

**RECRUITMENT AND SELECTION PRACTICES AMONG
TELECOMMUNICATION ENGINEERING FIRMS IN NAIROBI COUNTY
KENYA**

**BY
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DECLARATION

I hereby declare that this submission is my own work towards the award of the Degree of Masters in 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 University, except where due acknowledgement has been made in the text.

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DEDICATION

I dedicate the entire work to God Almighty, for taking care of my life throughout my education and to my dear wife Lula Abdi, son Salman Mohamed and daughter Saima Mohamed for their support in the completion of this project.

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ABSTRACT

The purpose of this study was to identify the recruitment and selection practices adopted by telecommunication engineering firms in Nairobi County, Kenya. Specifically, the study sought to understand how the telecommunication engineering companies used pre-interviewing, job advertising, short-listing, interviewing, reference checks and medical examinations during the recruitment and selection of their workers. The study adopted a descriptive survey research design. A census survey of all the 26 telecommunication engineering companies operating in Nairobi County was conducted. The Human Resources managers were the target respondents. Data from the respondents was collected using semi-structured questionnaires. The collected data was analyzed using descriptive statistics including frequencies, percentages, means, and standard deviations. The results of the study indicated that majority of respondents strongly agreed that; their firms use advertising to attract the right kind of candidates; the main objective of conducting interviews is to find the right person for the job; their firms use a minimum of three referees for the job applicants; and their firms used medical examination only when the job positions to be filled demands physical strength. By ranking mean scores, the most frequently used medium of recruiting and selecting workers in telecommunication engineering firms in Nairobi County was found to be job advertising. It was also concluded that telecom-engineering firms in Nairobi County have well-established and formal policies for recruiting and selecting their workers. The study recommended that owing to the powerful nature of advertising human resource managers of these firms should learn to use social media tools to connect with more candidates.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The ability to gain and be able to retain a high trait talent is a very essential aspect to a organizations success. During this time of the global growth, every employer should have the ability to make recruitment and selection of his/her employees in the best and right manner. The level of performance of an institution or an organization is directly proportional to the ability of the workers in it. (Mavis Adu-Darkoh, 2014). Every person appointed to make recruitment need to be sober in their decision making so as to be able to avoid poor decision making. This is mainly because the decision they make will directly affect the organization for as long as the recruited person is in the position they hold. To be able to evade this, high training on the recruiters should be done to minimize the cost on training, impacting morale and other vices on the recruits selected without a sober clear mind (Waters, 2014). In case the organization doesn't carb this, it might end up collapsing due to its inability to reach their goals and the poor competition ability the pose. (Schuler, Jackson 1999). In an organization, the most important tool to deliver is the manpower and the prime sources of competitive advantage. Recruitment and selection add up to the ability to acquire the right type and the number of workers required for the organization remains competitive.

This study is anchored basically on resource-based view theory and institutional theory. The RBV theory argues that an organization can have a higher competing ability against their opponents by mainly increasing their capabilities n and which can be achieved by having much more complex and dense resources unlike their opponents (Barneyand Pteraf,2003). On the other hand, the institutional theory explains the impact of without pressures to the firm. Additionally, it terms an institution as a place of regulations, governance policies, abidance to law, professions, interests, and opinions (Swinder & Seshadri, 2011). When expressing the institution's actions and environment as well, a great reference is made out of the deeds of the people present and the consequences of their doings in the environment (Scott 2003).

The research is cultivated by the incite stating that the Telecommunications industry in Kenya is very dynamic and has rapidly evolved in recent years attracting many new players, new customers, and new products. For the firms to be competitive, recruitment and selection of employees are essential (Wachira, 2013). These changes have come because of huge investments that should be monitored in terms of best employee recruitment and selection practices. Telecommunication sector holds a key role in the progress of the country's economy. Telecom services are defined as essential in pushing forward growth and the evolving of a nation modern-wise in various fields i.e. trade and businesses(Grant, 2011).

The growth of the telecommunication sector in Kenya has reduced transaction costs and consequently improved productivity. It decreases the cost of gaining information causing a lower cost of doing business as it affects productivity. The dynamic nature of the telecom sector has seen the introduction of Information Technology enabled services across all sectors and industries including the government. Connectivity imposes social growth in many areas like the education health system etc.(Ernest &Young and FICCI 2001). It has also widened the geographic scope of the potential market and led to the availability of goods and services that were unavailable.

1.1.1 Recruitment Practices

Recruitment is the process checking the eligibility of various applicants to a certain job in a firm. (Grant, 2011). According to Bruce and Ira (2011), the whole procedure includes identifying, accessing and choosing suitable people to the post as per the firm's qualification needs. According to Grant, (2011), recruitment needs to be underpinned by a clear link from the objectives and strategy of the organization to; the jobs people are asked to do, human resources management, training and development programs, career progression, performance management, health and safety, and welfare issues. If all the above are taken into consideration, employees were not only be satisfied in their jobs but will want to stay and work for the organization (Armstrong, 2009).

Recruitment can be defined as the overall act of citing qualified persons for a given field. (Compton, 2009). It5 can also be used to refer to getting people who suit a certain

occupation in a voluntary job. Recruitments professionals i.e. managers are tasked the responsibilities although in other cases some other specialized people or government/private groups are used to carry it out the whole process or part of it. in addition, there is the use of internet technology.

Human resource managers must follow a fully organized recruitment and in logical so as to ensure a almost perfect recruitment(Grant, 2011). mostly, the process of recruiting people mainly involves evaluating the received applications of the given job post. Managers are expected to have an adhesive relationship with the employer. According to Kostova (2008), most of the recruitment officers are subjected to the pressure of having the position in question filled in time. due to these pressure, they may end up giving the applicants basic information without some very crucial and vital information appertaining the job/post. The officers need to have the convincing power to show the manager to explain to the manager the need for taking time to make the best selection in the process. These increase the trust posed to them by the firm as expert advisors who can be looked up to. (Barrett, 2010).

1.1.2 Selection Practices

Selection is one word for the act of choosing a single person or a number of people from the recruited ones. It divides the list into two, those who are eligible and those who are not (Breitman & Lucas, 2007). According to Kessler (2006), it's a decision that affects the firm negatively if poorly made. The recruitment officers try their best to choose the most competent people according to the qualifications. In some cases, employees expectations or will is ignored as he doesn't determine the kind of environment to work in. also, they hardly consider the transition between the time of selection and before. Schiele (2007) stated that the process is majored to finding the very best individual.

On the other hand, Compton (2009) referred to the process of selection as the manner in which organization heads use to verify whether a certain person qualifies for a certain job vacancy Barrett (2010) suggested that selection could be considered as a decision-making process in an attempt to choose the right person who will be the best fit for a particular job vacancy given the expectations and the rightful qualifications so as to fit. Beardwell and

Wright (2012) explained that the process of selection includes understanding the vacancies, advertising them, evaluating the interested and making the decision of who is fit for it .the first step is for the organization to set up the standards of those whom they need by setting up certain measures of qualifications .after getting the interested party, they then make an analysis of the selected to lead to a further specialization thus cutting some of the group out. The group should be decreased by the measure of competence between the remaining interested persons (Boam & Sparrow, 2010).

1.1.3 Telecommunications Engineering Firms in Kenya

Communications Authority of Kenya (CAK) regulates telecommunication firms in Kenya. The Authority executes its mandate along with an establishing Act; Communications Authority of Kenya (CAK) regulates telecommunication firms in Kenya. The Authority executes its mandate along with an establishing Act, The Kenya Communications Act as well as the Kenya Communications (Amendment) Act, 2009. According to the Communications Act (2014), the framework for regulates the communications sector in Kenya. The technological advances and regulatory restructuring in Kenya has seen the telecommunications and internet industry undergo significant transformation. According to Pyramid research in 2013, telecommunications sector in Kenya was rated the best for having the most growing telecommunications in Africa, has generated US\$1.7 billion in 2012, with an expectation of over 6% increase within the next five years. This constitutes 4.6% of the overall GDP for Kenya (\$37.23 billion, 2012).

The industry has enjoyed liberalization in Kenya from mid-2000. Other than voice and data, the telecom firms are now offering internet services. The once monopolized industry has seen an increase in the market players with heightened competition. The industry now has over 5 major players offering fiber and internet service provision. A few of the firms include; Orange Telkom, Jamii Telekom, Liquid Telecom, Safaricom and Airtel. The Information and Communications Technology Authority (ICTA) was formed to control and ensure regulation of the sector in 2013 after the reorganization of the Kenyan government. ICTA receives and handles many telecom updates, such as the NOFBI development project, digital inclusion, and public sector and Ministry of Information,

Communication, 2013. TESPOK (Technology service providers of Kenya) formerly Telecommunication Service Providers of Kenya is now an all-inclusive arm that represents telecom operators, software developers, ICT hubs and hardware handlers. According to TESPOK, there are 40 registered telecom firms.

1.2 Research Problem

The process of recruitment and selection can be combined and defined as finding the best source, getting the best talent and increasing or maintaining the competitive ability of a firm. It's inclusive of creating goals and objectives as limits and making the step of achieving them. Through following the procedure effectively, the firm stands in apposition to gain eligible employees with the necessary education, skills and drive perfectly handle the post they were qualified for. (Jones & Wright, 2012).therefore this procedure is used by the employers to ensure they get the most efficient individuals for the post. It also motivat4es the employed to keep to the standards of their jobs and retain them

Telecommunications engineering firms in Kenya get faced with various challenges ranging from steep competition through varying costs to reduction or decrease to other kinds of violations. Most of these telecommunication firms work on the competition they face by reducing the cost they charge, bring new products to the surface and offering more efficient services so as to outdo the others. Telecommunications engineering firms in Kenya need to acquire employee selection and recruitment practices to find the best possible people who can fit within the firms (Wachira, 2013). Telecommunications firms need to ensure recruitment and absorbing the most eligible person so as to ensure small mistakes do not take place.these can only happen if the rightful preparations for the process are made and its carried out by skilled officers without any favors to certain individuals.

Kumari, Bhat, and Pandey in 2010 investigated that the process through the coca-cola company of India. The study came to find that the company's system is almost fully run by a computerized system and every individual recruitment is made by trained hired officers. Due to this, it ensures fairness of the highest level thus making the company keep doing well in its business.

Ramki (2015) made a research on the recruitment process in schools in Nairobi. He came to a finding that, the process is influenced by personal connections and public agencies. Key among them of which include; personal connections, institution websites, Press media and public agencies. Ogendo (2010) studied the process on Unilever Kenya. The study found that the organization makes the vacancy known to the interested people through making adverts and in the daily newspapers and journals as well, who then apply before they are vetted and some called for interviews. From the studies reviewed, little has been done on recruitment and selection practices among telecommunication engineering firms in Nairobi county Kenya; the study is aimed to know: Which are the recruitment and selection practices among telecommunication engineering firms in Nairobi county and the whole nation as well.

1.3 Research objective

To evaluate the recruitment and selection practices among telecommunication engineering firms in the country mainly in Nairobi.

1.4 Value of the Study

The findings are to provide important information to managers of telecommunications engineering firms in Kenya as they are able to learn how to make recruitment and selection decision at the planning stage. The objective of this study is to be able to improve the current understanding of recruitment so as to ensure competitiveness in jobs and amongst organizations.

Secondly, the study is of benefit to the human resource practitioners, as it expounds on various recruitment and selection practices and their effectiveness. As such, the study endeavors to guide the managers on effective recruitment and selection practices in place to enhance on good practices that positively influence the employee's performance.

Academicians and people doing research on the study are able to identify other fields to expand their research on. It also helps other researchers dealing with a research on a closely related field and also can be used by researchers handling the same study in future as a reference point or by making a continuation on the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The Chapter presents an analysis of the related study on recruitment and selection practices as made by other people making the same or related study. It also presents terms and theories that guide through the study.

2.2 Theoretical Foundation of the Study

In this part, it explains the base of the study of the recruitment and selection practices. The study was guided by RBV theory, Institutional theory.

2.2.1 Resource-Based View Theory

The RBV of Wernerfelt (1984), stated that perfect competition can be gained by making unique and efficient delivering of good and services worth value to its clients as expected. The firm should base its competition on strategic values and proper use of its available resources to the maximum use. (Borg & Gall, 2009). Business experts across the world explain that a firm's collapse can be mainly caused by its lack of the ability to compete effectively with other organizations that deliver the same products and services in the market. Understanding the market forces are very vital so as to have background information about the requirements and needs of the clients/customers. (Gupta, 2011).

RBV shows the importance of the availability of resources in affirming in its competitive ability through procurement planning. It takes into account two main assumptions to checking its ability to compete against its opponents Peteraf and Barney (2003). First of all, it makes the assumption that organizations in a particular area may be more than one according to the kind of resources they got and control within that given area. the second assumption is that the heterogeneity of the resources may over time.

The importance of the RBV is that it outlines how to efficiently handle and manage resources that impact recruitment and selection of employees in telecommunication firms in Kenya. Resources in telecommunication firms in Kenya mainly is inclusive of the human

power, labor, technology assets, physical pieces of equipment and machinery and cash flow so as to have the ability to deliver perfectly to its market without any limitations but as guided by their goals and objectives. These resources can be divided into two that is the tangible ones and the none tangible. The tangible ones are inclusive of human labor, machinery etc and the intangible include the skills and knowledge Cocks,2010).

2.2.2 Institutional Theory

Scott (1995) developed institutional theory, in his work on institutions and organizations. The international theory is a largely accepted one as it elaborates myths from facts as it dives deeper to gain information on the social structure through putting into consideration the paths through which firms/companies follow to be what achieve their objectives and aimed goals (Scott, 2004). the theory weighs an organization medium of handling things that are their norms, routines etc. it makes a finding on how these elements are brought into existence, put into the market and how they are used over time and how they might fall out or decrease in consumption. Even if the main objective of the theory is stability and order of social life, learners not only bulge into consensus the conformity stuff but also check into the transition in the social structures and conflicts encountered.

The main goal of the institutional theory is to give intelligent guiding facts that help in understanding the organization surrounding environment. (McAdam& Scott, 2009). The environment is inclusive of the regulatory policies, the government rule appertaining a certain organization or field, laws by the court normality of professions and the public opinion hand in hand with social values. The theory insists that an organization works according to the pressure and prevailing situation of its environment. Although it's the environment that governs a firm, there still are some key aspects concerning the firms surroundings and what they partake is not full prescribed by the theory thus encountering a problem in approaching and understanding the Non-Governmental Organization and its environ: the organization is not depended on any external factor thus it has the ability to change its environment. (McAdam& Scott, 2009).

This theory is very much important because the environment is also used to determine the type of recruitment of employees to make. Other than the market forces, the ability to

make creativity come true in an organization through innovations. at some point, this innovations may reach a legitimization level where the ability to adopt them to the environment fails. Kostova,2008 found out that the process goes further to implantation after the recruitment, to having the selected achieve what they have been employed to.

2.3 Recruitment Practices

Recruitment varies across cultures, industries, business sizes, and geographical locations. These practices include; pre-advertisement, Short-listing/Pre-interview, advertising, interviewing, reference checks, medical examination and the job offer.

2.3.1. Pre-Advertisement

The recruitment process comes with a business idea in mind. the idea in mind is tagging along with its business aim, objectives and goals. It gives the new directions to be taken, what to bring into the market (goods or services), the kind of technology to be initiated and expansion plans set. These they cultivate the need for recruitment of people with certain skills or knowledge depending on the type of occupation. (Compton, 2009).in recruiting the first aim to understand the reason for it according to the future plans of the organization in both short and the long run strategies into the HRM strategy. The HRM idea is to explain the recruitment need in terms of the number of employees need at the time and in the future while having into consideration that some of the employes will be promoted out of good work and others sacked in case of no performance/poor delivering ability while others transfer. The planners should be able to see through the short run to the long run to see the need for empowering recruits with training and skills so that they are able to deliver perfectly whenever they are needed to. (Compton, 2009).

After identifying and understanding the urge for recruiting, the gap needs to be clearly and fully evaluated diligently to check its worthiness. Various aspects should be observed when evaluating the worthiness of the position I.e. the description of the job and the purpose it will serve, the required skills and education level of the recruit; also, the weakness and strongholds of the person who was initially in the position should be evaluated. This is to check whether some of the responsibilities would be suspended or they can add a new one

in the position or they will be more specialized qualifications required. (Breitman & Lucas, 2007). The hiring department's manager then initiates the internal requisition process and once approval to recruit is granted, the human resource manager begins to source for the candidate (Compton et al. 2009).

Organizations can source for the prospective candidates from internal or external sources. By internal source, it means it's a person they have worked with and sees some potential in him/her or them. According to Armstrong (2000a), the first people to be considered should be those who have been working in the institution as they have gained some experience or observing others do..internal recruitments in an organization is made through promoting the potentials cited, transfers and job posting. It makes utilization of the available trained, learned or talented individuals to avoid bringing in unskilled fresh people to be trained.

External sources refer to attracting potential candidates from outside the organization. The means to attract them is through making adverts, use of employment agencies, e-recruitment or by use of training and education facilities. (Beardwell, 2007; Cober & Brown, 2006). In the external source, it gives the recruitment officers a large list to choose from. It has different people with diverse personalities, skills, talents, and abilities. it gives the company the chance to have a fresh outlook by having new powers of mind and ability to transform it to be more competitive or retain its competitive ability. On the other hand, external sources of recruitment might demotivate the organization's staff since they feel denied promotion.

2.3.2. Advertising

Amongst the commonly used methods of recruitment is where there is the use of advertisement through the local newspapers and other printouts including online sites. they adverts are mostly put in the cites or sources that are likely to attract many viewers so as to gain maximum attention thus a high number of applications. For instance, technical businesses advertise their vacancies in sites or media with high popularity amongst the people they are targeting. The advert materials include the general information about the job like its location, the position the qualifications needed and how to make the application.

Adverts posted on advertising agencies boards and sites helps the organization to be advised by the specialist of recruitment on what kind of people to select. Also, it makes the advert to be unique having zero or minimal copy. Advertisers also have micro cites with most of the job contents available thus easy to find out. most of the organization make use of the recruitment agencies due to their popularity and ability to trend fast.

The evaluation made on advertisements indicates that most departments in organizations do not come out clearly to advertise a vacancy thus do not attain the required and expected recruitment process. This has caused unprofessional selection of people to fill the vacancy gaps as well as delayed replacement thus trailing the organization back in terms of achieving its objectives. This is not the right channel of advertising because it's not aimed to reaching the large part of people who are qualified but its to reach few individuals out of favor. It's also vital to ensure the words put in place do not leave out any potential qualified applicant. The advert writing should aim to include more people so as to have a variety to choose from.

2.3.3. Job Short-listing

The purpose for shortlisting is so as to gain individuals with the maximum potential as per the stated requirements to handle the job or who qualify to move to the next stage of selection. This criterion helps determine the people who are eligible for the vacancy by meeting its standards as well as also reduce the applicants to a manageable number for easy evaluation. It as well plays the role of finding those who have interests and knowledge on the job so as to move them to an interview to get into their interests and potential the more(Grant, 2011). The best way to carry out the short listing process is through the use of a standard form that cuts equally through every applicant without any favors. Uniformity and fairness should be the key thing in this process so as to pick up the best individuals amongst the group as the information should also be used during the recruitment as well as the selection time at which they will be asked to verify whether its true. With the applicants will those who were not eligible for the given post but qualify for another post within the organization are offered the opportunity to get it. (Barrett 2010).

During the short listing, the assessment should be done according to the advised criteria but not against the ability of each other. (Armstrong, 2006). This will ensure that every picked individual is appropriate for the mentioned post. There also shouldn't be an introduction of different criteria to cut some people out. (Guth, 2010) the short listing officers should ensure that the process is fair across each individual without changing a thing. The short listing process should be handled immediately an application is received to reduce piling them up causing inconvenience due to the haste of going through them when they are too many. This makes the process easy and efficient as well as fast.

2.3.4. Job Interview

Job interviewing is one of the commonly used methods to evaluate the people who can qualify for a given post. It is seen as expensive due to its way of consuming time and resources too. But if properly used, its one of the best ways to get a person to fill up a vacancy as performance can be predicted through the one to one talk between the applicant and the interviewers. Research has indicated that some interviews held by some firms are used only to check how the applicant is instead of checking his ability to deliver by which they end up using the same kind of questions to every applicant which shouldn't be the case in an interview. According to Kessler (2006), an interview is a formal meeting between the Job applicant and the interviewing officer(s). an interview is mostly conducted by a member or members of the organization acting on behalf of the hiring team/officers. He is mostly a member of a higher department of the organization, for instance, an HR. the main reason for conducting this is to be able to select the most competent person for the job. They point out the strongest of the applicants and offer them the opportunity to serve in the position they applied for.

Schiele (2007), research and study have shown that you cannot foresee the future success of a candidate or of the firm by interviewing a candidate. But at the time they have proved that interviews are an important aspect of getting an eligible person to hold a certain position. These has come out due to the structured competency. This kind of interview brings everything necessary on the table to see or try to measure the competency of a candidate. These check out includes the use of the proper procedure in the selection and

interview evaluations. It also makes use of well-trained interview officer or experienced ones as the interview panels or committee (Compton, 2009). These kinds of interview have been on board for almost fifteen years. During this period most of the competent companies have adopted them estimated to around 500 companies in the world. (Breitman & Lucas, 2007). One of the major objectives of these kinds of interviews is to note in the best skilled and trained candidates as per the requirements of the job post. (Compton, 2009). Competence is a term used to define the level of an individual according to some standard given appertaining a certain position i.e. a job vacancy.

2.3.5. Reference Checks

It is a common practice that needs the applicants to provide their general personal information, for example, their names, in their application letters and/or resumes. References reference checks are people working for the organization and their main aim is to check the abilities of the applicants to work for the company. The purpose of the reference check is to verify the information supplied by the applicant and thereby help the recruiter to make an informed decision. So as to keep the company at the top or improve its productivity the hire need to look beyond the paper material provided by the applicant. Employers' needs to know a candidate's competence, reliability, and capability as well as the manner in which they conduct themselves. Every employer wants to get to know and understand that the candidate has the capability of delivering in the position he is placed to. (Hedrick, 1998). Reference checks are always in a position to tell whether the applicant is competent at the end of the day.

According to Madvis, 2014, the process helps the organization to get to know more about the candidate's professional ability. Information sought in the reference check address the applicant's creativity and initiative (Snell and Bohlander, 2010). Although reference checks are popular, the selection criteria used is also a very important process that should be handled with care as it gives the unstructured feature of the candidate. (Heraty and Morley, 1998).

2.3.6. Medical Examinations

After selection of the most suitable candidate (s) for the post, they are usually asked to have a medical check-up to ascertain if their health restricts them from delivering.. mostly, these medical check-ups are conducted where the successful candidate is required to use physical strength to deliver (Mathis and Jackson, 2006). The organization requires the medical report to be delivered so as to ensure is a true document that the successful applicant can/can not handle the post. The information can be disclosed to the person if he/she wants to otherwise it's supposed to remain confidential.

Pre-employment medical checks are also used to asses to what level is the individual posed to and how it limits his/her ability to deliver. However, the type of assessment done depends on the nature of the job. Sometimes, the job requires some other necessary checks to be made for instance the mass, height ,vision, blood pressure among other relevant checks to ensure the individual's health allows him to work in a certain position as well as environment and other conditions the employers should put into consideration request by the candidates on reasonable accommodations and see whether it can work out. (Compton, 2009). To add on the medical check, sometimes its necessary for the employer to recommend a certain health facility for the employees if the documents provided are not satisfactory. If it's a disability issue or a visible condition, it will be unethical for the employer to ask the employee to go for a medical check-up i.e. mono-eyed.

2.4 Selection Practices

These are the manner in which people eligible for a certain job are absorbed through a giver/certain criteria by interviewing them and assessing their abilities. It ranges from simple to complex criteria depending on the position in question in the firm as well as the type of organization it is.

2.4.1 Psychometric Test

Psychometric tests simply comprise of reasoning's tests i.e. numerical, verbal and diagrammatic. The methods for checking the judgment manner of an individual has become very obvious in the screening level. The numerical ability check shows how fast, efficiently

and effectively an individual can deal with numbers correctly. (Swinder & Seshadri, 2011). The tests give answers that are used to evaluate the knowledge level of the individuals concerning the company directly. On the other hand, verbal tests include going through a given test, paragraph or a writing having questions at the end about what was written. This is generally meant to check the reader's fluency or vocabulary, the thinking capacity as well as how they can handle situations sometimes. (McAdam, & Scott, 2009). Diagrammatic tests are used to check the logical thinking or handling of a situation that is visible. It checks the ability to follow rules or instructions written down in form of an image or chart and how to put them into an action.

2.4.2 Aptitude test

Aptitude test is the kind of assessment that measures and evaluates the talent, ability or the potential invested into a candidate in relation to the performance in a certain field. This involves the use of written or verbal questions but is offered in an exam condition. (Guth, 2010). The questions are broad but are put down or outlined according to the groups shown. The questions are fully or sometimes closely related to the post the employer is offering the applicant. For instance, if the job being offered involves daily numerical calculations, the test will be almost fully testing the job applicant's ability to solve out the numerical problems presented. In case of a technology-related vacancy, the test will be mainly on technology and other related fields. (Bruce & Ira 2011).

2.4.3 Assessment Centers

Assessment centers are institutions that are purely meant to check the abilities of an individual to deliver in a given job or field that they apply for. It also involves some general skills like communication if its necessary. The centers generally check one's capabilities and the problem that may be encountered due to some skills they lack or some disability they have. (Boam, & Sparrow, 2010). For instance, the applicant may be requested to make a demonstration of a salesperson in case the job is related to sales in front of the assessment officer(s). The assessment centers not only check the abilities and talents but also makes out other checks such as cognitive checks and the individual's knowledge and understanding of the job and the organization in general.

2.4.4 Simulation test

These are general tests that requires the applicant to demonstrate how to perform specifically the job post they are applying for. (Bhutta, 2009). The candidates show how they will deliver whatever the post needs them to on a daily basis. For instance, in case it's a secretary's work, they are required to show their typing ability as well as their mobile etiquette. The test acts as proof to spot and absorb the candidates who prove their worthiness and capability for the post. In organizations with high turnouts, the use of the simulation test is very much necessary when bringing in new workers. (Barrett, 2010). It's also advisable to offer this test early enough as it will save time and resources as it shows the people who have the required skills and talent. Those who will deliver perfectly in their duties unlike the ones who require high pieces of training before they begin it deliver.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter gives every detail appertaining how every conclusion was reached. That is basically the research design used, data collection means, data analysis, and the presentation.

3.2 Research Design

The research design applied in this study was the descriptive design as it fitted the study perfectly. This design best suited the study as it gives room for describing the characteristics of a large population. Furthermore, it is highly reliable to easily obtain and present all subjects with a standardized stimulus. This ensures that the researcher's opinion is eliminated by facts and truths. (Mugenda & Mugenda, 2003).

Surveys are systemic ways of collecting information from a set of people. Canada views a survey as the manner of gathering important information in a logical manner in accordance with the relation of the matter in the study. This requires the use of well-described concepts, methods, and procedures. Kerlinger (1973), elaborates survey as a descriptive research method that is used to acquire primary data via verbal or written sources and give the evidence by a sample of the response or find outs.

3.3 Population of the Study

According to CCK December (2017), there are 26 registered telecommunications engineering companies in Kenya. This study focused on all 26 telecommunications engineering companies in Nairobi County as at December 2017.

3.4 Data Collection

The primary data was acquired mainly by the use of questionnaires which were semi-structured. The questionnaires were divided into two sections, that's A and B. section A comprised of geographical data while section B was basically about selection and

recruitment processes. The Human Resource managers were the respondent. The questionnaires were administered through the drop and pick method.

3.6 Data Analysis

The collected data was coded and input into SPSS for analysis. The data were analyzed using descriptive statistics that is by use of percentages (%). Frequencies mean and standards deviations then were presented in form of tables and graphs.

CHAPTER FOUR:

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents and discusses the findings derived from analysis of the data collected by the study. The purpose of the study was to establish the recruitment and selection practices among telecommunication engineering firms in Nairobi county Kenya. Primary data was collected using semi-structured questionnaires, which were administered to human resources managers of all 26 telecommunications engineering companies in Nairobi County as at December 2017. This chapter focuses on data analysis, interpretation and presentation.

4.2 Response Rate

A response rate is the number of respondents who complete and return a survey instrument compared to the overall participants contacted which is expressed as a percentage (Kothari, 2013). According to Ruel, Wagner, & Gilsepie (2015), the general consensus is that the minimum threshold of a good response rate should be 70%. For this study, 26 questionnaires were distributed to a group of 26 participants. The breakdown of the response rate corresponding to the questionnaires is shown in Table 1.

Table 1: Response Rate

No. of Complete Responses	Target Response	Response Rate
26	26	100%

Source: Field Data (2018)

Table 1 shows that the response rate for the study was 100%. Overall the response rate was excellent as it was way above the minimum threshold of 70% proposed by Ruel et al. (2015). The high response rate implied more reliable and representative data for the study.

4.3 General information of the Telecommunication Firms in Nairobi County

This section presents background characteristics of the telecoms that were included in the study. The findings are based on responses provided by the participants on questions asking

them about how long their firms have been in operation, their tenure, and number of employees working in their firm. By so doing, the researcher was able to determine whether the study met its target audience or not. Additionally, the background information obtained helped to differentiate between different sub-groups of telecoms in Nairobi County.

4.3.1 Length of Firm Operation in Kenya

The respondents were asked to report on how long their firms have been operating in the Kenyan market. The participants gave varied responses that were summarized using frequencies and percentages. The results are presented in Table 2.

Table 2: Distribution of Telecoms by Length of Firm Operation (n=26)

Duration of Operation	Frequency (f)	Percentage (%)
Less than 10 years	3	11.54%
11 to 20 years	7	26.92%
21 to 30 years	10	38.46%
More than 30 years	6	23.08%
Total	26	100

Source: Field Data (2018)

Table 2 shows that majority (38.46%) of telecoms in Nairobi County have been operating in the Kenyan market for 21 to 30 years. The results also show that just more than a quarter (26.92%) of the telecoms in Nairobi County have been in operation for 11 to 20 years. In addition, 23.08% of the respondents noted that their firms have been operating in the country for more than 30 years while just 11.54% claimed theirs had been operational for less than 10 years.

4.3.2 Tenure of the Respondents

The respondents were asked to indicate the number of years they had been working for their telecom firms. The respondents ranged widely and thus frequencies and percentages were used summarize the responses. Table 3 shows the different tenures of the respondents.

Table 3: Distribution of Respondents by Tenure

Tenure	Frequency (f)	Percentage (%)
Less than 2 years	5	19.23%
3 to 5 years	3	11.54%
5 to 8 years	7	26.92%
More than 9 years	11	42.31%
Total	26	100

Source: Field Data (2018)

As evident in Table 3, majority (42.31%) of the respondents had tenure of more than 9 years at their respective telecommunication firms. Closely following this cohort was the group of respondents who had worked for 5 to 8 years for their firms. The results also showed that 19.23% of the respondents had tenure of less than 2 years while only 11.54% had worked for 3 to 5 years.

4.3.3 Firm Size

The respondents were asked to indicate the number of employees working for their respective firms. This helped the researcher to determine the size of the telecom firms. The responses provided by the participants were analyzed and are displayed in Table 4.

Table 4: Distribution of Respondents by Firm Size

Employees	Frequency (f)	Percentage (%)
Less than 50	1	3.85%
50 to 100	2	7.69%
101 to 150	3	11.54%
151 to 200	5	19.23%
More than 200	15	57.69%
Total	26	100

Source: Field Data (2018)

Table 4 shows that the majority (57.69%) of respondents reported that their firms had more than 200 employees. Of the 26 firms surveyed, 19.23% had 151 to 200 employees. The number of employees for 11.54% of the firms ranged from 101 to 150 and 50 to 100 for 7.69% of the companies. Only 3.85% of the firms surveyed had less than 50 employees.

4.4 Recruitment and Selection Practices among Telecommunication Firms in Nairobi County

This section addresses the overall objective of this study. The study sought to investigate the type of recruitment and selection practices employed by various telecommunication firms in Nairobi County. In doing so, the respondents were asked to report on the extent to which their respective firms used preinterviewing, shortlisting, interviewing, reference checks, and medical examinations during recruitment and selection of potential employees. The responses were analyzed using means and deviations. This section presents and discusses these results.

4.4.1 Pre-interviewing

The respondents were asked to react to a set of statements linked to the use of pre-interviewing during recruitment and selection of employees. Each of the statement was based on a 5-point Likert scale ranging from 1 to 5 where 1 represented “Strongly disagree” and 5 represented “Strongly agree.” Table 5 presents the descriptive statistics associated with the participants’ responses.

Table 5: Participants' Responses on Pre-interviewing

Statement	1	2	3	4	5	Mean	Std. Deviation
The planning defines the goals of the firm	0%	0%	15.40%	50%	34.60%	4.19	0.69
The planning follows the recruitment policy of the organization- Internal process are adhered to	0%	0%	3.80%	53.85%	42.30%	4.38	0.57
Thorough Job Analysis (job description & Job specification) are outlined in this stage	0%	3.80%	3.80%	38.50%	53.80%	4.42	0.76
The strategies/source on/of hiring are laid down in this stage	0%	3.80%	7.70%	15.40%	73.10%	4.45	0.81
Planning defines new directions of hired employees	3.80%	0%	0%	53.80%	42.30%	4.31	0.84
Recruitment is thoroughly examined by human resource manager	0%	0%	19.2%	53.80%	26.90%	4.08	0.69
Average mean						4.31	

Source: Field Data (2018)

Table 5 shows that majority of the respondents strongly agreed that the strategies of hiring are laid down in the pre-interviewing stage as indicated by a mean of 4.45 ($SD=0.81$) and that thorough job analysis is conducted in this phase as shown by a mean of 4.42 ($SD=0.76$). The results further show that majority of the respondents agreed that planning of the pre-interviewing follows the recruitment policy of the organization as shown by a mean of 4.38 ($SD=0.57$). It is also apparent from the results that a majority of respondents agreed that

planning defines new directions of hired employees as shown by an average score of 4.58; that recruitment is thoroughly examined by human resource manager ($M=4.08$, $SD=0.69$); and that planning defines the goals of the firm as indicated by a mean of 4.19 ($SD=0.69$). On average, the study established that most of pre-interviewing techniques are used during recruitment this is signified by an average mean of 4.31.

4.4.2 Advertising

The researcher sought to assess the respondents' perceptions on the key elements associated with the advertisement of job positions during by their respective firms. Accordingly, the respondents were requested to a 5-point Likert scale ranging from 1 to 5 where 1 represented "Strongly disagree" and 5 represented "Strongly agree." Table 6 displays the descriptive statistics for the participants' responses.

Table 6: Participants' Responses on Advertising

Statement	1	2	3	4	5	Mean	Std.Deviation
Advertising attracts the kinds of candidates sought by the company	0%	3.8%	3.8%	26.9%	65.4%	4.58	0.67
My firm advertises in specific trade publications and websites with high traffic rates	0%	0%	15.4%	34.6%	50%	4.21	0.69
Advertisements specify the location of the job	0%	0%	3.8%	42.3%	53.8%	4.38	0.57
Compensation package and instructions n how to apply for jobs are available in adverts	0%	0%	15.4%	53.8%	30.8%	3.98	0.64
My firm uses special recruitment advertising agency	0%	15.4%	0%	53.8%	30.8%	4.00	0.98
Average mean						4.23	

Source: Field Data (2018)

As shown in Table 6, the majority of respondents strongly agreed that advertising attracts the right kind of candidates sought by their firms as indicated by a mean score of 4.58 ($SD=0.67$); that advertisements specify the location of the job ($M=4.28$, $SD=0.57$); and that their firms advertise in specific trade publications and websites with high traffic rates ($M=4.21$, $SD=0.69$). The results also showed that a large fraction of respondents agreed that their firms use special recruitment advertising agencies as shown by an average score of 4 ($SD=0.98$). Similarly, a majority of respondents agreed that; compensation package and instructions on how to apply for the jobs were clearly outlined in the job adverts as shown by a mean score of 3.98 ($SD=0.63$). An average mean of 4.23 was established which meant that respondents' had good perception on the key elements associated with the advertisement of job positions by their respective firms.

4.4.3 Short-listing

The findings in this section seek to address the use of shortlisting during recruitment and selection of new employees by telecommunication engineering firms in Nairobi. The respondents were requested to indicate their level of agreement with a number of statements assessing the use of shortlisting by their firms. These statements were measured on a 5-point Likert scale where a rating of 1 represented "Strongly disagree" and 5 indicated, "Strongly agree." The participants' responses to each of the statement were aggregated and summarized using percentages, means and standard deviation. Table 7 shows the results associated with the participants' responses.

Table 7: Participants' Responses on Short-listing

Statement	1	2	3	4	5	Mean	Std.Deviation
The applicants meet the minimum key selection criteria to perform the job	0%	3.85	0%	76.9 %	19.2 %	4.12	0.59
Candidates support and efficient applicant assessment process	0%	3.8%	15.4 %	38.5 %	42.3 %	4.15	0.83
Applicants most likely to be capable of carrying out the duties are shortlisted	0%	7.7%	19.2 %	34.6 %	38.5 %	4.14	0.96
Human resource manager uses standard selection form	0%	11.5 %	11.5 %	26.9 %	50%	4.18	1.05
Human resource manager standardizes the format and information collected from applicants	0%	11.5 %	0%	57.7 %	30.8 %	4.08	0.89
Average mean						4.13	

Source: Field Data (2018)

As evident in Table 7, majority of the respondents strongly agreed that human resource managers of their firms use standard selection forms as indicated by a mean score of 4.18 ($SD=1.05$); that candidates support an efficient applicant assessment process ($M=4.15$, $SD=0.83$), and that job applicants most likely to carry out the required duties are shortlisted ($M=4.14$, $SD=0.96$). The results also indicated that most respondents agreed that the job applicants meet the minimum key selection criteria to perform the job as shown by an average score of 4.12 ($SD=0.59$). In the same light, a majority of respondents expressed agreement with the statement that human resource managers of their firms usually standardize the format and information collected from the job applicants. On average the respondents indicated that most of their firms use shortlisting in recruitment process as indicated by mean of 4.13.

4.4.4 Interviewing

To better understand the recruitment and selection practices used by telecommunication engineering firms in Nairobi County, the respondents sought to identify the respondents' views regarding the nature of interviews conducted in their firms. The participants expressed their level of agreement with a group of statements linked to interviewing. The participants' responses were summarized and the results are illustrated in Table 8.

Table 8: Participants' Responses on Interviewing

Statement	1	2	3	4	5	Mean	Std. Deviation
My firm predicts work performance by interviews	7.7%	3.8%	0%	38.5%	50%	4.19	1.17
My organization conducts unstructured interviews	0%	0%	7.7%	50%	42.3%	4.02	0.63
The human resource manager asks same questions to each applicant (structure interviews)	0%	7.7%	11.5%	50%	30.8%	4.04	0.87
Interviews are conducted by an interviewer-one person	0%	0%	26.9%	30.8%	42.3%	4.15	0.83
Interviews are conducted by a panel	0%	0%	15.4%	50%	34.6%	4.07	0.69
The interviewers main objective is to find the right person for the job	0%	0%	11.5%	38.5%	50%	4.35	0.67
Average mean						4.14	

Source: Field Data (2018)

Table 8 shows that the majority of respondents strongly agreed that for their firms, the interviewers' main objective is to find the right person for the job as indicated by an average score of 4.35 ($SD=0.67$). Comparably, a large fraction of respondents strongly agreed that their firms use interviews to predict the work performance of employees ($M=4.19$, $SD=1.17$) and that their interviews are conducted by a single person ($M=4.15$, $SD=0.83$). The results also revealed that a majority of research participants agreed that interviews in their firms were conducted by a panel as indicated by a mean score of 4.07 ($SD=0.69$). In addition, most respondents agreed that during interviews, the human resource manager asks the same questions to each job applicant ($M=4.04$, $SD=0.87$). Moreover, half of the respondents expressed agreed that their organizations conduct unstructured interviews ($M=4.02$, $SD=0.63$). An average mean of 4.14 was arrived meaning that the respondents were ok with the nature of interviews conducted in their firms.

4.4.5 Reference Checks

The researcher also sought to explore the respondents' perceptions on the purpose and extent to which their firms used reference checks during recruitment and selection of employees. Accordingly, the respondents were provided with a set of statements measured on a Likert scale to respond to. Based on the participants' responses, frequencies, mean, and standard deviation were computed. These results are displayed in Table 9.

Table 9: Participants' Responses on Reference Checks

Statement	1	2	3	4	5	Mean	Std.Deviation
My firm conducts background checks	0%	3.8%	7.7%	42.3%	46.2%	4.31	0.79
Checks are done using standard forms	0%	7.7%	0%	69.2%	23.1%	4.08	0.74
Information sought from referees in professional and/or work related behaviors	0%	11.5%	7.7%	38.5%	42.3%	4.12	0.99
The applicant's permission is sought before contacting their current employer and/or manager	0%	0%	0%	42.3%	57.7%	4.22	0.50
A minimum of three references/background checks are done	0%	0%	11.5%	53.8%	34.6%	4.43	0.65
My firm analyzes the employment history of the employee	0%	7.7%	15.4%	42.3%	34.6%	4.04	0.92
Average mean						4.20	

Source: Field Data (2018)

Table 9 shows that a majority of respondents strongly agreed that; their firms conduct a minimum of three reference checks for their job applicants as indicated by an average score of 4.43 ($SD=0.63$); their firms conduct background checks ($M=4.31$, $SD=0.79$); the applicants' permission is sought prior to conducting reference checks ($M=4.22$, $SD=0.5$); and information sought from referees in profession and work related behaviors ($M=4.12$, $SD=0.74$). The results also revealed that a majority of respondents agreed that their firms conduct reference checks using standard forms ($M=4.08$, $SD=0.74$) and that the background checks were based on employment history of the job applicant ($M=4.04$,

$SD=0.92$). Most of the respondents on average agreed that their firms use reference checks during recruitment and selection of employees ($M=4.20$).

4.4.6 Medical Examinations

The researcher further explored the extent to which medical examinations were applied in the recruitment and selection of new employees by telecommunication engineering companies in Nairobi County. The participants offered their sentiments on a 5-point Likert scale ranging from 1 to 5 where 1 represented “Strongly disagree” and 5 represented “Strongly agree.” The responses were analyzed using descriptive statistics and the results are as presented in Table 10.

Table 10: Participants’ Responses on Medical Examinations

Statement	1	2	3	4	5	Mean	Std.Devi ation	
Selected candidates are required to undergo physical checks	0%	11.5%	7.7%	46.2%	34.6%	4.04	0.96	
Checks are done in-house/company doctor	0%	3.8%	15.4%	34.6%	46.2%	4.23	0.86	
The type of tests are determined by the company	0%	0.0%	19.25	46.2%	34.6%	4.15	0.73	
Medical checkups are done for specific posts/ jobholders	0%	15.4%	26.9%	30.8%	26.9%	3.69	1.05	
Medical examinations are conducted where the applicants are required to use physical strength	0%	0.0%	15.4%	26.9%	57.7%	4.42	0.76	
Average mean							4.11	

Source: Field Data (2018)

As shown in Table 10, a majority of respondents strongly agreed that their firms hold medical examinations where the applicants are required to use physical strength as evidenced by an average score of 4.42 ($SD=0.76$). Similarly, a majority of respondents

expressed strong agreement with the statement that checks are done in-house or through a company doctor ($M=4.23$, $SD=0.86$). Moreover, a majority of respondents agreed that selected candidates are required to undergo physical checks as indicated by an average score of 4.04 ($SD=0.96$) and that medical checkups are only done for specific job positions. A mean of 4.11 was achieved, which meant that most firms apply medical examinations during recruitment and selection of new employees.

4.5 Discussion of Findings

The purpose of this study was to explore the recruitment and selection practices utilized by telecommunication engineering firms in Nairobi County. In doing so, the study set out to find out the extent to which these firms use pre-interviewing, advertising, job-short-listing, job interviewing, reference checks, and medical examinations when recruiting new employees. The framework of the study was anchored on the two theories namely; Resource-Based View Theory and Institutional Theory. The two theories were justifiably employed to inform the study. For instance, the selection of the study's variables and design of questionnaires administered to the respondents were done in occurrence with the suppositions of the two theories.

The Resource-Based View Theory is premised on the core assumption that a firm's resources are the fundamental determinants of its competitive advantage. The researcher borrowed this assumption to assess the strategic management of intangible resources particularly employees' experiences, knowledge and skills come into play during recruitment and selection of new employees in telecom engineering firms. On the other hand, the Institutional Theory emphasizes conformity to established social structures such as authoritative guidelines, rules, or norms. In this regard, the researcher used the theory to assess the interplay between guidelines and procedures set by telecom engineering firms in Nairobi County and their recruitment practices.

As pertains to the main objective this study, the findings revealed that most telecom-engineering firms in Nairobi County have a range of recruitment and selection practices.

During the pre-interviewing stage these firms lay out clear strategies of hiring; conduct advertisements with the sole objective of attracting the right kind of employees; use standard selection forms to shortlist successful candidates; hold interviews with the goals of finding the right person for the job, conduct a minimum of three reference checks for each job applicant; and conduct medical examinations where applicants are required to use physical strength.

The findings are consistent with a number of previous studies. For instance, the findings are in line with Guarino, Santibaneze, & Daley (2006) who asserted that pre-screening should entail developing short-listing criteria as per the job-position requirements. The finding on the usefulness of job advertising ties well with Newell (2010) who found that job advertisements are useful in attracting a large pool of applicants with the qualifications that are more congruent with the job position requirements. The results are also consistent with Armstrong (2006) who argued that short-listing of candidates during the recruitment process should be based on a standard criteria formulated by the human resource department. Moreover, the findings corroborate the views put forward by Kessler (2006) who noted that interviews should be held purposively to find the most suitable person to fit a given position in an organization. The finding on the necessity of conducting background checks validates the assertion by Mathis and Jackson (2006) that many referees during background checks facilitates gathering of as much information as possible about the applicants. Consistent with the finding on necessity of conducting medical examinations, Mathis & Jackson (2006) further noted that such tests should be conducted when the job position demands use of physical strength.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of key findings made by the study, conclusion drawn from the findings, and recommendations proposed by the researcher. The conclusions and recommendations are focused on addressing the main objective of the study. This chapter also discusses suggested areas for future research.

5.2 Summary of Findings

The goal of the study was to identify recruitment and selection practices used by telecommunication engineering firms in Nairobi County. Specifically, the study sought to understand the use of pre-interviewing, advertising, shortlisting, interviewing, reference checks, and medical examinations in the recruitment and selection of employees in these firms. The findings of the study revealed that majority of the respondents strongly agreed that the strategies of hiring are laid down in the pre-interviewing stage as indicated by a mean of 4.45.

A majority of respondents strongly agreed that their firms used advertising to attract the right kind of candidates sought as indicated by a mean score of 4.58. The majority of respondents strongly agreed that for their firms, the main objective of conducting of interviews is to find the right person for the job as indicated by an average score of 4.35. In regards, to the use of reference checks most respondents expressed strong agreement that their firms used a minimum of three referees for the job applicants as indicated by a mean score of 4.43. Lastly, a majority of respondents strongly agreed that their firms used medical examination only when the job positions to be filled demand require physical strength as shown by an average score of 4.42. By ranking mean scores, the most frequently used medium of recruiting and selecting workers in telecommunication engineering firms in Nairobi County is job advertisements.

5.3 Conclusion

The ultimate aim of the recruitment and selection process should be to seek at minimum cost the right number and quality of employees required to satisfy the human resource needs of a firm. Following the analysis and findings of the study, a number of conclusions can be drawn. The results indicate that most telecommunication-engineering firms have well-established and formal policies for recruiting and selecting their workers. The methods for the recruitment and selection of workers in these firms involve pre-interviewing, job-advertisements, short-listing, interviewing, reference checking, and conducting medical examinations. Of these recruitment and selection methods, advertising was found to be the most commonly used. Owing to the fact that advertising has the capacity to attract a large pool of job applicants, this method should be re-looked at to avoid critical failure in terms of recruitment purpose, undesirable levels of staff turnover and claims of bias from unsuccessful candidates.

The study concludes that pre-interview stage is critical in the recruitment process of telecommunication engineering firms. It is at this stage that the firm's strategies of hiring are laid down, a thorough job analysis is conducted and internal recruitment policies and procedures are strictly adhered to. The pre-interview stage determines the effectiveness of the recruitment and selection processes in the telecommunication firms in Nairobi. The study also concludes that telecommunication-engineering firms conduct structured job interviews and use it to predict the performance of their employees. It was evident that a mixture of a panel and single interviewer models was used in most of the organization but whichever model used the interviewers used same questionnaires for all the candidates. The structured interviews helped the companies get the right talent with the right mind set for any given position.

5.4 Recommendations

In light of the study's findings and conclusions, this study makes proposes a series of recommendations that can make significant contributions to the recruitment and selection of workers in telecommunication engineering firms. Generally, the findings indicated that advertising is the most frequently used method of recruiting and selecting workers for

telecommunication engineering firms in Nairobi. Therefore, these firms should capitalize on the power of advertising by using emerging channels such as social media. In this regard, the study recommends human resource managers of the firms should learn how to use media tools to connect with passive candidates, utilize social media more and build a pipeline of referrals. The managers should be focusing on social media sites to build brand awareness as well as focusing more on niche sites rather than national job boards. The use of social media will ensure that the firms get access to as many candidates as possible.

Graduate trainees should also be considered frequently when taking in new employees to ensure there is continuity in the firm without age gap and new technology gap being in use since these management trainees come with new ideas in the market at that time. Trainees should not only be considered at management level but even in junior position so that there is flow of new ideas not just from the top but also from the bottom.

5.5 limitations of the Study

One of the major limitations was confidentiality of the information by human resources managers. There was unwillingness of informants from telecommunications engineering companies to give information and fill questionnaire. Some respondents feared that the information obtained would be used against them; this scared away respondents from filling them thus the researcher had to assure them that the information provided would be confidential to reduce the fear.

The study was conducted for 26 telecommunication-engineering firms operating in Nairobi. No other Telecommunication Engineering firms in the country was considered and therefore the sample is not adequately representative and the findings may not be applicable to other firms. Another major limitation was the geographical distribution of the firms in the study. Some were quite far away from the researcher yet the respondents were not willing to mail the filled questionnaires.

5.6 Suggested Areas for Further Study

This study has revealed the recruitment and selection practices used in telecommunication engineering firms in Nairobi County. However, these findings were generalized about telecommunication engineering firms and might not be extrapolated to include firms in other industries. As such, future research should consider exploring recruitment and selection practices in various industries. A replica of the study should also be conducted in other counties. Future researchers may also consider exploring the implications of recruitment and selection practices on the retention of employees.

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APPENDICES

Appendix I: Research Questionnaire

This questionnaire is to collect data for purely academic purposes. All information will be treated with strict confidence. Do not put any name or identification on this questionnaire. *Answer all questions as indicated by either filling in the blank or ticking the option that applies.*

Section A: Demographic Data

1. For how long has the firm operated in Kenya?

< 10 years ()

11 to 20 years ()

21 to 30 years ()

30 years> ()

2. For how long have you worked with this firm?

Less than 2 years ()

3 to 5 years ()

5 to 8 years ()

More than nine years ()

3. Indicate the approximate number of employees the firm has

< 50 ()

50 - 100 ()

101 - 150 ()

151 - 200 ()

200 > ()

Section B: Recruitment and Selection Practises

Indicate your level of agreement with the following statements relating to recruitment and selection practices in your organization. Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

Pre-Interview	1	2	3	4	5
The planning defines the goals of the firm					
The planning follows the recruitment policy of the organization- Internal process are adhered to					
Thorough Job Analysis (job description & Job specification) are outlined in this stage					
The strategies/source on/of hiring are laid down in this stage					
Planning defines new directions of hired employees					
Recruitment is thoroughly examined by human resource manager					

Advertising	1	2	3	4	5
Advertising attract the kinds of candidates sought by the company					
My firm advertises in specific trade publications and websites with high traffic rates					
Advertisements specify the location of the job					
Compensation package and instructions on how to apply for jobs are available in adverts					
My firm uses specialist recruitment advertising agency					

Short-listing	1	2	3	4	5
The applicants meet the minimum key selection criteria to perform the job					
Candidates supports an efficient applicant assessment process					
Applicants most likely to be capable of carrying out the duties are shortlisted					
Human resource manager uses standard selection form					
Human resource manager standardizes the format and information collected from applicants					

Interviewing	1	2	3	4	5
My firm predicts work performance by interviews					
My organization conduct unstructured interviews					
The human resource manager asks same questions to each applicant (structured interviews)					
Interviews are conducted by an interviewer- one person					
Interviews are conducted by a panel					
The interviewer's main objective is to find the right person for the job					

Reference Checks	1	2	3	4	5
My firm conducts background checks					
Checks are done using standard forms					
Information sought from referees is professional and/or work related behaviours					
The applicant's permission is sought before contacting their current employer and/or manager					
A minimum of three references/background checks are done					
My firm analyzes the employment history of the employee					

Medical Examinations	1	2	3	4	5
Selected candidates are required to undergo physical checks					
Checks are done in-house/company doctor					
The type of tests are determined by the company					
Medical checkups are done for specific posts/Jobholders					
Medical examinations are conducted where the applicants are required to use physical strength					

Appendix II: Telecommunications Engineering Firms In Kenya

1. Access Kenya Group
2. Adcare Limited
3. Airtel Kenya Ltd
4. Angani Limited
5. Bandwidth and Cloud Services (BCS) Group
6. Orange Kenya Limited
7. Callkey Networks
8. Compfix Data Ltd
9. Craft Silicon Limited
10. Eaton Towers Kenya
11. Geonet Technologies Ltd
12. GeoNet Communications LTD
13. Liquid Telecommunications Holdings Limited
14. Internet Solutions
15. Jambo Pay
16. IwayAfrica Ltd
17. Jamii Telecommunications Ltd
18. Kennet Group (K) Ltd
19. Kenya Network Information Centre (KENIC)
20. KOOBA™ Kenya Ltd
21. MTN Business
22. Wananchi Group (K) Ltd
23. Swift Global (K) Ltd
24. Safaricom Limited
25. Xtranet Communications Limited
26. Technology Service Providers of Kenya (TESPOK)

Source: Communication Authority of Kenya (2017)