

**EMPLOYEE REACTIONS TO THE PROCEDURES FOR HIRING NON
TEACHING STAFF IN THE UNIVERSITY OF NAIROBI**

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**A Management Research Project Submitted in Partial Fulfillment of
the Requirements for the Award of the Degree of Master of
Business Administration, School of Business, University of Nairobi**

NOVEMBER 2008



DECLARATION

This project is my original work and has not been presented for a degree in any other university.

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This project has been submitted for examination with my approval as University Supervisor.

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ACKNOWLEDGEMENT

I want to acknowledge the immeasurable contribution of my supervisor, Mr George Omondi, as without his support and commitment throughout this project would not have been possible. I thank him for his availability and accessibility.

I also acknowledge all those who assisted me in this project and in particular the University of Nairobi staff who helped me by providing me with their time, information and access to be able to successfully complete this project.

DEDICATION

This project is dedicated to my father Mr Jeckoniah Ogeda Odumbe.

ABSTRACT

The University of Nairobi was selected for this study because it commits itself to living up to the highest ideals of good governance, social responsibility, promoting and pursuing excellence. It recognises the need to demonstrate that it is guided by the right values and procedures, and that, as a public institution, it is aware of the high level of expectations from the Kenyan nation.

The objective of the study was to determine employee reactions to the procedures for hiring non teaching staff in the University of Nairobi and the factors that influence their reactions to the same.

Hiring was defined as the search and attraction of a qualified pool of applicants from which selection can be made to satisfy organisational human resource needs (Megginson, 1985).

The study used a case study design. A total sample size of one hundred respondents was selected through stratified and simple random sampling to appropriately obtain a representative sample from the population. Data was collected from the respondents through questionnaires. Data was then analysed using descriptive statistics such as percentages and frequencies to determine the distribution of the respondents reactions to the hiring procedures and the factors that influenced the same.

The findings of the study showed that understanding employee reactions to the hiring procedures is key to organizational success and that hiring of staff, without using defined hiring procedures, serves as a great de-motivator to existing employees negatively impacting on their performance, results in the hiring of unqualified staff and could lead to turnover of existing employees.

It was concluded from the study that the hiring procedures should be evaluated, reviewed and thereafter consistently applied, to ensure they served the staffing needs of the University, as any weaknesses thereto impacted negatively on the quality of recruits and created a negative perception and reaction to the entire hiring procedures.

The study recommended that the University of Nairobi put in place clearly defined and well understood hiring procedures for its non teaching staff and ensure that they are consistently applied by its hiring officials. The study found that this would reduce the negative reaction towards the hiring procedures. Perceived fair reaction towards the hiring process would result in increased morale and motivation of both the new and existing staff at the University.

Hiring is recognised to be of importance as when properly implemented it leads to organisational success and the findings of this study underscored the need that further research on employee perceptions on the hiring procedures and the factors that influence the same.

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CHAPTER ONE: INTRODUCTION

1.1 Background

The dilemma organizations are faced with today is that hiring procedures, if undertaken incorrectly, could result in negative perception by employees directly impacting on their productivity and motivation (Mulac and Bhaur, 2007). Hiring is recognised as a core function of human resource management and is not simply a technique for filling vacancies. Undertaken correctly, it acts as a lever for organizational change aimed at sustaining employee commitment and achieving high performance, for it is with people that quality and performance begins and ends (Price, 2004).

Schuler (1998) observes that for organisations to realise their missions, visions and objectives and operate efficiently and effectively, they must have high regard for the quality of their human resources. An organisation's human resource is dependent on its hiring policies and procedures and without quality human resources, they may experience difficulty delivering service, productivity may suffer and employee morale may be damaged. It is thus critical that hiring officials carefully consider those who are hired for even the most basic entry-level positions because of the impact that new staff members can make on office climate.

1.2 Hiring

According to Schuler (1998) hiring is a human resource activity and the strategy and technique adopted must take into account the nature of the organisation, the internal and external environment in which it operates and its human resource recruitment policy. Armstrong (2006) states that hiring is a two tier inter-linked process involving recruitment and selection. Megginson (1985) defines recruitment as the search and attraction of a pool of applicants from which to select those needed to satisfy organisational human resource needs. It is the process by which the hiring official develops a viable applicant pool from which present and future selection decisions are made. Selection on the other hand is the process of choosing the most suitable individuals, from a generated pool of applicants, with the relevant qualifications and experience to fill the available vacancies. Its purpose

is to secure additional information from the job applicants necessary for evaluating their suitability for advertised positions.

Armstrong (2006) observes that the process of selection is not a single act, but a series of hurdles, designed to assist in eliminating unqualified applicants at any point in the process. Hiring process begins when a hiring official identifies the need to fill a position and ends when a person is selected to meet that need. It requires standardised procedures involving preliminary interviews conducted by the hiring officials when applicants are sorted out by their qualifications and experience and matched against the job description or job requirements. Selection interviews are then conducted with qualified applicants to determine the successful applicant. Emphasis is that the process should be fair to all applicants, offering equal opportunities to all. Singh and Nzuve (1992) further observe that poor recruitment procedures are costly to organisations and complicate the hiring process.

- In such instances the organisations are faced with the increased costs of training, development and supervision so as to attain satisfactory levels of employee performance.
- In addition organisations may be forced to raise pay levels in a bid to attract the talents needed which however is likely to distort the organisation's wage and salary relationships.

1.3 Perception

Mullins (2005) defines perception as that dynamic and complex way in which individuals select information (stimuli) from the environment, interpret and translate it so that a meaning is assigned which results in a pattern of behaviour or thought. The first critical element in the process is the selection of certain stimuli and the attention to be directed towards it. The process is affected by both internal and external factors. Psychological factors such as the personality of the individual, learning abilities, motivation levels, interests and past experiences are major internal elements that influence an individual's perception and reaction to stimuli. Language and cultural differences, structure and guide individuals thinking patterns, perceptions and reactions. Perception is further influenced by external factors, which are those factors that refer to the nature and characteristics of the stimuli. The pattern and context of stimuli dictate the level of attention individuals will attach to it.

The perceptions an individual has towards any stimuli, will greatly influence their reactions to the stimuli. The non teaching staff at the University of Nairobi are recruited from both the internal and external sources. The procedures that are followed and the mode with which the exercise is carried out will influence the reactions of the older employees towards the hiring process and the new job recruits.

1.4 The University of Nairobi

The University of Nairobi is an institution of learning comprising six constituent colleges established under the University of Nairobi 1985 Act of Parliament. These are the College of Education and External Studies, the College of Architecture and Engineering, the College of Biological and Physical Sciences, the College of Health Sciences, the College of Agriculture and Veterinary Sciences and the College of Humanities and Social Sciences.

The University of Nairobi's mission includes acting as a centre for learning to prepare students for academic pursuits, professional development, enhanced personal lives, and responsible global citizenship: contribute to social, economic, and cultural development and, through intellectual products, enhances the quality of life of the people of Kenya and all humanity. This is in recognition of education as a basic need of humanity and a key instrument for fighting ignorance, poverty, disease and encouraging economic development.

The core values of the University of Nairobi include the recognition that there is need to demonstrate that it is guided by the right values, and that, as a public institution, it recognizes the high level of expectations from the Kenyan nation. The University of Nairobi commits itself to living up to the highest ideals of good governance, to seeking to be socially responsible, and to promoting and pursuing excellence. Consequently, it strives to espouse the virtues of truth, integrity, honesty, tolerance, professionalism, teamwork and meritocracy and uphold the ethics and etiquette of teaching, learning and research. (www.uoni.ac.ke 2nd June 2008). The University of Nairobi also espouses the same values of professionalism, teamwork and meritocracy for the non teaching staff comprising it's technical, administrative and support staff in line with its core values and policies.

The University of Nairobi has defined hiring procedures which applied during any hiring process and for it to commence there must first be a vacancy that needs to be filled. The chairman of the department or the college registrar (as the case may be) will then first request the deputy vice chancellor (academic and finance) authority to advertise the position either internally or externally. Such advertisement can either be external or internal. The authority to advertise is requested through the college principal of the college where there is a vacancy. The University of Nairobi Calendar (2005-2006) provides that the composition of the panel of hiring officials (staff appointment committee) is dependent on the vacant position to be filled and is further determined by the grade in which the position falls. If the vacancy falls within grades I-IV or A-F, the committee is chaired by the principal of the college in which there is a vacancy. The other members of the committee include the college registrar, bursar, departmental chairman, departmental representative, dean of the faculty, administration registrar and the secretary. The minimum qualification for each grade in the University of Nairobi is provided and this is intended to prevent hiring created disasters such as the employment of unqualified individuals.

1.5 Statement of the Problem

The hiring of an "average" person and expectance that such person could become a high performer via self-training, is fast becoming a thing of the past. More and more organisations are finding themselves spending far too much money and resources trying to make an employee into something he or she is not and can never be. Price (2004) observes that small to mid-size companies with high turnover rates can attribute these to ineffective hiring procedures. Such procedures have led to low productivity in organizations especially in the public sector causing them to be accused of laxity in service delivery and the discharge of their duties. High performance by organizations begins with their hiring the right people for the right job as it is with people that quality and performance begins and ends. If hiring is not done professionally, the expected results will be poor. Employing professional hiring procedures undoubtedly brings out the right competences and behavioral characteristics required of employees and the reverse may result into negative perception among the employees.

Mulac and Bhaur (2007) links negative perceptions and reactions among the employees to hiring procedures used by organizations. It is these perceptions that influence reactions emphasizing that hiring is important for any organization that is forecast on achieving high productivity. Poorly designed or executed hiring procedures will not only fail to identify the right person for the job but will result in or create a negative employee perception of the process negatively impacting on their motivation and work performance (Armstrong, 2006). Price (2004) states that hiring procedures are aimed at sustaining employee commitment and also achieving high performance when done properly. If not done properly, it may lead to negative perception and reaction by the employees that may result in low morale of employees and hence low productivity. Cole (2002) observes that organisations must have clear hiring policies and procedures and adopt checklists for attracting sufficient and suitable potential employees to apply for vacancies within themselves.

Related studies have focused primarily on job satisfaction which is the extent to which employees perceive their work (Khainga 2006), the levels and factors affecting job satisfaction (Chanzu 2005), employee's organisational commitment and job satisfaction (Abwao 2005). Studies have further been undertaken to study the root causes of job dissatisfaction (Malura 1993) and the relationship between training and job satisfaction (Agala-Mulwa 2002). Studies have not been specifically undertaken on employee reactions to the hiring procedures in organisations in Kenya notwithstanding the recognition that employees are a key resource to any organisation and this is the knowledge gap addressed by this study.

1.6 Objectives of the study

- (i) To establish the reactions of the non teaching staff to the hiring procedures of the University of Nairobi.
- (ii) To determine the factors that influence the reactions of employees of the University of Nairobi to its hiring procedures.

1.7 Significance of the study

The study is expected to be of importance to the following.

- (i) **Administration and policy makers in the University of Nairobi.**
The study will provide insight to the administration and policy makers in the University of Nairobi on the reactions of its non teaching staff to the hiring procedures, provide information on factors critical to successful hiring and unearth the root causes of negative employee reactions to the existing hiring procedures. It is intended to help identify the best procedure in hiring and identify the necessary factors to eliminate unprofessional hiring procedures conducted in the process.
- (ii) **Staff of the University and similar organization**
The study will assist improve employee understanding and reactions to the hiring procedures leading to less frustration, fatigue, improved morale, improved performance and motivation and less employee turnover.
- (iii) **Researchers and academics**
The study will act as a reference point to other researchers in the same field and is directly related to current interest in the viability and accountability of public sector organizations in particular bearing in mind the University of Nairobi core values.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

DeCenzo and Robbins (1988) define the hiring procedure as that by which organisations ensure they have the right number and kinds of people, at the right places, at the right time, capable of effectively and efficiently completing their assigned tasks to help them achieve their objectives. They recognise the procedure as a fundamental function of human resource planning and that the manner in which it is conducted has tremendous impact on organisational success, effectiveness and productivity. The overall aim of the hiring procedure is to obtain, at minimum cost, the desired number of suitably qualified employees required to satisfy the human resource needs of the organisation.

Singh and Nzuve (1992) define the hiring procedure as that means of seeking out individuals possessing the required knowledge, physical and mental competency and psychosocial compatibility to meet organisational staffing needs. It relates to the identification of appropriate personnel from the internal or external labour markets. Cole (2002) observes that the procedure can be described as marketing as well as a human resource activity where organisations go out into their external and internal environments to compete for suitable applicants for employment. Armstrong (2006) further states that the hiring procedure is any measure, combination of measures, or procedures used as the basis for making employment decisions. Furthermore he states that while meeting the hiring challenge, it is critical to remember that the hiring procedure is intended to fulfil an organisational need, not simply an open position.

2.2 Hiring Procedures

The American Institute of Personnel (2005) observes that the hiring procedures followed vary between organisations and each has its own ultimate impact on organisational employee's perceptions. The procedures should however at all times take into account the individual organisation's vision, mission and objectives and should match the job description and qualifications with a person's qualifications otherwise the cost of attracting and retaining a wrong person on the job would be enormous.

Singh and Nzuve (1992) state that there are two approaches to hiring namely the internal and external approaches a view upheld by Graham and Bennet (1998). According to Armstrong (2006), the internal approach is whereby the pool of applicants for selection is generated from existing organisational employees with the desired skills and qualifications. This approach is favoured because applicants are already familiar with organisational structures, members, missions, visions and objectives. Here employees are motivated because their efforts and capabilities are acknowledged and they recognise that there are opportunities available for promotion, there is better utilisation and development of existing qualified employees, employee abilities and limitations are known and it is quicker and cheaper to the approach. The approach however has certain drawbacks and in particular encourages inbreeding and limits the entry of fresh candidates with new or radical ideas to the organisation. McKenna (2002) describes the external approach as where the pool of applicants is generated from outside the organisation, which helps eliminate ingrained negative attitudes and cultures. He observes that the external sources of applicants include:

Job Centres which advertise jobs on behalf of organisations and help with the short-listing of candidates. The centres are especially helpful where there is a large list of available candidates for example Manpower Services (K) Limited and Hawkins (K) Limited in Kenya. Recruitment Agencies are agencies with lists of potential applicants on their files who charge a percentage of the salary attached to the job for making these available to organisations. They are usually responsible for advertising the vacant position and short-listing the candidates and have an obvious advantage in time saving and, in small organisations where the human resource function is not elaborate, specialist advice and assistance is offered.

Schools, colleges and universities are used particularly by organisations when the jobs do not require previous work experience. Hiring here takes place directly from schools, colleges, universities and other education centres. Potential employers visit the education centres advertising their vacancies and interviewing final year students. In Kenya, PricewaterhouseCoopers has built up links with education centres such as the University of Nairobi encouraging visits and supporting the education of needy students.

Advertisement of vacancies in the print media, such as newspapers, specialist magazines and journals. Emphasis here is on the necessary qualifications and experience, duties, responsibilities, location of the job, salary (unless negotiable), method of application, closing date for application and any special requirements such as non-standard hours or travel arrangements are disclosed to facilitate a prospective applicant's decision.

Schuler (1988) states that hiring is an expensive and time-consuming process, whose effectiveness and success needs to be closely monitored. He came up with five steps that can be used to recruit and select the right employees for an organisation. The steps are:

Considering the needs of the position and the organisation: It is important to develop a clear understanding of the ideal employee for each position so as to attract such an applicant and ensure that they get the job. This can be accomplished firstly by determining the *time requirement* of the position i.e part-time or full-time; secondly by doing a *job analysis* to describe and record all aspects of the job, the physical and intellectual requirements the employee must meet, a comprehensive list of tasks to be performed and where the position fits into the overall organisation; thirdly by developing a *job specification* to group the necessary employee qualifications in terms of knowledge, abilities, skills or licenses; and finally by preparing a *Job description* which is the combination of the job analysis and specification to give potential and current employees an accurate perception of the position.

Creating a pool of applicants who are qualified and evaluating such applicants can be difficult for the official in charge of hiring to do and the hiring official should go over the job analysis, specification and description, highlighting the skills and qualifications needed to evaluate an applicant during the selection process. To determine if an applicant has all the necessary tools for a position, it is usually a good idea to run the applicants over some hurdles, or a series of evaluation tools. Often, one hurdle must be "cleared" before an applicant can advance in the selection process. Evaluation of the applicants can be through written applications to gather essential information and gauge the applicant's ability to read and write, written tests especially when technical knowledge is required, oral tests to help assess the applicant's communication ability and technical expertise, interviews or

practical tests that are conducted to determine whether the applicants exhibit the requisite skills.

After all applicants have completed the evaluation process, a decision is made and an offer extended and if none of the applicants meet the desired criteria, the application process should be re-opened. Alternatively, the best suited applicant may be hired on a temporary basis, with the intention of making it permanent if their performance is satisfactory after a specified period of time

Handling the hiring process in a fair and legal manner is important. Training employees is also vital in preparing selected employees for success. Performance evaluations should be done on a regular basis for employees to determine their training needs to help improve their job performance.

2.3 Employee reactions to the hiring procedures

Iogleman et al (1999) state that employee reactions to the hiring procedure is important, as to be successful, organisations need employees who will be able to grow and expand with the organisation. They opine that there should be an understanding of the role the employee will be expected to play in the "big picture managerial responsibilities and long-term commitment of the organisation" which helps in the hiring of the right person. There is the need to identify the presence of employee learned helplessness attributes, ascertain the relationship between learned helplessness and quality, design appropriate interventions to lessen or eliminate negative attributes, and potentially enhance the overall quality of the organization. Mullins (2005) states that whenever there is a contradiction between what employees are told or led to expect and what they actually see occurring, the result is usually a negative perception. This will significantly impact on the reactions of the employees. In the hiring process, a greater presence of negative perceptions lowers the credibility of the process and increases the difficulty of securing employee co-operation and commitment and increasing employee turnover. Perception is critically important and how things *appear* to employees can be just as important as how things *actually are*, and at times, perhaps even more important. Management at all levels of the organisation must remain constantly aware that, to the perceiver (employee), perception is reality.

Rue & Byars (1993) observe that the hiring process should be considered in terms of the policies, rules and regulations of the organisation. The right procedures enhance employee performance and result in the organisation meeting its objectives and there is a direct relationship between the hiring process and employee performance. Hiring from within the organisation serves to reward employees for past performance, increases motivation and enhances morale of current employees by linking performance to rewards. They further state that performance refers to how well an employee is fulfilling the job requirements and the quality of performance is determined by a combination of effort, ability and direction. Effort defines how hard an employee works, ability is concerned with one's capability and direction refers to how well the person understands what is expected of them on the job. All three factors must be present because if an employee puts in effort, has the ability but does not understand the job, the probable result is unsatisfactory; if the employee understands what is required, works hard but does not have the ability then performance will likely be poor; and if the employee has the ability, understands the job but is lazy, then performance will be poor. A good hiring policy ensures that the successful applicant is capable of putting in the effort, had the ability and was well versed with the available job.

A formal policy document for hiring provides valuable guidance to prevent negative employee perception that can impact negatively on their work related performance. Brennan and McGregor (1987) found that fifty-eight percent (58%) of graduates changed jobs at least once within the first three years of employment, often because of unmet job expectations and negative employee perception. This suggests that it is important that the hiring process involves the genuine exchange of valid and reliable information between the parties, in order to establish whether there is a genuine fit between the expectations of the employer and the employee. The ideal situation is for the organisation to create the kind of environment in which employees are not afraid to ask questions. Such an environment helps employees and managers work together to make the team the best it can be. Where employee perception of the hiring process is positive, they may bring a new approach to solving old problems and generally offer a fresh perspective.

2.4 Factors influencing Employee reactions to the hiring procedures

Deluga (1994) observes that employee reactions to hiring procedures are a subjective and complex processes and results from a gamut of external and internal factors. Gopinatha and Becker (2000) further observe that some of the external forces that influence employee reactions include their current surroundings, such as other human beings, and various factors like interface and ergonomics. Internally, perception can be affected by the person's upbringing, intellect, state of mind, attitude, culture and health. These will further affect their reactions. This study investigates how the hiring procedures for the non-teaching staff at the University of Nairobi have influenced its employee's perception and subsequent reactions to the process.

Fogleman et al (1999) state that employee perception of the hiring process is influenced by the setting and environment in which the process is undertaken. Effective or ineffective communication of the requirements of the vacant position, the nature of the hiring process applied by the hiring officials and the procedures followed are all important factors to eliminate negative perceptions that may bring dissatisfaction to the employees of the hiring process. Mullins (2005) then states that employee perception is influenced by whether they perceive the hiring process as conducted in a fair and legal manner, behaviour of the hiring officials, whether there are defined evaluation procedures and tools used by the hiring officials to separate the applicants and determine whether they exhibit the requisite skills and meet the desired criteria for the position to be filled. Employee perception here is effectively an intuitive judgement based on personal experience, heuristics and available information. In this context it is the individual employee's understanding and self-analysis of the hiring process and this is of importance as it is directly related to employee satisfaction that helps predict and prevent employee turnover from dissatisfaction, influence their motivation, quality and performance of their work. The hiring officials' behaviour is critical in influencing employee perceptions and affects how employees perceive the organisation. These will influence the reactions of the staff towards the new employees hired.

Emphasis of the hiring officials should be to develop team-based work structure where every employee will need to be able to work well with others. This is only possible where

the employee's attitude to the hiring process and consequently their reactions to their workmates positive. Salcemi (1997) points out that there is higher performance and productivity in organisations where the morale of employees is increased through giving them chances for promotion to higher positions through the existence of internal hiring procedures. He observes that employees generally took their work more seriously and sincerely, where internal hiring procedures were in place.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

This study used a case study design which is an empirical inquiry investigating a contemporary phenomenon within its real-life context where multiple sources of evidence are used (Yin, 1984, p. 23). The design was appropriate as it allowed for an in-depth investigation of the variables being investigated in the research problem. In a case study, a great deal can be learnt from a few examples of the phenomena under study. The design further allows for a deeper insight and understanding of the research problem enabling a full analysis of the same (Kombo and Tromp, 2006).

3.2 Population

The population of this study comprised of the four thousand non teaching staff of the University of Nairobi. The population was stratified into three groupings namely the administrative staff, technical staff and the support staff (University of Nairobi Information Booklet, 2008).

3.3 Sample

Stratified and simple random sampling was used to appropriately obtain a representative sample from the population (See Table 3.3.1 below). Stratification was based on whether the employee was an administrative, technical or support staff. The simple random technique was used to select sample units from each of the aforementioned strata of the population. The number selected from each stratum was dependent on its proportion to the total population. The details are provided in Table 3.3.1. A total sample size of one hundred respondents was used, which conformed to the widely held rule of thumb that to be representative, a sample should have thirty or more sample units (Wayne and Terrell, 1995).

Table 3.3.1. Sampling procedure

Category	Population	Sample Units
Administrative	1200	30
Technical	1200	30
Support Staff	1,600	40
Total Staff	4,000	100

3.4 Data Collection

Primary data was collected using a questionnaire which contained both open and closed ended questions (See Appendix 2). It was divided into three sections: Section 1 which contained questions on the general information from the respondents; Section 2 which contained questions on employee perception of the hiring procedures of the University of Nairobi; and Section 3 which contained questions on factors that influence the reaction of the employees. The drop and pick method was used to administer the questionnaires.

3.5 Data Analysis

Once the responses were received, the questionnaires were edited for completeness and consistency before the data was processed. Data was coded to facilitate categorization and analysed using descriptive statistics such as percentages and frequencies to determine the distribution of the respondents' reactions to the hiring procedures of the University of Nairobi and the factors that influenced their reactions. The data was then tabulated and combined to address the purpose of the study. The facts were cross-checked then further reviewed for discrepancies in accounts. The findings were then presented using distribution tables and pie charts.

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.1 Response rate

A total of one hundred questionnaires were administered with a total of eighty being returned. The response rate was eighty percent, which was adequate to derive relevant conclusions about the population (Lindsey, 1985).

4.2 Age and marital status of the respondents

The respondents were categorized on the basis of their ages as shown in the table below and the data collected showed that a majority of them were over thirty (30) years of age. The respondent's age was significant in that they were deemed mature and capable of giving a clear view and analysis of their understanding of the hiring procedures of the University of Nairobi.

Age Years	Number of Respondents
Below 20	1
21-25	9
26-30	15
31-35	20
35-40	22
Above 40	33
Total	80

4.3 Education level of the respondents

The respondents were further categorized based on their levels of education. It was observed that twenty percent (20%) of the respondents were educated upto form four secondary school level (O-Level); five percent (5%) were educated upto high school form six level (A-Level); fifty percent (50%) possessed college education which is where they had pursued diploma and certificate courses (College) after their O-Level and A-Level education; and twenty five percent (25%) possessed university education from within and

outside Kenya (University) (See Chart 4.3.1 below).

Chart 4.3.1: Education level of respondents



4.4 Work experience of the respondents

The number of years worked at the University of Nairobi was of relevance in that it showed whether the respondents were well versed with its hiring procedures (See Table 4.4.1 below). The respondents with less than ten years working experience were seen to have a greater understanding of the hiring procedures currently in place in the University of Nairobi and the application of the procedures whenever there were vacancies

Table 4.4.1. Breakdown of work experience

Working years	Number of respondents
<5 Years	25
5-10 Years	13
11-15 Years	21
16-20 Years	16
>20 Years	9
Total	80

4.5 Reaction to the hiring procedures

The responses obtained from the respondents showed that thirty seven percent (37%) found the hiring procedures of the University of Nairobi to be inadequate; forty six percent (46%) found them to be fair; whereas seventeen percent (17%) found them to be good (See Chart 4.5.1 below). Inadequate was seen to describe where the hiring procedures as a

whole were not followed as stipulated; whereas fair was seen to describe where the recruitment procedures were followed but the selection process was subjective notwithstanding an applicant's qualifications, and good described where the hiring procedures were consistently followed and the applicants' qualifications taken into consideration, when making the hiring decision.

Chart 4.5.1: Employee reaction



4.6 Factors influencing employee reactions

The respondents identified the following as the factors that influenced their reactions to the hiring procedures of the University of Nairobi

Seventy two percent (72%) of the respondents cited corrupt and biased selection officials whereas twenty eight percent (28%) were of the view that the selection officials conducted the process in a just manner. This contradicted the stated view that the University of Nairobi was as a general rule a corruption free zone and highlighted the necessity to review the application of its hiring procedures (www.uoni.ac.ke).

Seventy percent (70%) of the respondents identified the failure to adequately communicate information on available vacancies in the University whereas thirty percent (30%) were of the view that adequate information was always provided. This showed that the employees were aware of the hiring procedures that were intended to be followed whenever there was a vacancy. However because of the high percentage of employees who were of the view that there was lack of adequate communication of the availing vacancies which was part of the hiring procedures then there was a need to address the mode of communication of vacancies in the University. This will ensure that the information on the available

vacancies reach all interested persons in good time.

Sixty percent (60%) of the respondents thought that the hiring procedures did not take into consideration the interests of the current employees whereas forty percent (40%) were of the view that the advertising of vacancies took place both internally and externally. This contradicted the view that the University of Nairobi was an equal opportunity employer, that guarantees equal treatment to all candidates.

Fifty seven percent (57%) of the respondents cited the use of unprofessional and/or undefined selection procedures whereas forty three percent (43%) held the view that the process was properly defined and consistently applied. This was a new finding because the selection process was designed and intended to be undertaken in a defined manner by the hiring officials. The data collected however showed that this was not followed during the hiring process and/or was perceived not to be followed resulting negatively on the existing employees towards the hiring procedures.

Twenty three percent (23%) of the respondents were of the view that the hiring procedures were employed in a fair and equitable manner while seventy seven percent (77%) found it was not. This was a new finding as it showed that the hiring procedures could not be relied on to guarantee a fair and equal hiring process. This contradicted the University of Nairobi's stated mission, vision, values and stated objectives of the hiring procedures.

Forty six percent (46%) of the respondents cited the tools used in the hiring process as being unacceptable while fifty four percent (54%) thought the same were acceptable. This again is a new finding and emphasizes the necessity for the University of Nairobi to review its hiring procedures and the application of the same by its hiring officials. This will in a big way help in positively changing the employees reactions to the hiring procedures and the employees recruited using these procedures.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

The objective of the study was to establish the reactions of the non teaching staff of the University of Nairobi to its hiring procedures. The major findings of the study indicate that all non teaching staff were generally aware of the hiring procedures that were procedurally intended to be implemented during the hiring process at the University of Nairobi.

A majority of the non teaching staff were nevertheless of the view that the hiring procedures were not fully adhered to during the hiring process. Those who were recruited in the last 10 years are generally of the view that whereas the hiring procedures had been formulated the same were not being appropriately applied in the hiring process. This was contrary to the views held by those employees hired over 11 years back whose opinion was that the hiring process was undefined and generally subjective. This implied that there was general improvement in the hiring procedures in place at the University of Nairobi within the last ten years.

The hiring procedures were further seen to have an impact on the work performances and general reactions of the non teaching staff towards recruits at the University of Nairobi. Some of the factors identified by the respondents as being key determinants of the hiring process were nepotism, connections, corruption and tribalism, which went against the University of Nairobi's stated mission vision, values and objectives of the hiring procedures as set out in the University of Nairobi Information (2008).

5.2 Conclusions

Understanding employee reactions to the hiring procedures is key to any organizations success. Hiring of staff, without using defined hiring procedures, serves as a great demotivator to existing organisational employees significantly impacting on their performance. From the study, it appeared that the University was engaging its non teaching staff, without due regard to the stated hiring procedures notwithstanding that these had been defined. This resulted in negative employee perceptions to the entire

process and further resulted in negative reactions towards recruit. This negatively impacts on the employee relations situation in the University and affects the organizations productivity.

The hiring procedures, because of their importance as shown in Chapter 2 hereinbefore, should thus be evaluated, reviewed and consistently applied, to ensure that they continue serving the staffing needs of the University of Nairobi. Any weaknesses to the hiring procedures impacts on the quality of employees recruited using these procedures and create negative perception and reaction to the entire hiring process. This is a situation that must be urgently addressed.

The University of Nairobi's management should put in place clearly defined and well understood hiring procedures for the non teaching staff and ensure that they are consistently applied during the entire hiring process. This will reduce the negative reaction towards the entire process. Perceived fair reaction towards the hiring process will result in increased morale and motivation of both the new and existing staff at the University. This will have the overall impact of improving the nature of employee relation and performances at the university.

5.3 Recommendations

The recommendations following the findings of this study are that the University should put in place hiring procedures that guarantee transparency and professionalism in the entire hiring process. These would enable the existing employees accept the legitimacy of any hiring and enhance the chances of greater acceptance of the recruits. It would further reduce staff turnover which would directly reduce the University's training and development costs as it sought to train the recruits not only to perform the jobs for which they were recruited but also possibly to perform the jobs of those who may have left as a result of their dissatisfaction with hiring decisions.

The University should ensure that the panels constituted to undertake the hiring process comprise representatives from all the departments in the college in which the hiring is to be undertaken, in a bid to guarantee equal opportunity for all candidates. This would make

the process all inclusive. Existing employees would therefore be more receptive to the recruits and this will enhance harmony, reduce on training time and improve productivity.

The hiring procedures should be developed to guarantee recruitment based on qualifications, merit and the ability to perform the job requirements. This is because hiring is recognized as a core function of human resource management and not simply a technique for filling vacancies. If not properly executed therefore, the hiring process rather than solving the staffing needs of the University, may be a catalyst to other employee related problems, negatively affecting productivity in the University.

The temporary, casual and contract existing employees of the University, should be considered first in case of any hiring. These would provide a viable and highly qualified group of applicants not only academically but also technically from which hiring decisions can be made. This is important, since the University is able to select from a group of persons, already well versed with operations of the University. Furthermore, should the University rely on external recruits, they may demand higher wages and salaries thereby distorting the organisations wage and salary relationships.

Furthermore, the defined hiring procedures should be followed to the letter. This is because hiring in organizations can act as a lever for organisational change aimed at sustaining employee commitment and achieving high performance, overallly reducing organisational costs.

5.4 Suggestions for further research

The study was only able to cover the reactions of the non teaching staff to the hiring procedures in place at the University of Nairobi. Due to this limited scope, only a percentage of the employees were covered by the study. In light of the importance of employees to the success of organisations, further studies should be undertaken to assess the University's the teaching staff's reactions to the hiring procedures and the factors that influence the same.

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APPENDICES

Appendix 1: Letter of introduction

September, 2008

Dear Respondent,

REF: REQUEST FOR RESEARCH DATA

I am a Master of Business Administration (M.B.A.) student at the University of Nairobi. I am required to submit as part of my course work assessment a research project report on **“Employees Reaction to the Hiring Procedures of non teaching staff in the University of Nairobi”**. To achieve this, you are one of those selected for the study. I kindly request you to fill the attached questionnaire to generate data required for this study. This information will be used purely for academic purpose and your name will not be mentioned in the report. Findings of the study, shall upon request, be availed to you.

Your assistance and cooperation will be highly appreciated.

Thank you in advance.

Kodumbe Stephen Babu,
M.B.A. Student- Researcher
Nairobi

Appendix 2: Questionnaire

SECTION 1: GENERAL INFORMATION

- 1) Your name _____ (optional)
- 2) Gender: Male Female
- 3) Department _____
- 4) Job title _____
- 5) In which age bracket do you fall?

Below 20 years	<input type="checkbox"/>	21 – 25 years	<input type="checkbox"/>
26 – 30 years	<input type="checkbox"/>	31 – 35 years	<input type="checkbox"/>
35 – 40 years	<input type="checkbox"/>	above 40 years	<input type="checkbox"/>
- 6) What is your level of education?

No formal education	<input type="checkbox"/>	Primary level	<input type="checkbox"/>
O level	<input type="checkbox"/>	A level	<input type="checkbox"/>
College	<input type="checkbox"/>	University degree	<input type="checkbox"/>
- 7) Marital status
Single Married Divorced Separated Widowed
- 8) How long have you been working at the University of Nairobi

Less than 5 years	<input type="checkbox"/>	5-10 years	<input type="checkbox"/>
11-15 years	<input type="checkbox"/>	16-20 years	<input type="checkbox"/>
More than 20 years	<input type="checkbox"/>		
- 9) Do you have any professional qualification?
Yes No
If yes specify _____
- 10) Terms of employment

Permanent	<input type="checkbox"/>	Temporary	<input type="checkbox"/>
Casual	<input type="checkbox"/>	Contract	<input type="checkbox"/>
Others	Specify _____		

SECTION TWO: EMPLOYEE REACTION TO THE HIRING PROCESS

11) How do you describe the existing hiring procedures?

Inadequate	Fair	Good	Very good

12) Do you believe the hiring procedures in University of Nairobi influence the successful applicant's work performance? Yes No

13) Do the procedures influence other employees' performance?

Yes No

If yes, explain _____

14) In your own words, what is your perception of the hiring procedures of the University of Nairobi? _____

15) What are the reactions of the non teaching staff every time new employees are recruited using the procedures? Positive() Negative()

16) What do you think are the factors that account for these reactions?

17) What can be done to improve the reactions of the non teaching staff to the hiring procedures?

SECTION THREE: FACTORS INFLUENCING EMPLOYEE REACTIONS

- 18) State the extent to which you agree with the following statements using a scale of 1-5, where 1 = No extent; 2 = Small extent; 3 = Moderate extent; 4 = Large extent and 5 = Very large extent.

		1	2	3	4	5
1	The hiring process is characterized by corrupt and biased selection official.					
2	There is no communication on the requirements of the vacant positions to the employees					
3	The process does not take into consideration the interest of its current employees					
4	The process involves employment of unprofessional procedures, i.e. there are no defined evaluation procedures					
5	The hiring process is conducted in a fair and legal manner					
6	The tools used in the hiring procedure are unacceptable					

- 19) Would a review in the hiring procedures have an impact on the employee performance and motivation? Yes No

- 20) In your own words, explain how you would want the procedures reviewed in order to have a positive impact on the employee and the organization.
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