

**A SURVEY OF EMPLOYEE RECRUITMENT AND SELECTION PRACTICES OF
UNITED NATIONS AGENCIES OPERATING IN GIGIRI**

BY

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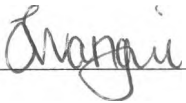
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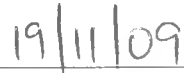
**A MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER OF
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DECLARATION

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





Signed

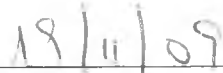
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This research project has been submitted for examination with my approval as a university supervisor.





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DEDICATION

This project is dedicated to my husband, Michael K. Kinyanjui, my daughter, Angel Wangui Kamau and my mother, Mrs. Catherine K. Nyanjui for their unwavering support and love. To the Almighty God for His continuous care and strength.

AKNOWLEDGEMENT

First and foremost, I am most grateful for the grace of God that has enabled me to successfully complete my MBA and this research paper. Secondly, I will always be indebted to my family for their unconditional support and finally, many thanks to my supervisor for her guidance and patience during the research study.

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ACRONYMS

| | | |
|------|---|---|
| EU | - | European Union |
| HR | - | Human Resource |
| HRM | - | Human Resource Management |
| IAEA | - | International Atomic Energy Agency |
| IFAD | - | International Fund for Agricultural Development |
| IGO | - | Intergovernmental Organization |
| ILO | - | International Labor Organization |
| IMF | - | International Monetary Fund |
| IMO | - | International Maritime Organization |
| ITU | - | International Telecommunication Union |
| UN | - | United Nations |
| WHO | - | World Health Organization |
| WIPO | - | World Intellectual Property Organization |
| WMO | - | World Meteorological Organization |
| WTO | - | World Trade Organization |

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ABSTRACT

The research project aimed at addressing the following research question: “What staff recruitment and selection practices are used by UN agencies operating in Gigiri?” A survey was undertaken targeting fifteen (15) UN agencies operating in Gigiri. The study utilized questionnaires to collect primary data from the fifteen (15), however, only thirteen (13) questionnaires were collected from the respondent organizations. The data was then analyzed using MS-Excel 2007 and the findings presented using tables giving descriptive statistics including frequencies, mean and percentages.

The research findings showed that majority of the agencies had a HR department which is charged with the responsibility of employee recruitment and selection; and that most of the agencies had between twenty to thirty nine employees. This research finding led to the conclusion that indeed majority of UN agencies operating in Gigiri undertook employee recruitment and selection within the organization and that they were recruiting and selecting a considerable large number of staff and hence, there was an employee recruitment and selection practice that was adhered to.

The researcher made the following recommendations: First and foremost, UN agencies in Gigiri should increase the use of transfers and promotions, media advertisements, target sourcing, poaching/raiding, recruitment agencies, retired/retrenched employees, educational institutions, public employment agencies and unsolicited applicants as recruitment sources, as this will ensure that the agencies accord themselves with human resource from external sources which could in turn, come in with new and/or different experience and work culture. Secondly, the UN agencies should increasingly utilize psychometric tests and aptitude tests as these employee selection practices ensure that the employees are best suited with their respective job descriptions based on their knowledge, skills, abilities and experience. Thirdly, the researcher recommended that the UN agencies should continue selecting employees both internationally and locally based on qualification, professionalism, competence, experience and past performance. The use of interviews, application forms and short listing by the agencies is also equally recommended. Finally, the researcher recommended that the UN agencies should review their recruitment and selection policy, allocate more resources to ensure effective HR planning and increase their budgetary allocation to ensure that funds are sufficient. The agencies should

also continually improve on the employment conditions and put in place training programs that can ensure that their manpower remains well informed and equipped with the necessary knowledge and skills relating to their respective job.

CHAPTER ONE: INTRODUCTION

1.1 Background

According to Armstrong (2006), the tight labor market is making it more difficult for organizations to find, recruit, and select talented people. The competition for talent is intensifying, as there are fewer qualified applicants available. This shortage of applicants makes it all the more important for organizations to be able to effectively attract, select, and retain quality candidates. Effective recruitment and selection strategies result in improved organizational outcomes, hence the more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. Recruitment is the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applications from which new employees are selected. Recruitment of candidates is the function preceding the selection, which helps create a pool of prospective employees for the organization so that the management can select the right candidate for the right job from this pool. The main objective of the recruitment process is to expedite the selection process. After sourcing for target candidates, the load of recruiters is not relieved until the most suitable candidate for the job has been identified, assessed and selected. The success of sourcing is futile if employers fail to narrow the group of prospects to pick the most optimal candidate (Wanous 1980). Organizations with effective selection systems can better identify and hire employees with the right skills and motivation to succeed in the positions and organizations. When employees are successful in their jobs, organizations benefit through increased productivity, higher quality products and services, as well as lower employee turnover (Shaun, *et al.*, 1998).

1.1.1 Recruitment

Flippo (1984), defines recruitment as the process of searching for candidates for employment and stimulating them to apply for jobs in the organization. He also defines recruitment as a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for efficient workforce. Ahmad *et al.*, (2002) defines recruitment as the process of searching for prospective employees and stimulating them to apply for jobs so that the organization can select the most appropriate people to fill in job needs. According to Ahmad *et al.*, (2002), there are three (3) main stages in recruitment, firstly, identify and define the requirements, job descriptions and job specifications; secondly, attract potential employees; and thirdly, select and employ the appropriate people from the job applicants. The

process of recruitment does not stop when it commences, it is a dynamic activity. The purpose of it is to provide an organization with a pool of qualified candidates. Hence it assists to augment the success rate of selection process by reducing the numbers of obviously under-qualified and over-qualified applicants, and to increase organizational and individual effectiveness in the short and long term plans (Flippo, 1984).

1.1.2 Selection

Selection is a process in employment function which starts immediately upon receipt of resumes and application letters, the major concern being reviewing resumes for basic qualifications. A job seeker who does not meet the required qualifications is not an applicant and should not be considered. It is a process which should be based on job-related qualifications including, but not limited to: required or preferred education; experience; and knowledge, skills, and abilities as identified in the job description. Qualifications must be bona fide occupational qualifications. An applicant who is hired must meet the required qualifications listed in the job description. In this regard, selection is a process of matching the qualifications of applicants with the job requirements. It is a process of weeding out unsuitable candidates and finally identifies the most suitable candidate (Armstrong, 2006).

Effective recruitment and selection are critical to organizational success. They enable organizations to have high-performing employees who are also satisfied with their jobs, thus contributing positively to the organization's bottom line (Ahmad *et al.*, 2002). On the contrary, poor recruitment and selection often result in mismatches which can have negative consequences for an organization. A misfit who is not in tune with the organization's philosophies and goals can damage production, customer satisfaction, relationship with other employees and the overall quality of work. Effective recruitment and selection are therefore not only the first step towards organizational excellence, but are important cost control mechanisms as well (Ahmad, *et al.*, 2002).

Most scholars and practitioners postulate that human capital is among the most important drivers for organizational performance and competitiveness. Having the right person in the right place at the right time is crucial to organizational performance since an organization is known by the quality of its employees (Plumbley, 1985). Recruitment and selection is just one element of an array of human resourcing practices that need to be integrated into a coherent bundle, by organisations in order to develop and increase human capital. Therefore, the recruitment and selection procedures should be designed to provide ways to assess and appoint the most capable

and effective employees while ensuring that all individuals are treated with fairness and sensitivity. An agency's policy should be to recruit the most appropriate person for each approved vacancy regardless of age, colour, race, ethnic origin, family circumstances, nationality, religion, sexual orientation, marital status, gender, socio-economic status or disability. Effective recruitment and selection should not be about the luck of the draw. Systematic planning and preparation will increase the likelihood of taking on the right person. The HR Department should ensure that the recruitment and selection process is clear and up to date with regards to the regulations of the agency (Plumbley, 1985).

1.1.3 United Nations Agencies Based in Gigiri

There are fifteen (15) UN agencies that are based in Gigiri, which are briefly discussed below. United Nations Environment Programme (UNEP) serves as the "environmental conscience of the UN system"; United Nations Human Settlements Programme (UN-HABITAT) promotes socially and environmentally sustainable towns and cities; Office of the Coordination of Humanitarian Affairs (UNOCHA) is mandated to coordinate humanitarian response; United Nations Children's Fund (UNICEF) advocates that the rights of every child are realized; United Nations Development Programme (UNDP) is the UN's global development network; United Nations Development Fund for Women (UNIFEM) provides innovative approaches aimed at fostering women's empowerment and gender equality; United Nations Population Fund (UNFPA) promotes the right of every woman, man and child to enjoy a life of health and equal opportunity.

The UN Educational, Scientific and Cultural Organization (UNESCO) promotes education for all, cultural development, protection of the world's natural and cultural heritage; The Food and Agriculture Organization (FAO) leads international efforts to defeat hunger; World Food Programme (WFP) helps to fight against global hunger; United Nations Volunteers (UNV) contributes to peace and development through volunteerism worldwide; International Civil Aviation Organization (ICAO) sets international standards in the areas of civil aviation; United Nations Office on Drug and Crime (UNODC) helps to fight against illicit drugs and international crime; UNAIDS (Joint United Nations Programme on HIV/AIDS) helps mount and support an expanded response to AIDS; and, finally, the United Nations Industrial Development Organization (UNIDO) promotes industrial advancement of developing countries.

1.2 Statement of the Problem

Recruitment and selection decisions are amongst the most important of all decisions that managers have to make because they are a prerequisite to the development of an effective workforce (Ryan *et al.*, 2005). One of the major challenges of recruitment and selection of staff is that it is context sensitive, since the manner it is practiced depends on policy of individual organizations. Organizations have certain unique characteristics which influence their behavior and how recruitment and selection is practiced. Hunger and Wheelen (1995) identified these characteristics as intangible services that are difficult to measure resulting into multiple objectives to satisfy multiple development partners. The characteristics include reliance on donations/funds as a source or revenue, non-profit distributing, voluntary, of public interest, among others. Consequently, recruitment and selection processes of such organizations becomes of particular importance as they have to reflect a balance between culture, competence, nationality and gender of their workforce as well as reflect both donor and national interests of the various member states. In an attempt to achieve this delicate balance, the organizations face tremendous challenges in the adoption and implementation of effective recruitment and selection processes that can be seen to reflect proper coordination as well as the development of human resources that are efficiently contributing to their activities (Hunger and Wheelen, 1995).

There has been a growing interest in the concept of employee recruitment and selection among both management researchers and practitioners. This interest is due to the fact that the recruitment and selection practices are a principal component of managerial and organizational effectiveness (Armstrong, 2006). The growing interest has led to the documentation of a number of studies on employee recruitment and selection practices both locally and internationally. Some of the local studies include those by Mugao (2004) that focused on recruitment and selection practices of pilots among commercial aviation firms in Kenya; Chunguli (2003) focused on e-recruitment services among commercial banks in Kenya; and Lagat (2006) that focused on the use of electronic recruitment by state corporations in Kenya.

Among studies done outside Kenya include those by Bonn and Forbringer (2002) on employee recruitment and selection in the hospitality industry; Heraty and Morley (1998) on the policy and practice of recruitment and selection in Ireland; and, Hsu and Leat (2000) on the recruitment and selection policies and practices in Taiwan. These studies have laid focus on different conceptual aspects of the employee recruitment and selection practices in different contexts. There is no known study that has been done to lay focus on employee recruitment and selection

practices in UN agencies. Hence the study filled this research gap in the area of employee recruitment and selection by UN agencies operating in Gigiri by answering the following research question: “What staff recruitment and selection practices are used by UN agencies operating in Gigiri?”

1.3 Research Objective

To establish the staff recruitment and selection practices used by UN agencies operating in Gigiri.

1.4 Importance of Study

The findings of this study will be important to the following:

To the potential entrants into the job market: The knowledge gathered about the sources, methods and techniques used by the UN agencies will assist the entrants to have a better understanding of the common practice in recruitment and selection.

To future and current researchers: The information will provide more insight into the recruitment and selection practices among UN agencies and update themselves and the individual on the requirements on the criteria of selection in the agency.

To the United Nations Office in Nairobi: The information gathered will provide basis of developing a policy framework on recruitment and selection on practices to be used by UN agencies.

CHAPTER TWO: LITERATURE REVIEW

2.1 The Concept of Recruitment

Amstrong (2006) defines recruitment as the process of searching the candidates for employment and stimulating them to apply for jobs in the organization. Recruitment is the activity that links the employers and the job seekers. Recruitment can also be defined as a process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applications from which new employees are selected or the process to discover sources of manpower to meet the requirement of staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force (Ahmad *et al.*, 2002). Recruitment of candidates is the function preceding the selection, which helps create a pool of prospective employees for the organization so that the management can select the right candidate for the right job from this pool.

According to Armstong (2006), recruitment is essential to effective Human Resource Management (HRM). It is the heart of the whole Human Resource (HR) systems in the organization. The effectiveness of many other HR activities, such as selection and training depends largely on the quality of new employees attracted through the recruitment process. Recruitment policies should always be reviewed as these are affected by the changing environment since the policies increase managerial effectiveness by standardizing many routine decisions. Management should get specific training of the process of recruitment to increase their awareness on the dangers of wrong placements. HR practioners should be on the guard against all the malpractices and advocate for professional approach throughout the system. HR should indicate disagreement in the event that biasing toward certain candidates is creeping in and point out the repercussions that may follow in terms of performance and motivation. Hence recruitment process should be seen in the context of ongoing staff planning that is linked to the strategic and financial planning of the organization (Graham *et al.*, 1998).

2.2 Recruitment Process

The main objective of the recruitment process is to expedite the selection process. Recruitment is a continuous process whereby the firm attempts to develop a pool of qualified applicants for the future human resources needs even though specific vacancies do not exist. Usually, the

recruitment process starts when a manager initiates an employee requisition for a specific vacancy or an anticipated vacancy. Recruitment needs of an agency are of three types: Planned needs are the needs arising from changes in the agency and retirement policy; Anticipated needs are those movements in personnel, which an agency can predict by studying trends in internal and external environment; and, Unexpected needs arising due to resignation, deaths, accidents, illness (Torrington *et al.*, 2005).

Recruitment methods such as newspaper advertising and the use of employment agencies are regarded as formal recruitment methods, while word-of-mouth and referrals are regarded as informal recruitment methods (Armstrong, 2006). Generally, informal recruitment methods are associated with smaller agencies (Barber *et al.*, 1997; Carrol *et al.*, 1999). Dessler (2003) has shown that larger agencies are more likely to use formal recruitment methods. Stewart and Knowles (2000) have shown a positive relationship between the size of an agency and the likelihood of recruiting graduates. However, Barber *et al.*, (1997) have shown that recruitment methods also vary according to the industry. In the services and traditional manufacturing sectors, informal methods are preferred, but in the high technology sector formal methods are used widely. Armstrong (2006) states that recruitment methods differ with the type of position that needs to be filled. Informal methods are used when managers and manual employees are recruited, while formal methods are used to recruit technical, clerical, and, managerial employees.

Barber *et al.* (1997) argues that recruitment in large agencies has to be more formalized in two ways. First, based on the efficiency imperative, agencies that have repeated transactions will internalize these transactions in order to make them less costly. Second, larger agencies will need to develop formal procedures in order to attract and evaluate sufficient applications for the large number of positions that need to be filled. For large agencies that need to recruit often, and for many positions, this is economically prudent, since the cost per applicant of developing the procedures will decrease as the number of hiring decisions increases. Economic imperatives, however, are not the only factors to be considered. Institutional theory (DiMaggio and Powell, 1983) suggests that agencies adopt certain practices in response to pressures from their internal or external environments. These may be “coercive” pressures, such as laws regulating certain employment practices in agencies; “mimetic” pressures, such as the influence of practices perceived to be effective in competitors; or “normative” pressures such as shared professional values among HRM professionals. Compared to small firms, larger firms are more prone to institutional isomorphism. They will feel stronger coercive pressures, since extra legal

requirements are often placed on agencies employing more than a certain number of people. They will have more mimetic pressures, since managers in such agencies are likely to be held more accountable for the decisions they make and tend, therefore, to employ tried and tested methods used by others in the market. Finally, larger agencies will have more normative pressures, since they employ more HRM professionals who will try to bring their professional values to the firm (DiMaggio and Powell, 1983).

2.3 Undertaking a Job Analysis

By analyzing the outcomes, duties and responsibilities of the position, undertaking a job analysis will help to identify the knowledge, competencies, skills and attributes required of the applicant to adequately perform these duties. According to Fine *et al.*, (1999), a job analysis should be undertaken both for existing vacant positions and new positions and forms part of the review of the position description. A good job design is fundamental to ensuring that the new staff member recruited is both productive and satisfied in their position. Armstrong (2006) states that the manager/supervisor should consider the following issues when undertaking a job analysis: the work and activities that will be carried out in the position; the responsibilities of the position; the goals and outcomes required of the position; who the position reports to and where it is located; whether the position is professional or locally recruited; and, the length of appointment, i.e. continuing, fixed-term or casual.

There is a need to ensure that staffing practices adopted by an agency are coherent and consistent with its business strategies and with other associated functions of HRM, such as human resource development and benefits. When comparing the relative importance of different stages and activities of the staffing process, job analysis is identified as the *sine qua non* for virtually all HR planning, development, and utilization activities carried out by agencies (Stewart and Carson, 1997). Job analysis information plays a major role in staffing as it provides a clear indication of particular requirements of the job, where that job fits into the overall structure of the agency, and a description of the kind of person who should be hired for the job. Thus, traditionally, staffing is accomplished by developing concise definitions of the necessary technical requirements (job analysis) and then by determining which job applicants possess the specific knowledge, skills and abilities needed to successfully fulfill those requirements. The role of each individual is prescribed in relation to the goal of the agency, or agency policy dictates the entire staffing process. From this perspective, staffing is accomplished by rationally

choosing applicants who possess the technical qualifications that are best suited for performing a narrow scope of clearly defined duties (Stewart and Carson, 1997).

When the world of work is undergoing changes, the types of jobs needed also tend to change. According to Stewart and Carson (1997), modern agencies are moving beyond hierarchical structures and controls toward flexible, network-oriented, team-based designs. Hence, the contemporary organizing perspective assumes that work activities are structured around people, and that a person's role is largely dependent on the particular contracts an individual enters into. The trend toward relational organizing should thus be accomplished by reduced reliance on the results of objective job analysis. These fundamental changes in the nature of work create many problems and questions (Peterson *et al.*, 2001). In this context, Stewart and Carson (1997) stated that while the legal environment currently implies that businesses conduct some type of job analysis, the degree to which participants agree about and actually follow job analysis depends on the extent to which the structure is based on evolved relationships rather than hierarchical relationships. Thus, staffing is one particular facet of contemporary agency's that is in need of a new perspective. Yet, staffing needs to be considered as an integrated process rather than a marginal, ad hoc activity (Hsu and Leat, 2000).

2.4 Preparing a Position Description

According to Dessler (2003), the position description contains various components including: Job purpose which is a concise statement that makes clear the overall and broad objective of the job and avoids detail; Duties which include the major responsibilities and roles required of the position; Statistics, that is, measurable statistics such as budgets, volume of work, value of assets controlled and number of staff; Reporting relationships which includes supervisor's position and positions reporting to the jobholder; Principal accountabilities which includes all the expected key outputs - end results of the job - not duties or activities; Grouping accountabilities which are the main areas of things that get done; Minimum education required which indicates the educational level or name of qualification, either essential or desirable, required for the job; and the selection criteria is the basis upon which applicants will be assessed (includes qualifications, experience, and skills that are essential for competent performance in the job).

2.5 Identifying When and How to Recruit

The "public face" of recruitment begins with the announcement or advertising of the position. The aim at this stage is to attract high quality and suitable applicants in order to increase the chances of ultimately finding the right person for the job. Whether the process is advertised internally or externally, it is important to ensure that high quality applicants apply. The strategy employed to advertise the vacancy will be determined by a range of factors including the type of job, the location and the availability of skilled applicants in that field (Anderson *et al.*, 2001). It is important to clearly describe the job and present a positive image of the role and the agency in the advertisement. Therefore, the advertisement should catch the eye of relevant people and emphasizes the importance of presenting useful information that will help them decide to apply. Before beginning the recruitment process, the manager/supervisor may wish to consider options other than traditional recruitment and selection, which may better meet the needs of the department/unit (Torrington *et al.*, 2005).

According to Ahmad *et al.*, (2002), when a vacancy occurs, the manager/supervisor may consider the following questions: Is the work essential to the operation of the area or could it cease?; is the function/service currently being provided by another area/s in the agency?; could other staff in the departmental unit undertake the work or some of the duties?; what would be the best way to structure the work?; and, what are the budget/financial implications of recruiting, both short and long term? Some thought also needs to go into when to recruit since some agency units experience busy periods at different times of the year, and may find it appropriate to defer recruitment during a slow period. Also, attempting to recruit during certain times of the year, i.e. Christmas/New Year break or Easter break, can sometimes mean there is less likelihood of attracting a wider pool of applicants.

According to Anderson *et al.*, (2001), whether filling an existing vacancy or creating a new position, the manager/supervisor needs to consider the following: what knowledge, skills, and abilities are required to perform the position?; what type of attributes would be best suited to the position? who is the target audience? would it be possible/appropriate to fill the position through redeployment, secondment or internal temporary transfer? Does the position have to be advertised? And if so:- What advertising strategy will attract the best possible applicants?- Should the position be advertised internally or externally?- Where is the most appropriate place to advertise?(Newspapers/publications or websites). If filling an existing vacant position; has the job changed? (eg. new duties, new skills, new work area); is the position description still

appropriate for the position designation and salary level, and if required, has it been updated?; can the position be broadbanded?. If creating a new position; does the draft position description accurately reflect the tasks and responsibilities of the new position?; could the job be offered on a flexible basis? (eg. part-time/fractional or job share); could the position be a broad banded one? (for example for only locally recruited staff only) (Anderson *et al.*, (2001).

According to Dessler (2003), the recruiting agency also needs to consider whether it will recruit internally or externally. Internal recruitment has the following advantages: agency has better knowledge of applicant strengths/weaknesses; applicant is already familiar with the agency; agency increases its return on investment in training & development; allows the agency to exercise succession planning and can generate promotions; staff morale and motivation is enhanced; and, the agency only needs to hire at entry-level positions. On the other hand, it has the following disadvantages: competition for promotions among staff can affect morale; sometimes staff may be promoted above their level of competence; can create a "stagnant" workforce lacking creativity and innovation; and, applicants may be given false expectations. On the other hand, external recruitment has the following advantages a larger talent pool to choose from; offers the agency new skills, insights, and know-how; can effectively change the 'culture' of a work unit/area; allows the agency to seek "specialist" expertise in a particular field; new employees are not part of existing cliques and therefore, join the agency unaffected by internal politics; and, allows the agency to undertake labour-market testing to ensure it is employing the best possible candidates. However, it has the following disadvantages in terms of cost of recruitment, time taken to recruit, loss of productivity of existing staff involved in the candidate search process, attracting and selecting new employees may be more difficult, new staff require time to adjust and "fit-in" to the agency before they are fully productive; morale may be affected due to existing staff being passed over for the opportunity; greater reliance on interview performance and referees reports, risk of poor applicant selection; and, employee "fit" may not match the work unit (Plumbley, 1985).

2.6 Preparation for Recruitment

In the prescriptive HRM literature, recruitment is seen as a process that should be supported by job analysis, job description and job specification. However, Plumbley (1985) states that, in small agencies, management would only need to determine an employee's main tasks, and that a detailed job analysis, job description and job specification process may not be needed. Some empirical studies have found that informal recruitment methods produce workers who stay with

the agency longer than those recruited by other methods (Moser, 2005). Researchers have also investigated the relationship between recruitment methods and the job performance of recruits. Ahmad and Schroeder (2002) found that employees who were recruited through informal methods received higher appraisals from their supervisors than those who were recruited through other methods. Two explanations are offered of why some recruitment methods outperform others. The “individual difference” hypothesis (Schwab, 1982; Taylor and Schmidt, 1983) postulates that specific recruitment methods reach different applicant populations and that recruits from different sources differ in personality, ability, motivation, or some other personal attributes that may impact job performance and attitudes (Dessler, 2003). Informal recruitment methods would draw recruits from acquaintances of present employees, while formal methods would attract recruits from different populations of potential employees. These different populations are thought to differ in terms of their abilities. However, the variance in job performance may not be real, but perceived, due to rater errors in performance appraisal.

The “realistic information” hypothesis (Wanous, 1980) states that certain recruitment methods, such as employee referrals, act as realistic job previews and thus provide potential applicants with accurate and detailed information about the agency and the job. In this way, applicants can make more informed choices between accepting and declining positions and will join the workforce with more realistic expectations. Informal methods, like employee referrals, may also be more effective in smaller agencies because the current employees may be more willing to help to socialize with, support and provide mentoring to new employees who they have themselves helped to recruit. Bonn and Forbringer (1992) give examples of the use of informal methods in the hospitality industry where some agencies offer bonuses to employees who introduce successful new recruits. However, there are some problems associated with the use of informal recruitment methods. By only using referrals or contacts, only a small pool of potential employees will be created and some very suitable candidates will never be reached. While this may be acceptable for positions requiring little skill it may not be sufficient for positions that require special qualifications. External sources are more likely to provide a rich source of fresh talent and ideas to the agency. Another problem associated with relying solely on informal recruitment methods is that people from some disadvantaged groups in society may not be given a fair chance. Recruitment through informal networks may reinforce existing race, gender or disability imbalances within the workforce (Carroll *et al.*, 1991).

After sourcing for target candidates, the load of recruiters is not relieved until the most suitable candidate for the job has been identified, assessed and selected. The success of sourcing is futile if employers fail to narrow the group of prospects to pick the most optimal candidate. Research shows that agencies with effective selection systems can better identify and hire employees with the right skills and motivations to succeed in the positions and agencies. When employees are successful in their jobs, agencies benefit through increased productivity, higher quality products and services (Bernthal, 1987). The corner stones for high job performance are: **Person-Job fit** – this is a match between a person’s knowledge, technical skills and abilities, and other requirements typically identified through job analysis (Kristof-Brown, 2000). It is an integral part of a candidate’s actual on-the-job success, especially for jobs that demand specific sets of skills and technical knowledge. Without a proper match between the person and the job attributes, improvement of an individual’s long term job performance with training or coaching will be minimal, hence resulting to low productivity; **Person-Group fit** – this is the match between the new hire and the immediate workgroup. Quality interactions between the new hire and his/her workgroup are vital because the performance of other group members is somewhat dependant on the newcomer’s ability to interact with them (Kristof-Brown, 2000). Research demonstrates that team members who share certain beliefs and values are likely to express more positive work attitudes than those who do not (Ostroff & Kozlowski, 1992); **Person-Organization fit** – this is the congruence of an individual’s personality, beliefs and values with the culture and values of the agency (Kristof-Brown, 2000). A cultural mismatch between new hires and the organization has been demonstrated to be significant contributor to potential job dissatisfaction and reduced work group cohesion, thus leading to poor job performance and high attrition rates (Muchinsky & Monahan, 1987). New hires who can identify with the culture of the organization are more likely to value the incentives offered by the organization. As incentives are meant to motivate, new hires who attach importance to such incentives are likely to improve in work attitudes and to remain in the organization.

According to Dessler (2003), recruitment depends on agency policies since the policies seek to achieve uniformity, economies, public relations benefits or other objectives that are sometimes unrelated to recruiting. At times, policies can be a potent source of constraints, for example, promotion from within policies is intended to give present employees the first opportunities for job openings. These policies help to ensure that each employee has a career not just a job. These policies also aid employee morale, attract recruits looking for jobs with a future and help retain present employees, agency establish pay wages and salaries. Since recruitment and selection are the first stages of dialogue between applicant and the agency it forms the employee

relationship and human resource managers may need to realize the importance of the formation of expectations during the recruitment and selection process. Many agencies use Realistic Job Previews to help prospective employees get a balanced picture of the positive and negative aspects of work they will be doing and the organizational climate, prior to the offer of a position. This is especially important in “hidden” industries, such as human services where many people may not have any information about the tasks and responsibilities of the job (O’Neill *et al.*, 2001). A Realistic Job Preview is therefore any method or part of the selection process that gives the applicant a clear idea or balanced picture of what it will be like to work at the job if they are hired. The preview typically happens early in the selection process. It is the degree to which a new recruit has a complete and accurate understanding of what life is like in the agency. It presents the prospective employee with specific information about the work they will be doing and also shows both the positive and negative sides of the job (Reilly *et al.*, 1981).

2.7 Sources of Recruitment

2.7.1 Recruitment Agencies

Recruitment agencies can be viable sources of applicants. These firms most frequently charge the organization a fee for referral of candidates, either on a contingency or retainer basis. The agencies normally prescreen the applicants for the organization and refer only those that are qualified. The agencies often have contacts and relationships that the organization does not, and might be able to locate excellent candidates for higher level managerial and hard-to-fill technical and professional positions. The main advantages with using a recruitment agency are the specialist skills they bring and the speed with which they normally provide candidates. They also reduce the administrative burden of recruitment. The cost is the high agency fees charged - often up to 30% of the first year salary for the position being recruited (Beardwell *et al.*, 2007).

2.7.2 Poaching/Raiding

“Buying talent” (rather than developing it) is the latest mantra being followed by organizations today. Poaching means employing a competent and experienced person already working with another reputed agency in the same or different industry; the agency might be a competitor in the industry. An organization can attract talent from another organization by offering attractive pay packages and other terms and conditions, better than the current employer of the candidate. But it is seen as an unethical practice and not openly talked about. It has become a challenge for

human resource managers to face and tackle poaching, as it weakens the competitive strength of the agency (Shaun *et al.*, 1998).

Lazear (1986) explains why the best workers are stolen away by rivals. In essence, employee poaching occurs when the worker is more valuable to the raiding agency. This occurs when the worker's agency-specific skills have a negative value at the current place of employment. When the two agencies are both informed about the worker's productivity, the outside agency is willing to offer a higher wage, and the current employer chooses not to match the offer. More recently, Boschmans and Bouckaert (2004) use the distribution of the workers' switching costs to explain poaching. In their model, workers are equally productive at both agencies, but the outside agency can profitably poach those with relatively low switching costs. Banerjee and Gaston (2004) assume that the external labor market receives a noisy signal of the worker's productivity, and show that, when making counteroffers is costly, the employer adopts a pooling wage and thus exposes some of its better workers to the risk of being hired away by the outside agency.

2.7.3 E-Recruitment

The latest trend in recruitment is the "E-Recruitment" also known as "Online recruitment", it is the use of technology or the web based tools to assist the recruitment process. The tool can be either a job website like <http://jobs.un.org>, the agency's corporate web site or its own intranet. Many big and small agencies are using Internet as a source of recruitment. They advertise job vacancies through the worldwide web. The job seekers send their applications or curriculum vitae (CV) through an e-mail using the Internet. Alternatively job seekers place their CV's in worldwide web, which can be drawn by prospective employees depending upon their requirements (Shaun *et al.*, 1998). The two kinds of e-recruitment that agencies use are job portals which is the posting the position with the job description and the job specification on the job portal and also searching for the suitable resumes posted on the site corresponding to the opening in the agency; and, creating a complete online recruitment/application section in the agency's own website. Resume scanner is one major benefit provided by the job portals to the agencies. It enables the employees to screen and filter the resumes through pre-defined criteria's and requirements (skills, qualifications, experience, payroll etc.) of the job (Shaun *et al.*, 1998).

Job sites provide daily access to the database of the resumes to the employees facilitating the just-in-time hiring by the agencies. Also, the jobs can be posted on the site almost immediately

and is also cheaper than advertising in the daily newspapers. Sometimes agencies can get valuable references through the “passers-by” applicants. Online recruitment helps the agencies to automate the recruitment process hence saving on save time and costs. According to Shaun *et al.*, (1998), the online recruitment techniques that should be observed are as follows: give a detailed job description and job specifications in the job postings to attract candidates with the right skill sets and qualifications at the first stage; e-recruitment should be incorporated into the overall recruitment strategy of the agency; a well defined and structured applicant tracking system should be integrated and the system should have a back-end support; and, along with the back-office support a comprehensive website to receive and process job applications (through direct or online advertising) should be developed (Shaun *et al.*, 1998).

According to Ahmad *et al.*, (2002), E-recruitment has the following advantages: lower costs to the agency since posting jobs online is cheaper than advertising in the newspapers, there are no intermediaries, reduction in the time for recruitment (over 65 percent of the hiring time), facilitates the recruitment of right type of people with the required skills; Improved efficiency of recruitment process; gives daily access to an online collection of resumes; online recruitment helps the agencies to weed out the unqualified candidates in an automated way; and, recruitment websites also provide valuable data and information regarding the compensation offered by the competitors etc. which helps the HR managers to take various HR decisions like promotions, salary trends in industry etc. On the other hand, e-recruitment has the following disadvantages: screening and checking the skill, mapping and authenticity of million of resumes is a problem and time consuming exercise for agencies; there is low Internet penetration and no access and lack of awareness of internet in many locations across the world; and, agencies cannot be dependant solely and totally on the online recruitment methods. In most cases, the employers and the employees still prefer a face-to-face interaction rather than sending e-mails (Ahmad *et al.*, 2002).

2.7.4 Benchmark Recruiting

According to Ifill and Moreland (1999), benchmark recruiting refers to the process of identifying individuals who developed and implemented the best practices in their agencies. These individuals demonstrate not only their superior knowledge, but also their ability to get good ideas implemented. Displaying characteristics of a “high performer” have made them invariably ideal targets to recruit. However, getting through to these high performers can be extremely difficult. Organizations could have devised stringent controls to prevent headhunters from talking to them. Most high-performing individuals who are not hunting for another job would

also refuse to answer calls from recruiters. When they do, they often have little time or interest in talking to them (Ifill and Moreland 1999).

Benchmark recruiting allows the employer to call as the subject-matter expert instead of a recruiter, hence avoiding the stereotypical image of a recruiter. Responses received would be a lot more favourable. This is because when doing benchmarking, the employer is essentially complementing the target candidates by asking about their best practices while at the same time, giving them an opportunity to learn about the best practices in the organization. Benchmark recruiting allows the employer to gather best practices information, identify target candidates, as well as build relationships with these target candidates all at the same time. Benchmark recruiting can also occur at any level in the organization. Organizations can reach their managers or top performers how to conduct benchmarking so that they can begin gathering both best practices information as well as names of key individuals involved. In this way, everyone in the organization contributes to effective recruitment (Graham *et al.*, 1998).

Benchmark recruiting can be carried out in the following two ways, firstly, identify individuals within the organization who are currently doing benchmarking on best practices and use them to identify potential candidates and either have them pass the names to recruiters or do the initial recruiting themselves. Secondly, identify individuals who benchmark the organization. Those who actively benchmark are usually rapid learners since they are exposed to best practices from leading organizations. This invariably makes them very desirable to hire (Dessler, 2003).

2.7.5 Media Advertisements

Advertisements of the vacancy in newspapers and journals are a widely used source of recruitment. The main advantage of this method is that it has a wide reach. Most newspapers and journals now have their own websites and charge a minimal fee for advertising. Since 1999, electronic or website advertising has proved to be a successful and cost-effective means of recruitment advertising. Press advertisements using the internet has the following advantages: functions as a complimentary or alternative medium to traditional advertising; improves the effectiveness and efficiency of recruitment advertising; allows for 'targetted' advertising to capture a specific audience; dynamically changes the way adverts are presented; cheaper; faster communication; global marketing-potential to reach broader national/international labour markets; and, holistic approach for employers/employees. On the other hand, it has the following disadvantages: whilst national websites like Mycareer.com and Seek.com are very popular and generate a lot of interest, careful monitoring has shown that the target audience gets

quantity rather than quality of applications; applicants who are not familiar with merit based selection and do not address the selection criteria, nor do the templates on these websites allow customisation so that applicants address the criteria in their application (Ahmad *et al.*, 2002).

2.7.6 Other Sources

Target sourcing: Target sourcing involves generating applicant lists from target sources such as alumni directories, trade conference attendance, professional association memberships and possible referrals from the agency own clients. Employers then conduct cold calls to potential candidates to narrow down the pool for selection (Zottoli *et al.*, 2000).

Educational institutions: Various management institutes, engineering colleges, medical colleges, etc. are a good source of recruiting well qualified employees. Many organisations conduct preliminary search of prospective employees by conducting interviews at the campuses of various institutes, universities, and colleges. This source is quite useful for selecting people to the posts of management trainees, technical supervisor, scientist, and technicians. The organisations hold preliminary interviews on the campus on the predetermined date and candidates found suitable are called for further interviews at specified places (Anderson *et al.*, 2001).

Unsolicited applicants: Many job seekers visit the offices of agencies or organizations on their own. Such callers are considered nuisance to the daily work routine of the organization. But can help in creating the talent pool or the database of the probable candidates for the organization. The organizations keep inventories of unsolicited applications and call them as and when necessary (Anderson *et al.*, 2001).

Referrals and recommendations: Employee referral means using personal contacts to locate job opportunities. It is a recommendation from a current employee regarding a job applicant. The logic behind employee referral is that "it takes one to know one". Employees working in the organization, in this case, are encouraged to recommend the names of their friends working in other organizations for a possible vacancy in the near future. In fact, this has become a popular way of recruiting people in the highly competitive Information Technology industry nowadays. Companies offer rich rewards also to employees whose recommendations are accepted - after the routine screening and examining process is over - and job offers extended to the suggested candidates. As a goodwill gesture, companies also consider the names recommended by unions from time to time (Torrington *et al.*, 2005).

Employee recommendations can be considered to employ personnel particularly at the lower levels. The idea behind employee recommendations as a source of potential applicants is that the present employees may have specific knowledge of the individuals who may be their friends, relatives, or acquaintances. If the present employees are reasonably satisfied with their jobs, they communicate these feelings to many persons in their communities (Torrington *et al.*, 2005).

Public employment exchanges: This type of recruitment method is normally used in the government offices. The Government establishes public employment exchanges throughout the country. These exchanges provide job information to job seekers and help employers in identifying suitable candidates (Anderson *et al.*, 2001).

Transfers and promotions: This is a method of filling vacancies from within the organization through transfers and promotions. A transfer is a lateral movement within the same grade, from one job to another. It may lead to changes in duties and responsibilities, working conditions, etc., but not necessarily salary. Promotion, on the other hand, involves movement of employee from a lower level position to a higher-level position accompanied by (usually) changes in duties, responsibilities, status and value. The employees are transferred from one department to another according to their efficiency and experience. On the other hand, the employees are promoted from one department to another with more benefits and greater responsibility based on efficiency and experience (Plumbley 1985).

Retired and retrenched employees: Retired and retrenched employees may also be recruited once again in case of shortage of qualified personnel or increase in load of work. Recruitment of such people saves on time and costs of the organizations as the people are already aware of the organizational culture and the policies and procedures (Plumbley 1985).

Gate hiring: The concept of gate hiring is to select people who approach on their own for employment in the organisation. This happens mostly in the case of unskilled and semi-skilled workers. Gate hiring is quite useful and convenient method at the initial stage of the organisation when large number of such people may be required by the organisation. It can be made effective by prompt disposal of applications, by providing information about the organisation's policy and procedures regarding such hiring and providing facilities to such gate callers (Armstrong, 2006).

2.8 The Concept of Selection

Selection can be conceptualized in terms of either choosing the fit candidates, or rejecting the unfit candidates, or a combination of both. So, selection process assumes rightly that, there is more number of candidates than the number of candidates actually selected, where the candidates are made available through recruitment process (Prasad, 2005). According to Gupta (2006), selection is a process of choosing the most suitable persons out of all the applicants. In this process, relevant information about the applicant is collected through series of steps so as to evaluate their suitability for the job to be filled. On other hand, selection is the process of assessing the candidates by various means and making a choice followed by an offer of employment (Graham *et al.*, 1998).

2.9 Selection Process

The selection methods available to HR professionals can be characterised along a continuum that ranges from more traditional methods of interviews, application forms and references, through to more sophisticated techniques that encapsulate aptitude tests, assessment centres, work samples, psychological testing, and so forth. The degree to which a selection technique is perceived as effective and perhaps sophisticated is determined by its reliability and validity (Hunter and Hunter, 1984; Muchinski, 1986). Evidence also reveals that the choice of selection methods is inherently linked to the job category in question. Curriculum vitae (CVs) and cover letters are used to shortlist candidates for interviews (Stewart and Knowles, 2000). However, it is widely held that application form as a discrete selection tool is open to misinterpretation, particularly where applicants portray a false persona (Muchinski, 1986). Evidence further reveals the wide use of presentations and reference checks as selection devices (Stewart and Knowles, 2000; Heraty and Morley, 1998). However, it has been shown that referees who like a particular candidate tend to write longer and more complimentary references (Dobson, 1989; Reilly and Chao, 1982).

As a selection method, agencies perceive interviews to be the easiest, quickest and cheapest method (Stewart and Knowles, 2000). Some agencies tend to use a series of interviews to clarify whether the candidate possesses the qualities he/she mentioned in the application or CV and also to assess whether he/she is the right person. Evidence reveals the use of scoring systems during

interviews when more than one person assesses candidates. However, agencies do not always depend solely on the interview performance; they use tests to support the interview (Stewart and Knowles, 2000).

The reason for the use of psychometric tests is to measure psychological traits that are considered to be relevant to the performance of job tasks (Van Clieaf, 1991). A test score banding method, in which selection within bands takes into account criteria that are likely to enhance workforce diversity, has also been proposed by Campion *et al.* (2001). Assessment centres are formal, multi-day sessions in which candidates are tested on their skills relative to the job they applied for (Sackett, 1987; Van Clieaf, 1991; Campbell and Bray, 1993). Though sophisticated selection techniques such as assessment centres and psychometric tests are reported to be used on a piecemeal, incremental basis rather than as a norm for all job vacancies, it appears that these methods will become more popular (Heraty and Morley, 1998). There are many different types of selection situations, from internal promotions to selecting candidates from the open market. In all cases, the objective is to choose the candidate most appropriate for the job by using a high quality selection procedure based on the skills/competencies relevant to the job (Heraty and Morley, 1998). There is a broad range of options available for assessing the knowledge, skills and experience that are required for a job.

When choosing a selection process it is important to consider such issues as fairness, cost and acceptability to candidates. The interview is a feature of most, if not all, selection processes and is a central feature of inter-departmental promotion schemes. In recent years, with a move towards greater use of competitive merit based promotions, the interview has become a much more common feature of promotion schemes within Departments. However, in many cases, especially if there are large numbers of candidates (e.g. an internal promotion scheme attracting very high numbers of applicants), it may be necessary to consider using additional selection techniques/tools before the interview to assist with decision making (Torrington 2005).

Following an advertisement which has attracted a high quality candidate pool, attention turns to implementing a selection system that can effectively eliminate less suitable candidates. Provision of accurate and relevant information about the job is essential. This should result in a degree of self-selection by potential applicants on whether to proceed with an application or to withdraw. On-line technology can be a valuable tool in facilitating this. On-line screening questionnaires may help candidates determine for themselves whether they have appropriate competencies, skills and knowledge for the position. Preparing a shortlist from the applications

received must be a rigorous and highly disciplined process. Members of a short-listing board should be properly briefed and prepared for the task to ensure consistency of approach in rating candidates. The entire process should be documented carefully in order to defend decisions taken and provide feedback to candidates (Heraty and Morley, 1998).

According to Ahmad *et al.*, (2002), the selection processes vary widely and there is no standard methodology that meets all circumstances equally well. There are a several factors that need to be taken into account in making the right choice of method. Firstly, create a level playing field where candidates are drawn both from inside and outside the agency. Secondly, match the criteria in the selection process to the characteristics of the job (e.g. good 'people skills' are not necessarily reflected in good academic qualifications; 'years of experience' may mask a lack of up to date technical knowledge). Thirdly, avoid 'cultural' stereotyping-decision makers who can be inclined to favour people who share their own personal lifestyle and values and place these ahead of a candidate's likely competence in the job and fit within the organisation as a whole. Lastly, avoid 'fads' in selection techniques, there are many highly doubtful and often expensive techniques being touted as the new best thing in staff selection, these can range from 'graphology' to 'paintball contests'. Even in the more traditional areas of psychometric testing and assessment there can be quite unreliable results if too much weight is placed on them (Ahmad *et al.*, 2002).

2.10 Developing Selection Criteria

The selection criteria describes skills, knowledge, qualities, experience needed to do a job and are the basis for developing interview questions, evaluating candidates and shortlisting applicants. It is crucial that everyone involved on a Selection Committee understands the list of selection criteria and use them as the focal point throughout candidate assessment. Essential criteria are those critical skills, knowledge, qualifications and experience that are vital to a person's ability to perform the duties of the position. The selection criteria should closely reflect the content of the position description and departmental needs. Determining essential criteria must be decided upon before applications are reviewed. Agreement on the relative importance of each of the essential criteria will make it easier to choose between candidates later in the selection process. This is particularly helpful when there is more than one strong candidate, each with different skill sets. It is advisable to consider a broad mix of selection criteria when looking for the ideal candidate. The "best" candidate might not be the one with the most publications, prestigious degrees or the most seniority (Plumbley, 1985).

A balanced list of criteria includes the length and type of experience as it relates to the position; technical and/or pedagogical skills that might be specific to a particular job (for example, research methodology, graduate teaching experience, computer programming, supervisory expertise); performance skills that an individual may use on or off-the-job (for example, written and oral communication, analytical ability, persistence, assertiveness); unique experiences or ideas that an individual brings to the department; affirmative action goals; ability to function as part of a team; creativity and flexibility in adapting to a challenging environment; problem-solving and conflict resolution abilities; leadership potential among peers and subordinates; and, evidence of ability to be an effective employee and role model in a diverse setting (Torrington *et al.*, 2005).

2.11 Short Listing Applicants

Once the application deadline has closed, HR will send the supervisor the applications received together with an alphabetical summary listing of all the applicants. The supervisor then distributes copies of the applications to all Selection Committee members and should ensure that they receive all relevant documentation necessary for shortlisting, including the advertisement, the position description and any information package sent to applicants. The Selection Committee members will then assess the applications to determine who will be invited to interview. During shortlisting, Selection Committee members compare all applicants against the essential and desirable selection criteria to eliminate unsuitable applicants, and identify applicants who best match the selection criteria (Graham *et al.*, 1998).

2.12 Selection Tests

A range of selection tools are available to the Selection Committee, this may include written applications and resumés; interviews; search plans; public seminars and lectures; assessment centres; aptitude tests; and psychometric tests. The minimum tools that should be used in the selection process are an interview and referee reports, however there is a range of other tools that can improve the selection process. HR staff should be available to assist in planning the process and choosing appropriate tests, tools and questions. The tests chosen must be valid that they allow a process that is rigorous and fair. It is important that the same selection process be applied to all candidates (Armstrong, 2006).

2.12.1 Written Applications and Resumes

Written applications and resumés are the normal means by which a candidate provides the base information upon which initial assessment of an application is carried out. They are usually submitted in hard copy, but increasingly these will be received by the agencies as attachments via email, or as web-based proformas. As applications are assessed against the selection criteria for the position, the advertisement will invite the candidate to address the selection criteria as part of their application (Ahmad *et al.*, 2002).

The process of applying for a job usually requires some form of writing. This could be writing a letter of application, completing an application form, or writing a resume. The letter of application is often the first contact the employer has with the applicant. It will also be the employer's first impression of the job seeker and the employers will use applications as a screening device, a way to eliminate undesirable applicants from consideration. Employers will also usually refer to the application during the interview and it will also become the basis for most of the interview questions. The application will also allow employers the opportunity to compare the applicants (Terpstra, 1996). The written application should be positive and confident, and should contain the information needed by the employer to make the hiring decision. There are two types of letters of application: those in which applicant's apply for a job that has already been advertised, and 'canvassing letters', where one makes a general inquiry about the possibility of an agency having a position for which their skills are suitable (Wanous, 1980).

Letters of application should include the following: applicants address and the date; the name and address of the agency/organization to which one is applying; appropriate salutation (Dear Sir/Madam (or address the letter to a particular person if the applicant can identify the appropriate person)); the name of the position and where it was advertised; something about the applicant and why one is applying for the job, state why one believes that one would be good in this job, point out how applicant's qualifications, abilities and experience are related to the position; a reference to the resume and any other copies of documentation that are required; a concluding sentence referring to applicant's availability for an interview, and give a telephone number where one can be contacted easily; a formal ending (If the letter is addressed to a person by name, the letter should end 'Yours sincerely'. If your letter starts with 'Dear Sir/Madam', end it with 'Yours faithfully'; and, finish with applicant's signature and name printed below (Armstrong, 2006).

A resume clearly and concisely describes the applicant's personal details, education, skills and work experience. A resume is short and information is presented under headings and in point form. A resume is typed and is not signed. It is important to keep the resume up-to-date. The following information should be included in the resume: full name and contact details; education details (where and when applicant attended school; what level was completed; what subjects were studied; any other training programs that have been completed or qualifications gained - these should be listed in reverse chronological order, starting with the most recent and working back); employment history (show the employer's name; periods of employment; briefly describe the duties one performed including positions of responsibility held; include any unpaid work experience or volunteer work; interests and hobbies; and, finally provide the names and contact details of referees (Columbia Encyclopedia, 2005).

2.12.2 Interviews

The interview provides information about the personal qualities of the applicant, and will allow the applicant to elaborate and/or verify information about particular skills and attributes. A selection panel interviews shortlisted candidates in a structured fashion. The benefits of having a structured approach is that there is less likely to be bias, it is more likely that the interview will be objective and more information can be obtained from the applicant. Interviews are a two-way process during which information is obtained from the candidate in relation to the selection criteria which cannot easily be gained from other sources, information is provided to the applicant about the position, conditions of employment and working environment, and the applicant is given the opportunity to ask questions (Kamoche, 1994).

The interview also allows the candidate to find out more about the position. It is important to recognize that the interview as a selection tool does have shortcomings, and that steps can be taken to improve the way in which interviews are conducted (Kamoche, 1994). These include ensuring that the selection criteria include all the essentially required elements of the position, preparation of open questions around the selection criteria which can elicit information both about past performance and how the candidate might handle particular scenarios in the new role, awareness of equity issues such as stereotyping and making assumptions of performance based on irrelevant criteria, validating information gained at interviews against other selection tools, for example, referee checks, seminars, skills tests etc (Kamoche, 1994).

Where possible, shortlisted applicants should attend an interview in person. Where this is not possible the selection panel may agree to an alternative, such as a phone interview or teleconference. The format of an interview should be creative, relevant to the position and realistic. Equal and sufficient time should be scheduled for each interview. The interviews should be kept similar in structure and the same basic topics covered for each applicant. However, this should not prevent the panel from pursuing individual leads or exploring particular areas of the applicant's curriculum vitae, interest or experience in relation to the criteria for the position, provided these questions are not directly or indirectly discriminatory (Ahmad *et al.*, 2002).

According to Armstrong (2006), at the start of an interview the applicant should be introduced to the panel members, explained the purpose and structure of the interview and advised that they are able to clarify any question at any time. They should be advised of time constraints and requested to answer questions concisely. They should be put at ease and may bring in additional information for panel perusal or notes to guide their answers. It is important to avoid mistaking a person's performance at the interview with their capacity to perform the roles of the position. Interview questions are to be as clear and specific as possible and at the end of the interview the applicants will be provided with the opportunity to ask questions including clarification on any issue relating to the position or terms and conditions of appointment (e.g. remuneration). This time enables applicants to provide additional relevant information and then the panel can advise on the timing of the decision-making and notification of the outcome of the process (Dessler, 2003).

There are a number of different ways of conducting an interview and the technique chosen enables the panel to gain the most valuable information about the applicant in the most efficient way. Most employers typically use a selection panel to conduct interviews with members selected on their relevant expertise as it relates to the position advertised. The interview methods that are recommended are; firstly, structured interviews-whereby the panel, prior to interviews, determines the agenda for the session, the interview questions, and each panel member's responsibility, and secondly, behavioural interviews, whereby its a type of structured interview that has questions specifically targeted at gaining information about the applicants experience and skills by them providing real examples of past experiences (Ahmad *et al.*, 2002). The panel should discuss the interview questions and their allocation to specific panel members at the

recruitment planning stage and ensure they are related to the position as advertised and designed to allow the applicants to provide evidence of their abilities (Armstrong, 2006).

Creating appropriate questions for interviews is an extremely important part of the selection process as the fundamental purpose is to obtain as much information as possible from the applicant to assist the panel to determine whether the applicant is suitable for the position or not. A series of questions related to the position as advertised should be agreed prior to the interview and the selection criteria from the job profile provides a good basis for interview question creation as it guides the panel to enable them to gauge whether the candidate meets the criteria (Ahmad *et al*, 2002). The questions should be designed to elicit information and evidence in relation to the selection criteria for the position. Table 1 shows the questions/topics to be avoided during an interview.

Table 1: Questions/topics to avoid

| Type of question | Example |
|---|--|
| Leading questions: These result in answers that the candidate thinks you want to hear | I imagine you found being a team leader to be very fulfilling? |
| Closed questions: These are likely to result in a 'yes' or 'no' answer | Did you enjoy working on your last project? |
| Potentially discriminatory questions: There may be situations where there is a legitimate need to know certain information but where questions traditionally have been asked in a discriminatory way. | The following topics should be avoided marital status/plans; spouse or partner's employment: children or other dependents; birthplace; racial or ethnic origin; sexuality; age, and religious or political views or affiliation. |

Source: Authors (2009)

The Selection Committee interviews all applicants, decides on the successful applicant/s and other potential eligible applicants. The Committee should determine how the applicants will be rated against the answers they give to each question and ensure that no question is irrelevant to the position or addresses inappropriate issues such as age, disability, marital status, political/religious affiliations etc. Also, it should avoid a line of questioning which places undue emphasis on local knowledge or experience (Torrington *et al.*, 2005).

2.12.3 Search Plans

Search plans are recruitment strategies designed to broaden the field of qualified candidates, invite applications from candidates who might not otherwise think of applying to work at the agency, provide a mechanism by which the agency can expect to develop over time, provides a more diverse staff profile, and makes sure that equity and diversity issues are considered (Truxillo *et al.*, 2006). An example of when to use a search plan is the customary searches for female applicants. It is suggested that, for instance, where less than 30% of the staff in an agency is female, a search plan is developed to attract well qualified female candidates. Additionally, committees are advised to consider the profile of the staff in the relevant department and to make efforts to attract suitably qualified candidates from a range of backgrounds.

A search plan is developed on the basis of diversifying the composition of the staff in the area, for example, advertising through job networks, advertising casual or short term contract positions through employee associations, advertising in community newsletters, and through relevant associations and specialised journals including those for librarians, human resource and information technology professionals (Ahmad *et al.*, 2002).

2.12.4 Public Lecture or Seminars

It is good practice for short listed candidates for senior academic positions to be asked to give a public lecture or seminar as part of the selection process. Selection Committee members should attend any such seminars and lectures, and members of the agencies in which the vacancy exists can also be encouraged to attend. There may be circumstances in which a candidate has concerns about the confidentiality of their application, and the Appointment Committee may choose to have the lecture or seminar delivered to them only, if this is the candidate's wish. Only members of the Appointment Committee are able to participate in selection decision, and the assessment must be related to the gathering of evidence as to the candidate's merit against the selection criteria (Ahmad *et al.*, 2002).

2.12.5 Assessment Centres

According to Campbell *et al.*, (1993), an assessment centre is a process designed to evaluate a person's capability to perform in a job and candidates participate in a number of exercises designed to capture the activities of the position they are being selected for. The exercises are chosen based around the requirements of the position and the critical competencies that someone will need in order to be successful in the position. Exercises can include the following: job

specific activities (for example word processing a document, setting up equipment for a routine technical practice); job simulations (for example role plays, counselling simulations, problem analysis exercises); group activities and discussions; situational interviews; leadership exercises and leaderless group discussions; report writing and analysis; oral presentations, such as mock lectures or seminars, mock press conferences, briefing sessions; and, psychological assessment.

Any test conducted as part of an assessment centre must be in relation to the requirements of the position and must not disadvantage any candidate unfairly on equity or diversity grounds (Sackett, 1987). The benefit of an assessment centre is that it allows the candidates to demonstrate their skills through a number of job relevant situations, in which they are required to adopt behaviours similar to those that will be required in the position. As the candidates are put through a number of exercises, it is possible to view their performance from more than one angle. Trained assessors are utilised to provide an objective and comparative assessment of the candidates' capacity to effectively perform "on the job". It is recommended that members of the appointment committee attend assessment centre activities and observe candidate's performance also. However, assessment centres tend to be time consuming – they typically run from half a day to two days – and they are resource intensive and expensive. They are therefore most effective for senior management positions or large scale recruitment efforts. Assessment centres are best used in conjunction with other selection tools such as interviews and reference checking (Sackett, 1987).

2.12.6 Aptitude Tests

According to Terpstra (1996), aptitude tests are tests of special abilities that are required in specific jobs, which help to predict aptitude for a particular job or type of training. Research suggests aptitude tests are valid for virtually all jobs. They must be selected and administered in ways that do not raise equity and diversity issues. The use of aptitude tests can be of value in situations where a candidate has had little or no experience related to the job requirements.

The aptitude tests can be broadly classified onto the following groups: Verbal Ability Tests (includes spelling, grammar, ability to understand analogies and follow detailed written instructions); Numeric Ability Tests (includes basic arithmetic, number sequences and simple mathematics. In more complex numerical critical reasoning questions, blocks of information are provided that require interpretation); Abstract Reasoning Tests (measures ones ability to identify the underlying logic of a pattern and then determine the solution); Spatial Ability Tests (measures ones ability to manipulate shapes in two dimensions or to visualize three-dimensional

objects presented as two-dimensional pictures); Mechanical Aptitude Tests (designed to assess ones knowledge of physical and mechanical principles); Data Checking Tests (measure how quickly and accurately errors can be detected in data and is used to select candidates for clerical and data input jobs); and, Work Sample Tests (involves a sample of the work that the applicant will be expected do), (Terpstra 1996).

2.12.7 Psychometric Tests

Psychometric tests aim to measure attributes like intelligence, aptitude and personality. They provide a potential employer with an insight into how well the applicant will work with other employees, how well the applicant can handle stress, and whether he/she will be able to cope with the intellectual demands of the job. Psychological assessment (psychometric testing) can add value to a human resource decision by developing a picture of an individual's aptitudes and attributes and predicting how these will affect their performance in the position. The tests must be selected and administered in ways that do not raise equity and diversity issues. There are tests for general problem solving, numerical/verbal reasoning, interpersonal style, work/team style, leadership style, and motivational style (Salgado *et. al.*, 2001).

Psychometric tests should not be the sole instrument used for selecting candidates. They should be used in conjunction with other procedures, as one element of the selection process. Most commonly, they are used to assess the preferred candidate for a position, or to compare two or three short listed candidates. There are a number of factors that impact on the success of these tests. These include investigating the validity of the test being used the better tests are supported by extensive research and data that allows comparison of results to relevant reference groups; and, defining the critical characteristics needed for success in the position – to determine the match between the candidate's profiles and the "ideal" profile for the position. Psychometric tests may be used in conjunction with aptitude tests (Muchinski, 1986).

2.13 Deciding on the Successful Applicant

The Selection Committee completes the Selection Committee Report form which indicates the successful applicant and other potential eligible applicants, and forwards this to the HR Officer. Applicants should be ranked appointable or non-appointable based on the written application, performance at interview, further evidence (for example, additional forms of assessment) and referee checks. Each Selection Committee member should initially make rankings on the basis of their own notes and assessment of each applicant's performance in relation to the selection

criteria. The Presiding Member should seek initial rankings from all members without discussion. Ranking differences and reasons for ranking should then be discussed, considering only relevant/appropriate information (Beardwell *et al.*, 2007).

The Selection Committee needs to agree on the applicant to be recommended for appointment. A unanimous decision is the preferred option and if a unanimous decision is not reached, a majority is acceptable. Where the vote is tied, the Presiding Member has a casting vote. Dissenting members may submit a minority report to HR clearly explaining why the decision was not unanimous. The Selection Committee should also consider other applicants eligible for appointment and agree on an eligibility list. The Selection Committee records its decision and reasons for the applicant selected for appointment on the Selection Committee Report form which should be signed by all Selection Committee members (Muchinski, 1986).

2.14 Reference Checks

References are very informative in the recruitment process and it is important to undertake a thorough checking of all potential applicants to gain a better insight into their capabilities (Ahmad *et al.*, 2002). Applicants can nominate referees who can account for their current skills and attributes relevant to the position. Referees could include members of the selection panel in which case the panel member should declare this at the beginning of the recruitment process. The maintenance of confidentiality of referee reports is essential and all documentation in the possession of panel members in relation to this must be destroyed after the process is concluded. All referees are to be assured of the maintenance of confidentiality throughout the process (Armstrong, 2006).

Referee reports can have the following limitations. Firstly, candidates usually name referees who they believe will provide only positive comments. Secondly, referees will not always have a detailed understanding of the position and the work environment. Thirdly, referees may have an interest in either keeping or in losing an employee, and finally, referees may only report on positive aspects and not report on any weaknesses (Anderson *et al.*, 2001).

Referee checking can occur before and/or after interview. This decision is to be included in the recruitment strategy and depends on the nature of the position. Reports obtained before interviews provide the opportunity to investigate particular matters which may be identified in the referee report with an applicant during the interview, (whilst maintaining confidentiality of the referee). However some selection panels assess referee reports after interview to check a

particular aspect of the applicant's candidature. This is generally discouraged because if any issue is identified then another interview generally has to be scheduled to be able to get a response from the candidate. The selection panel should determine what information they want to get from the referees and what the reference check will be used for, as this assists in determining when the best time to obtain them is (Hsu *et al.*, 2000).

Referees tend not to document an applicant's shortcomings but they may be prepared to discuss them by phone and in more detail. For this reason, verbal references are preferred. A structured approach, where the similar topics are covered with each referee and the answers are recorded, provides the best result. However specific questions relating to a particular applicant may also be raised arising from information provided by the candidate in his/her application form, curriculum vitae, presentation or interview. Other specific issues to be raised with a referee may include matters raised by other referees or by panel members during the prior knowledge declaration (Plumbley, 1985).

In conclusion, reference checking allows the selection panel to ensure that they find the most qualified person who is also a good match for the position. By conducting reference checks, the panel can avoid costs associated with failed probation periods and poor performance, which can impact on the organization hence damage its image or reputation (Ahmad *et al.*, 2002).

2.15 Medical Examination

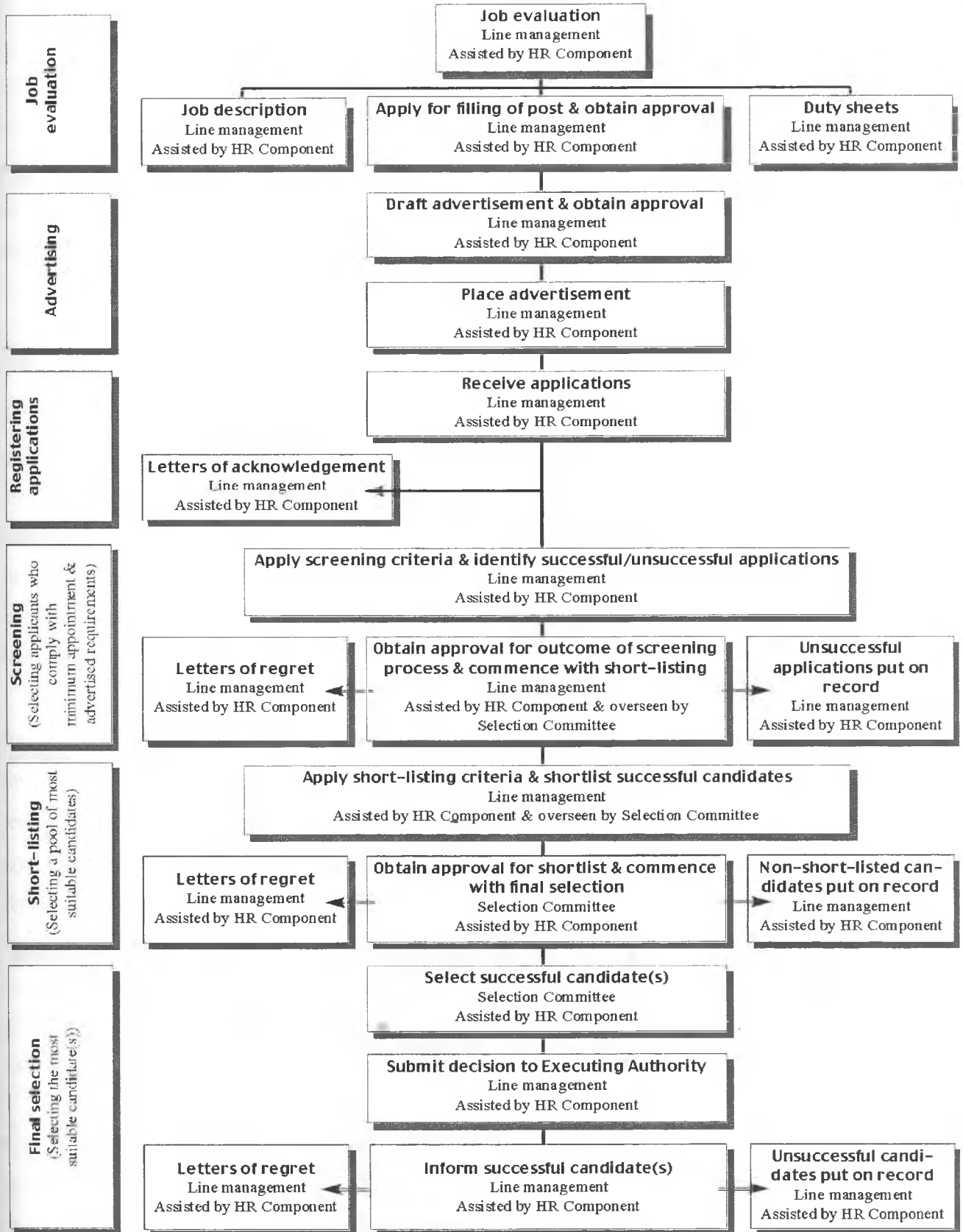
Applicants who have crossed the above mentioned stages are sent for a physical examination either to the agency's physician or to a medical officer approved for the purpose. Such examination serves the following purposes. Firstly, it determines whether the candidate is physically fit to perform the job, where those who are physically unfit are rejected. Secondly, it reveals existing disabilities and provides a record of the employee's health at the time of selection. This record will help in settling agency's liability under the workmen compensation Act for claim for any injury. Thirdly, it prevents the employment of people suffering from contagious diseases. Fourthly, it identifies candidates who are otherwise suitable but require specific jobs due to physical handicaps and allergies (Graham *et al.*, 1998).

2.16 Recruitment and Selection Model

The effective and efficient management of the various recruitment and selection activities is dependent on all role-players having a holistic view of what the process entails (see Figure 1).

The role-players should have a thorough grasp of what the different activities are, what the interdependencies between these activities are and what their responsibilities entail. From Figure 1 it is clear that the entire process can be divided into six distinct phases, starting off with job evaluation and ending up with the final selection of the most successful candidate(s). Each phase consists of a number of activities that have to be executed before role-players can commence with the next phase (Sangweni, 2004). The first phase is the job evaluation which includes the methods and practices of ordering jobs or positions with respect to their value or worth to the organization. This begins with a well written job description which is a clear, precise, systematic and logical analysis of content, accountabilities and the objectives of a position. The second phase is advertising, this involves selecting the medium in which the job will be broadcasted to the target audience. This will also include the preferred mode of receiving the applications, either by email, hardcopies or fax. The third phase is registering the applications, which involves acknowledging receipt of the application letters. The fourth phase is the screening of applications. This involves selecting the applicants who comply with minimum appointment and advertised requirements. In addition, letters of regret are sent to the unsuccessful applicants. The fifth phase is the short listing of applicants, which involves selecting a pool for the most suitable candidates. The last phase is the final selection of the successful candidate. This involves informing the successful candidate and/or sending of letters of regret and filing the unsuccessful applications on record (Sangweni, 2004).

Figure 1: Recruitment and Selection Model



Source: Sangweni, S. (2004), A Toolkit on Recruitment and Selection, Public Service Commission, South Africa

2.17 Challenges Faced in Recruitment and Selection

It is argued that mistakes are caused by the fact that agencies generally give little thought to the critical nature of staffing decisions and make little or no attempt to validate staffing practices. Evidence reveals that HR managers tend to rely on feedback from line managers on probationary periods and disciplinary procedures to weed out mistakes; no attempt is made to analyze the constitution of labour turnover. Thus, agencies are surprised and disappointed when an appointment fails, and often the person appointed is blamed rather than recognizing the weaknesses in the process and methodology (Florkowski and Schuler, 1994; Ifill and Moreland, 1999).

Ifill and Moreland (1999) identified areas where the recruitment and selection process of an agency fails. Some of these areas include: no obvious link of recruitment and selection with HR strategy and with broader agency goals; unavailability of job analysis information; the use of invalid prediction methods; the lack of monitoring of the recruitment and selection process; and the lack of remedial actions in those agencies that do monitor staffing practices. In this context, the need to investigate the reactions of new hires and applicants to the selection methods and the decision-making in the selection process have been highlighted (Ifill and Moreland, 1999).

Further, Ryan *et al.*, (2005) and Jones *et al.*, (2006) also revealed the importance of investigating how recruitment source (referral, newspaper ad) affects post hire outcomes such as turnover and performance, while Anderson and Goltsi (2006) revealed the importance of investigating the psychological effects of selection methods. Furthermore, Slaughter *et al.*, (2005) highlighted the importance of comparing profiles of an organization's pool of new hires to those of the larger applicant population. Thus, HR specialists have an important role to play in connection to assessing staffing practices. However, the non-existence of trained HR managers was acknowledged as a potential problem for the absence of formal systems for the validation of staffing practices.

The recruitment and selection function of an agency is affected and governed by a mix of various internal and external forces. The internal forces or factors are the factors that can be controlled by the agency; whereas the external factors are those factors which cannot be controlled by the agency.

2.17.1 Internal Forces

According to Ahmad *et al.*, (2002) the internal forces are: Firstly, the recruitment and selection policy of an agency specifies the objectives of recruitment and selection and provides a framework for implementation of recruitment and selection programme. It may involve organizational system to be developed for implementing recruitment programmes and procedures by filling up vacancies with best qualified people. Factors affecting recruitment and selection policy include agency objectives, personnel policies of the agency and its competitors, government policies on reservations, preferred sources of recruitment, need of the agency, and, recruitment costs and financial implications. Secondly, effective HR planning helps in determining the gaps present in the existing manpower of the agency. It also helps in determining the number of employees to be recruited and selected and what qualification they must possess, Thirdly, the size of the agency is an important factor in recruitment and selection process. If the agency is planning to increase its operations and expand its business, it will think of hiring more personnel, which will handle its operations (Ahmad *et al.*, 2002).

Fourthly, the recruitment and selection processes incur cost to the employer, therefore, agencies try to employ that source of recruitment and selection which will bear a lower cost of recruitment and selection to the agency for each candidate. The recruitment and selection process should also be cost effective. Fourthly, there's lack of motivation since recruitment and selection is considered to be a thankless job. Even if the agency is achieving results, the HR department or professionals are not thanked for recruiting and selecting the right employees and performers. In addition, there is the process analysis, that is, the immediacy and speed of the recruitment and selection process. The process should be flexible, adaptive and responsive to the immediate requirements. Lastly, there's strategic prioritization whereby the emerging new systems are both an opportunity as well as a challenge for the HR professionals. Therefore, reviewing staffing needs and prioritizing the tasks to meet the changes in the market has become a challenge for the recruitment professionals (Ahmad *et al.*, 2002).

2.17.2 External Forces

According to Armstrong (2006), the external forces are the forces which cannot be controlled by the agency. The major external forces are: Firstly, the availability of manpower both within and outside the agency is an important determinant in the recruitment and selection process. If the agency has a demand for more professionals and there is limited supply in the market for the professionals demanded, then the company will have to depend upon internal sources by

providing them special training and development programs. Secondly, employment conditions in the community where the agency is located will influence the recruiting and selection efforts of the agency. If there is surplus of manpower at the time of recruitment, even informal attempts at the time of recruiting like notice boards display of the announcement in the meeting etc will attract more than enough applicants. Thirdly, the image of the employer can work as a potential constraint for recruitment and selection. An agency with positive image and goodwill as an employer finds it easier to attract and retain employees than an agency with negative image. Image of an agency is based on what it does and affected by the environment in which it operates. Fourthly, various government regulations prohibiting discrimination in hiring and employment have direct impact on recruitment and selection practices.

In addition, the unemployment rate – is one of the factors that influence the availability of applicants is the growth of the economy (whether economy is growing or not and its rate). When the agency is not creating new jobs, there is often oversupply of qualified labour which in turn leads to unemployment. Also, the recruitment and selection policies of the competitors also affect the recruitment and selection function of the agencies. To face the competition, many a times the agencies have to change their recruitment policies according to the policies being followed by the competitors. In addition, adaptability to globalization affects recruitment and selection hence HR professionals are expected and required to keep in tune with the changing times, i.e. the changes taking place across the globe and HR should maintain the timeliness of the process (Armstrong, 2006).

According to a Reuters report on 1st July 2002, dubbed “Singapore’s government and big businesses blame a limited talent pool for their dependence on a political elite and a growing number of foreign chief executives,” international agencies around the world are facing unprecedented staffing challenges. At the time when the agency needs to be most adept at luring talent, their ability to do so has been constrained and complicated by economic, social and political pressures. Also, there is the labour market competition, that is, whether the national economy is healthy or weak, staff turnover and attrition necessitate agencies to constantly search for talents. With an aging population, employers without systematic manpower planning may fall short of meeting their recruitment needs. In addition, there is talent shortage, that is, an agency’s shortage of talents has been ascribed to a number of factors, such as the surge in retirement amongst the baby boomers with insufficient replacements coming on stream from succeeding generations, as well as brain drain from the more developed countries. Insufficient homespun expertise has proved recruiting to be a daunting task. Very often, agencies have to

resort to importing talents to fill key positions and layoffs will not ease recruitment and selection. With layoffs putting a large number of active jobseekers on the market, it seems at first that employers will have an easy time filling the needs of their agencies (Reuters, 2002).

While recruitment is extremely trying in a tight labour market, employers face a different set of challenges in a soft labour market scenario. In addition, to the astounding volume of resumes flooding the market, employers are faced with the voluminous task of screening and filtering applicants. A large amount of their time is therefore spent filtering out unqualified applicants rather than picking the desired ones. Also, there is the issue on demographics, since there is a much smaller pool of replacement workers in some countries to fill positions of those who will be retiring (Armstrong, 2006).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

The study was carried out through a census survey. This is because of the cross-sectional nature of the data that was collected. A census survey involves collection of data from all members of the population (Churchill, 1991). The design is appropriate for this study because all the fifteen (15) UN agencies operating in Gigiri were represented.

3.2 Data Collection

The study used primary and secondary data. The primary data was collected using a questionnaire. The questionnaire allowed for a more flexible and comprehensive view of obtaining relevant data through a semi-structure containing both open and closed ended questions. It was administered through the “drop and pick later” method. Depending on the HR organization in each of the fifteen agencies, the questionnaires were dropped to the administrative officer, finance officer and HR manager/director, and picked later.

Several secondary data collection methods were also utilized. The researcher gathered secondary data from agency recruitment and selection manual, minutes to management meetings, and other agency reports that related to this study.

3.3 Data Analysis

Collected data was analyzed using descriptive statistics (frequencies, cumulative frequencies, percentages and mean scores). This is because the data was descriptive and quantitative in nature. The frequencies and percentages were used to identify the predominant practices in the employment recruitment and selection practices of UN agencies in Gigiri. Mean scores were used to depict the relative potency of particular employee recruitment and selection practices and their variations among respondent’s perceptions of recruitment and selection. The analyzed data was then presented in tabular form for ease of interpretation and reporting.

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.1 Response Rate

Response rate refers to the percentage of subjects who respond to questionnaires. A response rate of 50% is adequate for analysis and reporting, whereas a rate of 60% is good and a rate of 70% and over is very good (Mugenda & Mugenda, 2003). Table 4.0 illustrates the response rate of the study at 87% (computed by actual response/study's population) which is very good for analysis and reporting and is adequately representative of the entire population.

Table 4.0: Response Rate

| | Organizations Population | Actual Response | Response Rate |
|--------------------------|--------------------------|-----------------|---------------|
| Total Number of Agencies | 15 | 13 | 87% |

4.2 General Information Analysis

This section highlights the findings on the agencies general information which includes: the length of time the agency has been in operation, the agency's areas of activities, the agency's staff number and the agency's human resource departmental structure. Figure 4.1 below illustrates the percentages of the length of time the agencies have been operational. According to the figure, 25% of the agencies have been operational between five (5) to ten (10) years while the remaining 75% of the agencies have been operational for over ten (10) years. This research finding illustrates that majority of UN agencies operating in Gigiri have been in operation for more than ten years in Kenya.

Figure 4.1: UN agencies length of operation in Gigiri

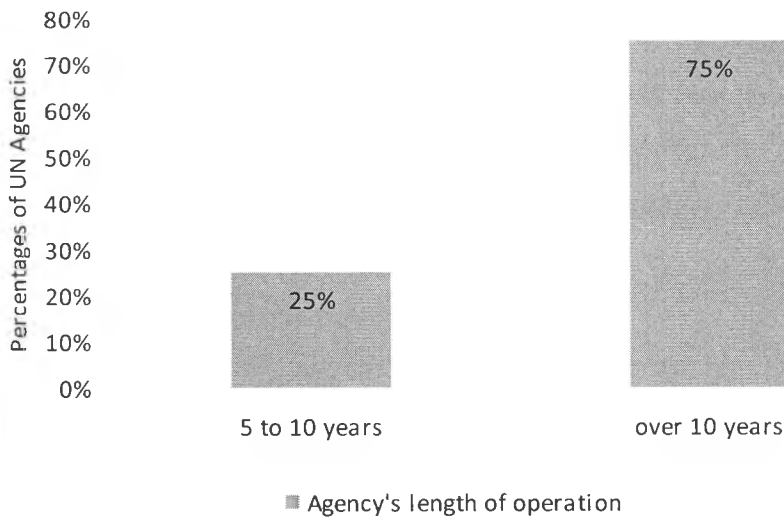
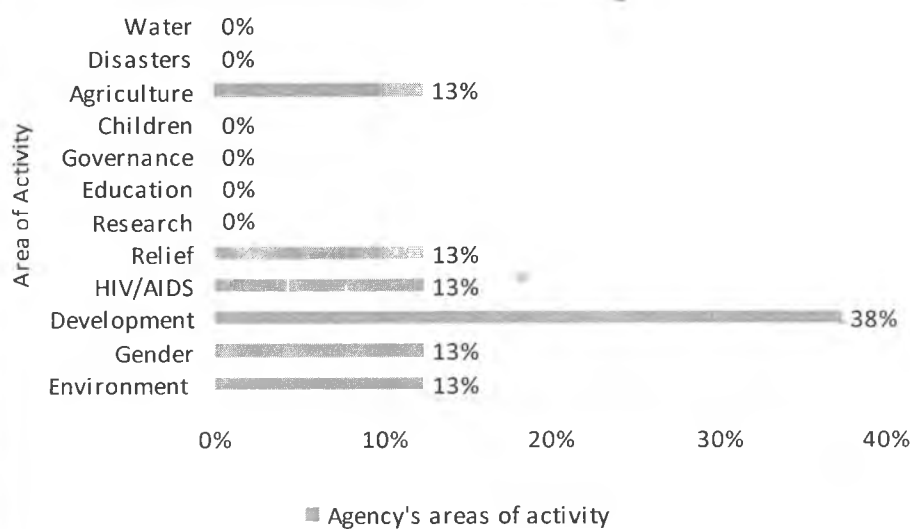


Figure 4.2 illustrates the percentages of UN agencies areas of activities. According to the figure, majority of UN agencies in Gigiri, that is 38%, are undertaking development activities. Agriculture, Relief, HIV/AIDS, gender issues and environmental activities are each undertaken by 13% of UN agencies in Gigiri. However, research finding relating to the activities of UN agencies in Gigiri also indicated that humanitarian, aviation, volunteerism, drugs and humanitarian settlements are the other areas of activities undertaken by such agencies in Kenya.

Figure 4.2: UN agencies areas of activities



The researcher was also interested in capturing information on the number of staff in each of the UN agencies in Gigiri. Figure 4.3 illustrates the percentages of number of staff at the UN agencies in Gigiri. According to the figure, 38% of the agencies had between twenty (20) to thirty nine (39) employees, 31% of the agencies had less than twenty (20) employees, 23% of the agencies had over one hundred (100) employees while the remaining 8% of the agencies had between eighty (80) and one hundred (100) employees.

Figure 4.3: UN agencies number of staff

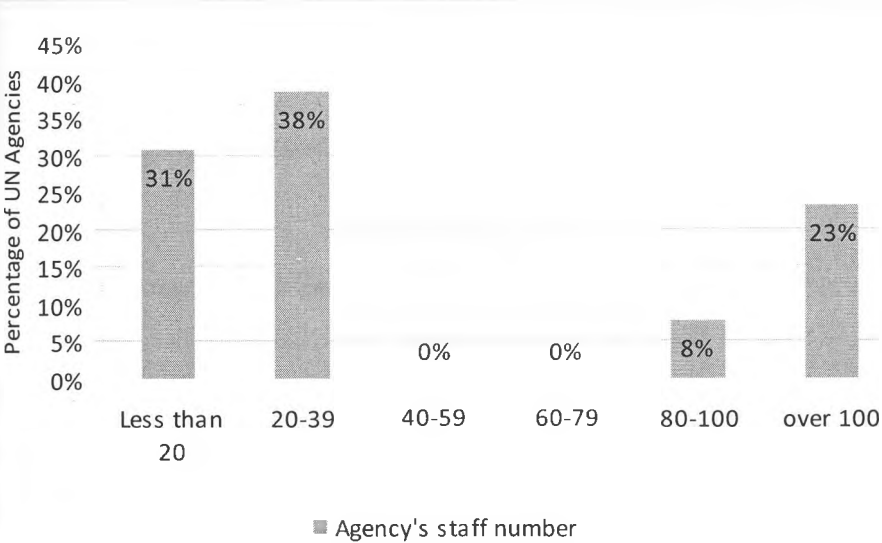
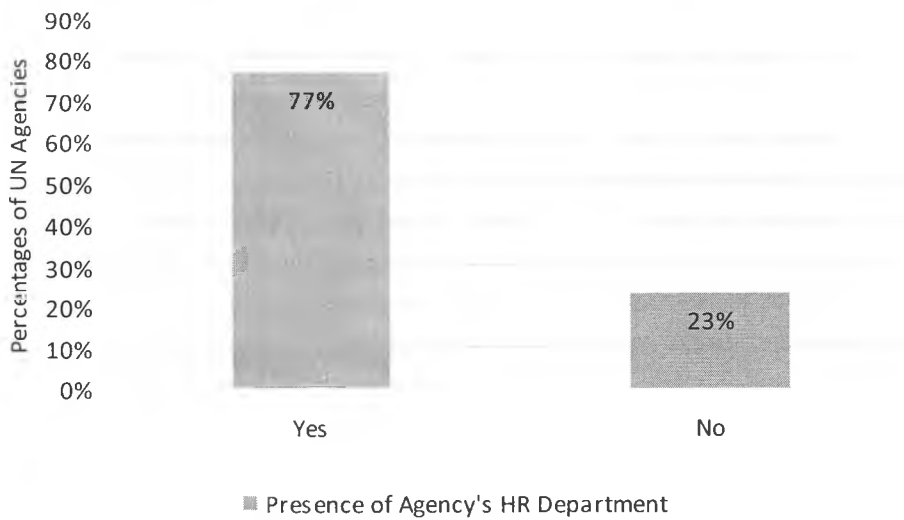


Figure 4.4 illustrates the percentages of UN agencies that had a HR department. According to the figure, 77% of the agencies had a HR department while the remaining 23% of the agencies had none. This research finding illustrates that majority of UN agencies operating in Gigiri undertook employee recruitment and selection within the organization.

Figure 4.4: UN agencies presence of HR department



4.3 Recruitment and Selection Practices Analysis

This section highlights the findings on the agencies recruitment and selection practices. It analyses data on the UN agencies recruitment source, activities carried out during employee selection process and the factors that are considered during employee selection. Figure 4.5 illustrates the percentages of recruitment sources utilized by the UN agencies. According to the figure, referrals and recommendations and e-recruitment are each utilized by 14% of UN agencies respectively. Transfers and promotions, media advertisements, target sourcing, poaching/raiding, recruitment agencies, retired/retrenched employees, educational institutions, public employment agencies and unsolicited applicants are utilized by 13%, 11%, 10%, 10%, 9%, 9%, 5%, 3%, 2% and 1% of UN agencies in Gigiri as recruitment sources respectively.

Figure 4.5: UN agencies recruitment source



Table 4.2 illustrates the factors considered during employee selection by UN agencies in Gigiri. To measure the extent to which the factors were considered during employee selection by the UN agencies, the researcher coded the respondents considerations where “Least extent” was given the value one (1.0), “Less extent” was given the value two (2.0), “Moderate extent” was given the value three (3.0), “Large extent” was given the value four (4.0) and “Very large extent” was given the value five (5.0). However, since the researcher was interested in distinguishing the selection of international and local employees, each set of employee selection was considered separately. According to the table, in the international selection of employees by the UN agencies, qualification, professionalism, competence, experience and past performance were considered to a very large extent as their mean score was five (5.0) respectively. Cost, nationality, politically restricted post and contract terms were also considered to a very large extent as their means drew closer to five (5.0) at 4.77, 4.77, 4.62 and 4.62 respectively. Compatibility was considered to a large extent as its mean drew closer to four (4.0) at 3.85, while flexibility was considered moderately as its mean drew closer to three (3.0) at 3.23.

With regard to local selection of employees by the UN agencies, qualification, professionalism, competence, and past performance were considered to a very large extent as their mean score was five (5.0) respectively. Experience, cost, nationality, and contract terms were also considered to a very large extent as their means drew closer to five (5.0) at 4.92, 4.69, 4.85 and

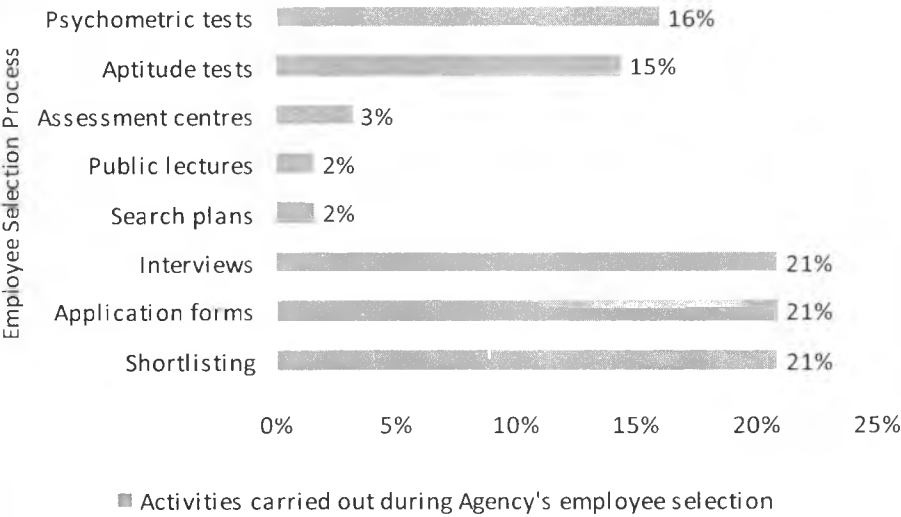
4.62 respectively. Compatibility was considered to a large extent as its mean drew closer to four (4.0) at 3.85, while flexibility and politically restricted post was considered moderately as their means drew closer to three (3.0) at 3.23 and 2.69 respectively.

Table 4.2: Factors considered in selection of international (I) and local (L) employees

| Factors considered in selection of international (I) and local (L) employees | Mean (I) | Mean (L) |
|---|-----------------|-----------------|
| Qualification | 5.00 | 5.00 |
| Professionalism | 5.00 | 5.00 |
| Competence | 5.00 | 5.00 |
| Experience | 5.00 | 4.92 |
| Cost | 4.77 | 4.69 |
| Past performance | 5.00 | 5.00 |
| Flexibility | 3.23 | 3.23 |
| Compatibility | 3.85 | 3.85 |
| Nationality | 4.77 | 4.85 |
| Politically restricted post | 4.62 | 2.69 |
| Contract terms | 4.62 | 4.62 |

Figure 4.6 illustrates the percentages of the activities carried out during the agencies employee selection process. According to the figure, interviews, application forms and short listing are each undertaken by 21% of the agencies respectively. Psychometric tests and aptitude tests are administered by 16% and 15% of the agencies respectively. Assessment centers, public lectures and search plans are undertaken by 3%, 2% and another 2% of the agencies respectively.

Figure 4.6: Activities carried out during UN Agencies employee selection process



4.4 Challenges Faced in Recruitment and Selection Analysis

This section highlights research findings on the challenges faced in recruitment and employee selection by the agencies in Gigiri. Table 4.3 illustrates both internal and external factors that pose challenges during employee recruitment and selection by the UN agencies. To measure the extent to which respondents considered the various factors in posing a challenge to the agency, the researcher coded the respondents considerations where “Strongly agree” was given the value five (5.0), “Fairly agree” was given the value four (4.0), “Agree” was given the value three (3.0), “Disagree” was given the value two (2.0) and “Strongly disagree” was given the value one (1.0). According to the table, the internal forces that most respondents strongly agreed as to them posing a challenge during employee recruitment and selection included: recruitment and selection policy, effective HR planning and budget limitations as their means drew closer to five (5.0) at 4.92, 4.85 and 4.92 respectively. The respondents fairly agreed that agency size, lack of motivation, strategic priotization and agency culture were posing a challenge during employee recruitment and selection by the UN agencies as their means drew closer to four (4.0) at 3.85, 3.64, 4.08 and 3.69 respectively.

With regards to external factors, the respondents strongly agreed that manpower availability and employment conditions were posing a challenge during the employee recruitment and selection process by the UN agencies as their means drew closer fo five (5.0) at 4.77 and 4.69 respectively. Image of the agency and globalization were failry agreed at being factors posing challenges during employee recruitment and selection as their means drew closer to four (4.0) at

4.15 and 4.23 respectively. The respondents further agreed that government regulations, competitors terms of employment and competition from private sector were posing a challenge during employee recruitment and selection by the UN agencies as their means drew closer to three (3.0) at 2.62, 2.85 and 2.92 respectively. However, the respondents disagreed that the unemployment rate in the country was posing any challenge during employee recruitment and selection as its mean drew closer to two (2.0) at 2.46.

Table 4.3: Challenges faced by agencies in the recruitment and selection of employees

| Challenges faced by agencies in the recruitment and selection of employees | Mean |
|---|-------------|
| Internal forces | |
| Recruitment and selection policy | 4.92 |
| Effective HR planning | 4.85 |
| Agency size | 3.85 |
| Budget limitations | 4.92 |
| Lack of motivation | 3.64 |
| Strategic prioritization | 4.08 |
| Agency culture | 3.69 |
| External forces | |
| Manpower availability | 4.77 |
| Employment conditions | 4.69 |
| Image of the agency | 4.15 |
| Government regulations | 2.62 |
| Unemployment rate in the country | 2.46 |
| Competitors terms of employment | 2.85 |
| Competition from private sector | 2.92 |
| Globalization | 4.23 |

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

The objective of this study was to establish the staff recruitment and selection practices used by UN agencies operating in Gigiri. To this regard, the study collected and analyzed data relating to the UN agencies general information, employee recruitment and selection practices and the challenges faced in employee recruitment and selection. This section draws conclusions from the research findings in this study.

Research findings (in Chapter Four) illustrated that majority of the agencies had a HR department which is charged with the responsibility of employee recruitment and selection; and that most of the agencies had between twenty (20) to thirty nine (39) employees. This research finding led to the conclusion that indeed majority of UN agencies operating in Gigiri undertook employee recruitment and selection within the organization and that they were recruiting and selecting a considerable large number of staff and hence, there was an employee recruitment and selection practice that was adhered to.

With regards to research findings on employee recruitment; referrals and recommendations and e-recruitment are each utilized by majority of the UN agencies. However, transfers and promotions, media advertisements, target sourcing, poaching/raiding, recruitment agencies, retired/retrenched employees, educational institutions, public employment agencies and unsolicited applicants were also evidently utilized by the UN agencies in Gigiri as recruitment sources. This research finding led to the conclusion that most UN agencies in Gigiri pooled there human resource from recommended sources especially from those referred by other individuals both within and without the agencies. E-recruitment was also popular due to convenience and potential employee profiling for future reference whenever the agencies were considering employee recruitment and selection.

Selection of employees by the UN agencies both internationally and locally was majorly based on qualification, professionalism, competence, experience and past performance. Research findings further illustrated that interviews, application forms and short listing were each undertaken by most of the agencies respectively, hence making them the most widely used employee selection practices by the UN agencies.

Finally, the study collected and analyzed data on the challenges faced during employee recruitment and selection by the UN agencies. According to research findings, the internal forces that most respondents strongly agreed as to them posing a challenge during employee recruitment and selection included: recruitment and selection policy, effective HR planning and budget limitations. On the other hand, the respondents strongly agreed that manpower availability and employment conditions were external factors posing a challenge during the employee recruitment and selection process by the UN agencies. However, the respondents disagreed that the unemployment rate in the country was posing any challenge during employee recruitment and selection.

Hence, from the study's findings and observations, it can be concluded that most UN agencies located at Gigiri have a closed employment selection and recruitment policy whereby majority of the employees are referred for recruitment from recommended sources and selected based on qualification, professionalism, competence, experience and past performance. It can also be concluded that most of the agencies are facing challenges in the recruitment and selection of employees due to inadequate planning, internal policies and budget limitations.

5.2 Recommendations

Based on the conclusion drawn in section 5.1 above, the researcher made the following recommendations: First and foremost, UN agencies in Gigiri should increase the use of transfers and promotions, media advertisements, target sourcing, poaching/raiding, recruitment agencies, retired/retrenched employees, educational institutions, public employment agencies and unsolicited applicants as recruitment sources, as this will ensure that the agencies accord themselves with human resource from external sources which could in turn, come in with new and/or different experience and work culture.

Secondly, the UN agencies should increasingly utilize psychometric tests and aptitude tests as these employee selection practices ensure that the employees are best suited with their respective job descriptions based on their knowledge, skills, abilities and experience. Thirdly, the researcher recommends that the UN agencies should continue selecting employees both internationally and locally based on qualification, professionalism, competence, experience and past performance. The use of interviews, application forms and short listing by the agencies is also equally recommended.

Finally, the researcher recommends that the UN agencies should review their recruitment and selection policy, allocate more resources to ensure effective HR planning and increase their budgetary allocation to ensure that funds are sufficient. The agencies should also continually improve on the employment conditions and put in place training programs that can ensure that their manpower remains well informed and equipped with the necessary knowledge and skills relating to their respective job.

5.3 Recommendation for Further Research

The researcher recommends that future research should be undertaken in the following areas: factors affecting the recruitment and selection of employees by international organizations based in Kenya and the role of government in ensuring that Kenyan human resource is attractive and fairly recruited and selected by international organizations operating in Kenya.

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Appendix 1: List of Respondent Agencies

| No. | Name of Agency | Address & Contacts |
|-----|--|--|
| 1 | United Nations Environment Programme (UNEP) | Box 30552 00100, Nairobi Tel. 254 20 762 1234 www.unep.org |
| 2 | United Nations Human Settlement Programme (UN-HABITAT) | Box 30030 00100, Nairobi Tel: 254 20 762 1234 www.unhabitat.org |
| 3 | United Nations Development Programme (UNDP) | Box 30218 00100, Nairobi. Tel: 254 20 762 4466 www.undp.org |
| 4 | United Nations Educational Scientific and Cultural Organization (UNESCO) | Box 30592, Nairobi Tel: 254 20 762 2356 www.unesco.org |
| 5 | United Nations Children's Fund (UNICEF), Kenya Country Office | Box 44145, Nairobi Tel: 254 20 762 1328 www.unicef.org/kenya |
| 6 | United Nations Industrial Development Organization (UNIDO) | Box 67578 00100, Nairobi Tel. 254 20 762 4369 www.unido.org |
| 7 | World Food Programme (WFP) | Box 43252, Nairobi. Tel: 254 20 762 2286 www.wfp.org |
| 8 | International Civil Aviation Organization (ICAO) | Box 67578 00100, Nairobi Tel. 254 20 762 2369 www.icao.org |
| 9 | United Nations Volunteers (UNV) | Box 67578 00100, Nairobi Tel. 254 20 762 4460 www.unv.org |
| 10 | United Nations Office on Drug and Crime (UNODC) | Box 67578 00100, Nairobi Tel. 254 20 762 1234 www.unodc.org |

| | | |
|----|---|--|
| 11 | United Nations Development Fund for Women (UNIFEM) | Box 67578 00100, Nairobi Tel. 254 20 762 4363 www.unifem.org |
| 12 | United Nations Population Fund (UNFPA) | Box 67578 00100, Nairobi Tel. 254 20 762 4401 www.unfpa.org |
| 13 | UNAIDS, the Joint United Nations Programme on HIV/AIDS | Box 67578 00100, Nairobi Tel. 254 20 762 5124 www.unaids.org |
| 14 | Food and Agriculture Organization (FAO) | Box 67578 00100, Nairobi Tel. 254 20 762 1234 www.fao.org |
| 15 | United Nations Office for the Coordination of Humanitarian Affairs (OCHA) | Box 67578 00100, Nairobi Tel. 254 20 762 1995 www.unocha.org |

Appendix 2: Questionnaire

Section A: General Information

1. Name of international agency

2. How long has the agency been operating in Kenya?

1 to 3 years

3 to 5 years

5 to 10 years

over 10 years

3. Where is the headquarters of the agency?

4. What are the agency's areas of activities?

Environment

Gender issues

Development

HIV/AIDs

Relief

Research

Education

Governance

Children

Agriculture

Disasters

Water

5. Operation site (location)

6. What is the size of the staff in the agency?

Less than 20

20-39

40-59

60-79

80-100

over 100

7. Does the agency have a human resource department?

Yes

No

8. If your answer to question 7 is NO, how do you run the human resource activities?

.....
.....
.....
.....

Section B: Recruitment and selection practices

9. What are the sources from which employees in your agency are recruited?

- | | | | |
|--------------------------|--------------------------|-------------------------------|--------------------------|
| Recruitment agencies | <input type="checkbox"/> | Unsolicited applicants | <input type="checkbox"/> |
| Poaching/Raiding | <input type="checkbox"/> | Referrals and recommendations | <input type="checkbox"/> |
| E-recruitment | <input type="checkbox"/> | Public employment agencies | <input type="checkbox"/> |
| Benchmark recruiting | <input type="checkbox"/> | Transfers and promotions | <input type="checkbox"/> |
| Media advertisements | <input type="checkbox"/> | Retired/retrenched employees | <input type="checkbox"/> |
| Target sourcing | <input type="checkbox"/> | Gate hiring | <input type="checkbox"/> |
| Educational institutions | | | |

Others (specify)

.....

.....

.....

10. To what extent do you consider each of the following in selecting internationally (I) and locally (L) employees? Please tick as appropriate.

| | Least extent | | Less extent | | Moderate extent | | Large extent | | Very large extent | |
|-----------------------------|--------------|---|-------------|---|-----------------|---|--------------|---|-------------------|---|
| | I | L | I | L | I | L | I | L | I | L |
| Qualification | | | | | | | | | | |
| Professionalism | | | | | | | | | | |
| Competence | | | | | | | | | | |
| Experience | | | | | | | | | | |
| Cost | | | | | | | | | | |
| Past performance | | | | | | | | | | |
| Flexibility | | | | | | | | | | |
| Compatibility | | | | | | | | | | |
| Nationality | | | | | | | | | | |
| Politically restricted post | | | | | | | | | | |
| Contract terms | | | | | | | | | | |

Any other criteria (please specify)

.....

.....

11. Indicate the activities carried out during employee selection

- | | | | |
|-------------------|--------------------------|--------------------|--------------------------|
| Short listing | <input type="checkbox"/> | Public lectures | <input type="checkbox"/> |
| Application forms | <input type="checkbox"/> | Assessment centers | <input type="checkbox"/> |
| Interviews | <input type="checkbox"/> | Aptitude tests | <input type="checkbox"/> |
| Search plans | <input type="checkbox"/> | Psychometric tests | <input type="checkbox"/> |

Others (please specify)

.....

.....

Section C: Challenges faced in recruitment and selection

12. Rate the extent to which you agree/disagree with each of the following statements as a challenge experienced by your agency in the recruitment and selection of employees. Please tick as appropriate.

| | Strongly agree | Fairly agree | Agree | Disagree | Strongly disagree |
|----------------------------------|-----------------------|---------------------|--------------|-----------------|--------------------------|
| Internal forces | | | | | |
| Recruitment and selection policy | | | | | |
| Effective HR planning | | | | | |
| Agency size | | | | | |
| Budget limitations | | | | | |
| Lack of motivation | | | | | |
| Strategic prioritization | | | | | |
| Agency culture | | | | | |
| External forces | | | | | |
| Manpower availability | | | | | |
| Employment conditions | | | | | |
| Image of the agency | | | | | |
| Government regulations | | | | | |
| Unemployment rate in the country | | | | | |
| Competitors terms of employment | | | | | |
| Competition from private sector | | | | | |
| Globalization | | | | | |

Any other reasons (please specify)

.....

.....

.....

Thank you for your participation.

Appendix 3: Agencies of the United Nations

Linked to the United Nations through special agreements, the separate, autonomous specialized agencies of the UN family set standards and guidelines, help formulate policies, provide technical assistance, and other forms of practical help in virtually all areas of economic and social endeavor. The UN agencies are briefly discussed below:

The International Labor Organization (ILO) formulates policies and programs to improve working conditions and employment opportunities, and defines international labor standards as guidelines for governments.

The Food and Agriculture Organization (FAO) works to raise levels of nutrition and standards of living, to improve agricultural productivity and food security, and to better the conditions of rural populations.

The UN Educational, Scientific and Cultural Organization (UNESCO) promotes education for all, cultural development, protection of the world's natural and cultural heritage, press freedom, and communication.

The World Health Organization (WHO) coordinates programs aimed at solving health problems and the attainment by all people of the highest possible level of health; it works in areas such as immunization, health education, and the provision of essential drugs.

The International Monetary Fund (IMF) facilitates international monetary cooperation and financial stability, and provides a permanent forum for consultation, advice, and assistance on financial issues.

The International Civil Aviation Organization (ICAO) sets international standards necessary for the safety, security, efficiency, and regularity of air transport, and serves as the medium for cooperation in all areas of civil aviation.

The World Meteorological Organization (WMO) promotes scientific research on the atmosphere and on climate change, and facilitates the global exchange of meteorological data and information.

The International Maritime Organization (IMO) works to improve international shipping procedures, encourages the highest standards in marine safety, and seeks to prevent marine pollution from ships.

The International Fund for Agricultural Development (IFAD) mobilizes financial resources for better food production and nutrition among the poor in developing countries.

The UN Industrial Development Organization (UNIDO) promotes the industrial advancement of developing countries through technical assistance, advisory services, and training.

The International Atomic Energy Agency (IAEA) an autonomous intergovernmental organization under the aegis of the UN, works for the safe and peaceful uses of atomic energy.

The World Trade Organization (WTO) is the major entity overseeing international trade, cooperate in assisting developing countries' exports through the Geneva-based International Trade Center.

The United Nations Environment Programme (UNEP) serves as the "environmental conscience of the UN system" and is the voice for the environment within the United Nations system.

United Nations Human Settlements Programme (UN-HABITAT) promotes socially and environmentally sustainable towns and cities with the goal of providing adequate shelter for all.

United Nations High Commission for Refugees (UNHCR) is mandated to lead and co-ordinate international action to protect refugees and resolve refugee problems worldwide.

United Nations Children's Fund (UNICEF) is the driving force that helps build a world where the rights of every child are realized. It advocates for measures to give children the best start in life, it promotes girls' education and also acts so that all children are immunized against common childhood diseases, and are well nourished.

United Nations Development Programme (UNDP) is the UN's global development network, an organization advocating for change and connecting countries to knowledge, experience and resources to help people build a better life.

United Nations Development Fund for Women (UNIFEM) provides financial and technical assistance to innovative approaches aimed at fostering women's empowerment and gender equality.

United Nations Population Fund (UNFPA) promotes the right of every woman, man and child to enjoy a life of health and equal opportunity.

World Food Programme (WFP) fights against global hunger. It is the world's largest humanitarian organization. WFP is the food aid arm of the United Nations system. Food aid is one of the many instruments that can help to promote food security, which is defined as access of all people at all times to the food needed for an active and healthy life.

United Nations Volunteers (UNV) programme contributes to peace and development through volunteerism worldwide. UNV contributes to peace and development by advocating for recognition of volunteers, working with partners to integrate volunteerism into development programming, and mobilizing an increasing number and diversity of volunteers throughout the world.

United Nations Office on Drug and Crime (UNODC) is a global leader in the fight against illicit drugs and international crime. UNODC is mandated to assist Member States in their struggle against illicit drugs, crime and terrorism.

UNAIDS, the Joint United Nations Programme on HIV/AIDS leads in the global efforts in the AIDS response to help the world prevent new HIV infections, care for people living with HIV, and mitigate the impact of the epidemic.