FACTORS CONSIDERED IN RECRUITMENT AND SELECTION

OF TOP MANAGERS AT UTALII COLLEGE

BY

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DEGREE IN MASTER OF BUSINESS ADMINISTRATION

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DECLARATION

I hereby declare that this research project is my original work and has not been presented in any other institution

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This research project has been submitted for award of degree in master of business administration with my approval as the university supervisor.

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DEDICATION

I am very grateful to God my maker, the source of my inspiration, knowledge, wisdom, and understanding. He has been my strength throughout this program. This research project is dedicated to my mum Mary Nelly Kanai. From a young age she instilled the importance of learning in me and always taught me to invest my time in education as an opener to successful living. With Gods guidance, I am fulfilling her wish for me. This paper is also a dedication to my husband, Rex Njue. He has encouraged me all the way and whose support ensured that I give it all it takes to complete that which I have started. I also do value greatly the support I have received from my family and friends. They have cheered me on all the way through. God bless you all.

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ABSTRACT

Human resources management practices and policies are considered to play a significant task on organizational performance. Managers in an organization are tasked with decisions controlling company activities starting with head of the company down to entry-level staff. Those judgments, along with the way the management members treat the staff, influence the success of the company. Being aware of those effects helps managers in driving organization success. With these critical tasks therefore, it is only wise for an organization to carry out thorough processes in the recruitment and selection of their top management team, taking them a step closer to the organization's success. The objective of this study was to identify the factors considered in recruitment and selection of high level managers in Utalii College. Close ended questions were used and data collected from top-level management. The study findings revealed that level of expertise, knowledge, technical know-how, confidence, remuneration, physical attributes, legislation diversity, candidate's health and nature of the job were relevant factors considered in the recruitment process. The researcher concluded that future research to focus on a wider scope since the results presented here were based on only one firm.

CHAPTER ONE

INTRODUCTION

1.1 Study Background

Personnel form a strategic resource and therefore largely affect overall achievement of business goals. Globalization has led to increased competition thus necessitating proper recruitment and selection process to equip an organization with the right man power. To remain in operation in the current market characterized by competitive forces, a company must bring in knowledgeable, skilled and highly motivated workers to perform the job. This therefore implies that the only way of remaining successful is by having an effective hiring and placement process. This research paper sought to determine factors put into consideration in hiring high level managers by Utalii College.

This research paper focused on the resource based view, human capital and equity theories. The Resource Based View was advanced by Barney. Barney (1991) posits that with workers who have inimitable, unique skills a firm is able to acquire competitive advantage over others and recommends continuous assessment of available manpower. (Barney, 2001). This theory argues that a company's capabilities need to make use of available opportunities and respond to external threats and is largely dependent on its workforce. Teixeira (2002) in his theory of Human Capital relates human beings to machines and other company assets. He posits that personnel are business capital since they possess knowledge, technical know-how and capabilities that attract cost and generate returns. Adams proposed Equity theory in 1963 where he advocates for justice and righteousness. This theory advances that organizations restructure their hiring criteria and focus on equal employment.

Utalii is a widely known school of hospitality and tourism across the globe and considered the best in the industry. The college is respected and known globally of quality and efficiency in its practices. The institution's process of selection and recruitment is highly structured and guided by internal policies. Faced with stiff competitive forces, there is no better way to stay competitive and maintain market leadership other than managing resources and to invest in their hiring process. A strategic measure that is employed at this college is the hiring, recruitment and maintaining highly competent, skilled and well experienced staff. The level of know-how by managers largely affects the overall firm's performance and productivity per (Van Tilburg, Francken & da Rosa, 2013).

1.1.1 Recruitment and Selection

Choice and hiring of personnel involves critical examination of personal attributes, knowledge and technical know-how to fill the available gap. The most widely known is recruitment. To select the right individual with all required features it calls for proper selection process. This ensures that a company's tasks are well distributed even among existing workforce. According to Drucker (1995), it creates proper match between the workers and available job openings. Choice and enlisting processes with a firm can affect performance either positively or negatively. Since high level executives determine the direction of an organization through decision making, appointment in these areas should be properly structured.

According to Lado & Wilson (1994), if a business hires knowledgeable and skilled managers with proper understanding of business environment efficiency of operation is achieved and hence success. The process helps to align individual employee contribution

towards overall organization goals. It is important that firms consider certain personality traits such as individual goals and future expectations when hiring top executives.

1.1.2 Utalii College

Among various schools of hospitality and tourism, Utalii is widely known across the globe. Started in early 1970's the school has seen many local and international students excel in hospitality management studies. The International Association of Hotel Schools encompasses CEO's and managers of institutions that train on hospitality. The role of this body is to monitor and ensure its members offer quality trainings. Utalii is a member of this body and offers several training courses on the industry. The college is respected and known globally of quality and efficiency.

The college has partnered with the University of Nairobi to offer trainings in other areas to enhance its course offering on both hospitality and tourism. Guided by a strong vision statement, there is need for strategic leaders at top management to help drive this vision. The process of selection and recruitment in Utalii is highly structured and guided by internal policies and procedures.

The school is considered the best in the industry. Faced with stiff competitive forces, there is no better way to stay competitive and maintain market leadership other than to invest in their hiring process. The institution therefore has put in place measures that govern hiring and recruiting workers with specific job-related characteristics. A strategic measure that is employed at this college is the hiring, recruitment and maintaining highly competent,

skilled and well experienced staff. The level of know-how by managers largely affects the overall firm's performance and productivity (Van Tilburg, Francken & da Rosa, 2013).

1.2 Research Problem

Particular gaps within company work structures require proper choice and appointment of high level executives. Skills in critical thinking, making decisions, and high experience levels needed are important factors to be considered for appointment and contracting of managers as per Wadongo et al. (2010). The appropriate selection framework of a business is laid down in a policy document to guide in running the business and hiring the most appropriate personnel to fill available job opportunities. A firm should carry out planning to identify areas with deficiencies in human resources.

Several scholars have shown interest on issues focusing on human resource as a critical factor that largely affects organization performance. For any business to acquire competitive advantage, achieve sustainability, high profit margins and attainment of its objectives, it is essential that the firm employs managers with relevant knowledge and technical know-how. Focus must be put on ensuring the organization plans and manages its human resources well to remain successful. None of the available studies touches on these important aspects of business particularly previous studies in Utalii College.

A study by Ongori (2013) intended to determine factors that led to high performances in hotel industry particularly Kisii county concluded that proper assessment of worker capabilities, level of consumer satisfaction and planning led to improvement in overall output of a business. This study failed to touch on critical importance of hiring and

appointment process. Another research done on Bangladesh's commercial banks by Islam, Pathan and Habib (2010) on elements considered when recruiting and selecting employees concluded on need to align characteristics of available vacancies and attributes of potential employee. This study is almost similar to the current research but still did not touch on recruitment and selection of high level executives.

The above analyzed research work necessitated the current study which sought to respond to answer; "What are the factors considered in the recruitment and selection of top managers at Utalii College?"

1.3 Research Objectives

The broader aim was; to determine the recruitment and selection process in Utalii.
The more Specific Objective was; to identify the factors considered in recruitment selection of top executives at Utalii College.

1.4 Value of the study

In order to plan effectively on proper utilization of personnel within a business, managers ought to appreciate the importance of the whole process of choosing and hiring of executives in an organization. Hiring highly motivated workers based on relevant skills, knowledge and capabilities particularly for managers will see the business excel and outshine competitors. The study will bring appreciation by managers and adoption of proper human resource planning processes.

The study will contribute to existing argument on recruitment and selection as a topical area. Most businesses have come to the realization that their workers are key resources in

outshining competition and achieving sustainable performance. Elements that affect the process are varied and with clear understanding, the recruitment team is able to know where to focus during hiring process.

For practice, the study will provide valuable information that can be applied by managers in different industries. The managers will be able to design effective business process and come up with proper ways of filling available vacancies. There is no better way of outshining competition other than through highly knowledgeable, self-motivated and innovative workforce. The contribution they bring to the organization is immense. This however requires well laid strategy for recruiting and selecting the right personnel for the job.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The section discusses theories and opinions by scholars which formed basis of this study. According to Gamage (2014) the importance and gains on employees depend on recruitment and selection.

2.2 Theoretical Foundation of the Study

This section explores various theories with respect to recruitment and selection as basis of achieving high performance within the organization. This research paper focused on the three theories discussed below:

The Resource Based View was advanced by Barney. Barney (1991) posits that with workers who have inimitable, unique skills a firm is able to acquire competitive advantage over others. He further adds that continuous assessment of available manpower is needed to ensure business has personnel who possess knowledge, technical know-how and attitudes necessary for the job (Barney, 2001). Analysis helps to identify gaps which can then be filled in with relevant personnel through application of proper recruitment and selection procedures. This theory argues that a company's capabilities need to make use of available opportunities and respond to external threats and is largely dependent on its workforce. Finally, Boxall (2008) argues that only firms with qualified personnel can reap human resource benefits. Any organization can adopt technology in its operations. However, it requires good procedures and policies to be put in place in hiring

knowledgeable and skilled human resources to apply these technologies (Sparrow et al., 2002). Recruitment and selection methods if linked to overall business goals will create considerable difference from competitors.

Teixeira (2002) in his theory of Human Capital relates human beings to machines and other company assets. He posits that personnel are business capital since they possess knowledge, technical know-how and capabilities that attract cost and generate returns. Per Armstrong (2006), great source of competitive advantage is established by combining worker's skills, capabilities and level of practice to company objectives particularly during recruitment and selection. The importance of hiring qualified workers is now being appreciated as it results to sustainable business performance.

Adams proposed Equity theory in 1963 where he advocates for justice and righteousness. This theory advances that organizations restructure their hiring criteria and focus on equal employment. on equal employment. McEvoy (1984), highlights that based on this principal it is not easy to find qualified personnel with the right skill to perform the job due the complex nature of this process. In addition, Priyanath (2006) argues the unavailability of proper frameworks for recruitment and selection increases its complexity. Gamage (2014) came up with a framework for selecting and recruiting workforce. He provides the following process; analysis and identification of human resource gaps, characteristics of the job, coming up with job descriptions, identification of required skills and personal characteristics and finally listing the job vacancies. From here you proceed to acquire information from potential job characteristics and hiring decisions.

2.3 Personnel Recruitment

This process involves identification of job characteristics and getting a possible match by hiring. According to Dowling (2008), this procedure begins with looking for job applicants and ends with a large number of potential employees to choose from. Organizations must work on laying down the foundation through policies and procedures before they embark on contracting or hiring of personnel. A policy is a standard document that guides activities of an organization. Recruitment policies per Bubb & Earley (2007), incorporates guidelines for hiring the right people for available job positions. It also addresses certain areas such as clause on equal employment, gender equity and work relationships. Implementation of this policy may require structural adjustments to be made and change in systems but will ultimately yield benefits for business.

Several aspects must be incorporated within the policy for it to be effective in achieving organization goals. These characteristics include; determining job characteristics through analysis of gaps against a firm's long term and short-term objectives. The policy should specify recruitment sources, equity in employment, gender parity issues and employee relationships. Rahman (2011) indicates that a policy isn't complete without proper employee career plans for the long run.

Breaugh & Starke (2000) introduces five steps of the recruitment process which comprise of: planning, developing strategy, searching for the right candidates for the job, Screening and finally evaluation and control. Planning involves creation of job descriptions,

identification of job responsibilities, knowledge and technical know-how, level of practice required, established salary and remunerations, commencement date, nature of the job and other exceptions. On developing strategy, the following features are reviewed; option of outsourcing, ways of recruiting, target location, sources of potential candidates for the job and activity schedule. The process of locating the right candidate involves exploring of available recruitment sources. Candidates are then screened and the process evaluated and controlled. Recruitment process may be very costly thus the managers should ensure its effectiveness before conducting the process.

Individuals and potential employees are informed of job vacancies through recruitment sources. These sources are categorized into three as guided by Wanous (1992) i.e. internal sources where company recruits from existing employees; external sources and individual applicants. Internal recruitment is fairly cheaper and enhances staff motivation, growth and development. According to Deshpande & Golhar (1994), companies should consider its employees for available vacancies before proceeding to external recruitment process. He argues that elements of internal recruitment could be in form of: job transfer, job promotion and branch posting. As much as this is encouraged it limits innovation, encourages complacency and requires pay rise which may be costly (Wanous1992).

The external recruitment sources as per Wanous (1992) relate to individuals who are not yet part of the organization and include job adverts, hiring online or using employment agencies.

2.4 Employee Selection

This involves application of tools and techniques in appointing suitable personnel to fill the vacancy as indicated by Bratton & Gold (2007). It involves identification and employment of individuals whose overall characteristics matches those of the job. The objective of this process is to analyze applicant characteristics against job requirements to ensure you narrow down to a suitable match. Managers involved in this process need to be keen on capturing individual characteristics, understanding their need and making conclusive decisions based on value judgments. Selection of employee is an expensive and time-consuming process. Therefore, care should be taken to ensure the right individual is chosen and that the individual is aware of the terms of the job and are willing to take up the position.

According to Rahman (2011), the process of employee selection follows certain procedures which should not be too complicated with the fear of not getting the right person. He further explains that care must be taken and detailed steps established for supervisor and manager positions. This process varies from one organization to another and are largely influenced by company size, position to be filled and internal laid down processes. This implies that some organizations may have complicated employee selection procedures while others may be simple.

There are several methods involved in hiring and appointing employees. Schuler & Jackson (2005) identifies some of the widely applied techniques as: capability of staff, testing the

level of integrity, checking personal characteristic, testing teamwork capacities, review of referrals, job scenario testing and individual interviews.

2.5 Factors considered in Employee Recruitment and Selection

The process of identifying the right person to fit a particular job description may prove to be cumbersome, time consuming and very costly. Managers must therefore look into certain elements of the job alongside individual characteristics. The process of hiring employees forms the main part of a recruitment policy and procedure. Some of the elements to be considered are explained herein.

Appropriate practical capability based on past employment, tasks accomplished and various job achievements. Employing personnel with practical aspects of the job is very cost effective, reduces orientation period and ensures the employee begins to deliver immediately after being assigned the tasks. People who lack hands-on experience are likely to find the job difficult and easily opt out as denoted by Islam, Pathan and Habib (2010), who concluded that this leads to low employee turn-over. Job experience is analyzed based on the available job characteristics to establish relevance to the featured job.

Educational background of the candidate is believed to have great influence outcome of tasks assigned to employees. Companies are advised to hire persons who have completed studies up to the required level based on the job characteristics. Ducker posits that different jobs require different educational backgrounds (Ducker 1995). It is noted that certain

aspects under educational background are reviewed including the school attended, program and instruction method used.

Expertise and level of competency. This refers to the ability of an individual to perform a task well and to a satisfactory level. This can easily be expressed through the curriculum vitae, job application letter and how the individual responds to questions. The organization may also opt to contact an individual's former employers to have a complete view of their contributions and predict expected future results should the person be considered. It is important that managers evaluate individual capabilities, professionalism and competence levels so that they can match candidates to the available vacancies. Other areas of competency such as communication are essential for individuals to work well with supervisors and team members (Armstrong, 2006).

Remuneration package to ensure the requested amount matches the company's budget for the position. Atkinson (1994) noted that management sets salary levels for each vacancy and form a basis of narrowing down the potential employees and selecting an all-round qualified individual. Some organizations have negotiable packages aimed at attracting highly competent individuals with innovative minds that are perceived to be essential in moving the company to success. Companies also refer to individual's previous pay slips to determine their best remuneration package based on skills and talents. Salaries form a major source of motivation to individuals. They are likely to put more effort in accomplishing tasks that are well paying as opposed to low paying jobs.

Ducker (1995) asserts that diversification is essential in business as it generates varied perception and approaches. Diversification encourages hiring employees from different ethnic groups, varied ages and different social classes. This combines ideas, perspectives and choices from which managers are able to analyze in their decision-making process. The limitation of employing people from similar backgrounds is that the overall view presented on business issues is very narrow as opposed to hiring people from diverse backgrounds. Diversification also enhances firm's reputation which refers to the emotional biases and perceptions held by individuals about an organization. It improves the company's relationship with its stakeholder which further translates to superior performance.

A good first impression on the day of the interview. Experienced, knowledgeable and good team players often express confidence and pleasant facial expression followed by eloquence in responding to interviewers. The confidence level indicates sell-trust and belief in own capabilities. Such an attitude is likely to attract attention even in customers thus translating to high performance. Such individuals are able to candidly express their inadequacies when they arise and contribute greatly to a team. According to Bubb & Earley (2007), these employees are an asset to the company since they are able to learn within a short time and complete assigned tasks in timely and effective manner. Individuals should focus on ensuring from the very first touch point that every interaction is a positive one.

Organizations and positions that deal directly with customers require vibrant and strong personalities. Personality is an innate characteristic possessed by individuals that enable

them handle customer situations and work well with team members and supervisors. Acknowledging the power of a smile, Wanous (1992) asserts that the sign of warmth through body language indicates an individual who can work with others and help drive customer experiences. The hiring team should ask questions relating to personality traits and make observations regarding long term service to the company. An overview of the organization culture should be factored in to ensure the selected personnel fits into the company within the shortest time possible.

Legislation especially governing employment should be considered (Snell & Dean 1992). All candidates should have equal opportunities in the recruitment and selection process. Following the legislative structures of the company makes it stand out against competition. It enhances relationship with the society and reduces negative cues. This helps in building an imitable corporate reputation which translates to customer retention, low employee turnover and high returns. The recruitment team should structure questions in a less intimidating way to ensure the candidates feel the level of fairness.

In conclusion, Ofori & Aryeetey (2011) asserts that wrong jobs to individuals can be a loss and waste of time to both the individual and the hiring company. Clear description of jobs, relevant qualification and necessary skill set is needed to ensure satisfaction with the recruitment and selection process by both the candidate and the recruiting firm. The process entails establishing a match between the individual aspects and characteristics and job description. The individual should have necessary information on the job to decide on

accepting the offer. Organizations on the other hand should have a clear picture of the individual in terms of personality, qualifications, skills and expertise in order to establish a suitable person for the job.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section discloses design, target population, type of data and sources of data. It also explains how the data collected was analyzed to draw conclusions.

3.2 Research Design

This binds the various sections of a study as per Trochim and presents a framework for responding to issues of the study. (Trochim, 2005), to effectively respond to the study problem, descriptive method was employed. This design allows respondents to respond to specific issues of the study and allow the researcher to draw meaningful conclusion.

The use of descriptive design helps generate data for comparison with other studies and generate viable findings. It is widely known for its application in studies like this where the problem is known and the researcher is conscious of the areas he wishes to have respondents respond on. It also allows for in depth analysis to be conducted on the information obtained.

3.3 Population of the Study

According to Trochim (2005) these are the individuals from whom the researcher wishes to obtain information and draw conclusion. This study involved all managers at Utalii College which comprised of 7 individuals. The researcher targeted the managers since

they are key decision makers and perceived to have wider understanding of employment policies applied within the organization. These managers form recruitment teams within the institution and further ensuring the right personnel are selected for the job.

3.4 Data Collection

The researcher distributed questionnaires with closed-ended questions to generate factual data that can be easily coded and analyzed. It helps in gathering uniform responses that responds to the research objectives.

This study focused on elements of recruiting and selecting workforce to help respond to the research problem. The researcher chose to personally deliver and collect filled questionnaires to increase level of responses and target the required respondents (Ahadzie 2007). Primary information was gathered from 7 respondents who were managers of the institution.

3.5 Data Analysis

The study employed factor and descriptive analysis where data obtained was compressed into simpler and meaningful information. All the study elements were analyzed simultaneously to draw conclusions that can be used for further analysis.

Descriptive statistics was also applied in analyzing the data sets to give a representation of the study population. The study used central tendency and dispersion measures to explain features of the study information.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Introduction

The section gives findings, conclusion and study recommendations of the research paper whose objective was to determine factors considered in recruitment and selection. The conclusions discussed here are therefore drawn from these goals. Questionnaires were distributed to seven respondents of which six were received back. This accounted to 85% response rate which is above recommendations of Zikmund (2010) where in such a study more than 50% of responses are considered good.

4.2 Factors Considered in Recruiting and Selecting Top Management

The researcher sought to establish the various factors that were put into consideration in recruiting and selecting high level managers. Respondents were presented with a number of factors and instructed to indicate agreement levels in a scale ranging one to five.

Table 4.1: Factors considered in Recruiting and Selecting Top Management

	Mean	S.D
Work experience	4.50	.837
Level of education	4.33	.516
Skills	4.67	.516
Salary requirements	4.00	.894
Confidence	3.83	.753
Personality	4.50	.548
Legal factors	3.17	.516
Nature job	4.33	.516
Diversity	3.83	.753
Physical Attribute	4.33	.516
Candidates health	4.17	.508

Source: Research Data (2017)

Table 4.1 indicates that relevant skills are more highly considered in hiring managers and represented a mean of 4.67. Personality and work experience were also considered to a large extent represented by a mean of 4.50. The least considered factor was legal factors represented by a mean of 3.17 followed by diversity and confidence both at a mean of 3.83. This implies that the institution paid less attention to employment regulations such as equal opportunity for employment. It further implies that the firm highly regarded skills and paid more attention to the relevant know-how of the individual in recruitment and selection.

4.3 Factor Analysis

Factor analysis is a systematic, statistical procedure used to uncover relationships amongst several variables. This procedure enables numerous correlated variables to be condensed into fewer dimensions known as factors. The purpose of factor analysis is to discover simple patterns in the pattern of relationships among variables.

Table 4.1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.847
Bartlett's Test of Sphericity	Approx. Chi-Square	979.009
	Df	6
	Sig.	.000

The preliminary tests employed the use of Kaiser Mayer-Olkim (KMO) and Barlett's Test. In this case, KMO measures the sampling adequacy which should be greater than 0.5 for a satisfactory analysis to proceed. From the analysis, the KMO measure was 0.847, an indication that the Barlett's Test of sphericity is significant. In order to determine the number of factors to retain, the factors with Eigenvalue greater or equal to 1 were retained.

Table 4.2: Communalities

	Initial	Extraction
Possession of relevant work experience by the applicant	1.000	.846
Level of studies should be in line with job requirements	1.000	.769
Applicant's skills should be in line with job requirements	1.000	.830
Requested salary should be within company budget	1.000	.897
Highly confident and high personal value and esteem	1.000	.718
Applicant personal attributes must suit the job	1.000	.914
Whether the candidate must be from a minority or a disadvantaged group	1.000	.537
Applicant must be able to handle the job	1.000	.931
The candidate must meet the college's policy on diversity	1.000	.887
Applicant must be presentable	1.000	.920
The candidate must be healthy	1.000	.866

Extraction Method: Principal Component Analysis.

The table 4.3 helps to estimate the communalities for each variance. These are the proportion of variance that each item has in common with other factors. For example, 'applicant must be able to handle the job' has 93.1% communality or shared relationship with other factors. This value has the greatest communality with others, while 'whether the candidate must be from a minority or a disadvantaged group' has the least communality with others of 53.7%.The results indicate that applicant must be able to handle the job had the highest coefficient of 0.931, followed by applicant must be presentable (0.920), then applicant personal attributes must suit the job (0.914), then requested salary should be

within company budget (0.897), then candidate must meet the college's policy on diversity (0.887), then the candidate must be healthy (0.866), then possession of relevant work experience by the applicant (0.846), then applicant's skills should be in line with job requirements (0.830), then level of studies should be in line with job requirements (0.769), then highly confident and high personal value and esteem (0.718) and then whether the candidate must be from a minority or a disadvantaged group with 0.537.

Table 4.3: Total Variance Explained

		Initial Eigenvalues			Extraction Sums of Squared Loadings	
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.162	65.106	65.106	7.162	65.106	65.106
2	1.280	11.635	76.741	1.280	11.635	76.741
3	1.074	9.761	86.502	1.074	9.761	86.502
4	.655	5.952	92.454			
5	.332	3.019	95.472			
6	.212	1.928	97.400			
7	.111	1.007	98.408			
8	.076	.693	99.100			
9	.042	.386	99.486			
10	.035	.320	99.806			
11	.021	.194	100.000			

Extraction Method: Principal Component Analysis.

In the table 4.4, the Kaiser Normalization Criterion is used, which allows for the extraction of components that have an Eigen value greater than 1. The principal component analysis

was used and 11 factors were extracted. As the table shows, these 11 factors explain 86.5% of the total variation. Factor one contributed the highest variation of 65.1% followed by factor two with a variation of 11.6% while factor three contributed the least variation of 9.8%. The contributions decrease as one moves from one factor to the other up to factor 11.
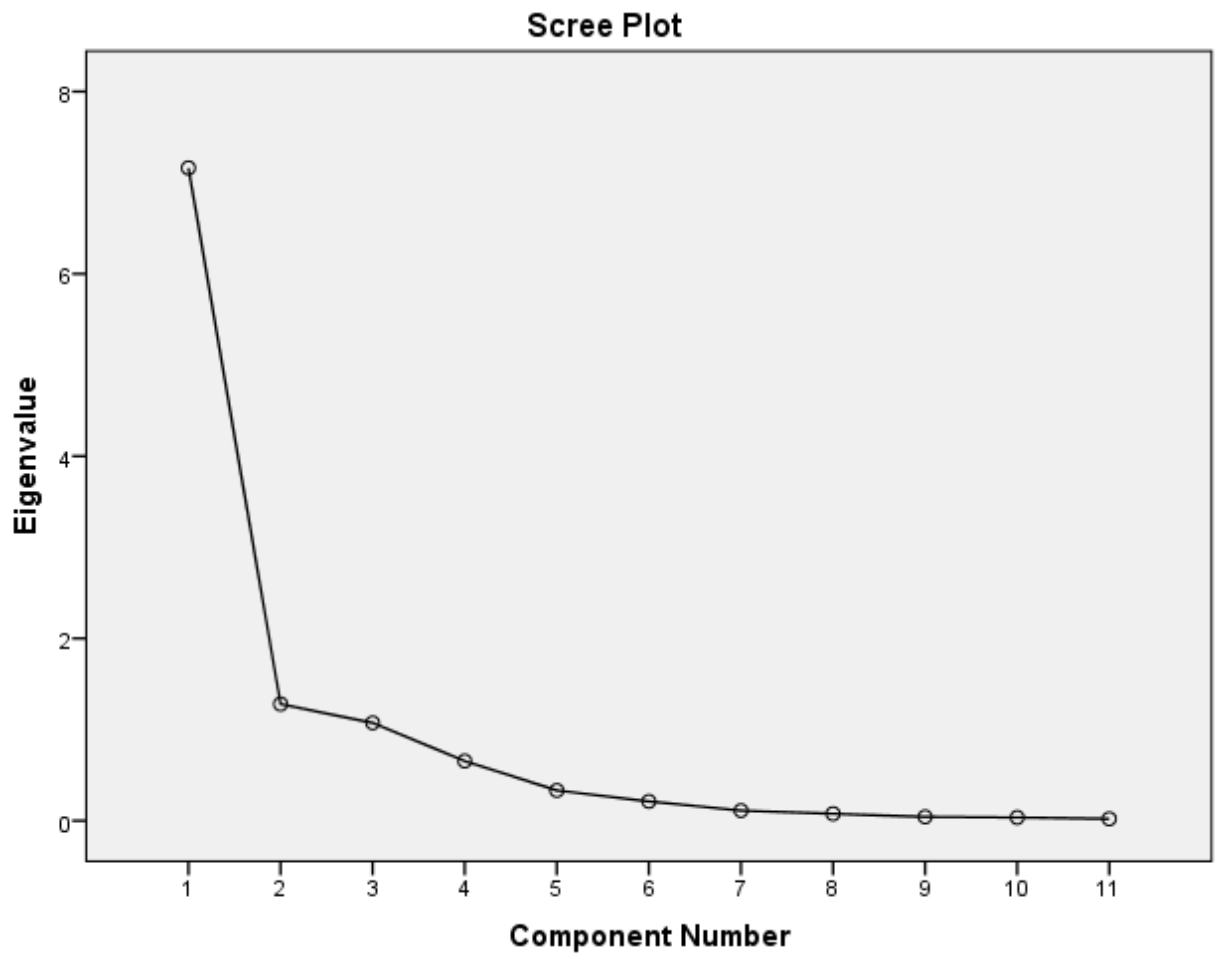

Figure 4.1: Scree Plot

This was further illustrated by using the scree plot which indicates that the screes started to tee-off after factor 3 showing that the factors explaining the recruitment and selection

of top managers at Utalii College can be placed into three components (Figure 4.1). The factor loadings were then used to put together the factors into 11 groups constituting the recruitment and selection factors.

Table 4.4: Component Matrix

| | Component | | |
	1	2	3
Possession of relevant work experience by the applicant	**.915**	.058	.069
Level of studies should be in line with job requirements	.220	**.689**	.496
Applicant's skills should be in line with job requirements	.068	.086	**.904**
Requested salary should be within company budget	**.944**	.074	.011
Highly confident and high personal value and esteem	.168	**.816**	.157
Applicant personal attributes must suit the job	**.951**	.073	.061
Whether the candidate must be from a minority or a disadvantaged group	.091	**.461**	.074
Applicant must be able to handle the job	.550	.156	**.963**
The candidate must meet the college's policy on diversity	**.939**	.037	.068
Applicant must be presentable	**.956**	.066	.044
The candidate must be healthy	.110	.283	**.880**

Extraction Method: Principal Component Analysis.

The initial component matrix was rotated using Varimax (Variance Maximization) with Kaiser Normalization. The above results allowed for the identification of which variables fall under each of the 3 major extracted factors. A variable is said to belong to a factor to

which it explains more variation than any other factor. The findings showed that component 1 had five factors loaded to it. These were possession of relevant work experience by the applicant, requested salary should be within company budget, applicant personal attributes must suit the job, the candidate must meet the college's policy on diversity and applicant must be presentable. Further component two had three factors loaded on to it which included level of studies should be in line with job requirements, highly confident and high personal value and esteem and whether the candidate must be from a minority or a disadvantaged group. Finally, component three also had three factors loaded on to it which included applicant's skills should be in line with job requirements, applicant must be able to handle the job and the candidate must be healthy. All items in the 11 factors had factor loadings above the cut-off value (0.4) impressing their importance and meaningfulness to the factors in the light of recommendations by Ahadzie (2007).

4.4 Discussion of the study results

Results of this research paper indicated that experience levels are considered in recruiting managers in the institution. This is in line with Islam, Habib and Pathan study (2010) where they concluded that relevant experience with a job is an important aspect when hiring workers.

From the results education background is shown to influence choice and hiring of managers. According to Ducker (1995) education level should be considered alongside ways in which the knowledge was acquired when recruiting the right staff. The two findings show similarity in agreeing to factors that affect recruitment and selection process.

In addition, the researcher found that when hiring managers in the institution under study, the skills of the individual were also considered. This however, did not conform to Omondi's study, (Omondi 2011) where he concluded that the individual's skills did not in any way affect recruitment and selection process since the employee could acquire this on the job.

Findings shows recruitment team of the institution under study based their judgment on whether the individual was confident or not. Bubb & Earley (2007) in their study, the level of confidence gives desirable first impression thus largely contributes to outcome when recruiting and selecting employees. The two studies therefore derive similar conclusion.

The researcher established that personality largely influenced the process of recruitment and selection. This confirms Wanous argument where he associates personality with customers and further concludes it determines the level of attachment of an employee with customers (Wanous1992).

The study concluded that skill was the most considered factor followed by work experience and personality in establishing a suitable candidate for top management at Utalii College. The study also concluded that the institution paid less attention to legislative factors and laws governing employment.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMEDATIONS

5.1 Introduction

This section discusses results, established elements from the study objectives and suggested areas for future studies.

5.2 Summary of findings

Researcher's objective was to determine various factors considered in recruitment and selection process for high level managers in Utalii College. Findings of the research paper revealed that three factors driving recruitment and selection of the top management accounted for 86.502% of the total variance. This means that up to 86.502% variation in selection and recruitment process are explained by the eleven factors that is work experience, salary requirements, personality, diversity, physical attributes, level of education, confidence level, legal factors, skills possessed, nature of job and candidates' health.

Findings of the study showed that component one accounted for 65.106% of the total variance. The findings of the study indicated that component one had five factors loaded on to it. The factors are: work experience, salary, personality, diversity and physical attributes; all that influence employment decisions.

Additionally, results indicated that component two indicated 11.635% of the total variance. The findings of the study revealed that component two had three factors loaded on to it.

The three factors are: education, confidence and legal factors which are important factors in employment process.

The researcher established that component three accounted for 9.761% of the total variance. The findings of the study showed that component three had three factors loaded on to it. The three factors are skills, nature of job and candidate's health; factors that affect the outcome when recruiting and selecting managers.

5.3 Conclusion of the study

The conclusions drawn from this research paper were that skill is the most considered factor followed by work experience and personality in establishing a suitable candidate for top management at Utalii College. The study also concluded that the institution paid less attention to legislative factors and laws governing employment. However, all the factors under study had positive values implying that they all had influence on employment process. Organizations should therefore pay attention to these elements when coming up with internal processes for hiring and placement of individuals.

5.4 Recommendations

The researcher recommends that work experience, skills, and level of education should be some of the most considered factors when selecting and recruiting managers. Factors such as physical attributes and candidate's health are also considered to be important as they show the candidate's visible characteristics and give a good representation of the company. When selecting and recruiting top management staff, organizations should consider

personality and confidence which greatly determines the employee performance. All candidates should be given equal opportunities in the recruitment and selection process. Following the legislative structures of the company makes it stand out against competition. Finally, the study recommends organizations to consider a factor such as the nature of the job to ensure that the right job goes to the right person which leads to high level of efficiency in their management team.

5.5 Suggestions for further Studies

This study recommends that future research on the same topic is conducted on organizations other than the one under study. This will help generate conclusions that can be applied to the entire market since the current study was limited in scope. Within a period of two years another research can be repeated to allow comparison.

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APPENDICES

Appendix I: Introduction Letter

UNIVERSITY OF NAIROBI

SCHOOL OF BUSINESS

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE 17|10|2017

TO WHOM IT MAY CONCERN

The bearer of this letter ...... ANNETTE KALANGE ....

Registration No...... D61|77144|2015 ....

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS

Appendix II: Research Questionnaire

Indicate your level of agreement or disagreement with each of these factors considered in recruitment and selection at Utalii College.

Factors	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1. **Experience:** Possession of relevant work experience by the applicant					
2. **Educational background:** Level of studies should be in line with job requirements					
3. **Skills Possessed:** Applicant's skills should be in line with job requirements					
4. **Required Salary** Requested salary should be within company budget					
5. **Confidence level:**					

Highly confident and high personal value and esteem					
6. **Personality:** Applicant personal attributes must suit the job					
7. **Legal factors:** Employment laws such as equal opportunity for all.					
8. **Nature of job:** Applicant's ability to perform the tasks					
9. **Diversity:** Applicant's contribution to generation of new ideas					
10. **Physical aspects:** Candidates visible characteristics such as smartness, grooming					
11. **Health status** Candidate should be mentally and physically fit					