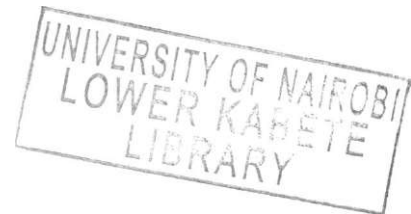


**A SURVEY OF THE PERCEIVED CHALLENGES OF RECRUITMENT  
AND SELECTION OF PUBLIC SECONDARY SCHOOL TEACHERS IN  
NAROK COUNTY**

**BY**

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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 .....  ..... Date 

John Githui Gathua D61/71321/2008

This project has been submitted for examination with approval of my university supervisor.

Signed ....  ..... Date.. . 

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I also acknowledge the support of my employer the Teachers Service Commission for availing me the time and resources to embark on this project. Finally I wish to register gratitude to all others who made contribution in one way or another and whose names are not mentioned here.

## **DEDICATION**

This project is dedicated to my mum and dad Charles Gathua and Mary Gathua and my entire family for the moral support and instilling in me the spirit of perseverance and determination and also to my friends whose support was invaluable. Special dedications to Sheikh Mohammad Abubakar, Florence Ndusya, Edith Gathua, Patricia Gathua, Perpetua Gathua, Mike Gathua and Mary Mutinda who offered support whenever it was required and gave me encouragement when the going was tough.

## **ABSTRACT**

Recruitment and selection are the core areas of human resource management, they are not simply techniques of filling vacant posts, and if undertaken correctly they can enable organizations to achieve their mission, vision and strategic objectives. Ineffective recruitment and selection procedures are expensive to organizations as they lead to high employee's turnover, increased training costs, increased supervision and ineffective and inefficient employees. The process of recruitment and selection of secondary school teachers has been experiencing various challenges since it was decentralized and delegated to the respective schools where the vacancies exist. The objective of the study was to establish the perceived challenge of recruitment and selection of secondary school teachers in Narok County as a result of the decentralization of the employment process from the Teachers Service Commission headquarters to the schools.

The descriptive survey design was used in order to satisfy the research objectives. The target population was all the secondary schools in Narok County and all the secondary school principals formed the sample. Questionnaires were distributed to the 58 secondary school principals in Narok County. Simple descriptive statistics such as percentages were used to summarize data for derivation of meaning to the set of variables.

The study established that there are various challenges to recruitment and selection such as lack of training of officers involved in selection, lack of adherence to the policy guidelines issued by the Teachers Service Commission. Continuous review, monitoring and evaluation of the procedures would go along way in addressing the challenges.

The key recommendations of the study are that the officers involved in recruitment and selection should be trained, recruitment of teachers should be centralized and the Teachers Service Commission should continually monitor and evaluate the process and human resource officers at the Teachers Service Commission should be involved in the recruitment and selection.

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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Background**

Recruitment and selection are core areas of human resource management, they are not simply techniques of filling vacancies, if undertaken correctly, they can act as a lever for organization change aimed at sustaining employee commitment and achieving high performance for it is with people that quality and performance begins and ends (Price 2004).

The increasing recognition of human resource management as a business unit adding value to the chain has made it highly strategic in nature and more critical to achieving corporate objectives (Makhino 2006). For organizations to achieve their mission, vision and strategic objectives they must have a high regard to the quality of their human resource. All organization human resources are dependent on their hiring policies and procedures and without qualified human resources, organizations will find difficulties in delivering services, productivity will suffer and employee morale be affected (Schuler 1998).

### **1.1 Recruitment and Selection**

Recruitment is the process of search for employees and stimulating them to apply for jobs in an organization. It is often termed as positive in that its objective is to increase the selection ratio that is the number of applicants per job opening. Hiring through selection is negative in that it attempts to eliminate many applicants leaving only the best to be placed in the firm (Flippo 1984).

Recruitment is the process that informs the qualified individuals about employment opportunities, creates a positive image of the organization and provides information about the

job. Recruitment focuses mainly on selling the organization opportunities for employment and attracting a large number of applicants. Selection is the process of collecting and evaluating information about individuals in order to determine whether to employ them or not. Selection eradicates applicants and rejects all but the most qualified. The emphasis of recruitment and selection is to get the best people from the labour market who will steer the organization to prosperity (Armstrong 2006).

Recruitment is the process of generating a pool of qualified candidates for a particular job. The firm must announce the job availability to the labour market inside and outside the organization and attract qualified candidates to apply, while selection is the process at making the decision of whether to hire or not to hire. This involves determining the characteristics required for effective job performance through job analysis and evaluation which produces a job description and a personal specification and then measuring applicants on those characteristics (Gomez Meiji et al 2010).

Poor hiring decisions are likely to cause problems from day one; workers who are not qualified and motivated will probably require supervision and direction. They may require additional training yet may never reach the required level of performance. They may give clients inaccurate information or give customers reason to do business with competitors. Poor hiring can also lead to high turnover (Gomez Meiji et al 2010). Singh and Nzuve (1992) observed that poor recruitment procedures are costly to organizations and complicate the hiring process. In such instances organizations are faced with increased costs of training, development and supervision so as to attain satisfactory levels of employee performance. In addition organizations may be forced to raise pay levels in a bid to attract talent needed which however will be likely to distort the organization usage and salary relationship.

### **1.1.1 Teachers Service Commission**

The Teacher Service Commission was established in 1967 by an Act of Parliament Cap 212 of the laws of Kenya and was charged with the responsibility of teacher management of primary schools, secondary schools and tertiary institutions. The commission was set up to bring all teachers serving in public institutions under one employer with harmonized terms and conditions of service (T.S.C Act Cap 212, 1967). Prior to its establishment different bodies including religious organizations local authorities, District Education Boards and the central government employed teachers. Under the Teacher Service Commission Act Cap 212, 1967 of the Laws of Kenya the T.S.C is legally mandated to perform the functions of teachers registration, recruitment, deployment, promotion, remuneration, discipline and maintenance of teaching standards. The Teachers Service Commission major objective is to establish and maintain sufficient professional teaching services for education institutions in Kenya which is responsive to environmental changes.

At its inception the commission provided service to 39,725 teachers serving in 6,501 education institutions. Over the years enrollment in schools has substantially increased to the current 8.4 million pupils in primary schools from 891, 533 at independence, secondary school enrollment expanded from 30,000 to 1.4 million currently. This has led to increased demand for teachers and the number currently employed by the T.S.C is 235,000 teachers (T.S.C strategic plan 2005- 2010).

Since its inception the T.S.C policy of teacher recruitment was supply driven, however, from 1998 the automatic employment of teachers ceased as a result of an embargo by the government of employment in the public service sector. Consequently, the commission, in 2001 came up with a policy to recruit teachers on the basis of demand and availability of

vacancies. In line with this new policy, recruitment was decentralized to District Education Office for primary school teachers and institutional levels for secondary and tertiary institutional. Recruitment and selection in secondary schools is normally conducted at school level after the teacher service commission advertises vacancies. Selection is done by the Board of governors and school principals act as the secretaries of the Board of Governors (T.S.C strategic plan 2005-2010).

According to the Teachers Service Commission strategic plan(2005 - 2010) and the Ministry of Education strategic plan (2006 - 2011) the drive towards the education for all by 2015 will lead to increased enrollment at all levels of education hence the increased demand for more teachers. There was need for the commission to plan and project teacher requirements in order to achieve this goal. The process of teacher recruitment and selection experience the following problems: the current system of recruitment only replaces teachers who leave through natural attrition but does not take cognizance of existing vacancies in line with staffing norms. Despite the existence of guidelines on recruitment and selection, most field agents lack the capacity to carry out the exercise professionally due to their limited training in this area, interference in the exercise by interested parties has been reported as vacancies to be filled are more than those advertised, at the same time, there exists a large pool of untrained teachers numbering over 50,000, who remain unemployed , which further complicates the scenario ( Ministry of Education strategic plan 2006 - 2011).

### **1.1.2 Narok County**

Narok county is an administrative county in Kenya which is located in the Rift Valley province and has a population of 431,363 (2004) it borders the republic of Tanzania to the south, Transmara district to the west, Bomet district and Nakuru district to the north and

Kajiado to the east. Narok County has a weak capital base due to low investment in education; it is inhabited by pastoralists who are resistant to education preserving their cultural way of life in a unreliable stretch of semi arid land. Nomadic pastoralists and small scale subsistence cultivators inhabit lowland areas. The area has poor quality soils and rains are unreliable. Narok has poorly developed physical and industrial infrastructure and is prone to prolonged drought, fifty two percent of the population lives below the poverty line. (Narok District strategic plan 2005 - 2015).

The fact that Narok County does not have an adequate supply of qualified secondary school teacher's applicant's means that most of the applicants are from outside Narok County creating an avenue for manipulation in the recruitment and selection process. In the presence of local applicants the process cannot a challenging as locals would be given priority as they would be willing to serve in the arid for longer period than external applicants who may request for transfer soon after acquiring the jobs.

## **1.2 Statement of the Problem**

The importance of having effective and efficient procedures for recruitment and selection can hardly be exaggerated. If organizations are able to find and employ staff who consistently fulfill their roles and are capable of taking increased responsibilities they are immeasurably better placed to deal with opportunities and threats arising from their operating environment than their competitors who may be struggling to build and maintain their workforce (Cole, 2005). Human resource managers need to ensure that the recruitment and selection practices they adopt are coherent and consistent with their business strategy and with other associated functions such as planning, training and development (Armstrong 2006). Hiring is a human resource activity and the strategy and technique adopted must take into account the nature of

the organization, the internal and external environment in which it operates and its internal human resource policy (Schuler 1998).

Recruitment and selection of candidates is a very expensive exercise. Hiring and training even a clerk is expensive in fees and supervisory time. The cost of hiring a manager could easily be 10 times as high once you add search fees, interviewing time, background checks and travel and moving expenses (Dessler 2008). Dessler (2008) also points out at the legal obligations and liabilities of negligent hiring. Equal employment laws require non-discrimination selection procedures for protected groups. Employers are liable for employees with criminal records who use access to customer information to commit crimes, this is termed as negligent hiring.

Related studies on recruitment and selection include a study by Mugao (2004) on recruitment and selection procedures of pilots among commercial aviation firms in Kenya, Kagwaini (2008) who evaluated staff recruitment procedures among small and medium size enterprises in Nairobi was done by Kagwaini (2008), Njine (2006) surveyed employee recruitment and selection procedures among international Non Governments Organizations and Kagunyi, (2008) researched on factors affecting recruitment and retention of qualified national staff in organizations working in post conflict countries. In this instance no study has focused on the challenges of recruitment and selection of teachers. The gap that exists is that no research has been done on the challenges of recruitment and selection of secondary school teachers. This is the gap that this study will seek to address.

Narok is an administrative county in Rift Valley province, Narok as a county has inadequate teaching manpower among the locals due to a negative attitude towards education, the district



is also semi arid and the academic performance is poor due to low investment in education (Narok District Strategic plan 2005-2015). Due to the nature of the district the recruitment and selection process is likely to be highly competitive as the locals are not adequate to fill the vacancies creating many challenges. Many applicants from outside the county are willing to work in the district due to the high unemployment rate among teachers

### **1.3 Research Objective**

The study sought to establish the challenges facing recruitment and selection of secondary school teachers in Narok County.

### **1.4 Significance of the Study**

This study provides insight to policy makers of the Teachers Services Commission on the strength and weaknesses of the current recruitment and selection procedures and facilitates the improvement of the procedures. The current model being applied of recruiting teachers where their services are required has led to complaints of lack of consideration of merit as local applicants are given preference over non locals defeating the government goal of national integration.

Academics and researchers will use the findings of this study as a basis for further research. The researchers will therefore gain by using the results of this study to explore other unexplored factors, relating to challenges of recruitment and selection.

Narok County will benefit from the findings of the study as with a review of recruitment and selection procedures qualified and competent teachers will be employed in Narok's secondary schools.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

Recruitment is the process of identifying that an organization needs to employ someone up to the point at which application forms for the post have arrived at the organization. Selection then consists of the processes involved in choosing from applicants a suitable candidate to fill the post. Recruiting individuals to fill particular posts within an organization can be done either internally by recruiting within the firm, or externally by recruiting people from outside. Both refer to the chain and sequence of activities pertaining to recruitment and selection of employable candidates and job seekers for an organization. Most organization has some well defined employment and recruitment policies and hiring procedures (Gatewood 2008).

#### **2.1 Recruitment**

People are the most important asset in an organization, to keep customers happy and keep profits coming the most vital factor remain an efficient and competent employee (Bruce 1969). Understanding people as workers is what human resource management is all about. In free market economies the human resource profession has adopted the 'best practice' model which fits the prevailing business ideology. This model prescribes a quest for the right person for the job (Price 2004). Recruitment has been broadly defined as the process of locating, identifying, and attracting potential employees to the job and company (Barber, 1998).

No human resource function is more closely related to the organization's strategic planning than recruitment. From the organization's perspective, developing a recruitment strategy involves three basic decisions, determining the target population, determining the applicant

source, and deciding how to attract applicants to the organization (Barber, 1998). Organizations must consider what to offer applicants in the form of pay, benefits, work environment, and even signing bonuses. In normal times, the industry, the supply of qualified applicants and culture of the organization would determine the total compensation package, but these are not normal times.

Buckley, Fedor, Carraher, Frink and Marvin (1997) assert that recruiting individuals to an organization is an important step in generating successful hires. To recruit qualified individuals, organization is understandably reluctant to reveal any information that may be perceived negatively about the job or the company. Failing to provide realistic information about the job may create a potential ethical dilemma but it may be a less than optimal strategy for minimizing turnover. Although realism may reduce turnover it has generally been assumed that potential applicants will be less attracted to companies that provide realistic information as opposed to companies that provide only positive information, thus companies may reduce their applicant pool by providing realistic information but the remaining applicants will presumably be more likely to remain with the company if hired

Recruiting is not just a game of human numbers anymore. For human resource professionals, this means going a step further than developing a recruitment plan. It means working closely with management on shaping company culture and looking closely at the job attribute preferences of its current and future employees. If your company knows the candidates it wants and can afford, it's going to have to fight for them. Students are likely to accept a job offer based on whether the variables that they perceive to be important are present in that job opportunity. The recruiter then has the responsibility to clearly communicate the attributes of a particular job (Ritchie, Lieb&Corrigall 2000).

According to Strauss and Sayles (1960) attracting qualified job applicants is just the first step in the process of acquiring employees. The organization must develop techniques for selecting among applicants those to be accepted for employment, management wishes to avoid hiring an employee who will either quit or turn out to be unqualified.

Poor recruitment and selection procedures leads to high turnover, increased costs, lowering morale of existing workforce, discontented staff leading to poor productivity, lack of commitment and flexibility, leading to increased administrative expenses (Mullins 2002). This is very relevant to this research as inefficient recruitment procedures could lead to excessive labour costs to the detriment of organization viability and competitiveness in this era of globalization.

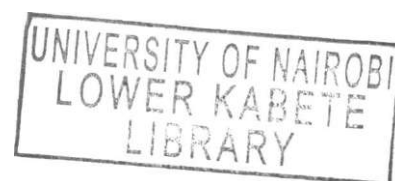
Businesses have a number of choices as they compete for the talent they need for success. They can continue on a path of paying for talent like a commodity or they can change to a posture of total pay, using its elements (base pay, variable pay, benefits, and recognition ) in concert to provide an attractive total pay package (Carlson, Connerley, & Mecham, 2002).

Previous research (Harris & Fink, 1987) on prospective employees found company and work environment, job compensation and security, and aspects of the job, such as job satisfaction and advancement opportunities emerge as being important. Specific company characteristics including the company's reputation, growth potential, and financial stability, as well as communication lines fit with applicant goals (Bergmann & Taylor, 1984; Harris & Fink, 1987; Wotruba, Simpson, & Reed-Draznik, 1989). Important job characteristics include monetary and fringe benefits and the security associated with the position (Bergmann & Taylor 1984; Wotruba et al. 1989). Specific details of the job position (e.g., location,

responsibilities, and travel) also appear to be important, as well as personal advancement opportunities, job satisfaction, and employee morale (Harris & Fink, 1987; Wotruba et al. 1989)

The contribution of effective recruitment and selection of the right people to enhanced business performance is illustrated in many findings of empirical study. For example a study into small and medium sized manufacturing firms found acquisition and development of employees skills through the sophisticated selection, induction, training and appraisal to have a positive impact on an organization productivity and profitability (Patterson et al 1997). Cole (2006) observes that the recruitment procedures can be described as a marketing as well as a human resource activity where organizations go out into the internal and external environment to compete for suitable applicants. Hiring has been described by Singh and Nzuve (1992) as a procedure of seeking out individual possessing the required knowledge, physical and mental competency and psychological compatibility to meet organizations staffing needs. It relates to identification of appropriate personnel from internal and external labour market.

The overall aim of recruitment and selection process should be to obtain at a minimum cost the number and quality of employees required to satisfy the human resource needs of an organization (Armstrong 2006). The recruitment and selection process is concerned with identifying, attracting and choosing suitable people to meet organization's human resource requirements. They are integrated activities, where recruitment stops, selection begins at that point (Anderson 1994). Price (2004) states that recruitment procedures are aimed at sustaining employees commitment and also achieving high performance when properly done. If not properly done it will lead to negative reactions by the employees and the



rebuilt will be lead to negative reaction by the employees and the result will be low morale and low productivity. Employee recruitment means finding and/or attracting applications for the employers open positions. It's hard to over emphasize the importance of effective recruitment. If only 2 candidates apply for two openings you may have little choice built to hire them. But if 10 or 20 applicants apply you can use techniques like interviews and tests to screen out all and then select the best.

Ilies and Saliman (1995) argues that recruitment does have complexities as it does not just involve placing adverts or calling employment agencies. There are several things that make it more complex. The effectiveness of recruitment is usually measured in terms of expediency, whether vacancies are filled with minimally qualified people at acceptable cost. Price (2007) claims that doubts have been expressed about the quality of the people engaged in recruitment. Remarkably the advertisement placed by recruiting agencies for their own staffing vacancies rarely ask for any knowledge of people management or selection techniques. A study by Goodwin (1992) suggests that a firm's image or style has something to do with the talent that it attracts. Firms are characterized by such variables as size, risk taking, discouragement, stability, emphasis upon profits, plainly stated policies and well structured chain of command.

## **2.2 Sources of Recruitment**

Organizations can either source their employees either from the external or the internal labor market depending on the organization priorities. The source used is determined by state of the labour market and the positions to be filled whether in the skilled or unskilled category. (Bretz and Judge 1998). Vacancies are often filled internally, sometimes organizations advertise all vacancies publicly and consider internal candidates along with any one from outside the

organization who apply. However, many organizations prefer to invite applications from internal candidates before they look at the external labor markets (Newell and Shackelton 2000).

Nzuve (1997) defines internal recruitment as a process of recruiting from within the organization. This is called promotion from within, vacancies are published through notice boards and by employee newsletters advertisement which invites the present employees to make known their desire for consideration. He also advances the view that at times the management may take the initiative to approach qualified employees. Filling positions with inside candidate has several advantages. First there is no substitute for knowing candidate strengths and weaknesses as you assumedly do after working with them for some time. Current employees may also be more committed to the company. Morale may rise if employees see positions as rewards for loyalty and competencies, inside candidates also require less orientation and training than outsiders Dessler (2007).

Dessler (2007), However states that hiring from within can backfire. Employees who apply for jobs and don't get them may become discontented, telling unsuccessful applicant's why they were rejected and what made remedial action they might take to be successfully in future is crucial. Many employers require managers to post job openings and interview all inside candidates yet the manager often knows ahead of time whom he or she wants to hire. Requiring a person to interview a stream of unsuspecting inside candidates can be a waste of time for all concerned. Inbreeding is often a potential drawback when all the managers came up through the ranks, they may have a tendency to maintain the status quo when a new direction is required.

Torrington et al (2008) adds that internal recruitment is less expensive as there will be no need to spend money on advertising or recruiting agencies. Further cost saving and efficiency gains can be made because internal recruits are able to take up new post more quickly than people brought from outside. Internal candidates are also more knowledgeable than new starters coming in from other organizations about exactly what the job entails. They are also familiar with organization culture, rules and geography.

Firms can't always get all the employees they need from their current staff and sometime they just don't want to Dessler (2007). Armstrong (2006) states that very many vacancies are filled from external sources, even when an internal candidate is transferred or promoted a vacancy is created which has to be filled from outside. It can be expensive, time consuming and uncertain though these disadvantages can be reduced by forethought and planning. He divides the sources into two, inexpensive but limited choice such as schools and college links, unsolicited applications and job cartels, expensive sources include recruitment agencies and advertising.

Graham and Rodger (1998) argues that even when unemployment is high certain categories of employees are difficult to find especially in the highly specialized fields and enterprises may have to use more expensive means of recruitment. Unskilled workers can be found easily using less expensive means. The problem lies with selecting a suitable candidate from among a very large group. A situation with a high demand for managers within an enterprise chances are that there is also a general high demand for managers in the external environment. It is therefore crucial for compensation to be highly competitive in order to attract other potential candidates in the external environment (Koontz et al 1994).



According to Flippo (1984) there have been a popular modern trend toward more selective recruitment through adverts to the media such as journals and more information about the company included in the job specification included in the advert. He argues that trade publications usually stay in circulation for longer periods of time, thereby increasing the number of potential applicants. They also contribute to image and prestige building the organization.

Dessler (2008) states that while web based recruitment through the internet is rapidly replacing newspaper adverts a glance at almost any paper, business or professional magazines will confirm that print adverts are still popular. To be successful employers have to address two issues the advertisements medium and advert construction. The selection of the best medium whether local paper or journal depends on position which you are advertising i.e. local papers for blue collar jobs and for specialized jobs use of professional journals. For construction of adverts advertisers should use the four point guide (AIDA) Attraction, Interest, Desire and Action (Dessler 2003).

Various organizations use different methods to attract applicants to apply for jobs in their organizations depending on their priorities. According to Gomez Mejia et al (2010) studies have shown that employees who are hired through referrals from current employees tended to stay with the organization longer and displayed greater loyalty and job satisfaction than employees recruited through other means. Some organizations offer incentives to their employees for successful referrals. Employees have a good sense of what it takes to be a successful worker and a member of the organization. Flippo (1994) states that the present employees know both the company and the acquaintances and would presumably attempt to

please both. The separation rate of referred employees is lower than of those obtained from employment agencies.

Most people today go online to look for jobs .one survey found that on a typical day more than four million people turn to the web looking for jobs. Internet based adverts and recruiting is far and away the recruiting source of choice. The web is cost effective way to publicize job openings, it generates more responses quicker and for a longer time at less cost than just about any other method (Dessler 2008). Beardwell et al (2010) argues that employers are increasingly turning to the web as a recruitment tool because online adverts are relatively cheap and are more dynamic and can often produce faster results than newspaper help wanted adverts. The web is not only economical and efficient means to recruit but it also a convenient tool for job seekers. Thousands of career websites exist and almost all are free to people searching for jobs. Job seekers can search for jobs by industry geographical location and in some cases job description.

Torrington (2008) states that universities are the main source of new graduates and are rated as the most popular method of recruitment. Its draw back is that here is need to differentiate presentations from those of other employers and the time taken to visit a number of universities. Sara (1991) some colleges have job placement office that helps students make contacts with employers. Students whose majors are accounting, engineering, computer programming and information systems at the under graduate level and those with graduate degrees in business and law are often considered the most desirable candidates because of the applied training they have received. There is value in interacting with college students, developing relationship and generating interest in the college pool of candidates.

According to Armstrong (2007) another source of recruitment is executive search consultants or headhunters. They are used for senior jobs where there are only a limited number of suitable people and a direct link to them is wanted. Headhunters are expensive and charge a fee of 30% to 50% of the first year's salary but they can be quite cost effective. Wood and Payne (1998) observes that many organizations use external contractors to recruit and screen applicants for a position. Typically the employment agency is paid a fee based on salary offered to the new employees. Agencies can be particularly effective when the firm is looking for employees in specialized fields. Minor (1995) observes that unsolicited applications both at the gate and through the mail constitute a much used source of personnel. These can be developed through provision of attractive employment office facilities and prompt and courteous replies to unsolicited letters

A firm may decide to recruit employees who previously worked for the organization. Typically these people were laid off although they may also have worked seasonally. Forming an alumni network could be a simple and cost effective way to maintain a hiring pool of competitive candidates. Further more a network of former employees can be a source of employee referrals because they are familiar with the organization, its culture and values. Schuler (1998) Dessler (2008) adds that former employees are known quantities and are already familiar with the company style and way of doing things. On the other hand employees who we let go may return with less than positive attitudes. Hiring former employees into better positions may signal current employees that the best way to get ahead is to leave the firm. Adverse reactions can be reduced by crediting former employees with the years of service they had accumulated before they left.

### **2.3. Selection**

According to Strauss and Sayles (1960) attracting qualified job applicants is just the first step in the process of acquiring new employees. The organization must develop techniques for selecting among these applicants, those to be accepted for employment, managers wish to avoid hiring an employee who will either quit or turn out to be unproductive or unqualified.

The essence of selection is predictable or forecasting specifically using information gathered from the selection devices to determine differences among applicants with regard to knowledge, skills and attitudes and choose those applicants that we predict will do well in the future in the job under consideration (Gatewood et al 2008). Selection is a decision making activity, the psychological calculation of suitability (Townley 1994). The first decision stage is known as pre selection, its purpose is to reduce to manageable size the number applicants with emphasis on rejection rather than selection (Price 2007) evidence is gathered from application forms, CVs and resumes. Price(2007) states that pre-selection is open to considerable abuse frequently made on arbitrary grounds ranging from the absurd (use at wrong colour of ink) to discriminating excluding particular groups such as minorities and women.

Harriet and Fletcher (1990) note the irony that pre-selection and interview result in rejection of the largest proportion of candidates and yet these are the least valid and reliable. Price (2007) adds that biased selection processes can result in hiring unsuitable employees of may lead to failure to hire applicants who would have been suitable for the job. Selection is the process of collecting and evaluating information about an individual in order to extend an offer of employment. Such employment could be either a first position for

a new employee as a different position for a current employee. The selection process is performed under legal and environmental constraints and addresses the future of the organization and the individual (Gatewood et al 2008).

Laurie (2002) describes selection as a very important process because performance of any organization depend in part on that of seniors and subordinates, employees with better skills will do a better job for you and your organization and employees without skills and who are abrasive wont perform effectively and your performance and the firms will suffer. The time to screen out such undesirable employees is before they are at the door not after.

The journal of royal statistical society vol 47 1998 states that selectors should act in accordance with the best interest of the organization be it in the government or the firm which employs them. An efficient selection process maximizes the benefit to society in case of the government or profit in the case of the firms. There is need in the public interest to select the best people to be civil servants while not being unfair to all those who constitute the pool of applicants. The selection process should avoid bias. The unintentional prejudices of individual selectors are significant; effort should be made to ensure the selectors eschew bias on the ground of gender, race, age or disability. Investigation have uncovered a wide variety of personal attributes which may disadvantage individuals despite having equal merits or needs heightism i.e. tall people are more successful than short people (Economist 1995), hairism i.e. bald people are disadvantaged relative to hairy competitors (Guardian 1995).

Boudreau and Rynes (1995) observes that from a business perspective reaction to selection procedures may influence the ability of the organization to attract and hire highly qualified applicants which in turn can influence overall utility of selection. According to Boudreau and

Rynes (1985) from an ethical perspective organizations should be concerned with the effect of selection procedures on the psychological well being of applicants for example the perceived fairness of selection testing may influence the efficacy and self esteem of rejected applicants. Schuler (1993) suggested that the following four factors influence the perceived acceptability of selection situation, the presence of job relevant information that can aid job acceptance decisions, participation or representation in the development of the selection process, understanding of the evaluation process, understanding of the evaluation process and task relevance of the selection procedures and content and the form of feedback.

According to Dessler (2008) interview is a procedure designed to obtain information from a person through oral responses to oral enquiries. Interviews are the most widely used selection procedure and they are an indispensable management tool. Flippo (1984) states that though widely used interviews are subjective and unreliable as one human being is evaluating another under somehow strained and artificial circumstance. Interviewer stereotyping may affect the interview effectiveness. Selection should be valid and reliable, if selection has no proof of validity there is logical or permissible reason to continue using it (Dessler 2005).

Armstrong (2008) describes psychological tests its measuring instruments which is why they are often referred to as psychometric tests which literary means mental measurement. The purpose of psychological test is to provide an objective means of measuring individual abilities and characteristics. They are used to enable selection to gain a greater understanding of individuals so that they can predict the extent to which they will be successfully in the job.

Cognitive tests include tests of general reasoning ability (intelligence) and test of specific mental abilities like memory and inductive reasoning. Intelligence tests (I.Q) are test of general intellectual abilities. They measure not a single trait but rather a range of abilities including memory, vocabulary, verbal fluency and numerical ability (Dessler 2003). According to Grobler and Warnich (2006) achievement tests measure what a person has learned most of tests taken in school are achievement tests. They measure your job knowledge in areas such as economics, marketing or human resources. With work samples you present examinee with situation representative of the job for which they are applying and evaluate their responses experts consider these to be tests. However they differ from most tests as they measure job performance directly. For example for a clerical position work samples would include a typing test and proofreading.

Management assessment centers are another method which is a two to three day simulation in which 10 to 12 candidates perform realistic management tasks like making presentations under observation of experts who appraise each candidates leadership potential. The center itself may be a plain conference room but it's often a special room. Video based simulation present candidates with several online based video scenarios each followed by multiple choice question. The scenario might depict an employee handling a situation on the job (Sisson 1996).

Personality tests attempt to assess the personality of candidates in order to make predictions about their likely behavior in a role, there are many different theories of personality and consequently many different tests Morae and Costa (1989) Classified them as extraversion/introversion, emotional stability, agreeableness, conscientiousness and openness to experience. Ability tests measure job related characteristics such as number and verbal,

perceptual or mechanical ability. Aptitude tests are job-specific tests that are designed to predict the potential an individual has to perform a task within a job, they cover such areas as numerical aptitude, numerical, aptitude, mechanical aptitude and dexterity (Armstrong 2006). Other selection methods include background investigate and reference checks it uncover damaging information such as criminal records, polygraph and honesty testing, medical examinations and substance abuse screening (Foot and Hook 2008).

## **2.4 Challenges of recruitment and selection**

This section of literature review deals with the challenges associated with recruitment and selection

### **2.4.1 Challenges of recruitment**

According to the Sheldon and Carrhill (1992) organizations are grappling with challenges like rapid product and technological change, global competition, deregulation, political instability, demographic changes and a shift to service economy. This has increased the need for firms to be responsive, flexible and much more competitive. In turn the organizational methods managers use to accomplish this have helped weaken the job as a well defined and clearly delineated set of responsibilities. Orfield and Kurlaeader (2001)states that human resource professionals are expected and required to keep in tune with changing times i.e. the changes taking place across the globe, human resources should maintain timeliness of the process. According to Taylor (1998) recruitment is considered to be a thankless job. Even if the organization is achieving results the human resource department of professionals is not recognized for recruiting the right employees and performers.

Recruiting does not just involve placing advertisements or calling employment agencies, there are several things that make it more complex. Recruitment efforts should make sense in terms



of the company strategic plans, it implies that you have carefully thought through when and how you will do your recruiting. Some recruiting methods are superior to others depending on the type of job you are recruiting for. The success you have on recruitment depends on non recruitment issues and policies. For example paying ten percent more than most organizations in your area of operation should other things equal help you build a bigger applicant pool faster. Good recruiting preferably always requires simultaneous pre screening of employees. Only by listing the job requirements in the advertisement or by providing a realistic job preview on job during the initial call or contact or it will be useless to waste time on applicants who have no real interest in the job Dessler (2008).

The firm's image affects its recruiting results, for example a poor diversity reputation can make it particularly difficult for firms to recruit talent especially among female and minority in targeted media outlets. Highly diverse adverts emphasizing inclusiveness in policy statement and using minority and female recruiter's employment can have a positive impact. For several reasons the characteristics one needs to perform a job effectively are not necessarily obvious. First the job itself is very often a moving target. For instance the knowledge, skills and abilities necessary for a good computer programmer right now are certainly going to change as software and hardware continue to evolve, secondly the organization culture may need to be taken into account. Different people in the organization often want different characteristics in a new employee; upper level managers may want the new manager of an engineering group to be financially astute while engineers may want a manager with technical competence (Gomez Mejia 1998).

Taylor (1993) observes that the immediacy and speed of recruitment process are the main concerns of human resource in recruitment. The process should be flexible, adaptive and

responsive to the immediate requirements. The recruitment process should also be cost effective. The emerging new systems are both an opportunity as well as a challenge for human resource professionals. Therefore reviewing staffing needs and prioritizing the tasks to meet the changes in the market has become a challenge for the recruitment professionals

### **2.4.2 Challenges of Selection**

The quality of selection depend in part on the accuracy and completeness of data gathered from the applicants, in general the greater the amount of accurate data obtained the higher the probability of making accurate selection decision. However the amount data collected is often severely limited by the cost of obtaining the data, organizations incurs costs for such items as materials and facilities, stafftime, travel expenses for staff and applicants. This affects the selection process in a negative way (Gatewood et al 2008). He also adds that in human resource selection as in medicine, stock market analysis, meteorology and economics, prediction is an uncertain activity even with a well developed selection program not all decisions about future job performance are going to be correct.

Gatewood et al (2008) also agrees that selection programs require the measurement of characteristics of the jobs, individuals and work performance. By measurement it's a reference to quantitative descriptions that is the use of numbers. However measurement of knowledge, skills and attitudes is difficult and not precise as selectors would wish. According to Grobler and Warnich (2006) research has constantly shown that selection interview is low both in reliability and validity. Reliability is a particular concern with interviews because the interview technique is low both in reliability and validity. Reliability is a particular concern with interviews because the interview technique does not have the consistency of form that the written test of reference checks may have.

Torrington et al (2008) states that there are some groups of staff that is getting harder to find people who both willing and able to fill the vacancies that are available. According to the chartered institute of personnel development (U.K) annual survey the vast majority of respondents report experiencing recruitment difficulties particularly when it comes to finding appropriate management and professional staff. Stability can be difficult in some instances because of a small number of applicants and in other instances because of extremely large number of applicants. Such difficulties can arise unintentionally when there is inadequate specification of criteria required or intentionally in large scale recruitment exercise such as those associated with an annual intake of graduates.

Organizations have the challenge to comply with anti-discriminatory legislation to avoid unfair discrimination for moral reasons for as well as legal reasons and to ensure that all efforts are directed towards achieving corporate goals. Organisations also have the challenge to define suitable candidates, decisions to recruit or person alternative action, elements of fair play, elements to enhance the organization image and cost/ quality balance (Foot and Hook 2008).

Gomez Meiji et al (2010) states that poor hiring procedures can lead to high employee turnover leading to increased costs. A basic estimate is that turnover cost is approximately 25% of annual salary and benefits of the employee who is leaving. As the level of salary of a worker goes up so does the turnover cost? Challenges of hiring process include determining which personal characteristics are important to performance, measuring those characteristics evaluating applicants motivating levels and deciding who should make the selection decisions.

If an organization decides to involve line employees in hiring decisions they will include managers who will supervise the new hire, co workers and where applicable new hire subordinates. These groups do not share the same view on the characteristics of the new hire. Most hiring decision focus on ability rather than motivation. There are countless tests on mathematical ability, verbal ability, mechanical ability but the following equation makes clear that motivation is also critical.  $Performance = Ability \times Motivation$  (Gomez Mejia et al 2010).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter discusses the research methodology used in the study. Section 3.1 examines the research design used, section 3.2 describes the population of the study, section 3.3 highlights the data collection techniques and section 3.4 explains how data was analysed.

#### **3.1 Research Design**

The survey design was used in the study in order to satisfy the research objectives. It was necessary to compare the responses of the various respondents and the survey was concerned with conditions or relationships that exist, opinions held, processes that go on, effects that are evident or trends that are developing.

#### **3.2 Population of the Study**

Narok County has 5 public secondary schools. All the 58 principals of all the secondary schools formed the population of the study as they are directly involved in recruitment and selection process as the secretaries of the board of governors.

#### **3.3 Data collection**

Primary data was collected through structured questionnaire. The questionnaires had both closed and open ended questions. The closed structured questionnaires were meant to elicit data that to be analyzed using quantitative techniques. The open structured questionnaires were meant for data that is qualitative in nature. The questionnaires were administered to officers at the school principals using the drop and pick method. The questionnaire was distributed to the selected respondents and adequate duration allowed for them for them to

be filled. All questionnaires were accompanied by an introductory letter specifically underscoring the fact that the information provided would be solely used for academic purposes. The letter specified that the information given would be treated with confidentiality.

### **3.4 Data Analysis**

The questions were numbered as they are but each response was be coded between 1 and 5 to enable better analysis on each subject and generate relevant data for analysis. Data was analyzed through descriptive statistics. Analyzed data was presented using tables, pie charts and graphs. Data was further simplified into percentages to give it a relative form that is amenable for comparison and thus facilitate understanding and the drawing of inferences and conclusions. Before the actual analysis information was evaluated to determine its usefulness, consistency, credibility and adequacy.

## **CHAPTER FOUR**

### **DATA ANALYSIS RESULTS AND DISCUSSION**

#### **4.0 Introduction**

This chapter will focus dominantly on the study results and the questionnaire return rate from the respondents. The results are presented in the order of the study objectives.

#### **4.1 Response Rate**

The study targeted all 58 Secondary School Principals of Public Secondary Schools in Narok County who formed the sample of 58 respondents. A total of 58 questionnaires were distributed and all the 58 were collected as the District Education Offices both in Narok and Transmara Districts which form the Narok County facilitated their distribution and collection. The response rate was 100% due to the facilitation and cooperation of District Education Offices.

#### **4.2 General Information of Respondents**

This section enquired about the general information of the respondents in terms of their gender, professional experience and experience in recruitment and selection process.

##### **4.2.1 Gender**

The respondents were asked to indicate their gender out of the 58 respondents. 36 (62.1%) were found to be male while 22 (37.9%) were found to be female as shown in Table 1 below, the study found that there were more male head teachers than female head teachers.

		Frequency	Percent
Valid	Male	36	62.1
	Female	22	37.9
	Total	58	100.0

**Table 1. Gender**

The male dominance was due to the fact there are more boys schools than girls schools and the T.S.C policy is that boy's schools should be headed by male head teachers while girls schools should be headed by female head teachers. The low enrollment of girls in schools is due to factors such as early marriages and female genital mutilation which also contributes to the low number of female head teachers. There were also cultural beliefs whereby women were given a very low profile on administrative matters. Another cause could be that women did not like teaching in the county as the region is in a marginal and rural setting.

#### **4.2.2 Professional Experience**

The respondents were asked to indicate for how long they had worked as secondary school principals. Out of the 58 respondents 18 (31.0%) had worked for 0 to 5 years, 21 (36.2%) had worked for 6 to 10 years while 19 (32.8%) as reflected by Table 2 below.

		Years	Frequency	Percent
Valid	0-5		18	31.0
	6-10		21	36.2
	11-15		19	32.8
	Total		58	100.0

**Table 2. Professional experience**

This shows that the majority had worked for more than 5 years in their current positions as principals and since the policy of decentralized recruitment was put in place in the year 2001, it reflects that the principals are conversant with the recruitment and selection procedures.



### 4.2.3 Experience in Recruitment

The respondents were required to indicate their level of experience in the recruitment and selection process. The highest percentage was observed in the category of between over 5 years 21 (36.2%), while those in the 6-10 years were 18 (31%). Those who had the experience of 11-15 years were 19 (32.8%) as reflected by Table 3 below.

		Frequency	Percent
<b>Valid</b>	0-5	21	36.2
	6-10	18	31.0
	11-15	19	32.8
	Total	58	100.0

**Table 3. Experience in recruitment**

The study established that 63% of the respondents had over 6 years experience in the recruitment process indicating that they were conversant with the policy guidelines and the challenges associated with the process. The study observed that 63% of the respondents have the capacity and ability to coordinate the recruitment and selection process.

## 4.3 Recruitment

This section sought to establish how recruitment of secondary school teachers in public secondary schools is conducted in Narok County.

### 4.3.1 Sources of Recruitment

The respondents were required to state how they recruited their teachers and the sources they relied on. As shown in Table 4 the findings indicated that 43 (74.1%) used external recruitment while 15 (25.9%) used internal recruitment

		Frequency	Percent
Valid	Internal	15	25.9
	External	43	74.1
	Total	58	100.0

**Table 4. Sources of recruitment.**

This means that most of the recruitment sources are external this can be attributed to the fact the vacancies are advertised externally in the mass media External recruitment is done when after authority is given by the Teachers Service Commission, the posts are advertised externally and then potential applicants submit their applications to the school principals. Internal recruitment is only applied when the schools employ teachers who are not under the payroll of the Teachers Service Commission. The study established that the policy guidelines by the Teachers Service Commission on recruitment and selection are adhered to as it requires teachers to be sourced externally to give equal opportunities to candidates from the whole country to compete for the available posts.

#### **4.3.2 Methods used to attract internal applicants**

The respondents were asked to indicate the methods they used to attract applicants internal for the vacant positions in their institutions. The survey revealed that 53(91.4%) used notice boards to attract teachers, while 5(8.6%) used temporary workers. The data collected showed that most majority of the respondents used notice boards to advertise their posts to complement the advertisements posted on the daily newspapers as reflected by Table 5 below.

		Frequency	Percent
Valid	Notice boards	53	91.4
	Temporary workers	5	8.6
	Referrals	0	0
	Employees newsletters	0	0
	Total	58	100.0

**Table 5. Methods used to attract internal applicants.**

The advertisement on notice boards is in line with the guidelines and it offers additional information which had not been included in the newspaper adverts. This enables the potential applicants to make the proper choices and have an avenue for consultations on issues which may not be clear.

#### **4.3.3 External Recruitment Sources.**

The respondents were required to state the external recruitment sources they usually use to attract potential applicants to apply for vacant posts in their schools. The study showed that 51 (89.9%) relied in advertisements as sources of applicants, 12 (12%) relied on referred candidates while 4 (6.9%) relied on temporary workers majority of whom are teachers employed on contract by the board of governors on contract terms as shown by table 6 below.

	Frequency	percentage
Referred candidates	7	12
Advertisements	51	87.9
Outsourcing	0	0
Temporary employees	4	6.9
Employment agencies	0	0
Executive recruiters	0	0

**Table 6. External recruitment sources.**

This can be attributed to the Teachers Service commission policy of informing potential applicants of the vacant posts through advertisements on the daily newspapers. Temporary employees stationed in schools are also considered as available source as they are already familiar with the schools operating environment. Advertisements are also preferred as they have a wider reach of all potential candidates in all the corners of the country thus giving every qualified candidate an equal chance of being considered.

#### **4.4. Selection**

This section sought to establish how selection of secondary school teachers is conducted in Narok County.

##### **4.4.1 Ability to get the best candidates**

The respondents were asked to state whether they normally end up with the right candidates after the process is over 52 (89.7%) answered yes while 6 (10.3%) stated that they do not normally get the right candidates as shown by Table 6 below.

		Frequency	Percent
<b>Valid</b>	Yes	52	89.7
	No	6	10.3
	Total	58	100.0

**Table 7. Ability to get the best candidates.**

The findings show that the majority of the school principals have confidence in the current recruitment and selection process in enabling them get the candidates with the best abilities.

##### **4.4.2 Selection Methods.**

The respondents were asked to indicate the selection method they used in order to identify the best candidates among all the applicants. As shown in the Table 7 below, interviews were

found to be the most used selection method at 72.4% while ability tests amounted to 6.9%. Other methods used although with a lesser frequency include intelligence tests, achievement tests, and job specific tests.

		Frequency	Percent
Valid	Interviews	42	72.41
	Ability tests	4	6.89
	Psychological tests	0	0
	Intelligence tests	2	3.44
	Achievement tests	5	8.62
	Job specific tests	5	8.62
	Reference checks	0	0
	Total	58	100.0

**Table 8. Selection methods.**

This can be attributed to the fact that interviews are the recommended selection method by the government and the Teachers service commission recruitment and selection guidelines. It provides direct contact with the candidate and is the most valid evaluation tool of the most capable candidates. The study established that the government policy and the Teachers Service Commission selection guidelines are adhered to in the selection of secondary school teachers. Job specific tests are used to test if candidates are conversant with their areas of specialization that is their teaching subjects.

#### **4.4.3 Pressure exerted in the Selection Process**

The respondents were asked to state if they faced any pressure from interested parties in the recruitment and selection process. Table 8 shows that 14 (24.1%) said they faced pressure while 44 (75.9%) said they faced no pressure.



		Frequency	Percent
Valid	Yes	14	24.1
	No	44	75.9
	Total	58	100.0

**Table 9. Pressure exerted during selection process.**

The study observed that although external influence was minimal it existed and could influence the decisions of the interviewing panels.

#### **4.4.4 Complaints from Stakeholders**

The respondents were required to indicate whether they received any complaints about the recruitment and selection process either from unsuccessful candidates or from other stakeholders. As reflected by Table 9, 48 (82.8%) indicated they received no complaints while 9 (15.8%) indicated they did receive complaints.

		Frequency	Percent
Valid	Yes	9	15.5
	No	48	82.8
	Total	57	98.3
Missing	System	1	1.7
Total		58	100.0

**Table 10. Complains from stakeholders**

The study showed that the complaints are minimal at 15.8% and therefore the exercise is free and fair as it has above average acceptance.

#### **4.4.5 T.S.C Policy Adherence**

The respondents were requested to state whether the TSC policy guidelines on recruitment and selection were adhered to in their institutions. As shown in Table 10, 36 (62%) of the

respondents indicated that the TSC policy was adhered to while 22 (37.9%) stated the policy was not adhered to.

		Frequency	Percent
<b>Valid</b>	Yes	36	62.1
	No	22	37.9
	Total	58	100.0

**Table II.T.S.C policy adherence.**

The findings show that the policy did not meet full adherence as 37.9% of the principals who are the policy implementers felt that it was not adhered to. This that the Teachers Service Commission has to take extra steps to ensure that there full adherence to the guidelines.

#### **4.5 Challenges faced in recruitment.**

This section sought to understand the challenges of secondary school teachers in Narok County as reflected by table 12 and the respondent's recommendations on how the challenges can be addressed. The respondents were asked to state the challenges in form of a likert scale of 1 to 5 . The range was 'strongly agree (5)' to 'strongly disagree (1)'. The score of 'strongly agree' and 'agree' have been taken to present a variable which had an impact to a large extent (L.E)(equivalent to a mean score of 3.5 to 5.0)on the continuous likert scale, The score of moderate have been taken to represent a variable that had an impact to a moderate extent (M.E) (equivalent to a mean score of 2.5 to 2.4on the continuous likert scale. The score of both disagree and strongly disagree have been taken to represent a variable which had an impact to a small extent (S.E) (equivalent to a mean score of 0 to 2.5 on a continuous scale). The findings are represented on table 12 below.

Challenges of recruitment	mean	Standard deviation
Advertisements reaches all potential applicants	1.844	0.934
Recruitment process is adequately financed	2.293	1.019
Low education levels in do not deter applicants	4.793	0.987
Arid nature ofNarok does not deter applicants	3.775	1.062
Policy ofequal opportunities to all is adhered to	3.553	0.972
Pre- screening of applicants is conducted before selection	4.943	0.873
Subject combination disqualifies capable applicants	4.524	0.964

**Table 12 Challenges of recruitment.**

The mean score of 1.844 reflected that the majority of the respondents agreed low extent that advertisement reaches potential applicants. This can be attributed to the fact that many applicants do not have access to national newspapers where the advertisements are placed. The respondents felt that the recruitment process was not adequately financed represented by a mean score of 2.293. This can be attributed to the inadequate financial resources availed to them by the T.S.C headquarters and that majority of the recruitment activities are handled at T.S.C headquarters.

Majority of the respondents agreed to a large extent that the low educational levels in Narok County do not deter potential applicants from applying for the vacant posts with a mean score of 4.793. This can be explained by the high levels of unemployment of teachers due to the embargo placed on the automatic employment of teachers by the government since 1998. From the findings it was also established to a large extent that the arid nature of Narok County does not deter applicants from applying for vacant posts with a mean score of 3.775. the high levels of unemployment of secondary school teachers limits their choices and thus they are willing to apply for vacancies wherever they exist. It was established that subject combination disqualifies capable applicants with a mean score of 4.524, this was attributed to the Teachers



Service Commission guidelines which normally specifies the two subject combination which the applicants must possess and those who do not possess them are not eligible to apply for the vacant posts.

Overall challenges of recruitment are faced in the ability to reach all applicants and inadequate finances availed to the respondents, whereas low levels of education, arid nature of Narok County, prescreening process and non discrimination laws are not challenges to recruitment.

#### **4.5.1 How to address challenges of recruitment.**

Respondents suggested that communication breakdown can be addressed through embracing communication with candidates through the internet and mobile phones. Through these avenues, the shortlisted candidates can be informed in the shortest time possible and this will enable them to attend the interviews as required and avoid their being time barred. Advertisements on vacant posts should be made on the most accessible media such as the radio stations that reach most applicants as advertisement only in the print media (newspapers) do not reach all the potential applicants.

Majority of the respondents also recommended that subject combination should be made flexible to enable attraction of a large pool of applicants. The current policy disqualifies many qualified applicants who can achieve the respective schools expectations in the major subjects. It also limits the choice of the interview panels as they have to do with the applicants with the required subject combinations only.

#### 4.5.2 Challenges faced in selection.

The respondents we requested to rate the challenges faced in the selection in form of a likert scale process presented in the table 13 below.

<b>Challenges of selection</b>	<b>Mean</b>	<b>Standard deviation</b>
Interviews are reliable and effective	4.84	3.79
Measurement of skills is accurate	2.27	2.45
Interviews measure employees abilities	4.26	4.54
Anti discrimination laws don't compromise selection	3.84	4.55
Experience is not overrated over performance	1.22	1.43
Officers involved in selection are trained	1.26	2.34
External factors don't influence selection	1.74	1.15
Many candidates apply for vacant teaching posts	4.32	0.64

**Table13 Challenges of selection**

Majority of the respondents agreed to a large extent that interviews are a reliable and effective tool of selection with a mean score of 4.84. This is due to the fact that they are the recommended selection tool by the Teachers Service Commission selection guidelines as they provide direct contact with the applicants and is presumed to be the most valid tool of assessing the applicants. To a large extent it was also agreed that measurement of skills in selection process is accurate with a mean score of 4.57, the measurement is achieved through the use of interviews. Interviews were accepted as an accurate measure of the employee's abilities with a mean score of 4.26.

Respondents agreed to a large extent that non discrimination laws which include non discrimination of applicants with disabilities and equal opportunities of both genders did not

compromise selection as represented by a mean score of 3.84 . This can be attributed to the selection guidelines which clearly stipulate that all applicants should be treated equally without regard to their gender or disability. In as far as experience is not overrated over performance there was a low extent of agreement with a mean score of 1.22. The standard deviation of 1.43 reported showed that this was not necessarily the case.

Respondents agreed to a very low extent that the officers involved in the selection are trained with a mean score of 1.26. This can be attributed to the fact that not all members of the boards of governors of secondary schools have not undergone training on the selection procedures. There was low acceptance of the statement that external factors do not influence selection with a mean score of 1.74. External forces such as political leaders normally seek to influence the decisions made by the selection panels. It was established that many candidates apply for vacant posts with a mean of 4.32 and this is due to the high levels of unemployment among teachers in the country.

The study established that the main challenges are external factors, overrating of experience over performance and lack of training of officers involved in training. Interviews and accuracy in the measurement of skills and anti discrimination laws are not challenges in selection.

#### **4.5.3How to address challenges of selection**

The respondents recommended that the Teachers Service Commission should revise its selection guidelines and give prominence to performance, capability and merit over the current emphasis on the duration one has worked to ensure the most capable applicants are selected. The board of governors, members and all members of the selection panels should

meet set minimum educational standards and should be trained and briefed on the guidelines always before the recruitment and selection process.

The Teachers service commission should be sending its officers to be members of the selection panels to ensure that the selection guidelines are adhered to. Checks and balances should also be put in place to ensure that the exercise does not face any interference from any interested parties and any candidate found to be making efforts to influence the decision of the selection panels should be disqualified. The Teachers Service Commission should also avail a channel through which applicants who have complaints on how the process was conducted can file their complaints. These complaints should be investigated and the appropriate action taken

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presents a summary of the results, discussions of the results and conclusions on the results. Also presented are limitations of the study, recommendations for further research and recommendations on policy practice.

#### **5.1 Summary of Findings**

The primary purpose of this study was to establish the challenges of recruitment and selection of secondary school teachers in public secondary schools in Narok County. It sought to establish whether the policy guidelines provided by the Teachers Service Commission to the respective interview panels are adhered to.

The study established that the majority of the secondary schools in Narok County have male principals. This is attributed to the fact that there are more boys' schools than girl's schools and the Teacher service commission policy is that boy's schools should be headed by female head teachers while girl's schools should be headed by female head teachers. Majority of the school principals have experience in recruitment and selection as most of them have worked for more than five years as secondary school principals and as secretaries to their respective board of governors in their schools they have been involved in the exercise before.

External sources provide the pool of applicants for vacant teaching posts in secondary schools in Narok County. External recruitment is done after authority is granted by the Teachers Service Commission, the posts are advertised externally and potential applicants submit their

applications to the school principals. Advertisements are placed on school notice boards to provide additional information not provided in the newspapers adverts.

Interviews were identified as the main selection method used, this is in line with the government guidelines and is considered the most valid evaluation tool as it provides direct contact with the applicants. External pressure in the recruitment and selection process although minimal exists and has the ability to influence the decision made by the selection panels. Complaints from stakeholders exist as 15% of the respondents acknowledged having received complaints over how the exercise was conducted. The survey also established that the Teachers Service Commission policy on recruitment and selection is not fully adhered to as 37.9 % of the respondents stated that the policy did not meet full adherence.

Information collected from applicants was found to be accurate as the selection panels have to collaborate oral submissions by applicants with the documentary evidence provided in form of academic and professional certificates. The study also established that the selection process gives priority to the years applicants have stayed since graduation over performance. Majority of members of the board of governors who form the interview panels have not undergone training on how recruitment and selection guidelines should be applied.

Communication was identified as major challenge as shortlisted candidates are notified through notice boards and majority of the applicants are not locals and many fail to attend interviews as they don't receive the information and thus do not meet the deadline. Newspaper adverts do not have a country wide reach and many potential candidates are cut off from the recruitment and selection exercise. The vacancy advertisements always specify the subject combinations recommended and this disqualifies many candidates.

## **5.2 Conclusion and Recommendations**

The challenges facing the recruitment process needs to be addressed through effective training of officers involved in the process to ensure that they are conversant with the procedures. All guidelines associated with the process needs to be disclosed to all candidates to ensure fairness. Recruitment of teachers should be centralized because decentralized recruitment and selection has created loopholes which compromise the process. If the decentralized recruitment and selection procedures are retained the Teachers Service Commission should be continuously monitoring and evaluating its efficacy and making the necessary adjustments where necessary.

Human Resource officers in the Teachers Service Commission should be involved in the recruitment and selection process as there are not currently involved, only officers without any human resource background are involved leaving aside those who are conversant with the procedures and policy guidelines. Measures should also be put in place to ensure that there is no interference in the process from external forces of interested parties which may interfere with the process. Emphasis should be placed on the applicant's competency and not the length of time they have stayed since they graduated to ensure that the process ends up with the best candidate.

## **5.3 Limitations of the Study**

Information collected in the study was of a self report nature which depending on the subject areas being queried may be prone to some inaccuracy as a result of less than accurate recall due to lack of information or discomfort with self disclosure. The most important limitation of this qualitative research is that the findings cannot be directly generalized to the larger population being studied.

The number of respondents in this research study was small to be representative of the population. Some respondents tended to express views that are consistent with their status as principals and tried not to present the process negatively. The professional desirability bias led respondents to self censor their own views and opinions.

#### **5.4 Suggestions for Further Study**

This research is a descriptive study on the challenges of recruitment and selection of teachers in Narok County. Future research should be sought to extend analysis to other districts and on the merits and demerits of centralized and decentralized recruitment of teachers and other public officers and the challenges facing recruitment and selection of teachers and how they can be addressed. Future research should also examine the effect of recruitment and selection on job turnover, and the relationship between job performance and recruitment and selection procedures and effects of recruitment and selection on motivation and employees morale.

#### **5.5 Suggestions for Policy and Practice**

Monitoring and evaluation should be entrenched in public institutions to ensure that policies are implemented in the manner they are designed to. Recruitment and selection is a crucial determinant of organization performance and if not handled effectively it could lead to failure of public organizations to realize their objectives.

Decentralized human resource practices such as recruitment and selection can only serve the intended purpose if the implementers are well trained and facilitated with the resources required for the exercise. With the new constitution in Kenya where majority of government



services will be devolved to the counties its imperative that checks and balances be put into place to avoid their being misused especially in the area of recruitment and selection.

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**APPENDIX 1**  
**LETTER OF INTRODUCTION**  
**UNIVERSITY OF NAIROBI**  
**SCHOOL OF BUSINESS**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**

P.O BOX 30197  
NAIROBI, KENYA  
September 9, 2011

THE DISTRICT EDUCATION OFFICER,  
NAROK DISTRICT

Dear Sir /Madam,

**REF: M.B.A PROJECT : JOHN GITHUI GATHUA REG NO. D61/71321/2008**

I am a student from the Nairobi University pursuing Masters of Business Administration program. Pursuant to the prerequisite course work, I would like to conduct a research to determine the challenges facing recruitment and selection of secondary school teachers in Narok County.

In this regard I kindly request your authority to conduct my research in Narok County. Information gathered will be treated with confidentiality and will be used for no other purpose other than the intended. A copy of this research will be available to you upon request. Your assistance will be greatly appreciated.

Yours sincerely

JOHN G GATHUA  
(M.B.A Student)

FLORENCE MUINDI  
(University supervisor)

**APPENDIX 2**  
**QUESTIONNAIRE**

**Section A: General information**

1. What is your gender?

Male



Female

2. How long have you worked in your current position?

0-5 years

6-10 years



11-15 years



16 -20 years



Others (specify)

3. How long have you been involved in the recruitment and selection exercise?

0-5 years

6-10 years

11-15 years



16-20 years

Others (specify)

**SECTION B**

**Recruitment process**

4. How do you recruit teachers?

Internal recruitment

External recruitment



5. How do you attract internal applicants to apply?



Employee newsletters

Referrals

Notice boards

Temporary workers

6. Which external recruitment sources do you use?

Referred candidates

Advertisements

Outsourcing

Temporarily employees

Employment agencies

Executive recruiters

Please explain reasons why

### **Selection process**

7. With the current decentralized recruitment and selection methods procedures do you always end up with the best candidate?

Yes

No

Please explain why



What selection methods do you use in the selection process?

Interviews



Psychological tests (mental measurement)



Intelligence tests

Achievement test

Ability tests



Job specific tests



Reference checks

Please explain why

9. Do you have any pressure exerted on you during the recruitment and selection process?

Yes [

No



If the answer is yes please explain

10. Have there been any complaints from stakeholders about how the recruitment and selection procedures are conducted?

Yes

No

Q

If the answer is yes please explain

11. Can the conditions stipulated in the Teachers Service Commission policy on recruitment and selection be effectively adhered to?

Yes

No      E H

**Section C**

**Challenges of recruitment and selection**

12. State the extent to which to which you agree or not agree with the following sentences with regard to recruitment and selection of secondary school teachers on a five point Linkert scale.

5- Strongly agree 4-agree, 3-neither agree nor disagree, 2- disagree, 1-strongly disagree

<b>Challenges of recruitment</b>	5	4	3	2	1
Advertisements through mass media reaches all potential applicants					
Recruitment process is adequately financed					
Low education levels of education in the district do not deter potential applicants					
The arid nature of Narok County has no effect on the number of applicants					
The policy of equal opportunities for all is adhered to					
Pre- screening of applicants is conducted before selection					
Subject combinations disqualifies capable applicants					

<b>Challenges of selection</b>	5	4	3	2	1
Interview selection method is reliable and effective					
Measurement of skills and knowledge of applicants is accurate					
Interviews measure the potential employees abilities					
Anti discrimination laws do not compromise the selection exercise					
Experience is not overrated at the expense of performance					
Officers involved in selection are trained					
External factors do not influence selection					
Many candidates apply for vacant posts					

13. What other challenges do you face in the recruitment process?

14. What measures would you recommend to address the challenges?

15. What other challenges do you face in the selection process?

16. What measures would you recommend to address the challenges?