recruitment and selection processes at the Sarova Hotels and that the factors are related and the extent of the effect is not very varied. The research recommends that the hotel should explore other methods of attracting potential candidates to ensure a wider pool of candidates is reached. Candidates may also be allowed to negotiate for pay/ benefits during the hiring process for retention purposes.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

In every business organisation, the process of recruitment and selection is influenced by uncontrollable and dynamic environmental components that affect the company's functionality. The business environment is changing rapidly; making it important for HR practitioners to adapt to the dynamisms. Environmental influences surrounding the organization are uncontrollable and have great effect on business efficiency. HR practices have changed tremendously and now HR practitioners are more effective in delivery of the organisational value through changing of the system of HR practices (Ekwoaba et al., 2015). Legal factors affecting the HRM operations are labour policies, economic policies, government and health & safety regulations and national labour laws. At the workplace, employees are safeguarded through development of better and more concrete legal laws (Friedman, 2013).

The objective factor theory as proposed by Behling et al., (1968) asserts that the choice of being employed in an organization depends on the tangible factors derived from the recruiting organization. These include the location, benefits and remuneration, nature of work, opportunities for career advancement, training opportunities, etc. Thus, an institution aiming to recruit the best candidates, with the right skills, abilities and knowledge must establish what motivates candidates to seek employment in the organization. The only means that this success can be achieved is by effective recruitment and selection policies and strategies that align the needs of the job seekers with those of the organization. Equity Theory as explained by Adams (1963) asserts the principle of equity and fairness. In reference to the principles of equity theory, effective recruitment and selection techniques and procedures must portray the organization as an equal opportunity employer (Ekwoaba et al., 2015). All recruiters must aim at recruiting and selecting best employees by hiring on merit and not based on nepotism, race, gender, religion or other discriminatory aspects. These two theories emphasize the need to be attentive to the quality of staff attracted and hired and to the use of right tools and techniques in the process.

The hotel industry is a driving force in fostering wider development goals through provision of public services, sustained tourism, entertainment and consistent creation

of job opportunities. This consequently raises the country's per capita income and develops the economic status of the country. The role of the Sarova Group of Hotels is to boost the country's revenue through reduction of poverty levels, job creation, reducing the domestic debt, etc. Although the current economic recession has adversely impacted the hotel industry, it is important for the government to implement right international regulations and set proper standards which protect investors in the industry. The infrastructure should also be developed, regionally and globally, as it affects the revenue received from clients of the hotel industry (Masau & Prideaux, 2003). This study, was motivated by a concern of alleged interferences in the recruitment and selection processes at the Sarova Group of Hotels.

1.1.1 Environmental Influences

The environment of any organization is defined as all those elements existing outside the boundaries of the firm, which have potential to influence all or part of the firm (Gilmore and Williams, 2009). Sarkar and Kumar (2007) define environmental influences as factors that impact the Human Resource management operations within an organization. These factors keep changing and HR Managers must constantly track these dynamic internal and external factors and make corresponding changes in the HR strategy.

External influences are changes outside the organisation which include legal, political/governmental, technological, social and economic factors affecting business operations. Government regulations require that the HR department operates in accordance with the law. The regulations control all HR processes like recruitment and selection, training, compensation, termination, and much more. In Kenya the main employment protection legislation apparatus is the Employment Act, 2007. Economic Conditions shape the economy and affect the remuneration of candidates recruited and the decision of whether or not to hire. Social factors are the workforce demographics; The HR department must devise ways of dealing with all generations and what packages to offer them. Technology revolutionizes the operations of an organisation by influencing the number of staff hired to perform a task and can be used as a cost saving measure (Friedman, 2013).

Internal influences are factors from within the organisation that can be controlled by the organization- the mission, values, policies, strategies, goals, size of the firm, organogram, management style, culture among others. HR practices and policies must be consistently matched with the mission statement as it demonstrates the basic sense behind the formation of the organization by giving an orientation to any function or framework which organizations must operate in. Organizational strategy shows the methodology to achieve purpose and requires a restructure of rules, departments and principles in the organization. The successful practices of human resource management sub-functions facilitate achievement of objectives. The HR strategy should fit organizational strategy. The size and growth of an organization is measured through the amount of annual income, the sum of production, number of employees or profits. Accordingly, HR operations, in terms of number of functions, is lower in small firms than a large organisation (Kane and Palmer, 1995).

The authors further observe that the organisation's size is also of significance, in terms of participative, autocratic, democratic or laissez faire. Departments in large organizations may be can be more autonomous as such firms are democratic. Vertically structured organizations, have bureaucracies which reflects that HR has tighter control of higher hierarchical levels. According to Genç (2014) the history of organizations reveals what is favourable or unfavourable for it. Traditions and past practices may in strategy implementation, be a great source of resistance. Accordingly, internal promotion, policies of remuneration, characteristics of new personnel, unions relations, could all be shaped by the significance that the senior management team gives them. This study analyses the effect of environmental influences on recruitment and selection at the Sarova Group of Hotels. Related scholarly literature is examined, the field research results discussed and a general conclusion exhibited.

1.1.2 Recruitment and Selection

Florea and Mihai (2014) define recruitment as those actions that an organization takes to attract potential candidates with the necessary skills for employment. They define selection as the process of identification of candidate qualifications, attributes and characteristics aimed at determining their suitability for the advertised job. It means to pick and choose out. Ekwoaba et al., (2015) argue that whereas recruitment is the

process of attracting and identifying potential candidates existing within and outside the organization to begin evaluating them for future employment, selection begins when the appropriate or right calibre of candidates are identified.

The recruitment activities include identification of a job vacancy need, development of a job description, development of an organisation's recruitment plan, choosing the recruitment sources that will be most favourable in attracting potential candidates, developing what will be stated in the job advert and deciding how much the recruitment process will cost. Accordingly, the main aim of recruitment is to attract an appropriate number of candidates while maintaining low costs. The HR department is tasked with recruiting, hiring and retaining employees, developing benefits and compensation packages and suggesting best practices that ensure legal compliance in all matters of employment (Compton et al., 2014).

On the other hand, the selection activities include implementation of the firm's recruitment plan, review of the received applications, shortlisting, interviews, selecting the favourable candidates, reference checks and record keeping for the interview processes. To reduce staff turnover after selection, the HR professionals must motivate staff through both non-monetary and monetary measures. The HR Practitioners face challenges due to the dynamism and complexities of the process of procurement of human resources. It is therefore important that they attract and retain the right employees, through proper recruitment and selection procedures, in line with HR policies (Ekwoaba et al., 2015).

1.1.3 The Sarova Group of Hotels

Formed in 1974, The Sarova Group of Hotels is recognised as one of the biggest hotel and lodge chain both in Kenya and in East Africa. With more than one thousand rooms in the chain of 9 hotel and lodge units, it offers visitors a diversified experience. This includes wildlife game drives, health clubs, water and land sports, entertainment and business/conference facilities. The 9 units include Sarova Whitesands Beach Resort & Spa (formed in 1976), the Sarova Stanley (formed in 1978), Sarova Mara Game Camp (formed in 1984) Sarova Lionhill (formed in 1986 and located in Lake Nakuru National Park), Sarova Shaba Game Lodge at Shaba

Game Reserve in Samburu (formed in 1989), Sarova Panafric (formed in 1992), Sarova Taita Hills & Sarova Salt Lick Game Lodge (formed in 2007) and lastly the Sarova Woodlands Hotel, in Nakuru town was formed recently (The Sarova Hotels Human Resource Manual).

The Sarova Group of Hotels enjoys the advantage of a good brand and image over the years and its competitors in Kenya include the Kempinski hotel, Radisson Blue among other renowned hotels. It employs over a thousand staff and is among the beneficiary hotels of government funding that is released to support the industry. It envisions to be the preferred organization in the hospitality industry, and in management of hotels, resorts and lodges in Africa. Factors like cholera outbreak, Ebola outbreak, terrorism, recession, politics, travel advisories and competition from related hotels, have affected business in the hotels as clients postpone their activities during the above-mentioned periods. The hotel also works hard to revitalize sales and marketing initiatives and as a result of this, Kenyans are slowly supporting and appreciating domestic tourism by visiting the game drives and hotels in the counties, a major boost to the hotel, alongside the foreign tourism (<https://www.sarovahotels.com/>).

1.2 Research problem

Recruitment and selection activities have been changed due to the political, legal, economic, social and technological components affecting organizations. Accordingly, the country's economic conditions are related to labor supply and labor market, which consequently influence the organizations' recruitment and selection patterns. The effect of these influences is that changes in national economic situations affect components like unemployment rates and the remuneration levels, consequently making HR professionals adjust their recruitment and selection policies in favor of the dynamic economic environment. Changes in technology and innovation provide improved infrastructure for use in selection and recruitment. A negative influence of this is the decreased need for labor, that may lead to lower levels of employment as some employees are rendered functionless (Ekwoaba et al., 2015).

On the other hand, culture and traditions may affect the hiring processes and decision making in case the perceptions and attitudes of senior management team are biased due to local culture. Legislations and regulations have impacts on every function and

activity of a firm. Consequently, organizations should take international and national laws into account as they manage their HR activities. Mission statements facilitate both employees' and management's decision-making aspects and can be the source of policies to motivate employees. The selection and recruitment HRM functions should be in line with the organization strategy. The size of an organization dictates the style used for hiring, number of employees required, timeliness and tools used to recruit. The horizontal organizational structures, as compared to vertical, provide more flexibility to the process of recruitment (Genç, 2014).

The Sarova Group of Hotels has documented the HR policy and regulations manual which stipulates all HR issues from recruitment to separation. The aim is to ensure that the process of recruitment and selection is conducted in an efficient, systematic and effective manner, promoting equality and professionalism. Each of the nine units independently carries out their own recruitment and selection activities. Where vacancies for middle level and lower level positions occur, they are filled from within through an open and competitive process. Internal recruitment is done through interdepartmental transfers, promotions and merging two positions into one. External recruitment is considered where there are no suitable candidates within the organization. Recruitment for senior management team is done through recruitment agencies. The agencies' top selected candidates are sent to the head office for further interviews (The Sarova Hotels Human Resource Manual). There have been alleged malpractices during the recruitment and selection exercises at the hotel. These include unconfirmed cases of recruitment influenced by nepotism, political interferences, discrimination based on ethnicity, among other allegations.

According to a study by Ong'iyo (2013) on Employee recruitment and retention practices adopted by Barclays bank of Kenya, there are several factors influencing the employees' recruitment, selection and retention. The influences include availability of qualified staff, pay attractiveness, the external work environment, the firm's recruitment procedures and others. The major influences of employee retention include job satisfaction, conditions of service, the organization's commitment to employees, salary & benefits, opportunities for training and development, staff welfare, gender sensitivity, conflict management system, work arrangement flexibility, responsibilities and commitment outside the organization and employee attachment to the organization.

Kemunto (2011) in her study on factors influencing recruitment strategies employed by small businesses in Kitale municipality, she sought to establish the factors that influence the recruitment strategies that are employed by small businesses in Kitale municipality. A sample population of 33 businesses participated in the study. The study's findings showed that majority of the small businesses in Kitale municipality use internal sources of recruitment such as promotion and referrals. The results of the study further indicate that culture, economic conditions, size, financial position of a business, corporate strategy, social influences, technological advancements and government/legal frameworks influence the choice of recruitment strategies by small businesses in Kitale, but to varying degrees.

Habib et al., (2010) in their study of appropriateness in recruitment and selection for the desired effectiveness of the private commercial banks in Bangladesh, agree that the environmental influences that affect the banks' performance lead to the development and growth of these banks. The influences come from the recruiters' attitudes, candidates' understanding and mind-set for getting jobs sometimes, pressure from top officials from the monitoring bank, external factors like social, political, legal and economic. Results also showed that the factors like directors' interference and ability of the recruiter to effectively design the interviews have great influence on the recruitment and selection activities in the 29 private commercial banks in Bangladesh.

This study is different from other quoted studies because none of the studies is in the hotel and tourism industry. Also, this study will be different since its focus will be on the senior management team who are key and instrumental in the recruitment and selection process at the Sarova Hotels. The study intends to fill the knowledge gap by attempting to answer the research question; How do environmental influences affect recruitment and selection at the Sarova Group of Hotels?

1.3 Research objective

The study's objective was to determine the effect of environmental influences on recruitment and selection at the Sarova Group of Hotels.

1.4 Value of the study

The study's results will be significant in getting new knowledge on adapting fast to any situational changes in the environment affecting recruitment and selection, getting a new perspective in forecasting roles, forecasting the future influences, and in making rational assessments to the role of procurement of human resources. It will also be beneficial to scholars who wish to carry out further research as it contributes to existing scholarly work in the field of recruitment and selection.

The results will benefit the management of the Sarova Group of Hotels in coming up with better policies and interventions in the recruitment and selection components of HR management. It will also provide insight on how to deal with recruitment malpractices and interferences and sharpen the focus on globally accepted recruitment practices. It thus will allow the hotel to select the most appropriate candidates to fill vacant posts against position descriptions and specifications. A critical look at this area of study sheds more light on the several policies within an organization. These include policies related to employment, compensation, redundancy, recruitment, rewards and salaries, promotions, sexual harassment policies, corruption prevention policy, whistle-blower protection policies, among others.

The study will be beneficial to the HR practice as recruitment and selection is the main drive in HR Management. It will enlighten HR practitioners to make sound decisions about recruitment and selection functions, based on right skills, abilities and attitudes, in line with the recruitment policies. Using the proposed models will enable the HR practitioners to develop good strategies and make informed decisions. The managers will be able to study the complexity of recruitment and selection in detail. They will thus be aware of the possible consequences, the impact and values of proper recruitment and selection processes on the firm and to determine alternative courses of action. Lastly, the HR practitioners will know possible assessment of the challenges associated with recruitment and selection.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter examines empirical and theoretical views and ideologies that various scholars have put forward in relation to recruitment and selection. This is meant to help answer the research question of this study. The chapter discusses the main theories guiding the study, the literature with a focus on the main variables whose relationships are being investigated and the literature review focusing on recruitment and selection.

2.2 Theoretical underpinning of the study

This study was guided by two theories used in studying recruitment and selection practices. These are the objective factor theory and the equity theory.

2.2.1 Objective factor theory

The objective factor theory as proposed by Behling et al., (1968) presumes that the recruitment choice is dependent on the objective analysis of certain tangible components that exist within the organisation. These factors, as described by the theory, include size of the organisation, pay and benefits, policies, organizational image, structure, work environment, location, educational and training opportunities, opportunity for career growth, nature of work to be performed, among others. Each of these components is weighted in terms of its relative significance to the potential employee. Recruitment is a two-way process between a recruitee and a recruiter. This means that potential employees have to make an informed decision of whether or not to apply for a job, while the recruiter has a choice on whom to recruit and not to (Taylor and Collins, 2000).

According to the theory, the work type, image and the environment of work are the most significant predictors of job attractiveness. The underlying characteristics include autonomy, challenging work, task variety, nature of colleagues, the managers and opportunities for training and development. Other factors include flexibility in working time and the physical place of work. Young job seekers look out for flexibility options that focus on family-oriented needs. Organisational image involves subjective, intangible, abstract factors and characteristics like the degree to which potential candidates judge an organization as successful, intelligent and technical (Compton et al., 2014).

Taylor and Collins (2000) in their study suggest that recruitment and selection procedures must change in response to the pressures of the labour market as discussed in the objective factor theory. Organisations must focus on enhancing the levels of their desirability by candidates as places to work as a recruitment strategy. This can be achieved through careful matching people to jobs, by creation of career opportunities, by boosting the intrinsic rewards found in job itself, through proper training of managers to increase effectiveness, by increasing employee involvement in organizational decisions, by helping staff to cope with workplace change, facilitating employees' ability to have work-life balance, among others. Best practice organisations, need to ensure that their recruitment and selection functions are positioned to provide these attractions to potential employees through the alignment of all their policies.

2.2.2 Equity theory

Equity theory as proposed by Adams (1963), underlines the principle of fairness. In reference to the equity theory principles, effective criteria of recruitment and selection in a firm is that which shows the organization as a just and equal-opportunity employer. All decisions made during the process of recruitment and selection must be perceived as admissible and fair to all candidates, including those who were unsuccessful. Applicants must feel that the outcome of selection and the selection methods were fair. Recruiters must thus be keen in determining selection techniques for credible recruitment results. The legislation ensures unlawful discrimination based on grounds of marital status, ethnic origin, nationality, race, sex, age and disability. Headhunting is thought as an area where indirect discrimination can occur. For example, headhunters may in recruiting candidates already employed elsewhere, contravene the law if existing jobs are dominated by one ethnic group or gender (Ekwoaba et al., 2015).

According to Rees and French (2010), equity includes ensuring every employee has a chance to enhance his/her self-development and maximize their potential. This starts right from the recruitment and selection processes. Firms must realize that people from all walks of life have fresh perceptions and ideas, that may increase effectiveness in the manner in which work is done. It is therefore important to make sure there is an operationalized equality policy in recruitment and selection since staff

involved in hiring are seen to be gatekeepers of the organization. Also, ethnic minorities must be represented across all levels of business.

Corporaal et al., (2013) note that an effective recruitment and selection policy must consider conformity with the general recruitment and selection policies, must be flexible enough to meet the organization's dynamic HR needs and must be designed in a manner that ensures equal employment opportunities for its employees on a long term basis. It should also match the characteristics and attributes of employees with the requirements of the work explained in their job description. More initiatives that support equality are ensuring the disabled people get equal opportunities during the recruitment and selection process and also back into the work place by having a conducive working environment. It is significant to also ensure the old and experienced candidates are encouraged to apply for jobs as most of these welcome the opportunity to work beyond the traditional retirement age, to enjoy a phased retirement and to work flexibly.

2.3 Environmental influences on recruitment and selection

The environmental influences are categorized as internal and external and are discussed as follows.

2.3.1 Political/governmental factors

Government Regulations require that the HR department operates in accordance with the law. In Kenya, the Employment Act is the main employment protection legislation apparatus, and through it the government is able to control all HR functions like recruitment and selection. For example, for recruiters of expatriates, the government's immigration offices influence decisions in the recruitment and selection processes. Legislations have challenged HR professionals to ensure recruitment and selection policies are aligned to employment laws (Friedman, 2013).

Factors like unions' influence and interferences from the senior management team also play a significant part in influencing recruitment practices in an organisation. Discrimination in recruitment and selection have direct effect on the organisation in terms of quality of staff hired. Constitutional provisions for special groups, political compulsions, employing displaced people whose lands have been acquired for setting up projects of national importance also come in the way of recruiting candidates based on their skills, experience and qualifications (Florea and Mihai, 2014).

2.3.2 Economic Conditions

The shape of the economy affects the recruitment process in all organizations in terms of whether or not to hire and the remuneration of candidates recruited. The organisation is forced to recruit internally or to select candidates from the database if the economic situation is unfavourable. Changes in the economy can also affect the cost of recruiting and human resource planning process. This means that it is important to pre-determine the number of staff required to perform various tasks, availability of funds to pay the staff, availability of funds to conduct the recruitment and selection, the contract duration, when they are required and where they will work from. In a recession situation, an organisation may reduce the workforce as demand for its services and products goes down. Changes in purchasing patterns of consumers may influence the demand for labour (Henemen et. al, 1968).

Changes in the global economy affects national economies in a short span due to the integration of world economies and this involves also the recruitment and selection processes. Negative economic developments lead to unfavourable situations. For instance, in an unstable global economy, the bargain between organisations and unions may can be difficult. Thus, unemployment rates would rise, the social status of workers weakens, there is reduced workforce and decisions of whether to recruit or not is brought in the limelight. Economic conditions also affect the work force by a change in the number and type of candidates demanded. In a stable economy, the competition for qualified personnel increases, which ensures better recruitment opportunities to organizations (Genç, 2014).

2.3.3 Social Environment

Major social changes often cause organizations to place increased emphasis on recruitment. Social factors are the workforce demographics and the HR department must devise ways of dealing with all generations and what packages to offer them, which must be clearly started right from the recruitment and selection stage. The lifestyles and the requirements of the potential employees are changing day by day. Now the employees want a balance between work life and family life whereas the traditional employees wanted to earn more money by working hard even by overtime. But now employees are less willing to work for a long period of time, or on overtime or on weekend days. Recruiters must understand the social trends and suit them in the processes involved in hiring (Henemen et al., 1968).

People from different generations and social status search for satisfying careers instead of simple jobs. If an opportunity for career growth is missing in a firm, potential employees shy away from applying for the job or they decline an offer for employment. To put off such issues, companies must provide opportunities for training, growth and development through promotions within the same organization. Organisations may also present a more realistic image of the job and encourage career openings to potential candidates through innovative recruitment campaigns. If the firm is unaware of or is not sensitive to prevailing norms and social values, the recruitment efforts could go off the track (Florea and Mihai, 2014).

2.3.4 Technology

Technological factors affect the number of staff that are recruited to perform a task. Technology revolutionizes the operations of a business and can be used as a cost saving measure. Due to new technologies, we have new jobs and the existing jobs face major changes. In a scenario where there exists shortage of personnel with unique skills like software developments, organizations must make better, their recruitment and selection efforts to compete successfully in related industries, for a small number of potential candidates. The technological presence is experienced in the process of recruitment and selection through software and programs used to assess candidates' job applications in record time, which makes the selection process effective. In the contemporary world, robots are replacing the human resources in the organisation while previously, human beings performed most work without the aid from the machines. This means that organisations are hiring less frequently than in the past (Friedman, 2013).

Technology has tremendously changed the traditional operations of the workplace. For instance, potential candidates are recruited through skype calls, teleconferencing, video conferencing, online aptitude tests. Candidates now prefer jobs that embrace remote reporting relationships, telecommuting and telework. On the other hand, recruiters are advertising through technology friendly tools like the internet, websites, social media, etc. It is also possible to track applications, manage the recruitment process, produce recruitment data and reports. On the flip side, developments in technology may render some employees functionless, as machines replace man power, hence few people are hired in such cases (Genç, 2014).

2.3.5 Legal Environment

The different policies on legislations that govern child labour, night shift work, gender, minority groups have made the legal environment a major concern for all recruitment and selection functions. Some legislations prohibit women employment for underground work, carrying heavy loads, night shift work, among others. There are legislations that affect the remuneration of recruited staff through providing for revised compensation rates during the employment period and failure on the employer's part to execute the contract terms amounts to law suits. The pay rates are thus pre-determined and therefore during the interview process, negotiations about the remuneration do not exist (Kane and Palmer, 1995).

Henemen et. al, (1968) argue that institutions operate in a highly regulated world, as a consequence of the legal environment. For instance, the employment laws make it difficult to unprocedurally lay off people off. Legislations on various labor relations laws have been passed, protecting candidates during the recruitment and selection processes from discrimination, hence ensuring they are hired based on skills and knowledge criterion. In Kenya, the recruitment and selection process has to comply to the occupational health and safety acts, minimum wage requirement, the work injury benefits acts, a third rule for women and less privileged, in the Kenyan society for public offices. Recruiters must follow an effective recruitment plan that complies with all legal requirements that relate to employment, equity and justice.

2.3.6 Globalization

Globalization facilitates simpler yet faster information-sharing opportunities and processes for growth in markets outside borders. Professional networking, social media, and speed technology assist recruiters to reach global markets. With the rise of globalization, many organizations seek to hire employees from diverse backgrounds. Talent search is now a global demand and this competition for talent continues to increase rapidly. As a result of this, there are complexities of hiring, managing and integrating a global workforce in an organization. Increasing the globalization of markets and global interdependence has led to an internationalization of organizations (Corporaal et al., 2013)

Technological developments, globalization and demographic diversities have brought about changes in the world. HR must quickly adapt to a world that is influenced by globalization in order to deal with any complexities of recruitment and selection. This is through adopting innovative techniques of recruitment and selection aimed at improving working conditions and increasing efficiency, reducing stress, reducing time to complete tasks and widening geographical areas of recruitment and selection. The labor market is greatly affected by complex situations like the European internal market development, labor migration from Eastern Europe, developments in technology and global demographic changes (Florea and Mihai, 2014).

2.3.7 Working conditions/ Environment

According to Taylor & Collins (2000) potential candidates will be attracted to an organisation that has favourable working conditions. Recruiters should aim at improving their attractiveness as places of work as a recruitment and selection strategy. This could be done by matching people to jobs more carefully right at the hiring stage, training the hiring team to effectively recruit, enhancing the benefits and rewards of the job, helping employees to cope with workplace dynamisms, increasing the involvement of employees in organizational decision making, creating more training and development opportunities in the organization and enabling the ability of employees to balance work and personal life.

More factors that attract potential candidates involve opportunities to develop friendships, social support, respect, participative recruitment and leadership style, clarity about work planning, training opportunities, comfortable workplace and availability of digital tools at work especially for the young generation. A good strategy that aims at increasing the pool of applicants involves also allowing the employees to work on flexible hours, changing to a casual dress environment, options of telecommuting and by providing long-term career opportunities. The authors also add that a good working environment employs strategies that promote cooperation and teamwork, which attract candidates to want to apply for jobs at the organization (Gilmore and Williams, 2009).

2.3.8 Recruitment Policy

The recruitment policy affirms the objectives of recruitment and gives a framework of how the recruitment programme will be implemented. Such policies entail a

commitment to procedures, like only employing the best qualified candidates. It might embrace concepts such as the extent of internal promotions, attitudes of firms in recruiting the old employees, part time employees, minority groups, women employees. Recruitment policies ensure recruitment is done with efficiency and it outlines a clear path to be followed by the HR department during recruitment (Rees and French, 2010).

A properly planned recruitment policy avoids ill-considered or hasty decisions and ensures the right type of personnel is hired on the basis of their qualifications. It aims at ensuring that every person invited for an interview will be given a fair hearing, free from discrimination against potential candidates on the basis of race, sex, color, gender, nationality, religion, marital status etc. The organization will strive to provide fair and equitable treatment to its potential candidates, discourage all forms of discrimination and encourage opportunities for personal growth (Florea and Mihai, 2014).

2.3.9 Corporate culture, traditions and history

Recruiters must ensure a thorough recruitment process that involves getting new employees to fit the corporate ideal. Most recruiters intending to attract top talent must establish a corporate culture that will attract best candidates to the organization. Most candidates prefer to work in institutions that have good cultures. Accordingly, the culture of a firm influences the selection decisions, as recruiters select the potential candidates, who will best fit that culture, both consciously and unconsciously (Genç 2014).

The attitudes or perceptions of human resource managers and senior management team are under the influence of organizational culture, which consequently has a direct effect on recruiting and selection processes. Organizations must consider the expectations of the society, values, behavioral types and myths when they identifying recruitment policies and strategies. The history and traditions of organizations would reveal what is good, and what is bad for it and would demonstrate the characteristics of best employees to be recruited. However, justifying recruitment and selection decisions on the basis of cultural fit shows that there are ethical dilemmas to consider in terms of reasons for rejection. That is, whether firms are justified in determining who does and does not fit (Kane and Palmer, 1995).

2.3.10 Remuneration and benefits

According to Florea and Mihai (2014), attracting and retaining talented candidates remains a core HR role that begins at the recruitment and selection stage. It ensures the organization establishes loyalty among employees. The salary structure of most firms are based on the strategic plan budget provisions. These budget provisions represent the minimum and maximum salary for every position and during the recruiting stage, any salary negotiations are guided by the predetermined salary scale (Florea and Mihai, 2014).

HR Managers must develop effective recruitment programs that motivate potential candidates by applying attractive rewards systems in terms of benefits, salary, learning and development opportunities. The remuneration and benefits, both financial and non-financial, influences turnover and necessitate future recruiting. An organization with a reputation of providing good employee benefits, paying fair wages and showing interest in employees' welfare would attract a larger number of applicants. According to the principles of efficiency wage theory, higher wages will help recruit better qualified and more capable employees and instill a sense of obligation to the firm by employees (Gilmore and Williams, 2009).

2.3.11 Orientation and size of the organization

The volume of potential candidates is established on the organization's size and its nature of activity, often being an indicator of the development of its strategies. Aspects that are key include the growth and maturity rate of the firm. Potential employees apply for jobs in organizations with consistent growth rates. During the maturity phase of a growth cycle, there is increased profits, hence a need for diversification of the firm's operations. Recruitment and selection at this level is paramount to ensure sustainability. In a scenario of decline or re-development, firms do not recruit as the profits are lower (Friedman ,2013).

The size of an organization can be measured especially through the number of employees, amount of annual income or the sum of production. The size differs, in terms of democratic, autocratic, participative or laissez faire styles of management. Accordingly, recruitment and selection practices, in terms of number of functions, will be higher in a large firm than a medium sized or a small organization. In the re-development and revitalization phase, the HR department will create new jobs for

candidates to ensure success of the process. The organization will thus employ more personnel if it plans to increase its operations and expand its business in order to handle the extended operations (Gilmore and Williams, 2009).

2.3.12 Image and brand of the organization

To be an employer of choice, the organization should improve their ability to attract and retain potential candidates by building on their image, brand and reputation. A good image allows a firm to excel in attracting best talent and ensures the organization has influence on the people they employ, what positions and how they are organized to operate. People react more to their organization's name. A good reputation reflects an organization that cares for its stakeholders, employees included, and this is a motivation for potential candidates to apply for jobs (Florea and Mihai, 2014).

The brand must not only be smart and attractive, but it should ensure that the outside look is also reflected on its inside. Organizational image is a great predictor for the job and organizational attractiveness. Image is loosely defined in recruitment research and is measured in numerous ways. It entails intangible, abstract and subjective traits like the degree to which job seekers identify an organization as technical, intelligent, effective and successful (Compton et al., 2014).

2.3.13 Organizational strategy, mission, purpose, vision and goals

Mission statements are meant to demonstrate the framework that organizations must operate in and determines the recruitment and selection policies. Such policies must be in line and consistent with the mission, purpose, vision and goals of the organization. Organizational strategies reflect the determined methods to achieve the ideal future and purpose and requires the restructure of mindsets, principles, departments and rules in an organization. Therefore, the selection, recruitment, functions of HRM should be appropriate to the general strategies of establishment (Genç, 2014).

Developing the recruitment and selection policies demand for forward-thinking principles that are in line with the organization's strategic direction. All recruiters must thus stay abreast on standard business practices to enable a successful recruiting process. Organizations must consider the policies, strategies, targets, the purpose when designing and implementing the recruitment and selection policies. For

instance, innovation strategies that consider the salary and benefits package, appraisal systems will attract better candidates as opposed to ones that do not. Both long term and short term objectives must be considered in recruitment decisions and needs of the personnel (Compton et al., 2014).

2.4 Effect of environmental influences on recruitment and selection

Habib et al., (2010) in their study, factors affecting the recruitment and selection process of private commercial banks in Bangladesh, established that it's the effect of the elements of the recruitment and selection policies in the banks that lead to effective hiring processes. The factors that have a strong impact on the hiring process are size of the firm, growth and expansion rates, image, recruitment policy, political, legal, economic, social environment factors, unemployment rate, top management/directors' interference, advertising efforts of the bank, candidates' perception regarding the job, experience of the candidate, educational qualifications and ability of the recruiters to design the interviewing tools.

Pounder & Randall (2001) in their study on job desirability of the high school principal ship: a job choice theory perspective, explored potential employees' perceptions and attitudes of the job of high school principal ship. The study explains that attributes with the greatest influence on a high school principal include remuneration and benefits, a desire to influence, achieve or improve education and the additional time demands of the job. Some unattractive features of this job include the time demands of the job, types of dilemmas and problems of the position like, student behavioural problems, union grievances and a stressful job nature.

A study by Genç (2014) on environmental factors affecting human resources management in Turkish large firms, critically examined environmental factors influencing recruitment and selection practices. It was achieved that, the top influences of recruitment and selection are the size of the firm, priorities of top management, culture, history, technological changes, legislations, economy, organization structure, changes in the economy and employees' qualities. It was also observed that, there is no statistically notable relationship in ownership type, city of headquarters and year of foundation as environmental influences.

Williams and Dreher (1992) in their study on compensation system attributes and applicant pool characteristics, examined financial incentives, better work place strategies and organizational structures as measures affecting recruitment effectiveness. This involved analysis of number of applicants attracted to a vacancy, time taken to fill the position, and the rate of accepting the job offer. They established that both the number of received applications and rates of acceptance were positively related to remuneration level. Thus, the research provides strong evidence for the existence of a positive relationship between pay/salary and recruitment.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter discussed the methodology of research that was adopted in this study. It further explains the research design, target population, data collection and data analysis techniques.

3.2 Research Design

The research design that was used is a descriptive design for the Sarova Group of Hotels. According to Jeane (1999) a descriptive research design entails providence of answers to questions of what, when, where and who and the association with a particular research problem, variables, condition or situation. It is an intensive and in-depth investigation of a unit, a firm, an individual or a society. Accordingly, such a descriptive design gives the researcher a chance to gain a holistic view of the research problem which includes explaining, describing and understanding a research problem.

According to Gerring (2004) a descriptive study is detailed and focused, has the questions and propositions regarding phenomenon carefully articulated and scrutinized and involves an articulation and scrutiny of the known factors regarding a phenomenon. This design is considered appropriate because it portrays an accurate situation and also the data is collected at a specific point to study a certain phenomenon (Zikmund et al., 2010). The researcher uses primary data but may add multiple sources of secondary data in the form of minutes, letters, documents, files, reports, feedback reports, etc. A case study method is mainly used to explain situations, explore phenomena, to build upon, create, challenge or dispute a theory.

3.3 Target population

The target population consisted of 72 Senior Management staff, that is, the departmental heads of each of the 8 departments in the 9 individual hotel units. These are staff directly involved in the recruitment and selection process, are in charge of various operational functions within the group and are also the focal point in fostering recruitment policies and objectives in the Hotels.

3.4 Data Collection

The study used primary data. This data was collected through the use of a semi-structured questionnaires that involved both close and open-ended questions

administered through a drop and pick later method. The questionnaires had three sections, A, B and C. Section A consisted of demographic data, section B consisted of internal factors and their perceived effect on recruitment and selection at the Sarova Group of Hotels, while section C consisted of external factors and their perceived effect on recruitment and selection at the Sarova Group of Hotels.

3.4 Data Analysis and presentation

The data obtained from the questionnaire was analysed through descriptive statistics (frequencies, percentages, means and standard deviation). This is because the data was descriptive and quantitative in nature. Data analysis is the application of reasoning to understand the data that has been gathered. It involves critical evaluation of information to establish predictable patterns, interpretation of results and making corporate decisions. (Zikmund et al., 2010). The findings were presented in the form of tables and graphs. This was then presented in narrative form as discussions.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents an analysis and the findings of the study as described in the research methodology. The presented results are on the effect of environmental influences on recruitment and selection at the Sarova Group of Hotels. The research instrument used to gather the data was a questionnaire.

4.2 Response Rate

Out of the 72 target respondents, 60 filled in and returned the questionnaires. This contributed to 83.33% response rate as detailed in Table 4.1. This high response rate was made possible after the researcher made follow up to remind the respondents to give their feedback and to also make sure all hotel units were represented from the responses received.

Table 4. 1 Response Rate

Response Rate	Frequency	Percentage
Responded	60	83.33
Not responded	12	16.67
Total	72	100

Source: Field data (2017)

4.3 Demographic Data

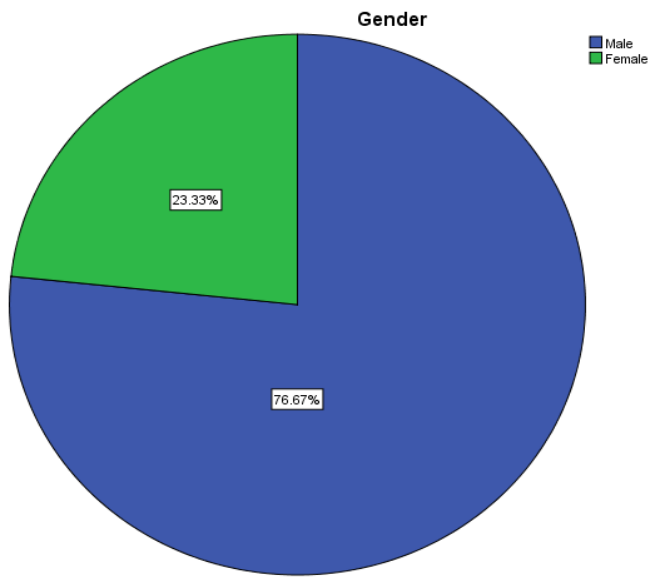
4.3.1 Respondents Gender

Table 4. 2 Respondents gender

Gender	Frequency	Percentage
Male	46	76.7
Female	14	23.3
Total	60	100

Source: Field data (2017)

Figure 4. 1 Gender



Source: Field data (2017)

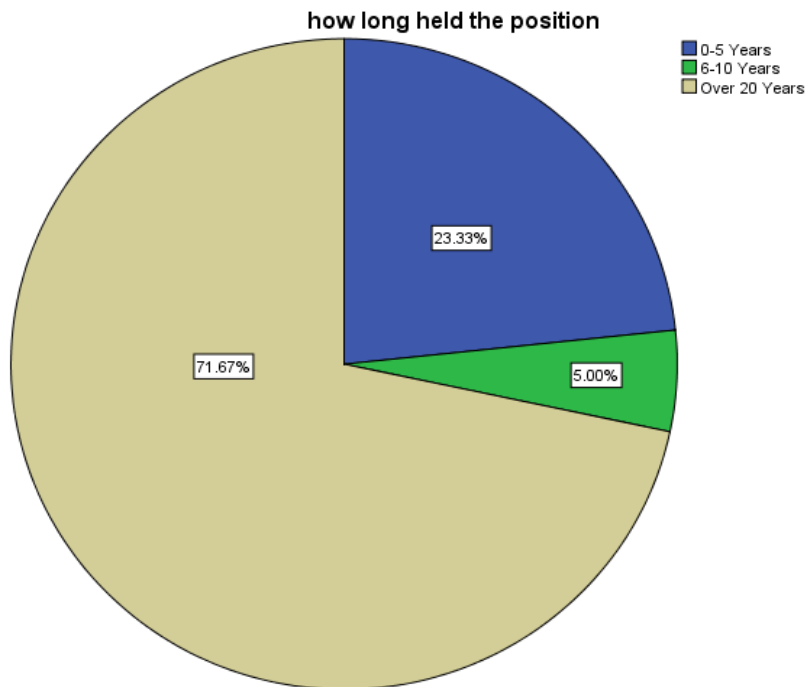
As presented in Table 4.2. and Figure 4.1, the study established that there were more male respondents than females as shown by 76.7% males than females by 23.3% This shows that the study considered both genders. It was however noted that there is gender disparity in the organization.

4.3.2 Number of Operational Years

Table 4. 3 Number of operational years

	Frequency	Percentage
0-5 Years	14	23.3
6-10 Years	3	5.0
Over 20 Years	43	71.7
Total	60	100.0

Figure 4. 2 Number of operational years



Source: Field data (2017)

The study sought to establish the number of years the respondents had been employed at the Sarova Group of Hotels. 71.67% had worked in the organization for over 20 years, 23.33% had worked in the organization for a 0 to 5 years while 5% indicated that they had worked in the organization for a period of 6 to 10 years as shown in table 4.3 and figure 4.2. This shows that the respondents had vast background of the organization’s recruitment activities. It was also noted that none had a working experience of 11 to 20 years.

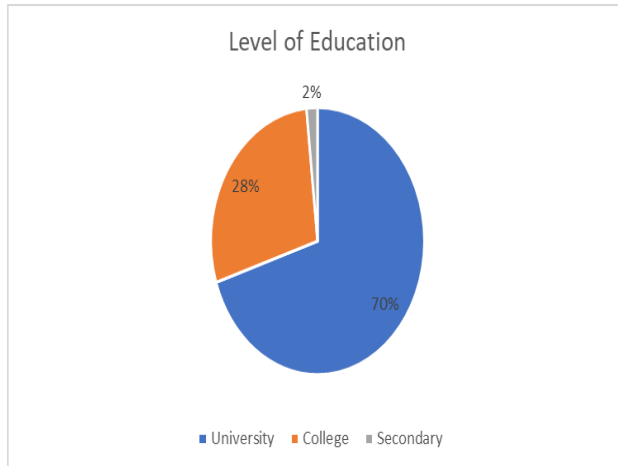
4.3.3 Academic Qualifications

Table 4. 4 Academic Qualifications

	Frequency	Percentage
University	42	70.0
College	17	28.0
Secondary	1	2.0
Total	60	100.0

Source: Field data (2017)

Figure 4. 3 Level of Education



Source: Field data (2017)

The study sought to determine the level of education of the respondents, 70% who were the majority indicated that they held a university education, 28% indicated that they had college education while 2% indicated that they had secondary school education as presented in Table 4.4 and Figure 4.2. The findings thus show that the respondents were literate.

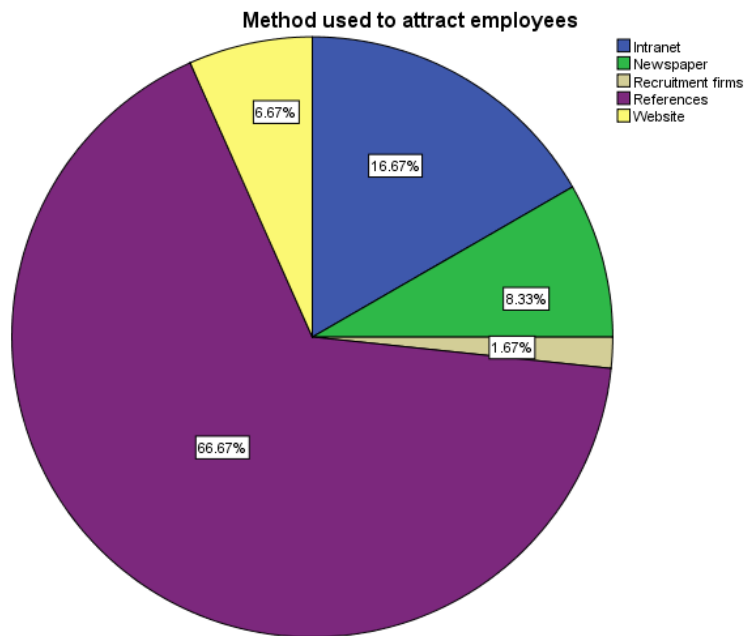
4.3.4 Recruitment method

Table 4. 5 Recruitment Method

	Frequency	Percent
Intranet	10	16.7
Newspaper	5	8.3
Recruitment firms	1	1.7
References	40	66.7
Website	4	6.7
Total	60	100.0

Source: Field data (2017)

Figure 4. 4 Recruitment method



Source: Field data (2017)

The study sought to determine the recruitment method adopted by the hotel. 66.67% who were the majority indicated that they used References, 16.67% used the intranet, 8.33% used the newspapers, 6.67% used the website while 1.67% used recruitment firms. This is Shown in Table 4.5 and Figure 4.4.

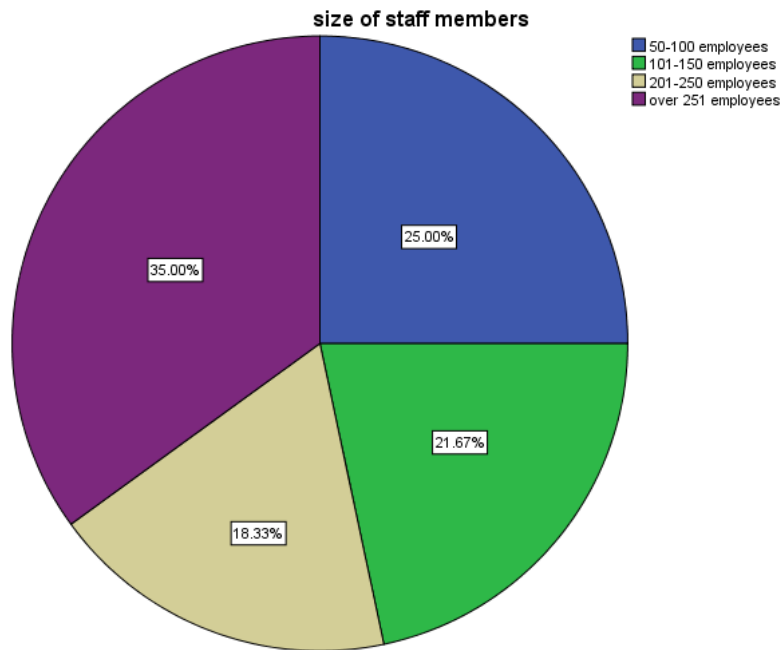
4.3.5 Size of Staff

Table 4. 6 Size of staff members

	Frequency	Percent
50-100 employees	15	25.0
101-150 employees	13	21.7
201-250 employees	11	18.3
over 251 employees	21	35.0
Total	60	100.0

Source: Field data (2017)

Figure 4. 5 Size of staff members



Source: Field data (2017)

The study sought to establish the size of staff members in the respective hotel unit. 35% indicated that their unit had over 251 employees, 25% indicated that the hotel had 50 to 100 employees, 21.67% said they had 101 to 150 employees while 18.33% said they had 201 to 250 employees. This implies that the hotel units were big and well established.

4.4 Internal factors and their perceived effect on recruitment and selection

The study sought to establish the perceived effect of Internal environmental factors on recruitment and selection at the Sarova Groups of Hotels. This was on a five point Likert scale of strongly disagree, disagree, neither agree nor disagree, agree and strongly agree. For purposes of interpretation, a mean score of $0 \leq 1.5$ means that the respondents strongly disagreed, between $1.50 \leq 2.50$ means they disagreed, $2.50 \leq 3.50$ means the respondents were neutral, $3.50 \leq 4.50$ means they agreed, and a mean above 4.50 means they strongly agreed. The findings of the study are presented in the subsequent sections.

4.4.1 Working conditions/ Environment

Table 4. 7 Working conditions/Environment

Statement	M (Mean)	SD (Standard Deviation)
The physical location of the hotel is a key consideration by potential job applicants.	4.00	.713
The expected hours of work are a motivator for job applications	3.63	.807
The managerial / leadership style is a key consideration in the recruitment and selection process	3.68	.813
Average Mean	3.77	

As shown in Table 4.7, respondents agreed that the physical location of the hotel is a key consideration by potential job applicants (M=4.00; SD=.713), the expected hours of work are a motivator for job applications (M=3.63; SD= .807) and that the managerial / leadership style is a key consideration in the recruitment and selection process (M=3.68; SD=.813). The average mean score was 3.77. The analysis above implies that the working conditions/ Environment greatly influences recruitment and selection at the Sarova Hotels. This also implies that potential candidates are concerned with the working environment of the hotel units before applying for jobs.

4.4.2 Recruitment and selection policies

Table 4. 8 Recruitment and Selection Policies

Statement	M (Mean)	SD (Standard Deviation)
The recruitment and selection procedures and policies are free from discrimination and bias (based on sex, religious preference age, ethnic origin, marital status, sexual orientation)	4.12	.524
The process of recruitment and selection is transparent and corruption free	4.17	.493
The hotel has qualified personnel to conduct the recruitment and selection process	4.20	.443
Average Mean	4.16	

As shown in Table 4.8, respondents agreed that the recruitment and selection procedures and policies are free from discrimination and bias (based on sex, religious preference age, ethnic origin, marital status, sexual orientation) (M=4.12; SD=.524), The process of recruitment and selection is transparent and corruption free, (M=4.17; SD=.493), The hotel has qualified personnel to conduct the recruitment and selection process) (M=4.20; SD=.443). The average mean score was 4.16. The data implies that Recruitment and selection policies influences recruitment and selection at the Sarova Hotels.

4.4.3 Culture, history and traditions

Table 4. 9 Culture, history and traditions

Statement	M (Mean)	SD (Standard Deviation)
The societal expectations and myths of the society are considered as influences of the recruitment and selection process.	2.85	.899
The perception of recruiters influences the decision making in the hiring process (determining who best fits in the culture)	3.53	.858
Average Mean	3.19	

According to Table 4.9, respondents were neutral and they felt that the societal expectations and myths of the society are not considered as influences of the recruitment and selection process, (M=2.85; SD=.899). They however agreed that the perception of recruiters influences the decision making in the hiring process (determining who best fits in the culture) ((M=3.53; SD=.858). The average mean score was 3.19. The analysis shows that the societal expectations do not really matter in recruitment but the perception of those hiring matters a lot.

4.4.4 Remuneration and benefits

Table 4. 10 Remuneration and benefits

Statement	M (Mean)	SD (Standard Deviation)
The rewards and benefits of a job are a motivator by candidates while applying for jobs	3.97	.551
Non-financial factors are key considerations during the process of recruitment and selection (e.g. staff welfare activities)	3.52	.676
Candidates are allowed to negotiate the pay rates and benefits	3.22	.618
Average Mean	3.57	

Respondents were asked to indicate the extent to which the Remuneration and benefits influences recruitment and selection. The results according to Table 4.10 show that the respondents agreed that rewards and benefits of a job are a motivator by candidates while applying for jobs (M=3.97; SD=.551), that non-financial factors are key considerations during the process of recruitment and selection (e.g. staff welfare activities) (M=3.52; SD=.676). They however were neutral about candidates being allowed to negotiate the pay rates and benefits (M=3.22; SD=.618). The average mean score was 3.57.

4.4.5 Orientation and size of the organization

Table 4. 11 Orientation and size of the organization

Statement	M (Mean)	SD (Standard Deviation)
The growth rate and maturity of the hotel is a consideration to attract best candidates	3.97	.688
The size of the hotel unit is an influencing factor in the recruitment and selection process	3.86	.730
The size of supervisees influences the decision of applicants for managerial levels.	3.65	.685
Average Mean	3.82	

Respondents were asked to indicate the extent to which the Orientation and size of the organization influences recruitment and selection at the Sarova Hotels. The results on table 4.11 show that the respondents agreed that the growth rate and maturity of the hotel is a consideration to attract best candidates (M=3.97; SD=.688), The size of the hotel unit is an influencing factor in the recruitment and selection process (M=3.86; SD=.730) and that the size of supervisees influences the decision of applicants for managerial levels (M=3.65; SD=.685). The average mean score was 3.82. This implied that the orientation and size is a significant concept in the hiring process.

4.4.6 Image, brand and reputation of the Sarova

Table 4. 12 Image, brand and reputation of the Sarova

Statement	M (Mean)	SD (Standard Deviation)
The image and reputation is a predictor for job attractiveness	4.13	.536
The brand is a key consideration by job applicants	4.20	.443
Average Mean	4.16	

Respondents were asked to indicate the extent to which the Image, brand and reputation influences recruitment and selection at the Sarova Hotels. Table 4.12 shows that the respondents agreed that the image and reputation is a predictor for job attractiveness (M=4.13; SD=.536) and that the brand is a key consideration by job applicants (M=4.20; SD=.443). The average mean score was 4.16. This shows that the image, brand and reputation are considered by potential job applicants.

4.4.7 Strategy, mission, vision and objectives

Table 4. 13 Strategy, mission, vision and objectives

Statement	M (Mean)	SD (Standard Deviation)
The Strategy/Mission/Vision/Objectives are key aspects considered by potential job applicants	3.05	1.064
Recruitment and selection techniques and tools are in line with the overall organization's strategy	3.86	.706
Average Mean	3.45	

Respondents were asked to indicate the extent to which the Strategy, mission, vision and objectives influences recruitment and selection at the Sarova Hotels. According to Table 4.13 the respondents were neutral about the fact that Strategy/Mission/Vision/Objectives are key aspects considered by potential job applicants (M=3.05; SD=1.064). They however agreed that Recruitment and selection techniques and tools are in line with the overall organization's strategy (M=3.86; SD=.706). The average mean score was 3.45.

4.5 External factors and their perceived effect on recruitment and selection

The study sought to establish the perceived effect of external environmental factors on recruitment and selection at the Sarova Group of Hotels. This was on a five point likert scale of strongly disagree, disagree, neither agree nor disagree, agree and strongly agree. For purpose of interpretation, a mean score of (M) $0 \leq 1.5$ means that the respondents strongly disagreed, between $1.50 \leq 2.50$ means they disagreed, $2.50 \leq 3.50$ means the respondents were neutral, $3.50 \leq 4.50$ means they agreed, and a mean above 4.50 means they strongly agreed. The findings of the study are presented in the subsequent sections.

4.5.1 Political/governmental factors

Table 4. 14 Political/governmental factors

Statement	M (Mean)	SD (Standard Deviation)
The country's political situation affects the recruitment and selection process	4.30	.788
Political influences affect decision making processes during recruitment and selection	3.80	1.022
Average Mean	4.05	

Respondents were asked to indicate the extent to which the Political/governmental factors influences recruitment and selection at the Sarova Hotels. Table 4.14 shows that the respondents agreed that the country's political situation affects the recruitment and selection process (M=4.30; SD=.788) and that political influences affect decision making processes during recruitment and selection (M=3.80; SD=1.022). The average mean score was 4.05.

4.5.2 Economic Conditions

Table 4. 15 Economic Conditions

Statement	M (Mean)	SD (Standard Deviation)
Changes in the economy of the country affects the decision on whether or not to hire	3.70	.889
The economic state affects the remuneration and benefits of candidates	2.98	1.000
The economic position affects the contract duration of candidates recruited.	2.85	1.022
Average Mean	3.17	

Respondents were asked to indicate the extent to which the economic conditions influences recruitment and selection at the Sarova Hotels. Table 4.15 shows that respondents agree that the Changes in the economy of the country affects the decision on whether or not to hire(M=3.70; SD=.889). They were however neutral that the economic state affects the remuneration and benefits of candidates (M=2.98;SD=1.000 and that the economic position affects the contract duration of candidates recruited(M=2.85;SD=1.022). The average mean score was 3.17.

4.5.3 Social Environment

Table 4. 16 Social Environment

Statement	M (Mean)	SD (Standard Deviation)
The lifestyles and social trends of the potential employees affect the recruitment and selection process	2.73	.936
Opportunities for growth, training and development affects the recruitment and selection	3.65	.840
Average Mean	3.19	

Respondents were asked to indicate the extent to which the social environment influences recruitment and selection at the Sarova Hotels. The results from Table 4.16 show that the respondents were neutral about the fact that lifestyles and social trends of the potential employees affect the recruitment and selection process(M=2.73;SD=.936).. They however agreed that Opportunities for growth, training and development affects the recruitment and selection or purpose of interpretation (M=3.65; SD=.840). The average mean score was 3.19.

4.5.4 Technology

Table 4. 17 Technology

Statement	M (Mean)	SD (Standard Deviation)
New technologies affect number of candidates employed	3.75	.654
Technology is embraced in the tools used in recruitment and selection process	3.73	.634
Average Mean	3.74	

Respondents were asked to indicate the extent to which the technology influences recruitment and selection at the Sarova Hotels. The results from Table 4.17 show that the respondents agreed that new technologies affect number of candidates employed (M=3.75; SD=.654) and that technology is embraced in the tools used in recruitment and selection process (M=3.73; SD=.634). The average mean score was 3.74.

4.5.5 Legal Environment

Table 4. 18 Legal Environment

Statement	M (Mean)	SD (Standard Deviation)
Legislations and constitutional provisions are considered during the recruitment and selection process	4.05	.502
The recruitment process complies with the 1/3 rule for gender balance	3.62	.739
Average Mean	3.83	

Respondents were asked to indicate the extent to which the legal environment influences recruitment and selection at the Sarova Hotels. The results in Table 4.18 show that the respondents agree that legislations and constitutional provisions are considered during the recruitment and selection process (M=4.05; SD=.502) and that the recruitment process complies with the 1/3 rule for gender balance (M=3.62; SD=.739). The average mean score was 3.83.

4.5.6 Globalization

Table 4. 19 Globalization

Statement	M (Mean)	SD (Standard Deviation)
Changes in the global economies affect the recruitment and selection process	3.53	.747
The labor market is affected by globalization	3.80	.546
The hotel seeks to integrate the workforce within the global reach.	3.81	.572
Average Mean	3.71	

Respondents were asked to indicate the extent to which globalisation influences recruitment and selection at the Sarova Hotels. The results on Table 4.19 show that the respondents agree that cchanges in the global economies affect the recruitment and selection process (M=3.53; SD=.747), The labor market is affected by globalization (M=3.80; SD=.546) and that the hotel seeks to integrate the workforce within the global reach (M=3.81; SD=.572). The average mean score was 3.71.

4.6 Discussion of study findings

Based on the reviewed literature, the study confirms that environmental factors studied affect the recruitment and selection processes in any organisation. In reference to the study by Henemen et. al, (1968) the shape of the economy affects the recruitment process in all organizations, in terms of whether or not to hire and the remuneration of candidates recruited. Changes in the economy can also affect the cost of recruiting and human resource planning process. As confirmed by the study, the recruitment and selection process at The Sarova Hotels is also affected by the economic environmental factors.

Moreover, Friedman (2013) argues that technological factors affect the number of staff that are recruited to perform a task and that technology revolutionizes recruitment and selection. Thus, due to new technologies, we have new jobs and the existing jobs face major changes. From the study, the respondents confirm that this fact is true, by agreeing to a great extent, with an average mean of 3.74, that the recruitment and selection process at the Sarova Hotels is influenced by technological factors. Also, as Henemen et. al, (1968) argued, the different policies on legislations are a major concern for all recruitment and selection functions. There are legislations that affect the remuneration and institutions operate in a highly regulated world, as a consequence of the legal environment. Just like other organisations, the Sarova Hotels has to comply to the various legislations that affect recruitment and selection process.

The results of a study by Kemunto (2011) on factors influencing recruitment strategies employed by small businesses in Kitale municipality, revealed that the factors that influence the recruitment strategies include culture, economic conditions, size, financial position of a business, corporate strategy, technological advancements and legal frameworks. This is confirmed in this study as these are mentioned among the factors influencing recruitment and selection. Lastly, according to a study by Ong'iyoy (2013) there are several factors influencing the employees' recruitment, selection and retention. The influences include the work environment, the firm's recruitment procedures and others. This is confirmed in this study as these are mentioned among the factors influencing recruitment and selection.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusion, recommendations, limitations of the study and suggestions for further studies.

5.2 Summary of findings

The objective of the study was to identify the internal and external environmental factors and their perceived effect on recruitment and selection at The Sarova Group of Hotels.

From the responses received, it is evident that indeed, the recruitment and selection process at the Sarova hotels is influenced by both, internal and external environmental factors. The respondents agree that internal environmental factors like working conditions, recruitment and selection policies, orientation and size, brand, reputation and image of the hotel affect the hiring process. On culture, history and traditions, although they agreed that the perception of recruiters influences the hiring process, they were neutral of the fact that societal expectations and myths of the society were influential components. On remuneration and benefits, the respondents agreed that the rewards and benefits are a motivator by candidates while applying for jobs and that non-financial factors are key considerations during the process (e.g. staff welfare activities). They however were neutral about candidates negotiating for pay rates and benefits. Respondents were undecided on whether the Strategy/Mission/Vision/Objectives are key aspects considered by potential job applicants but they agreed that Recruitment and selection techniques and tools are in line with the overall organization's strategy.

On the external environmental factors, the respondents agreed that political factors, technological, legal factors and globalisation influences the hiring process. On economic factors, they were however neutral on the facts that the economic state affects the remuneration and benefits of candidates and that the economic position affects the contract duration of candidates recruited. The respondents agreed that changes in the economy of the country affects the decision on whether or not to hire. Lastly, on social demographic factors, the respondents were neutral about the fact that the lifestyles and social trends of the potential employees affect the recruitment and selection process but

agreed that opportunities for growth, training and development affects the recruitment and selection.

5.3 Conclusion

Based on the findings from the study, it can be concluded that indeed, the identified environmental factors have an effect on the recruitment and selection processes affecting the Sarova Hotels. The factors are related and the extent of the effect is not very varied. Recruitment and selection in any firm is a serious process as any organization's success and effectiveness in delivery of service depends on the workforce quality. It is therefore crucial for managers to understand all policies, techniques, practices and objectives used during selection. Those responsible for making recruitment decisions must be technically sound on to ensure informed decision making.

The firm's HR policies and practices represent significant forces for shaping employee attitudes, perceptions and behavior. In view of the above mentioned findings, in designing and implementing the recruitment and selection criteria, the quality should never be compromised. Understanding the various effects affecting the hiring processes is inevitable for any firm aiming at prosperity. This research will serve as a base for future studies and encourage proper practices of recruitment and selection as components of HRM roles.

5.4 Recommendations

The study was able to clearly demonstrate the Internal and external environmental factors and their perceived effect on recruitment and selection at The Sarova Hotels. This study put forward some essential recommendations.

The researcher recommends that the other methods of attracting potential candidates should be explored by the organization to ensure a wider pool of candidates is reached. These include use of social media, head hunting, college recruitment and recruitment firms, Recruitment firms would assist to curb any interferences and bias while recruiting. Candidates may also be allowed to negotiate for pay/ benefits during the hiring process.

Further, all managers must be trained on best recruitment or selection practices. Existence of formal policies improves the accountability and transparency in the hiring process. Policies should also be frequently changed.

5.5 Limitations of the Study

One of the major limitation of the study was that the study did not achieve a 100% response rate. This is attributed to the fact that some respondents were unwilling to participate in the survey citing lack of time or sensitivity of the issue. Some respondents were suspicious of the intentions of the study and thus declined to give feedback or all the feedback from the questionnaires. They feared that the information given could be used against them.

The questionnaires were sent to the respondents and it was time consuming having to wait for feedback. Lastly, the study was limited to one organization and this may not provide appropriate information to generalize the hotel industry. Further study may be broad enough to bring on board other hotels to show industry trends on the research topic

It is worth noting, that the above-mentioned limitations did not have any adverse effects on the findings of the study.

5.6 Suggestions for Further Studies

The researcher recommends that further research on measures taken to mitigate the adverse effects of environmental factors and their perceived influences on recruitment and selection should be undertaken.

The researcher recommends that a study should be done on how new technology and how changes in global economies affect the recruitment and selection process.

Lastly, a study should be done in incorporating more environmental factors than those considered in the study.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

18th September 2017

The University of Nairobi,
School of Business,
P.O. Box 30197,
Nairobi.

Dear Sir/ Madam,

RE: COLLECTION OF RESEARCH DATA

I am a postgraduate student at the University of Nairobi, school of Business.

In order to fulfil the degree requirement, I am undertaking a research project on “The effect of environmental influences on recruitment and selection at The Sarova Group of Hotels. As a key person in the recruitment and selection process at the Sarova Hotels, you have been selected to form part of this study. This is to kindly request that you fill out the attached questionnaire to enable me collect the data. The information/data you provide will be exclusively for academic purposes and will be treated with utmost confidentiality.

Thanking you in advance.

Yours sincerely,

Winnie Njoroge
D61/83773/2017

APPENDIX II: QUESTIONNAIRE

The questionnaire will seek to find out the effect of environmental influences on recruitment and selection at The Sarova Group of Hotels.

Section A: Demographic data.

1. Position at the Sarova Hotels: _____
2. Name of hotel unit
 - Sarova White Sands Beach Resort & Spa []
 - Sarova Stanley []
 - Sarova Mara Game Camp []
 - Sarova Lionhill []
 - Sarova Shaba Game Lodge []
 - Sarova Panafric []
 - Sarova Taita Hills []
 - Sarova Salt Lick Game Lodge []
 - Sarova Woodlands Hotel []
3. What is your gender? Male [] Female []
4. How long have you held that position?
 - a) 0 – 5 years []
 - b) 6 – 10 years []
 - c) 11-15 years []
 - d) 16-20 years []
 - e) Over 20 years []
5. What is your highest education level?
 - a) University []
 - b) College []
 - c) Secondary []
 - d) Primary []
6. Which is the most commonly used method to attract potential employees in your unit to fill a vacancy?
 - a) Intranet []
 - b) Newspaper []
 - c) Recruitment firms []
 - d) References []
 - e) Head Hunting []
 - f) Website []

7. What is the size of staff members in your hotel unit?

- a) 50- 100 employees []
- b) 101-150 employees []
- c) 151-200 employees []
- d) 201- 250 employees []
- e) Over 251 employees []

Section B: Internal factors and their perceived effect on recruitment and selection at The Sarova Group of Hotels (Specific focus on your unit)

Rate the extent to which you agree/disagree with each of the following statements as internal factors and their perceived effect on recruitment and selection at the Sarova Group of Hotels

		Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
1.	Working conditions/ Environment					
a)	The physical location of the hotel is a key consideration by potential job applicants.					
b)	The expected hours of work are a motivator for job applications					
c)	The managerial / leadership style is a key consideration in the recruitment and selection process					
2.	Recruitment and selection policies					
a)	The recruitment and selection procedures and policies are free from discrimination and bias (based on age, sex, marital status, ethnic origin, religious preference, sexual orientation)					
b)	The process of recruitment and selection is transparent and corruption free					
c)	The hotel has qualified personnel to conduct the recruitment and selection process					
3.	Culture, history and traditions					
a)	The societal expectations and myths of the society are considered as influences of the recruitment and selection process.					
b)	The perception of recruiters influences the decision making in the hiring process (determining who best fits in the culture)					

4.	Remuneration and benefits					
a)	The rewards and benefits of a job are a motivator by candidates while applying for jobs					
b)	Non-financial factors are key considerations during the process of recruitment and selection(e.g. staff welfare activities)					
c)	Candidates are allowed to negotiate the pay rates and benefits					
5.	The orientation and size					
a)	The growth rate and maturity of the hotel is a consideration to attract best candidates					
b)	The size of the hotel unit is an influencing factor in the recruitment and selection process					
c)	The size of supervisees influences the decision of applicants for managerial levels.					
6.	The brand, image and reputation of Sarova Group of Hotels					
a)	The image and reputation is a predictor for job attractiveness					
b)	The brand is a key consideration by job applicants					
7	Strategy/Mission/Vision/Objectives					
a)	The Strategy/Mission/Vision/Objectives are key aspects considered by potential job applicants					
b)	Recruitment and selection techniques and tools are in line with the overall organization's strategy					

Section C: External factors and their perceived effect on recruitment and selection at The Sarova Group of Hotels (Specific focus on your unit)

Rate the extent to which you agree/disagree with each of the following statements as external factors and their perceived effect on recruitment and selection at the Sarova Group of Hotels

		Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
1.	Political interferences					
a)	The country's political situation affects the recruitment and selection process					
b)	Political influences affect decision making processes during recruitment and selection					
2.	Economic influences					
a)	Changes in the economy of the country affects the decision on whether or not to hire					
b)	The economic state affects the remuneration and benefits of candidates					
c)	The economic position affects the contract duration of candidates recruited.					
3.	Social/ demographic factors					
a)	The lifestyles and social trends of the potential employees affect the recruitment and selection process					
b)	Opportunities for growth, training and development affects the recruitment and selection					
4.	Technological factors					
a)	New technologies affect number of candidates employed					
b)	Technology is embraced in the tools used in recruitment and selection process					
5.	Legal factors					
a)	Legislations and constitutional provisions are considered during the recruitment and selection process					
b)	The recruitment process complies with the 1/3 rule for gender balance					

6.	Globalization					
a)	Changes in the global economies affect the recruitment and selection process.					
b)	The labor market is affected by globalization					
c)	The hotel seeks to integrate the workforce within the global reach.					

THANK YOU FOR YOUR COOPERATION.