

**RECRUITMENT AND SELECTION PRACTICES IN KENYAN  
PUBLIC UNIVERSITIES**

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## **DECLARATION**

I hereby declare that this submission is my own work towards the award of Master of Business Administration and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the any institution of higher learning, except where due acknowledgement has been made in the text.

Signature.....

Date.....

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**D61/63280/2011**

This research project has been presented for examination with my approval as the supervisor.

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## **DEDICATION**

I dedicate this entire work to God Almighty, for taking care of me throughout my education, and to my parents Mr.Nicodemus Mesesi and Mrs. Sabina Chepkoech for their continuous support and encouragement. To my brothers Onesmus and Philemon, this goes to you. To my kid cousins Ian and Joy who, for their innocence wondered why I (a teacher) would still go back to school, may this be an inspiration to you.

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## **ABSTRACT**

Recruitment and selection is one of the most important parts of HR. The effective recruitment and selection of employees is a fundamental HRM activity, one that if managed well can have a significant impact on organizational performance as well as lead to a more positive organizational image. This study sought to determine the recruitment and selection practices in public universities. A cross sectional survey was used. Data was collected using questionnaires targeting an administrative officer in charge of human resources in all the twenty two Kenyan public universities. The respondents were asked questions regarding the recruitment and selection practices in the public universities as well as the presence of the recruitment and selection policies. The response rate was excellent as nearly all the questionnaires were filled and returned. Data analysis was done using measures of central tendencies such as mean and standard deviation. The study indicated that all the public universities have a recruitment policy whereas half of them agreed to have the selection policy. The study findings indicated that external advertisement and internal recruitment practices are used to a large extent. The internet, transfers, headhunting and referrals are used to a less extent. Employment agencies are rarely used. The study also indicated that panel interviews are used at a very large extent. Short listing and one on one interview are used to a large extent. Pre employment medical examination is used to some extent. Sequenced interviews, internet based selection, assessment centres and background checks are only used to a less extent. The research revealed that university policy or practice on recruiting and selection was based on several practices; the first is analysis of the various departments to find out if there are vacancies to be filled. However, it was noted that the Kenyan public universities do not vary the recruitment and selection practices they use. It was also revealed that some Kenyan public universities do not have a selection policy. Those that have the selection policy, at times deviate from the formal process. It is recommended that the Kenyan public universities should consider varying the recruitment and selection practices. The public universities are further advised to have a well structured selection policy which should be adhered to.

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# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the study

The increasing recognition of human resource management as a business unit adding value has made it highly strategic in nature and more critical to achieving corporate objectives (Makhino, 2006). Recruitment and selection is one of the core areas of human resource management. They are also levers for organizational change, sustaining employee commitment and achieving high performance (Price, 2004). It is through employees that quality and good performance is reached at. According to (Smith, 2001) Staff recruitment has an immediate impact both on the lives of people and on the organizations. The success or failure of the recruitment process has a significant impact on the organization's growth. Its quality relies mostly on the adopted strategy and the preparation of the manager. Recruitment represents the decisions which exert a major and sustainable influence on an organization. The goal of recruitment is to identify a large number of applicants so that the ones who fulfill the requirement are selected.

Effective recruitment and selection practices grow out of strategic planning. The process should be consistent with the organizational strategy, vision and values. The importance of having efficient and effective procedures for recruitment can hardly be exaggerated. If organizations are able to find and employ staff who consistently fulfill their roles and are capable of taking on increased responsibilities; they are immeasurably better placed to deal with the opportunities and threats arising from their operating environment than competitors who are always struggling to build their workforce (Cole, 2002). Strategic

differences of companies mean that the importance assigned to recruitment may differ. However companies must make decisions on staff recruitment policies which affect the kind of jobs the company has and the recruitment sources used to solicit applicants which affect the kind of people who apply. They also need to make decisions on the characteristics and behaviors of the recruiter (Raymond et al., 2003). There is growing recognition that recruiting and selection is critical not only for sustained competitive advantage but also for basic organizational survival (Taylor and Collins, 2000).

### **1.1.1 Recruitment and selection**

Recruitment is the first contact of an enterprise with the potential employee. A well planned and managed recruitment process will lead to high quality applicants while haphazard and price meal effort will result in mediocre ones (Leap et al., 1993). Recruitment involves searching for and obtaining qualified applicants for the organization to consider when filling job openings. According to (Ofori and Aryeetey, 2011), recruitment is the process of generating a pool of competent individuals to apply for employment within an organization. Recruitment is the entry point of manpower into an organization (Henry and Temtime, 2009) and the path an organization must follow from there on in order to make sure that they have attracted the right individuals for their culture and ‘vibe’ so that the overall strategic goals are achieved (Henry and Temtime, 2009). Recruitment is the process by which organizations locate and attract individuals to fill job vacancies (Fisher, Schoenfeldt and Shaw, 2004; Kleiman, 2005). Khan (2008) argues that recruitment means informing the market that new people are going to be appointed, which can be done through publicity and advertisement. The

primary purpose of recruiting is identifying and attracting potential employees (Noe et al., 2006).

Selection is the process of collecting and evaluating information about an individual in order to extend an offer of employment. Such employment could either be a first position for a current employee (Gatewood et al., 2008) Selection is also the process by which specific instruments are engaged to choose from the pool of individuals most suitable for the job available (Ofor and Aryeetey, 2011). Selection is described as the systematic process of deciding on a specific individual to fill an available position (Henry and Temtime, 2009). Selection is the process by which companies decide who will or will not be allowed into organizations (Noe et al, 2006). According to Khan (2008), the objective of selection is to pick the right candidate(s) who meet the requirements of the job and the organization best. Mathis and Jackson (2005) pointed out that it ensures the person-job and person-organization fit. According to (Hsu et al., 2000) Recruitment and selection processes not only seek to attract, obtain and retain the human resources the organization needs to achieve the strategic goal, but also have significant impact on composition of the workforce that meets the organizational needs. (Smith, 2001) attributes sixty percent undesirable turnover in organizations to bad hiring decisions on the part of the employer.

### **1.1.2 Recruitment and selection practices**

(Randall, 1987) suggests the best recruitment and selection practices that can be adopted by organizations are continuously improving efficiency of recruitment and selection practices. Predicting the growth and translating the changes in market share to increase

the workforce is crucial. He advocates for establishment of adequate policies and procedures. (Armstrong, 1983) argues that there is need to get the right people for the job regardless of the size of the firm. Most employers combine the use of internal and external sources of recruitment. Organizations that face a rapidly changing competitive environment and conditions may put emphasis on external sources in addition to developing internal sources. Promoting from within the organization is known as internal recruitment and hiring from outside the organization is known as external recruitment (Mathis and Jackson, 2005). When an organization desires to communicate to the public that it has a vacancy, advertisement is one of the most popular methods used (Khan, 2008). Some managers believe that the best method to find top performers is to hire individuals referred by existing employees. Current employees can help in recruiting new employees, and some organizations pay a bonus to employees for successful referrals (Gusdorf, 2008). The other source of filling vacancies from within is through promotions. Promotion involves movement of employees from a lower level position to a higher level position accompanied by changes in authority, duties, responsibilities, status and remuneration (Khan, 2008).

(Bruce, 1969) suggests twelve steps in selection: He points out doing the job of selection well from the beginning will give way for more effective and smoother operations of the firm. Understand the organizational climate, analyze the job, and determine the abilities needed have a job description and job specification. Find out what tests will help predict competence. The best practice model advocates that there is a set of best human resource practices which can be adopted by any organization to lead to superior performance

(Price, 2004). Generally structured interviews are conducted for both the entry and mid-level job positions. Structured interviews use a set of standardized questions asked of all job applicants. There are different types of tests available for using as tools for employee selection, such as, ability test, personality test and honesty/integrity test. Through personality tests, individual characteristics can be identified that are related to job success across organizations and occupations (Mathis and Jackson, 2005)

### **1.1.3 Public Universities in Kenya**

The public universities in Kenya are structured in such a way that effective governance of human resources is achieved. The chancellor is the head of the universities and he confers degrees and grants diplomas and other awards of the university. The chancellor also directs inspection into university operations and advises the university council that is responsible for administration. Below the Chancellor is the University Council that is responsible for administration of the university. It is also the supreme body which provides for the welfare of the staff and students. The Vice Chancellor is the academic and administrative head of the university. The deputy Vice Chancellors have various roles including administration, planning and organizing. The Principals are administrative heads of colleges. The university board is responsible for coordination of university and college development plans, the efficient management of university resources. It is in charge of recruiting and selection of employees (Commission for University Education, 2012).

The government of Kenya through the National Cohesion and Integration Commission (NCIC, 2013) has made it clear that staff recruitment and selection should be done in accordance with the principle of equal opportunity for all. Most public universities have prepared a recruitment plan as part of its human resources strategy. The policies are stated clearly as regards the steps of recruitment and selection. It is necessary to reanalyze the level and quality of the qualifications required by administrative staff and their harmonization with the demands in the labor market.

The University of Nairobi (UoN, 2013) in its recruitment and selection policy aims at ensuring that the university attracts, identifies, and hires the most qualified applicant available in line with the established criteria. Vacancies are filled within established timescales and in a cost-effective manner. The recruitment process complies with all laws regarding hiring practices and applicable collective bargaining agreements. It also aims at ensuring that gender equity and national cohesion are enhanced. Statistics obtained by Commission for University Education (CUE, 2013) there are 961 full time lecturers and 890 part time staff in Kenyatta University. University of Nairobi has 1610 academic staff. Moi University has 736 academic staff. Jomo Kenyatta university of Agriculture has academic staff. Maseno University has 345 full time lecturers. Masinde Muliro University of Science and technology has 318 full time lecturers .Egerton has 509 academic staff. The report obtained by CUE also confirms that there are fears that most public universities are facing a crisis of understaffing and ethnic imbalances in recruitment.

## **1.2 Research Problem**

Recruitment and selection provides gateways to employment. If practice at this stage is faulty, then all subsequent human resource processes from induction, training to appraisal and equal opportunities will fail to deliver high levels of performance that organizations demand. There is more pressure than ever before on organizations to make proper recruitment and selection practices. The growing body of discrimination legislation means that employers with practices that fall short of objectivity and fairness could well face costly tribunal complaints. Objectivity and fairness recruitment take as their starting point the compilation of accurate job descriptions and person specifications based on valid job analysis techniques. (Rankin,2003). The Chartered Institute of Personnel Development (CIPD, 2003) points out that poor recruitment practices may leave applicants with an unfavorable opinion of the organization, which may significantly affect their future relationship as clients. Poor practices also give out wrong messages to successful applicants who may commence employment with negative impressions of the organization.

The growth in interest in diversity policies has focused attention on recruitment and selection. These processes represent the gateway to employment and make or break any diversity initiative. Diversity extends the principles of equal opportunities beyond protected groups such as ethnic minorities to the community as a whole. The National Integration and Cohesion Commission (NCIC, 2013) in its audit report of public universities, note that appointment of vice-chancellors and college principals according to tribal considerations was spreading to other ranks of employment in Kenya's seven

public universities, made worse by a rise in the incidence of nepotism .The audit of recruitment and selection in public universities reveals that there are still ethnic imbalances in employment in twenty two public universities. The commission wants members of the university councils who recruit, reshuffled to reflect ethnic balance in the entire varsities' employment. Gitahi et al., (2010) notes that the appointment of top university managers in public universities in Kenya has been a subject of discussion in education circles, because it appears to lack ethnic balance .The absence of women from senior management positions in public universities has implications for gender equity in as far as women are not involved in key decision-making positions like policy making, monitoring, evaluation and budgeting. Women appear to hold positions in the support services sector in the universities in the areas of student discipline, catering and guidance and counseling. These roles have been traditionally associated with women and have been known not to count for promotion to senior ranks (Onsongo, 2000; Morley 1999; Brook 1997)

Research undertaken on recruitment and selection practices include Njine (2006) who did a study on employee recruitment and selection practices at nongovernmental organizations operating in Kenya concluded that there is need to have variety of recruitment and selection practices. Mugao (2004) who did a study on recruitment and selection practices of pilots among commercial aviation firms in Kenya, observed that Kenya Aviation firms do not have an elaborate Human Resource department to foresee recruitment and selection. Kagwaini (2008) did a survey of recruitment and selection practices among SMEs in Nairobi and concludes that more human resources management



skills and expertise is required to handle recruitment and selection. However, these studies are not in the same context of recruitment and selection practices in Kenyan public universities. This study seeks to answer the question: What are the recruitment and selection practices in Kenyan public universities?

### **1.3 Research Objective**

To determine recruitment and selection practices in Kenyan public universities.

### **1.4 Value of the study**

Research in this area will be of importance to a number of parties. Matching an employers and employees needs is the work mostly placed on staffing agencies who are likely to benefit from this study because it gives them an overall feel of strategies to put in place when recruiting and selecting. This allows the proper matching of the needs of an organization to that of a potential employee. Job seekers are also an important target with regards to this research, given the raising rate unemployment in our society. This study will also be of great importance to universities' management which in particular is responsible for recruitment and selection. It will also be important because it contributes to the growing body of research in human resource management with regards to employment decisions. The research will also be important to scholars because it contributes to the growing body of research.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter deals with the assessment of literatures which relate to the topic the Recruitment and Selection practices in Kenyan public universities. Several literatures are selected and relevant areas reviewed and evaluated. This chapter provides information about aspects of previous works which relate to this study. In view of this, a number of presentations culled from various sources are under review here.

### **2.2 Recruitment and Selection**

Recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of workers. It frequently forms an important part of the work of human resource managers. Recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment. Dessler, (2000).

Recruitment and selection is a topical area. While it has always had the capacity to form a key part of the process of managing and leading people as a routine part of organizational life, recruitment and selection has become even more important as organizations increasingly regard their workforce as a source of competitive advantage. However, there is evidence of increased interest in the utilization of employee selection methods which

are valid, reliable and fair. Mullins,(1999) indicated that to be a high performing organization, human resource management must be able to assist the organization to place the right person on the right job. Dessler,(2000) lists the essence of these in the following; build a pool of candidates for the job, have the applicants fill out application forms, utilize various selection techniques to identify viable job candidates, send one or more viable job candidates to their supervisor, have the candidate(s) go through selection interviews and determine to which candidate(s) an offer should be made. According to Costello (2006), the recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. Successful recruitment begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expanded to attract and retain such talent.

(Kersley et al 1997) argue that related to the success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources.

Organizations seeking recruits for base-level entry positions often require minimum qualifications and experiences. These applicants are usually recent high school or university/ college graduates many of whom have not yet made clear decisions about future careers. At the middle levels, senior administrative, technical and junior executive positions are often filled internally. Costello (2006) argues that the push for scarce, high

quality talent, often recruited from external sources, has usually been at the senior executive levels. Most organizations utilize both mechanisms to effect recruitment at all levels. The focus of recruitment and selection according to Montgomery, (1996) is on matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job. (Jovanovic, 2004) said recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. For this reason, top performing companies devoted considerable resources and energy to creating high quality selection systems.

Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success Jovanovic (2004). Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to consider utilizing this technology to re-organize the traditional recruitment and selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the recruitment and selection decision improved. A human resource information system is a system exploited to acquire, store, manipulate, analyze, retrieve, and distribute relevant information regarding human resources.

The purpose of the system is to support human resource services from the strategic level down to the tactical and operational levels. Many decision making problems, including recruitment and selection, are herein involved. Researchers indicate that effective recruitment practices and policies enable boards to find the best candidate for their organization. The personnel function becomes especially important when recruiting and

selecting new administrators. A critical role for human resource management is how to elicit positive reactions from candidates when discussing administrative roles. When opportunities are presented to employees to move towards careers in administration, often a negative reaction occurs. People without administrative experiences have negative perceptions and views of the role of the administrator, Huselid, (1995).

In attempts to attract and support individuals to the administrator's position it is necessary to identify what barriers prevent potential candidates from applying to the pool. Job complexity and workload are perceived by employees as the two considerations having had the greatest impact on the number of applicants for administrative positions. Other factors include poor remuneration as it relates to demands and expectations of the job and lack of resources and support structures in. Many highly qualified, competent, and talented employees dismiss careers in administration because they do not want to sit in an office all day. Until some alternative image is understood, or at least some support and resources put in place, a problem of prescreening and identification will not likely improve Mullins, (1999). The effective recruitment and selection of employees is a fundamental HRM activity, one that if managed well can have a significant impact on organizational performance as well as lead to a more positive organizational image (Pilbeam and Corbridge, 2006). Ineffective recruitment has a number of cost implications for employers: low morale which can affect employee performance; lost business opportunities, as well as higher levels of labor turnover. Findings from the Chartered Institute of Personnel and Development, Recruitment and Retention survey puts the cost of staff turnover at around £12,500 for managerial and professional staff (CIPD, 2006).

## **2.3 Recruitment Practices**

(Miyake, 2002) indicated that the quality of new recruits depends upon an organization's recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the caliber of candidates attracted. Indeed (Smith et al. 1989) argue that the more effectively the recruitment stage is carried out, the better the selection process becomes. With increasing diversity in the workforce a question arises as to whether different groups of people use different recruitment media to obtain a new job.

### **2.3.1 Internal Recruitment Practices**

According to Khan (2008), existing employees of an organization provide the internal sources. Promotion, transfer and job postings are sometimes used for recruiting people internally. Employee referral is another source of internal recruitment. Promotion is the most important source of filling vacancies from within is through promotions. Promotion involves movement of employees from a lower level position to a higher level position accompanied by changes in authority, duties, responsibilities, status and remuneration (Khan, 2008). Your organization's promotion policy will have a significant effect on the recruitment process. If the open position is above entry level, it may be appropriate to promote someone already working for the organization.

Many organizations use promotion from within as a motivation tool and a reward for good work or longevity with the organization. When employees see their co-workers being promoted, they become more aware of their own career opportunities. Promotion

may be especially important in a stagnant economy where people have little chance of improving their lot by changing organizations. Their only opportunity for career growth and increased income is to move up within their current organization. The problem with promotion from within is that the promoted person leaves a staffing gap in his or her former position. However, that gap is likely to be at a lower, less-skilled position, and therefore it may be an easier position to fill (Khan,2008)

If there is any vacancy and then all those employees having all the qualifications of the senior level post can apply for the job. Each employee can get this opportunity for higher status, remuneration, job facilities with vital responsibilities through a formal interview. Transferring is the movement of employees from one department to another without changing status and remuneration. As Khan (2008) mentioned, transfer is a lateral movement within the same grade, from one job to another without any change in remuneration. An organization may use this form of recruitment to create motivation and to remove monotony from the job, to keep an employee interested in his or her main responsibilities, to secure its business operation by removing dishonest activity in a particular department and to keep balance in a particular department by transferring experienced employees to another department. Organizations can also utilize the benefits of internal recruitment by posting the job internally. Job posting is a system of providing notices of job openings and employees respond to by applying (Mathis & Jackson, 2005). When a new job position is created, HR department informs the other departments and branches through phone and sometimes by giving a formal letter.

### **2.3.2 External Recruitment Practices**

The external sources of recruitment that are applied include advertisements in newspapers and websites. When an organization desires to communicate to the public that it has a vacancy, advertisements one of the most popular methods used (Khan, 2008). The media of advertisement often depends on the type of the job. To be more effective and efficient for recruiting employees, job seekers are encouraged to e-mail their resume or complete online applications on the website. Organizations have been using the internet as a recruiting mechanism almost as soon as it became popular. This use ranges from massive job search engines to providing job and career information on the organization's Web site, to using the internet as a means to screen and process applicants .

The internet has become an important job search tool for applicants, and it appears that the job search behavior of a sizable minority is influenced by Web sites (Karr, 2000). Cober, Brown, Keeping, and Levy (2004) presented a model describing how organizational Web sites influence applicant attraction. In their model, the Web site's façade influences the affective reactions of job seekers, which in turn influence perceptions of Web site usability and search behavior. Usability and search behavior influence attitudes toward the Web site, and search behavior and Web site attitude then influence image and familiarity. These in turn influence applicant attraction to the organization. Research has found the Internet can be an effective means to influence fit perceptions (Dineen et al, 2002) and applicant attraction (Cober, et al 2003; Williamson, Lepak and King, 2003) with advances in technology Internet recruitment has become a key medium for recruitment by employers and recruitment agencies. Since 1998 there has been a



significant increase in the number of organizations using their corporate website as a recruitment channel (Searle, 2006 Internet recruitment is seen as an effective recruitment medium especially when recruiting graduates, IT and technical professionals and middle managers.

The benefits of Internet recruitment for organizations include: reduction in recruitment costs; reaching a wider pool of applicants; reduction in the recruitment cycle; technology can be used to scan CVs and match against key selection criteria; a reduction in the amount of paperwork associated with the recruitment process, as well as providing a positive corporate brand image Searle, (2006). Internet recruitment can provide greater flexibility for candidates, thus matching the job-seeking habits of the contemporary labor market. Organizations recruiting internationally can combine Internet technologies with other technologies, such as video technology, to make it easier and more cost-effective when recruiting in different countries (Personnel Today, 2006). In addition Internet recruitment can create opportunities for organizations to use a number of pre-selection tools and tests, thus helping to improve the likelihood of a match between applicants and job vacancies (Redman and Wilkinson, 2006). There are some concerns about the Internet as a recruitment medium. CIPD (2006) survey findings indicate however that many employers are still reluctant to use online selection.

Traditional agencies historically have a physical location. A candidate visits a local branch for a short interview and an assessment is made by the experts before being taken onto the agency's books. Recruitment consultants then work to match their pool of

candidates to their clients' open positions. Suitable candidates are short-listed and put forward for an interview with potential employers on a temporary or permanent basis. These agencies are given different compensation packages, of which the most popular is that a contingency fee is paid by the company when a recommended candidate accepts a job. An advance payment that serves as a retainer is also paid by the company in some case. Headhunting is an industry term used for a third-party recruiter who seeks out candidates, often when normal recruitment efforts have failed. Headhunters execute typically small operations that make high margins on candidate placements. Due to their higher costs, headhunters are usually employed to fill senior management and executive level positions. Headhunters are also used to recruit very specialized individuals, such as in emerging scientific research areas where there are only a handful of top-level professionals who may be active in their required fields. They may search, prepare a candidate for the interview and help to negotiate the salary. Khan, (2008).

One recruitment method that appears to be increasing in popularity is the use of employee referral schemes, where existing employees suggest potential candidates drawn from their own networks. The benefits of employee referral schemes include reduced recruitment costs, as well as enabling applicants to gain a more realistic job preview. In addition the willingness of existing employees to recommend their organization to others is used as a measure of organizational commitment' in high performing workplaces (Purcell et al, 2003).Despite the attractiveness of employee referral schemes there are concerns that this approach has implications from an equality and diversity perspective, in that it could be seen as a form of discrimination. One way of potentially minimizing biases associated

with employee referral schemes is to ensure that the scheme is supported by a fair selection process, one where all parties involved are fully trained for their recruitment and selection role. Responsibility for recruitment, are not allowed to participate in the employee referral scheme (CIPD, 2006).

## **2.4 Selection Practices**

Predicting future job performance is a complex process given that successful performance in any given job role is affected by individual and organizational variables. This has led some writers to argue that it is important not to isolate selection decisions from other Human Resource Management (HRM) practices that take place before and after the selection process, such as providing adequate information in advertisements and recruitment literature about job roles. This is thought to ensure a favorable employer image, as well as attending to the initial socialization of new recruits (Redman and Wilkinson, 2006). Research by Ng and Burke (2005) suggests that diversity management practices are also an important factor in the decision making criteria applied by highly educated female and ethnic minority applicants. The 'Best practice/high commitment' approach to HRM suggests that organizations should use a sophisticated set of selection processes, rather than relying on a single source of information on which to base decisions about an applicant's suitability for a specific job role. The selection approaches that organizations could draw on include: unstructured interviews, either face-to-face or conducted over the telephone; structured behavioral or situational interviews; competency-based interviews; psychometric testing and selection through assessment/development centers.

(Cran, 1995) indicates that the extent to which more sophisticated and systematic approaches in selection can be, and are deployed, depends to a large degree, on sectoral circumstances and on the wider employment management policies being pursued. Jeffrey (2006) argues that line managers should be trained on diversity and inclusion issues. To promote equality and value diversity, a strategy to measure how equality and diversity are managed and valued, how well they are being integrated into business and workforce planning should be put in place. Establishment of adequate policies on selection and emphasis on diversity in selecting employees are some of the aspects that can be adopted by organizations today.

#### **2.4.1 Assessment Tests**

Curriculum Vitae screening is a pre-screening technique by which organizations eliminate the applicants who do not fulfill the requirements of the job. After this screening the applicants are invited for tests. Employment tests are aimed at predicting future success in a particular job Khan, (2008). A variety of tests are used as selection tools. Intelligence tests and aptitude tests in the form of written tests for selection can be used. An Intelligence test is a measure of the individual's capacity in terms of reasoning, manipulation, vocabulary and verbal comprehension. This test is used to eliminate candidates who are insufficiently intelligent for successful job performance (Khan, 2008). On the other hand, aptitude tests measure the individual's latent ability to learn a job if he/she is given adequate training. It is required in order to determine the candidate's ability for effective job performance after the completion of the training period (Khan, 2008). The written test consists of two parts; Multiple Choice Questions (MCQ) part and

Descriptive/Comprehensive written part. For the entry-level job positions, the MCQ part combines questions on general knowledge, analytical problems or critical reasoning, grammatical rules and translations, and mathematical problems. The descriptive/comprehensive written part contains the following questions; a topic is given and an applicant has to show logic in favor or disfavor. Psychological tests and assessment instruments that tap prospective employees' personality, interpersonal style, and response to stress situations have received increased attention from both human resource professionals (Gatewood and Feild, 1998; Ryan and Sackett, 1987).

Situational judgment tests (SJTs) are predictor methods that present applicants with work-related situations. Respondents are given several behavioral choices for addressing the situation and are then asked to indicate which options are most/least effective. Research and practical applications of SJTs have exploded in the past several years, and for good reasons. SJTs show at least moderate validity (McDaniel, et al 2001), incremental validity over other predictors (Clevenger, et al, 2001), and small to moderate gender/ethnic differences (Weekley et al, 2004). They appear applicable for selection at all levels, can be used to help prepare individuals for international assignments, and are useful for training and development. . Situational judgment tests provide job candidates with situations that they would encounter on the job and viable options for handling the presented situations. Depending on how the test is designed, candidates are asked to select the most effective or most and least effective ways of handling the situation from the response options provided. Situational judgment tests are more complicated to develop than many of the other types of assessments. This is because there is more

inherent difficulty in developing scenarios with several likely response options that are all viable, but, in fact, some are reliably rated as being more effective than others. Situational judgment tests are typically administered in written or videotaped form, with responses collected either in a paper-and-pencil test booklet or on a computer.

### **2.4.2 Interviews**

Interviews are oral examinations of candidates for employment (Khan, 2008). Generally structured interviews are conducted for both the entry and mid-level job positions. Structured interviews use a set of standardized questions asked of all job applicants (Mathis and Jackson, 2005). The interview continues to attract considerable research attention. Research has clearly found that structured interviews are more predictive than unstructured interviews or even interviews with less structure (Cortina et al, 2000). In the case of entry-level job positions the applicants are asked some general questions on academic background, current national and global issues, and problem solving questions categorized as behavioral and situational interviews. For the midlevel job positions the applicants are asked some additional questions based on the job description. Interview is a two-way process, which allows the company to evaluate suitability of the applicant for the job, and the applicant can check whether the company and the job are right for him or her. Research has shown that applicants have positive attitude towards interview.

### **2.4.3 Internet based selection**

Online selection is the method to select people through the use of the internet. Nearly every major staffing firm has adapted some form of internet-based testing and many organizations have already migrated from paper to Web-based selection. The rush to use this delivery platform is appealing because it enhances efficiency and cost savings, ability to administer the test globally in real time and standardized scoring and administration. The issues involving Web-based selection are quite different from Web-based recruitment, in large part because there is more legal scrutiny with selection practices, (Potosky and Bobko, 2004). Perhaps, some firms rely on Internet based approaches for pre-screening purposes or as a vehicle to narrow down a short list of final candidates. Online selection has become an easy way to save cost and valuable time (Hart et al, 2000)

Online selection is effective in terms of speedy information collection of the applicant, giving detailed and uniform data. It also enhances the organizations reputation. According to Hopkins and Markham, (2003) online selection is considered as the best practice because it helps to hire quality candidates and facilitates quick selection. It follows a systematic way to select people. Despite the increase in the use of online recruitment, there seems to be drawbacks as well because online sharing of data may be used by other employers and this can cause harm to the organization. (Tong , 2009) argues that website privacy can be hindered when selection is done online. However, the legal pitfalls such as transparency and confidentiality are likely to be there.

#### **2.4.4 Background Checks**

Background checks have become a common tool for employers to verify claims from applicants during the selection process. Typical background checks involve verification of criminal behavior, social security numbers, and credit record. Research has shown that background information can be valuable predictors for an array of human performance domains (McDaniel, 1989; Reilly and Chao, 1982). Popular types of background screening include criminal checks, resume checks, education verification, and drug screening. Background checks work under the assumption that potential employees who might engage in undesirable behavior will be screened out because they have been caught previously, and are therefore identifiable through the screening process.

It is likely though that some applicants have not been convicted of illegal acts, and thus would not be identified by traditional screening procedures. Furthermore, one can speculate that individuals who have not been caught may be intelligent enough to fake their way into a job without being detected as a fraud. Other issues concerning background checks include the time spent, limited access to records, legal limits on use of records uncovered, mistaken identity, and the potential for adverse impact (Elzey, 2006). Background checks have become a standard screening tool to identify individuals who have been deceptive at the application stage, and improve the quality of the workforce.

#### **2.4.5 Pre-employment medical examination**

The final stage of the recruitment process normally requires a candidate to undergo a medical/occupational health assessment to ensure that they are medically fit to undertake



all of the duties of the job. The assessment process may reveal medical conditions which may or may not have implications for the capability of the person to carry out the job. It determines whether the candidate is physically fit to perform the job. It reveals existing disabilities and provides a record of the employee's health at the time of selection. This record helps in settling the organisation's liability under workmen compensation Act. It prevents employment of people suffering from contagious diseases. Medical examination therefore identifies candidates who are suitable but require specific jobs due to physical handicaps and allergies. The assessment report however is only concerned with the ability of the prospective employee to carry out the job and not his/her general health. It is therefore important to provide specific information about the duties and requirements of the job (Khan, 2008).

#### **2.4.6 Short listing**

Short listing is the process whereby candidates are assessed by the assessment board against the agreed criteria, on the basis of information provided in the application documentation, in order to eliminate unsuitable candidates and identify those candidates who meet the criteria for further assessment. The short listing pack will contain the job description and advertisement, together with a list of all applicants and their complete application documentation, short listing score sheets and board of assessment guidelines. The assessment board members then assess applications to determine who will be invited to interview. They should read each application and rate applicants according to the essential and desirable selection criteria only. In the first instance, the board should shortlist all applicants who possess the essential criteria stated in the advertisement or

information package. Any additional information required either before or at interview is noted. The reasons for not short listing each unsuccessful applicant are noted. When short listing, members should not: Make negative assumptions or decisions on the basis of perceived over qualification. Recommend for interview any applicant, whether internal or external, who do not meet the essential criteria. Predetermine the number of applicants to be interviewed. If it is not possible for the assessment board to meet, the chairperson is responsible for contacting all members about their individual shortlists, drawing up a final shortlist acceptable to all assessment board members. The assessment board will: Agree on and record a final shortlist if unanimous. Include in the shortlist all applicants about whom there is dispute if unanimity cannot be achieved (Cran, 1995).

Although valuable, none of these strategies will by themselves reduce subgroup differences to the point of creating a perfect balance. New strategies are being evaluated, but employers must recognize that the sole use of cognitive ability may impair their ability to hire a diverse workforce. This situation must change because as long as the best selection methods negatively affect diversity, organizations will be tempted to avoid using them or use no valid procedures simply because they allow them to achieve strategic diversity goals. For example, supplementing cognitive with relevant non cognitive predictors or using situational judgment tests or assessment centers, ensuring the assessments have minimal reading requirements, and engendering favorable reactions might reduce subgroup differences Khan, (2008).

## **CHAPTER THREE:RESEARCH METHODOLOGY**

### **3.1 Introduction**

This part of the chapter gives a brief description of the nature of the study and attempts to give the sampling method to be used. It also gives a brief description of the data collection methods that will be used; it describes the methods and the basis on which data analysis will be done.

### **3.2 Research design**

This study was a cross-sectional survey as it involved data collected at a defined time. Cross sectional survey are important because it is relatively inexpensive and takes up little time to conduct. It often uses visual aids such as graphs and charts to aid in understanding the data distribution. Conclusions were made based on the data collected from respondents and other sources of data. The major areas that were looked at with this regard are respondent's data, recruitment practices and selection practices

### **3.3 Target Population**

The total population for this study comprised 22 Kenyan Public Universities. Questionnaires will be issued to the administration officers in charge of human resources.

### **3.4 Data collection methods**

Primary data was used for this research in order to address the research objective. Questionnaires with closed and open ended questions were used. This was be divided into

three sections capturing the respondent's data, recruitment practices and selection practices. To have a valid and reliable data, the questions are well formulated which allows error minimization. Copies of the questionnaire were be distributed to respondents at work places.

### **3.5 Data Analysis**

The data was then analyzed critically using presentational tools like frequency distribution tables, pie charts to make conclusions to be drawn more clearly. Measures of central tendencies like the mean and standard deviation were also computed to help generalize and draw conclusions and also to determine dispersions that exists among the Kenyan Public Universities.

## **CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION**

### **4.1 Introduction**

The objective of this study is to determine the recruitment and selection practices in Kenyan public universities. This chapter is divided into sections to throw more light on questions asked on the field. The first part deals with the response rate while the second part deals with the demographic characteristics of the respondent who is the administrative officer in charge of Human Resources. The third part deals with issues of recruitment and the fourth section deals with selection practices in Kenyan public universities.

### **4.2 Response Rate**

The targeted respondents for this study were 22 administrative officers in charge of human resources. Out of the total population, 18 questionnaires were filled and returned. This constitutes over 80%, a response rate that is deemed excellent according to Mugenda and Mugenda (1999).

### **4.3 Demographic characteristics**

This section displayed the results of the demographic characteristics of the respondents. It captured their general characteristics in order to determine whether they were well suited for the study. It captured the level of education of respondents, years of service in the university and position held in the university.

### 4.3.1 Level of education

The study sought to establish the level of education of the respondents. The level of education was important to this study because it showed whether the respondents have adequate level of education to understand the concept of the study. The findings were Presented in table 4.1

**Table 4.1 Level of education**

| <b>Level of Education</b> | <b>Frequency</b> | <b>Percent (%)</b> |
|---------------------------|------------------|--------------------|
| Undergraduate Degree      | 1                | 6                  |
| Masters Degree            | 10               | 55                 |
| PhD Holder                | 7                | 39                 |
| Total                     | 18               | 100.0              |

Source: Author, 2013

From the study findings, majority of the respondents (6%) had an undergraduate degree while (55%) had a masters degree and (39%) are PhD holders. The findings indicate that majority of the respondents have adequate education and therefore have good understanding of recruitment and selection practices.

### 4.3.2 Years of service in institution

This study sought to establish the number of years the respondents have been in employment. This played a role in determining whether the respondents have been there long enough to give accurate responses. The findings were presented in table 4.3.

**Table 4.2 Years of service in university**

| Years of service in university | Frequency | Percent (%) |
|--------------------------------|-----------|-------------|
| Less than 1 year               | 2         | 11          |
| 1-2 years                      | 5         | 28          |
| 3-5 years                      | 3         | 16          |
| More than 5 years              | 8         | 45          |
| Total                          | 18        | 100.0       |

Source: Author, 2013

From the study findings, 45% of the respondents have been working for the university for more than five years, while 28% of the respondents had been working for the university between 1 to 2 years, and 16% of respondents have been working for the university between 3-5 years. Only 11% of the respondents have worked for the university for less than 1 year. The findings imply that 61% of the respondents had been working for the university for more than three years and are therefore able to understand better the recruitment and selection practices of the university.

### **4.3.3 Position held in university**

The study sought to establish the position of respondents in the university. This helped to get the appropriate responses from the human resources department. The findings are presented in the table 4.4 below.

**Table 4.3 Position held in university**

| <b>Position Held in University</b> | <b>Frequency</b> | <b>Percent (%)</b> |
|------------------------------------|------------------|--------------------|
| Administrator                      | 2                | 11                 |
| Registrar                          | 9                | 50                 |
| Human Resource Officer             | 7                | 39                 |
| Total                              | 18               | 100.0              |

The results in table 4.4 show that 50% of the respondents are registrars. 39% of the respondents are human resource officers while 11% are administrators. These findings imply that the respondents were the appropriate target for the study.

### **4.4 Existence of a formal policy for recruitment of employees**

The researcher wanted to know if the Kenyan Public Universities had any formal policy for recruiting employees, the response is as follows; Out of 18 respondents, all agreed with the question, that the university has a formal policy for recruiting employees.



## **4.5 Content of the recruitment policy**

The respondents were further asked to state the content of the recruitment policy. All respondents stated that recruitment is mainly an internal arrangement; the human resource department assesses the various departments where there are vacancies and then assesses staff requirements with those qualifying appointed to fill these vacancies. This assertion tallies with Smith et al (1989) that when an organization makes the decision to fill an existing vacancy through recruitment, the first stage in the process involves conducting a comprehensive job analysis. Once a job analysis has been conducted, the organization has a clear indication of the particular requirements of the job, where that job fits into the overall organization structure, and can then begin the process of recruitment to attract suitable candidates for the particular vacancy. Most institutions look within their ranks for such people after which suitable candidates from outside are invited.

Miyake, (2002) argues that some applicants are sometimes recruited by word of mouth, through existing employees. This assertion agrees with the response of some respondents that employee referrals are used before the department looks elsewhere (outside) for qualified employees. The policy is that recruitment is done through invitation of qualified applicants and interviews are followed before selection and recruitment is done. Respondents shared this view; they stated that one has to apply in writing with copies of certificates after which one is called based on qualification and requirements of the universities.

## 4.6 Recruitment Practices in Kenyan Public Universities

In order to know the various practices used by Kenyan Public Universities in recruiting employees, this question was asked. The respondents were asked to rate the recruitment practices on a scale of 1 to 5; 1. Not at all. 2. Less extent 3. Moderate extent 4. Large extent 5. Very large extent. Means for the factors were established in order to provide a generalized feeling of all respondents. In the results, the practice which had a mean less than 1.4 implied that the practice is not used at all. Means greater than 1.5 and less than 2.4 implied, the practice is used to a less extent. Means greater than 2.5 and less than 3.4 implied that the factor is used moderate extent. Means greater than 3.5 but less than 4.4 represented large extent and means greater than 4.5 implied the practice is used to a very large extent. The table 4.5 below sheds more light.

**Table 4.4: Recruitment practices in public universities**

| Recruitment Practices   | Mean | Std. Deviation |
|-------------------------|------|----------------|
| External Advertisement  | 4.39 | .850           |
| Head Hunting            | 1.94 | .639           |
| Referrals               | 1.94 | .639           |
| Internet Recruitment    | 2.44 | .511           |
| Employment Agencies     | 1.33 | .485           |
| Internal Advertisements | 3.67 | .485           |
| Transfer                | 2.56 | .856           |

Source: Field Data (2013)

From the findings the respondents stated that the Kenyan Public Universities use external advertisement as recruitment section tool to a large extent by 4.39 Respondents explained internal advertisement is also used to a large extent; this had a mean of 3.67. A mean of 2.44 indicated that respondents were of the opinion that the Kenyan Public Universities use internet recruitment and transfer 2.56 representing to a less extent as a means of recruiting. A mean of 1.94 represented respondents who stated that the Universities rely on referrals and headhunting to recruit employees for the Universities to a less extent. 1.33 respondents indicated that they do not use employment agencies to recruit employees.

In conclusion, the findings indicate that the Kenyan public universities use to a large extent external advertisement and internal recruitment. The Kenyan public universities sometimes use transfers and internet recruitment as recruitment practices. However, public universities rarely use referrals, headhunting and employment agencies. These findings agree with Armstrong, (1991) organizations and employers have a number of methods from which to choose. Drucker, 1999 also stated that for organizations to get the best of employees recruitment procedures need not be limited to one method. It is possible and often desirable to combine methods to enhance the recruitment success of a particular project.

#### **4.7 Existence of a selection policy in public universities**

The respondents were asked whether the university has a selection policy. The findings are illustrated in table 4.5 below.

**Table 4.5: Existence of a Selection Policy in the university**

| <b>Have Formal Selection Policy</b> | <b>Frequency</b> | <b>Percent</b> |
|-------------------------------------|------------------|----------------|
| Yes                                 | 10               | 55.6           |
| No                                  | 8                | 44.4           |
| Total                               | 18               | 100.0          |

Source: Field Data (2013)

55% of the respondents agreed that the Universities had a formal policy on selection while 44.4% of the respondents indicated that there is no selection policy currently in use in the universities .It can be concluded that the total number of respondents who indicated the absence of a selection policy, could be attributed to the fact that some of the universities became fully fledged universities most recently and are therefore yet to establish a selection policy.

#### **4.8 Content of the selection policy**

The respondents were asked the content of the selection policy. The respondents agreed that the policy involved writing an application letter, attaching the right documents,

attending an interview only when short listed and interviewed with the right applicants employed. The respondents were also of the opinion that the foremost policy was that the universities have requirements and when one meets the requirement, the individual involved then is entitled to apply for the job and the applicant should be of sound mind and of good character. It can therefore be observed that the selection policy involves a well structured process that involves application for a job, followed by an interview and short listing.

#### **4.9 Deviation from formal selection practices**

The respondents were further asked whether there are instances when administration deviates from the formal selection practices. The table below illustrates further.

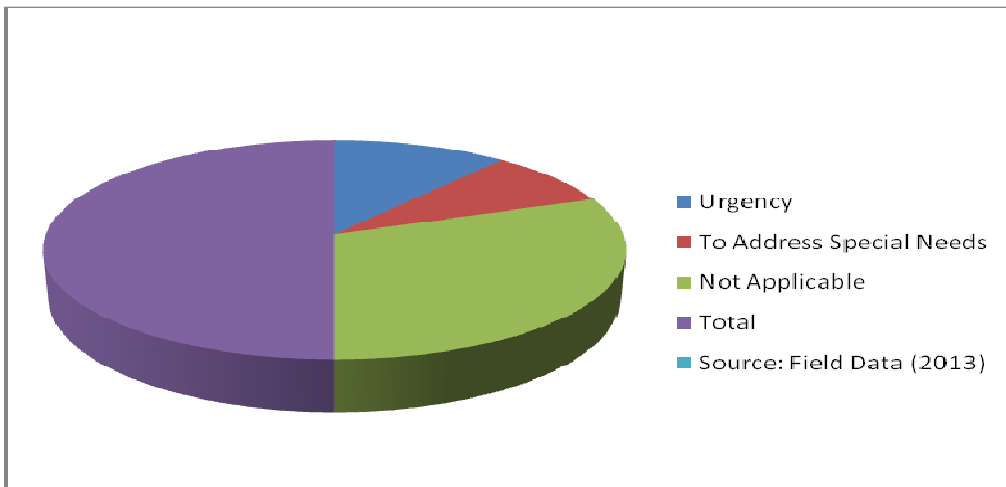
**Table 4.6: Deviation from formal selection practices**

| <b>Deviation from Formal Selection Practices</b> | <b>Frequency</b> | <b>Percent</b> |
|--|------------------|----------------|
| Yes  | 7                | 38.9           |
| No   | 11               | 61.1           |
| Total  | 18               | 100.0          |

Source: Field Data (2013)

According to the findings, 38.9% of the respondents indicated that the administration sometimes deviates while 61.1% of the universities do not deviate from the formal selection practices. The respondents further gave reasons for deviation from the formal selection practices. 22.2% explained that management deviates if there is urgency for employment. 16.7% explained that when there is need to address special needs, administration deviates from the formal selection policy.

**Figure 1: Reason for deviation from formal selection policy**



Source: Author, 2013

#### **4.10 Selection Practices in Kenyan Public Universities**

In order to know the various practices used by Kenyan Public Universities in selecting employees, this question was asked. The respondents were asked to rate the selection practices on a scale of 1 to 5; 1. Not at all. 2. Less extent 3. Moderate extent 4. Large extent 5. Very large extent. Means for the factors were established in order to provide a generalized feeling of all respondents. In the results, the practice which had a mean less than 1.4 implied that the practice is not used at all. Means greater than 1.5 and less than 2.4 implied, the practice is used to a less extent. Means greater than 2.5 and less than 3.4 implied that the factor is used moderate extent. Means greater than 3.5 but less than 4.4

represented large extent and means greater than 4.5 implied the practice is used to a very large extent. The table 4.6 below sheds more light.

**Table 4.6: Selection Practices employed in public universities**

| Selection Practices                | Mean | Std. Deviation |
|------------------------------------|------|----------------|
| Panel Interviews                   | 4.56 | .511           |
| Sequential Interviews              | 2.22 | .808           |
| One On One Interviews              | 3.67 | .767           |
| Background Checks                  | 1.56 | .784           |
| Internet Based Selection           | 2.17 | 1.505          |
| Assessment Centers                 | 1.61 | .850           |
| Short listing                      | 3.89 | 1.410          |
| Pre-employment Medical Examination | 3.50 | 1.581          |
| Valid N (listwise)                 |      |                |

Source: Field Data (2013)

An interview is a practice in the selection of new employees, all prospective employees must go through a panel interview process to be assessed, if the person involved is capable of the work to be done, a mean of 4.56 respondents shared this view. This implied that panel interviews are used to a very large extent. The respondents explained that after the selection process through the interview, new employees are trained in the selected positions they were employed before they are fully allowed to start their new roles or jobs. A mean of 3.89 represented respondents who agreed that short listing is

considered in selecting employees to a large extent. This is usually to pick the most competent prospective employees. To a large extent, a mean of 3.67 of the respondents opted for one on one interviews; they explained that interviews are conducted to test the ability of new employees and how convincing they are before being selected. To a moderate extent, a mean of 3.5 of the respondents agreed that pre employment medical examinations are conducted before employment. Sequential interviews are used to a less extent as indicated by a mean of 2.22. Also, a mean of 2.17 of the respondents indicated that internet selection is used in selection to a less extent. Assessment centres are used to a less extent as indicated by respondents representing a mean of 1.61. In addition, respondents representing a mean of 2.17 indicated that universities use internet selection to a less extent.

In conclusion, the findings indicate that the Kenyan public universities use panel interviews, one on one interviews and short listing to a large extent as selection practices. Pre employment medical examinations are sometimes used. However, assessment centres, internet based selection, sequential interviews and background checks are rarely used as selection practices.



## **CHAPTER FIVE:SUMMARY,DISCUSSION OF FINDINGS**

### **CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

The purpose of this chapter is to round off the study with summary of findings, conclusion and recommendations. The conclusions are made from the analysis and the objective of the research.

#### **5.2 Summary of findings**

The general objective of this study was to determine the recruitment and selection practices in Kenyan public universities. The findings indicated that the respondents have adequate level of education and therefore good understanding of recruitment and selection. Majority of the employees have also been working for the university for more than three years and this meant that they understood the recruitment and selection practices of the university.

The study sought to establish the recruitment and selection practices in Kenyan public universities. The study indicated that all the public universities have a recruitment policy whereas half of them agreed to have the selection policy. The study findings indicated that external advertisement and internal recruitment practices are used to a large extent. The internet, transfers, headhunting and referrals are used to a less extent. Employment agencies are rarely used. The study also indicated that panel interviews are used at a very large extent. Short listing and one on one interview are used to a large extent. Pre

employment medical examination is used to some extent. Sequenced interviews, internet based selection, assessment centres and background checks are only used to a less extent.

The Universities may also source for employees through agencies to a less extent in recruiting people for the Universities. The other is through the general advertisement in the dailies where the general public can all apply for the positions available. Shortlisted applicants are then invited for an interview and subsequent selection. The research also revealed that the Universities had structured ways of selecting new employees. However, the study also revealed that some universities do not have a selection policy and that at times the selection policy is not adhered to.

### **5.3 DISCUSSION OF FINDINGS**

Miyake, (2002) indicated that advertising is usual for job vacancies, while some applicants are sometimes recruited by word of mouth, through existing employees (employee referrals). This assertion was shared by most respondents with regards to recruitment and selection. The research revealed that the university policy or practice on recruiting and selection was based on several units; the internal recruitment and invitations from applicants from the general public. The universities analyze the various departments to find out if there are vacancies to be filled. The various departments search within its staff to find competent members to fill job vacancies. When that fails employee referrals are used where employees are allowed to recommend potential employees for the various departments.

Findings from the study indicated that the Universities source for employees through agencies that help in recruiting people for the Universities. The other is through the general advertisement in the dailies where the general public can all apply for the positions available. Shortlisted applicants are then invited for an interview and subsequent selection. Some of the methods used in recruiting and selection of employees are through employee's referrals, employment agencies and headhunting. The research also revealed that the Universities had structured ways of selecting new employees. This tallies with Ng and Burke (2005) who suggest that the 'Best practice/high commitment' approach to HRM is that organizations should use a sophisticated set of selection processes, rather than relying on a single source of information on which to base decisions about an applicant's suitability for a specific job role.

## **5.4 Conclusion**

The focus of recruitment and selection is to match the capabilities of prospective candidates against the demands and rewards inherent in a given job. For this reason, universities devote considerable resources and energy to creating high quality selection systems. Recruitment and selection are important practices for human resource management, and are crucial in affecting the universities' success. The quality of new recruits depends upon an institution's recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the caliber of candidates attracted. From the analysis, recruitment and selection is of prime importance to Kenyan Public Universities in order to get the best of employees. However, it was noted that the

Kenyan public universities do not vary the recruitment and selection practices they use as majority of the practices are used to a less extent. This therefore leads to indifferences in employment. It was also noted that not all the Kenyan public universities have a selection policy. This was attributed to the fact that some of the universities became fully fledged universities recently and have therefore not established a selection policy. The absence of a well structured selection policy can lead to inefficiency in the whole process of recruitment and selection as it leads to biasness.

## **5.5 Recommendations**

From the study it is realized that recruitment and selection is of great importance to every university. These recommendations are therefore made to help make these practices more effective. The study recommends that the administrative officers in charge of human resources In the Kenyan public universities should apply a variety of recruitment and selection practices so as to enable them to get employees who are competent enough and that the recommendations by the employment act on recruitment and selection are adhered to. The selection practices like assessment centres, internet based selection, sequential interviews and background checks that are rarely used should also be incorporated in the selection practice. Recruitment practices such as referrals, headhunting and employment agencies can also be used to vary the scope of recruitment and also in order to get a diverse workforce. In addition recruitment and selection is a sensitive human resource function which if not clearly defined, can lead to dissatisfaction of all the stakeholders involved in administration therefore ,there should be a well

structured selection policy for purposes of efficiency in the whole process of recruitment and selection. The selection policy should be strictly adhered to.

## **5.6 Suggested areas for further research**

A further area of study would be to determine the effectiveness of the recruitment and selection practices outlined in this study. The other area of research can also be to determine the recruitment and selection practices in a different context from the Kenyan public universities like private organizations because there might be a variation. To the human resource departments, the same approach can be used to research on the other human resource management functions.

## **5.7 Limitations to the study**

The researcher faced a number of challenges when collecting data. Many of the respondents did not give proper response and that made the data collection vague to some extent. Since the information only targeted one officer of the universities, some of the information provided may be biased. Time constraint is the major constraint of the study. Respondents were busy in their work and were not interested in responding rightly. Respondents were also reluctant to disclose complete and correct information about the university because recruitment and selection is a sensitive issue. This was solved by presenting an introduction letter from the MBA administrator which gave the respondents confidence that the research was purely for academic purposes.

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# APPENDICES

## APPENDIX I: LETTER OF INTRODUCTION



**UNIVERSITY OF NAIROBI**  
**SCHOOL OF BUSINESS**  
**MBA PROGRAMME**

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

P.O. Box 30197  
Nairobi, Kenya

DATE 05.09.13

### **TO WHOM IT MAY CONCERN**

The bearer of this letter MESESI N. CATHERINE


Registration No. DCI/63280/2011


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**  
**MBA ADMINISTRATOR**  
**SCHOOL OF BUSINESS**



## **APPENDIX II: QUESTIONNAIRE FOR ADMINISTRATION OFFICERS IN CHARGE OF HUMAN RESOURCES**

This questionnaire is designed to gain understanding of recruitment and selection practices at in Kenyan Public Universities. Kindly complete this questionnaire as objectively as possible. The information given out is solely for academic purpose and would be treated as confidential. Thank you. Write or tick [ ] the appropriate response to each of the question.

### **Section A: Personal Data**

1. What is your position in the university?

- Administrator
- Registrar
- Human Resource Officer

2. What is your level of education?

- Undergraduate
- Masters
- PhD

3 . For how long have you been working for the university?

- Less than a year
- 1-2 years
- 3-5 years

- More than 5 years.

**Section B: Recruitment Practices**

4. Do you have any formal policy for the recruitment of employees?

Yes [ ] No [ ]

5. If yes to above, briefly state the content of the policy.....

6. To what extent does the University use the following recruitment activities?

1. Not at all 2. Less extent 3. Moderate extent 4. Large extent 5. Very large extent

| <b>Recruitment practices</b> | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|------------------------------|----------|----------|----------|----------|----------|
| External Advertisement       |          |          |          |          |          |
| Headhunting                  |          |          |          |          |          |
| Referrals                    |          |          |          |          |          |
| Internet recruitment         |          |          |          |          |          |
| Employment Agencies          |          |          |          |          |          |
| Internal Advertisement       |          |          |          |          |          |
| Transfer                     |          |          |          |          |          |

**Section C      Selection Practices**

7. Do you have any formal policy for the selection of employees?

Yes [ ] No [ ]

8. If yes to above, briefly state the policy.....

9. Is there a situation where administration deviates from the formal selection policy? If so briefly explain why.....

10. To what extent does the University use the following selection Practices?

1. Not at all   2. Less extent   3. Moderate extent   4. Large extent   5. Very large extent

| <b>Selection Practices</b>         | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|------------------------------------|----------|----------|----------|----------|----------|
| Panel interviews                   |          |          |          |          |          |
| One on one interviews              |          |          |          |          |          |
| Sequential interviews              |          |          |          |          |          |
| Background Checks                  |          |          |          |          |          |
| Internet Based Selection           |          |          |          |          |          |
| Assessment centers                 |          |          |          |          |          |
| Short listing                      |          |          |          |          |          |
| Pre-employment medical examination |          |          |          |          |          |

### **APPENDIX III: PUBLIC UNIVERSITIES IN KENYA**

| NUMBER | UNIVERSITY   |
|--------|--|
| 1      | University of Nairobi (UoN)                                    |
| 2      | Moi University (MU)  |
| 3      | Kenyatta University (KU)                                       |
| 4      | Egerton University (EU)  |
| 5      | Jomo Kenyatta University of Agriculture and Technology (JKUAT) |
| 6      | Maseno University (MSU)  |
| 7      | Masinde Muliro University of Science and Technology (MMUST)    |
| 8      | Dedan Kimathi University of Technology (DKUT)                  |
| 9      | Chuka University (CU)  |
| 10     | Technical University of Mombasa (TUM)                          |
| 11     | Technical University of Kenya (TUK)                            |
| 12     | Pwani University (PU)  |
| 13     | Kisii University   |
| 14     | University of Eldoret (UoE)                                    |
| 15     | Maasai Mara University   |
| 16     | Jaramogi Oginga Odinga University of Science and Technology    |
| 17     | Laikipia University  |
| 18     | South Eastern Kenya University                                 |
| 19     | Meru University of Science and Technology                      |
| 20     | Multimedia University of Kenya                                 |
| 21     | University of Kabianga   |
| 22     | Karatina University  |