

**CHALLENGES FACING EMPLOYEE RECRUITMENT AND
SELECTION AMONG NON-GOVERNMENTAL ORGANIZATIONS IN
KAKAMEGA CENTRAL DISTRICT, KENYA**

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

NOVEMBER, 2012

DECLARATION

I hereby declare that the work in this project is my original work, and has not been presented in part or entirety to any University for degree.

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My thanks are due to all those who have directly or indirectly helped me in preparing this project report. However, I accept the sole responsibility for any possible error of omission and would be extremely grateful to the readers of this project report if they bring such mistakes to my notice.

DEDICATION

This Project is dedicated to my Son Nigel, for always being there for me and also for giving me a reason to wake up each day. To my Dad Joseph Buhasio and Mum Tafrother Buhasio for always pushing me to achieve a Masters Degree and always encouraging me to aspire for great things and also for starting off the pace for me by taking me through school to make me what I am today. God Bless you always Mum and Dad.

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ABSTRACT

In today's rapidly changing business environment, organizations have to respond quickly to requirements for people. The market has been witnessing growth which is manifold for the last few years. Many players have entered the economy thereby increasing the level of competition. In the competitive scenario it has become a challenge for each company to adopt practices that would help the organization stand out in the market. The competitiveness of a company or an organization is measured through the quality of products and services offered to customers that are unique from others thus the best services offered to the consumers are result of the genius brains working behind them. Human Resource in this regard has become an important function in any organization. All practices of marketing and finances can be easily emulated but the capability, the skills and talent of a person cannot be emulated. Hence, it is important to have a well-defined recruitment policy in place, which can be executed effectively to get the best fits for the vacant positions. Selecting the wrong candidate or rejecting the right candidate could turn out to be costly mistakes for the organization. Therefore a recruitment practice in an organization must be effective and efficient in attracting the best manpower. The process includes steps like HR Planning attracting applicants and screening them. These steps are affected by various factors both internal and external. The recruitment and selection decision is of prime importance as it is the vehicle for obtaining the best possible person-to-job fit that will, contribute significantly towards the Company's effectiveness. It is also becoming increasingly important, as the Company evolves and changes, that new recruits show a willingness to learn, adaptability and ability to work as part of a team. The Recruitment & Selection procedure ensures that these criteria are addressed.

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CHAPTER ONE

INTRODUCTION

1.1 Background

Research on HRM practices has been studied extensively among manufacturing and small and medium enterprises. These theoretical and empirical studies have generally focused on HRM practices within western organizations. Relatively few studies have been done about the impact of HRM practices on firm performance in African countries (Ngo, Turban, Lau, and Lui, 1998). The HRM environment can be more important determinant of productivity in the service sector than in the manufacturing sector, given the much larger share of total production costs accounted for by employment, and the much more extensive direct contact between employees and customers, in services (Ann and Bartel, 2000). However, most of the prior research on HRM and organizational performance has focused on the manufacturing sector than the service sector despite the fact that today most employees work in service sector industries. It is now commonly accepted that employees create an important source of competitive advantage for firms (Barney, 1991). As a result, it is important that a firm adopts HRM practices like recruitment and selection, motivation, employee working environment and compensation that make the best use of its employees.

Employee recruitment is the process of reaching out, searching for and attracting a large supply of people or large pool of interested applicants from which the organization can choose those it considers competent or most qualified for the job. The human factor is

therefore fundamental to the achievement of organization goods. As a result, the need to put in place appropriate strategy for recruitment of organizational work force cannot be over emphasized (Banjonko, 2003). According to Khan (2008), recruitment means informing the market that a new people are going to be appointed which can be done through internal sources, advertisement, references and in the modern organization through the internet. On the other hand, selection is the process by which companies decided who will or will not be allowed into organizations (Noe *et al.*, 2006).

According to Khan (2008), the objective of selection is to pick the right candidates who meet the requirements of the job and the organization best interests. Mathis and Jackson (2005) pointed out that it ensures the person- job and person organization fit. That is why Fisher Schoenfeldt and Shaw (2004) mentioned that a good employee selection system could add to the overall effectiveness of the organization. According to Gatewood for recruitment and selection to achieve its objective the criteria should vary according to the type of role being filled. Recruitment is an important issue in human resource management. The aim of recruitment is to find high quality people that are suitable for the company organization at the lowest cost possible.

1.1.1 Recruitment and Selection

Recruitment is more likely to achieve its objectives if recruiting sources reflect the type of position to be filled, certain recruitment sources are more effective than others for filling certain types of positions. Internal search, for instance, has its merits such as; it endears the workers to the organization and increases employee patriotism. It builds

morale through expectations of rising through ranks; encourages good individuals who are ambitious to stick with the organization hence controls employee turnover; it improves the probability of a good selection, since information on the individual's performance is readily available; it's less costly than going outside to recruit; and those who are eventually taken from the organization and make succession planning easy. The other side is that it may encourage perpetration of dysfunctional culture organizational commitment (De Cenzo and Robbins, 2006).

There are several factors which influence recruiting efforts like organizational reputation, attractiveness of the job, cost of recruiting, recruiting goals and recruiting philosophy (Sims, 2002). Furthermore, organisations are faced by the following challenges during recruitment and selection processes: use of different recruitment methods like suggestions from current employees, word of mouth, government job services, college placement offices, posting job announcements on bulletin boards, executive search firms and the Internet; identification of labour pools, application of variety of selection tools namely, application forms, interviews, reference checks, pre-employment tests and trial period (Maloney, 2002).

All selection activities, from the initial interview to the physical examination if required, exist for the purpose of making effective selection decision. Each activity is a step in the process that forms a predictive exercise – managerial decision makers seeking to predict which job applicants will be successful if hired. Successful, in this case means performing well on the criteria the organization uses to evaluate personnel election

Decisions are said to be correct and good if the applicant was predicted to be unsuccessfully and would have performed accordingly if hired. However, problems do occur due to normal sampling errors. Reject errors would historically mean the costs of performing selection activities would be increased (Maloney, 2002).

Recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of workers. It frequently forms an important part of the work of human resource managers – or designated specialists within work organizations. However, and importantly, recruitment and selection decisions are often for good reason taken by non-specialists, by the line managers. There is, therefore, an important sense in which it is the responsibility of all managers, and where human resource departments exist, it may be that human resource managers play more of a supporting advisory role to those people who will supervise or in other ways work with the new employee (French and Rumbles, 2010). Recruitment and selection has an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009).

Pilbeam and Corbridge (2006) provide a useful overview of potential positive and negative aspects of recruitment and selection practices. They observed that the recruitment and selection of employees is fundamental to the functioning of an organization, and there are compelling reasons for getting it right. Inappropriate selection

decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual recruit and can be distressing for managers who have to deal with unsuitable employees. Better recruitment and selection strategies result in improved organizational outcomes like financial performance, quality of products and services, productivity, customer satisfaction, employee satisfaction and retention of quality employees. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees.

1.1.2 Non-Governmental Organizations in Kakamega Central District

Non Governmental Organizations in Kenya are service providing agencies that are registered under The Societies Act, Cap 108, of the laws of Kenya. To efficiently provide services they recruit and select professionals from the labor market and train and orient them to the type of services they intent to provide to the community (ties) where they work. There little research done on the challenges facing recruitment and selection among Non-Governmental Organizations (NGOs) particularly in Kakamega Central District (Ministry of Labour, 2012). Often recruitment and selection procedures are flouted from interference from the management and personnel who are less qualified are picked for the job. These personnel lack expertise, necessary skills and knowledge to do the job effectively. This has negatively impacted on employee productivity and overall organizational performance.

1.2 Statement of the Problem

According to Texas State Auditor's Office. Methodology Manual (1993), the purpose of the recruitment and selection process is to hire sufficient and capable staff to assist the entity in achieving its desired objectives. Generally, the better the applicant's knowledge, skills, and abilities fit the nature and scope of the job, the higher will be individual and organizational productivity. Organisational management should ensure that recruitment and selection processes effectively match applicant skills and interests with entity staffing needs, job requirements, assignments, and tasks in a manner which complies with both entity goals and objectives and applicable legislation.

Personnel are the most valuable resource of an organization. An adequate human resource management ensures the success of an enterprise, regardless of its size. An efficient human resource management starts with efficient recruitment and selection processes. These processes can be considered the most important stages of the human resource management because the success of an enterprise directly depends on its staff's quality (Deaconu *et al.*, 2002). A lot of research carried out on specific features of the recruitment and selection processes in SMEs have relied on human resources as a source of competitive advantage and more and more entrepreneurs are becoming aware that the recruitment and selection processes play a major role in obtaining adequate staff (Dragusin and Petrescu, 2009).

According to Maloney (2002), the following are challenges facing recruitment and selection among organizations: use of different recruitment methods like suggestions from current employees, word of mouth, government job services, college placement offices, posting job announcements on bulletin boards, executive search firms and the Internet; identification of labour pools, application of variety of selection tools namely, application forms, interviews, reference checks, pre-employment tests and trial period. Selection bias and discrimination based on age, sex, marital status, ethnic origin, religious preference, sexual preference or disabilities are also challenges facing organizations like NGOs in obtaining adequate and trained staff.

There is little published research on challenges facing recruitment and selection among Non-Governmental Organizations (NGOs) particularly in Kakamega Central District. Often recruitment and selection procedures are flouted from interference from the management and personnel who are less qualified are picked for the job (Ministry of Labour, 2012). For instance, Ombogo (2010) studied best practices in human resource management and concluded that recruitment and selection is the beginning of application of all other practices but did not research on the challenges facing recruitment and selection among Non-Governmental Organizations. Furthermore, a study done by Ongori and Temtime (2010) observed that many studies which have been conducted on recruitment and selection practices by SMEs have only concentrated on large and multinational firms in the West and little has been done on recruitment and selection challenges of NGOs in developing economies like Kenya with specific reference to Kakamega Central District. This study, therefore, will be carried out to fill this gap on

challenges facing recruitment and selection among Non-Governmental Organizations (NGOs) particularly in Kakamega Central District.

1.3 Objective of the Study

The main focus of this study will be to establish the challenges of recruitment and selection practices in Non Governmental Organizations in Kakamega Central District.

1.4 Value of the Study

The study findings will be of significant benefit to the Human Resource Development (HRD) practitioners, researchers and academicians who may in future want to conduct further research on the subject. It is hoped that this study will contribute to the body of knowledge especially in provoking a debate amongst managers and owners to come up with appropriate strategies to encourage NGOs to develop formal ways of recruitment and selection practices in organisations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Recruitment and Selection

Recruitment and selection is often presented as a planned rational activity, comprising certain sequentially-linked phases within a process of employee resourcing, which itself may be located within a wider human resource management strategy. Bratton and Gold (2007) differentiate the two terms while establishing a clear link between them in the following way; recruitment is the process of generating a pool of capable people to apply for employment to an organization; while selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s), given management goals and legal requirements.' In setting out a similar distinction in which recruitment activities provide a pool of people eligible for selection. Foot and Hook (2005) suggest that, although the two functions are closely connected, each requires a separate range of skills and expertise, and may in practice be fulfilled by different staff members. The recruitment activity, but not normally the selection decision, may be outsourced to an agency. It makes sense, therefore, to treat each activity separately.

Recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of workers. It frequently forms an important part of the work of human resource managers – or designated specialists within work organizations. However, and importantly, recruitment

and selection decisions are often for good reason taken by non-specialists, by the line managers. There is, therefore, an important sense in which it is the responsibility of all managers, and where human resource departments exist, it may be that human resource managers play more of a supporting advisory role to those people who will supervise or in other ways work with the new employee (French and Rumbles, 2010).

It has been argued that in order for the firm to build and sustain the competitive advantage, proper staffing is critical (Boxall, 1996). Recruitment and selection is a major human resource management function as it encompasses all organizational practices and decisions. Recent technological advances, globalization, social trends and changes within organizations have brought new challenges for recruitment and selection (Rowley and Benson, 2002). Recruitment is more likely to achieve its objectives if recruiting sources reflect the type of position to be filled, certain recruitment sources are more effective than others for filling certain types of positions. Internal search, for instance, has its merits such as; it endears the workers to the organization and increases employee patriotism. It builds morale through expectations of rising through ranks; encourages good individuals who are ambitious to stick with the organization hence controls employee turnover; it improves the probability of a good selection, since information on the individual's performance is readily available; it's less costly than going outside to recruit; and those who are eventually taken from the organization and make succession planning easy. The other side is that it may encourage perpetration of dysfunctional culture organizational commitment (De Cenzo and Robbins, 2006). (Khan 2008) further observes that in the case of internal recruitment of qualified candidates can be reached at a low cost and

minimal time; this works as a monitor for performance and better assessment of candidate's abilities is also possible.

Armstrong (2006) observes that the assumption underpinning the practice of HRM is that people are the organization's key resource and organizational performance largely depends on them. Therefore, if an appropriate range of HR policies and processes are developed and implemented effectively, then HR will make a substantial impact on firm performance. Guest, Michie, Conway and Sheenan (2003) also argue that the case for an association between human resource management and performance is based on two arguments. The first one being that the effective deployment of human resources offers one of the most powerful bases of competitive advantage. The second argument is that effective deployment of human resources depends on the application of a distinctive combination of practices, or the use of a consistent set of human resource practices. Additionally, Guest *et al* (2003) stress that there is a plausible case that human resource management will be more effective if it fits the business strategy of the firm.

External recruitment is expensive and time consuming; more over external recruitment can be demotivating for the existing employees and it can cause serious employee morale problems. There is also the risk of hiring candidates who does not fit with the job or organization when compared to the apparent high potential displayed during the selection process (Mathis and Jackson, 2005). According to (Braun, 1995) it remains the most utilized source of employees because of the variety and scope of potential employees that the organization can access through one advert; he further argues that such employees



bring new cultures of worker and is best used when an organization intends to solve dysfunctional system due to internal customs.

The Internet allows organizations to reach large numbers of candidates easily and efficiently. Thousands of candidates can visit a company web site and submit an application. Similarly, web-based recruiting companies work with organizations to advertise jobs and screen candidates. Although job and company web sites are becoming hot new tools, traditional recruiting methods such as employee referrals Newspapers, job fairs, and professional organization, are not yet obsolete. Overwhelmingly, organizations rely on internal job postings and employee referrals to recruit candidates. Many companies also post job openings on the company's web site to attract candidates. These are relatively easy, yet very effective ways to identify candidates both in and outside of the company. In addition, posting jobs internally is an excellent method of offering promotion opportunities to all employees and minimizing employee complaints of unfair treatment and unlawful discrimination (Bernthal, 2009).

Campus recruitment is a recruiting method in which an organizations recruits visit various universities and colleges to recruit fresh graduates. (Kleiman, 2005) sometimes the universities can collaborate with the employers to employ the students as interns and part time employees. Though it can be time consuming and costly, the organizations can generate a large number of young and energetic candidates through campus recruitment. Beside campus recruiting many of the employers now participate in job affairs. Through job fairs the organizations can fill the vacancies quickly (Mathis and Jackson, 2005).

Another formal method of recruiting is to use an employment agency that finds and pre screens applicants referring those who seem qualified to the organization for further assessment and final selection (Fisher and Schoenfeldt, 2004) This type of recruitment is very expensive but effective when organizations does not want to put time and effort into recruitment activities

According to (Huselid 1995) interviewing is an effective tool for selection as it is done to both obtain additional information and to clarify information gathered through out the selection processes, interviews can be structured or not structured, although the reliable and valid. There are also tests that can be used during the types of tests available for use as tools for employee selection, such as ability tests, personality test, honesty and integrity test. Through such tests individuals characteristics can be identified that are related to job-to-job success in the organization and occupations. Honesty / integrity tests can help an organization to screen out potentially dishonest candidates and decrease the candidate of employee theft.

2.2 Challenges of Employee Recruitment and Selection

To achieve competitive advantage, Bohlander, Snell and Sherman (2001) argue that while people have always been central to organizations, they have now taken on an even more central role in building a firm's competitive advantage. They reiterate the fact that success increasingly depends on the organization's people-embodied expertise, which includes the knowledge, skills and abilities embedded in an organization's employees. In the view of Schuler and Macmillan (1984), organizations best able to meet this challenge

are those that can acquire and utilize valuable and scarce resources. Human resources fall into this category of resources, particularly if they are effectively deployed through appropriate human resource practices. One of the key tasks for an organization, therefore, is the effective management of human resource. Research in Human Resource Management (HRM) has established that the success of any organization is highly influenced by the caliber of its human resource (HR), which in turn, is affected by the organization's human resource management practices.

Organizations project an image to the community and it determines the attractiveness of the company to qualified employees. It may either be a potential barrier or a significant advantage depending on the ability of the human resource team to effectively advertise its job vacancies. The second factor is attractiveness of the job which refers to the job description. Any job that is considered as interesting, dangerous, stressful, low-status, low-paying or lacking in promotion potential will have a hard time attracting the right people. Cost is also an important factor because recruitment is expensive to the organization. Thus, every company needs to assess the costs involved in each proposed methods of recruitment. The fourth issue is recruitment goals of the program which have to serve many different purposes. However, the over-all purpose should be to fulfill the definition mentioned earlier. The last issue to be considered is the recruitment philosophy which depends on the emphasis of recruitment practices, depth of commitment in seeking and hiring a diverse range of employees and the ethical aspect of fairness in the recruitment process (Sims, 2002).

It appears that there are fewer qualified candidates available for organizations to choose from. First, as the baby boom generation approaches retirement, fewer applicants are in the job market; second, those who are available might lack the skills organizations are looking for. Thus, it is difficult for organizations to identify and eventually hire potential qualified candidates. Once an organization has identified a strong candidate and made a job offer, there is still no guarantee that the candidate will accept. When asked to indicate the most common reasons why candidates refuse offers, most respondents cited problems with compensation (78%). Those organizations that found it hard to find candidates with specialized skill sets were 68.4%. Other reasons were: other organizations competing for the same applicants (64.7%), difficulty in finding and identifying applicants (49.0%), fewer qualified applicants available (45.6%), job roles are increasing in scope (42.3%), selection process is slow or cumbersome (37.8%), obtaining management buy-in for selection systems or tools (25.2%), insufficient number of human resource staff (23.3%), developing or choosing valid selection tools (22.6%) and other reason (miscellaneous) (12.9%). However, this does not mean that candidates are interested only in compensation. Previous research has shown that individuals who leave their positions often do so for reasons other than money (Bernthal and Wellins, 2001).

Again, according to Collins and Druten (2003) researchers have produced compelling evidence for the causal link between how people are managed and organizational performance. They argue that the effectiveness of human resource practices, particularly employee selection procedures, performance appraisals, rewards and benefits management, and employee training and development (the matching model of HRM) often have a direct bearing on organizational productivity and performance. Contributing

to this assertion. Schuler and Macmillan (1984) present that, the result of effectively managing human resources is an enhanced ability to attract and retain qualified employees who are motivated to perform. To them, the benefits of having the right employees motivated to perform include greater profitability, low employee turnover, high product quality, lower production costs, and more rapid acceptance and implementation of corporate strategy. These invariably lead to higher productivity.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

This study was a descriptive census survey design. Yin (1984) argues that the use of descriptive surveys in fact-finding is ideal because they provide a great deal of accurate information. This design is appropriate for the study since the intention is to gather data at a particular point in time and to use it to describe existing conditions.

3.2 Population of the Study

There are 20 registered Non Governmental Organizations operating in Kakamega Central District and all will be involved in the study (Appendix 3). The respondents will be the Heads of Human Resources in the organizations (NGO Co-ordination Council Kisumu, 2012).

3.3 Data Collection

The study used a questionnaire instrument for collecting data. The data was both quantitative and qualitative in nature. The questionnaire consisted of two sections; section A sought to get the background information of the respondent and the organization, while section B focused on the challenges facing employee recruitment and selection among Non Governmental Organizations

3.4 Data Analysis

Data was analyzed using basic descriptive statistics. This involved coding the information about specific characteristics or attributes and using descriptive statistics like frequency distributions, measures of central tendency, these includes mean median and mode. The findings were presented in the form of illustrative tables, and the qualitative data was averaged and collated to establish consistencies and differences; this was presented in narrative form as discussions.

CHAPTER FOUR

ANALYSIS, FINDINGS AND DISCUSSION

4.1 Response Rate

The response rate was 60% a significant rate. This means that out of the 20 targeted respondents 12 returned successfully. This rate is sufficient sample to lend credibility to the finding. According to Cooper and Schindler (2005) if the response rate is 60% and above then the social scientific study can proceed.

4.2 Demographic characteristics of the respondents and the Non

Governmental Organization

The research sort to establish the back ground and the demographics of the respondents which is a social measure of the authenticity of the responses. In terms of gender the responses registered 50% equal rate for both male and female respondents; out of this number, only 33.3% have worked in the current Non-governmental organization for less than 1 year a finding that underlines a possibility of low turnover rate of employees in the Non-Governmental organization in Kakamega central; 66% have been in their current station for 2 years and above. The finding established that all the employees were on contracts spurring the period of program that the employee is serving. There are however organization that outsource employees to carry out a few technical aspects of the work, while this has a cost implication. It has insignificant bearing on the recruitment and selection in the organization. Majorities of the N.G.O have less than 20 employees; this

category forms 50%. 33.3% have between 20-50 employees, while only 16% have over 50 employees. With such lean staff NGO in Kakamega Central have adequate capacity to supervise and understand the detailed job description and requirements, which can help them streamline the recruitment and selection process which eventually can control voluntary turnover.

4.3 Employee Recruitment and Selection Practices

The study sort to identify the various practices in employee recruitment and selection; the finding are summarized in the table below; -

Table 1: Summary of findings on employee recruitment and selection practices

Statement	Mean
Organization has adequate and qualified staff after recruitment and selection	3.66
The company conduct employee exit interviews	2.66
Organizational reputation influences recruitment and selection process	3.16
Attractiveness of the job is considered by applicants	2.83
Recruitment goals and recruitment philosophy are considered	2.83
Selection policies are upheld throughout	3.0
Transparency is practiced	3.5
A variety of tools are used	4.16

Source: Researchers initiative

The findings established that 83.3% of the respondents worked in organizations that had sound working human resource policy, while the 16.6% did not have. It can be hypothesized that the organization with human resource policy are more organized when carrying out their selection and recruitment practices agreement Fench and Rumbles,

(2010) assertion that recruitment a sound human resource policy should have a rationally planned recruitment and selection procedure as part of the wider human resource management strategy. The 16.6% that did not have a sound Human resources policy relied on program officers, directors, co-coordinators and administrative assistant.

The recruitment and selection process itself is initiated through various forms of media with use of daily newspaper and internet taking 66.6% usage, whole pinups and posters and references sharing equally as methods of initiation at 33.3%. From the findings, the NGOs use more than one method of recruitment which is a good practice and agreement with Khan, (2008), the wider net of recruitment through various media, the higher the changes of attracting the correct personnel to the pool of potential employees. The organization that use poster pin ups and references from within the organization or those who have close relationship and proximity with the organization and may not necessarily be competent or qualified while this may not be costly it also encourages dysfunctional culture in the organization because of lack of diversity In the work force.

Responses on who conducts the recruitment and selection in the organization elicited variety but few common groups of recruiting and selecting groups for instance all program managers, board of governors, other incumbent staff members and only 33% of the NGO indicated that they have resource management department. While this functional bodies may be aware of the requirement of the job vacancy be filled, they may not have the expertise and patience that is necessary, to sieve through the application to select the most qualified candidate. It is therefore advisory that human resource departments or expertise be established or consulted to provide supporting advisory role to those who will carry out the activities.

Responses on how long ago the organization had used in approach or method of recruitment and selection 33% of the respondents indicated that they had recruited in the last one month and one year. This could be an indicator of high turnover and contradicts with earlier findings on the respondents stay with the NGOs they are currently working for; however the fact that recruitment and selection had been done in the last month does not necessarily, indicate how turnover but could be source of natural attrition, end of individual contract or introduction of a new program that requires new employees.

The responses also established that whenever the organizations advertised any vacant position, the response was overwhelming; with 83.3% of the respondents acknowledging that they were overwhelmed with the responses. 10% of the respondents find the response to be normal. A further scrutiny revealed that those organization that used references and pin up posters found the response to their advertisements messages to be normal. This lends credence to recruitment by use of newspaper and internet because it tends to attract a big pool from which the most qualified and competent employee can be picked, however this also comes with its cost implication and time involved in the recruitment process; they tend to be more costly and take time, but this insignificant compared to the quality services by a qualified employee.

However the findings indicated that all organizations had the common problem of attracting unsuitable and unqualified applicants during the exercise, with an average of 70% of the respondents being unqualified or unsuitable for the job. The elimination process is both clerical and technical, but all the organization (response) agreed that they use oral interviews to identify the correct candidate.

The findings on the likert scale were used to cross check responses for accuracy and consistency. The responses on the statement of having adequate and qualified staff after the recruitment and selection process, the mean response rate was 3.2, meaning that all respondents agree (A on the likert scale) that they have adequate staff after the recruitment and selection exercise. Statement on the issue of the company conducting employee exit interviews, the mean response rate was 2.6. which means that the respondents strongly disagree that they undertake interviews in their organizations. This means that the organizations do not take seriously the problem of employee exit neither do they adequately address it. The NGOs also do not strictly follow recruitment goals and philosophies, this is established from the findings, and with responses posting a mean response rate of 2.2 meaning that they disagree ('D on the likert scale). The research findings also established that NGOs in Kakamega Central use a variety of methods and tools in their recruitment and selection processes. This statement posted a mean response rate of 4.16 which means the respondents agree. But it contradicts with earlier findings which had indicated that they mostly prefer interview method.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND SUGGESTIONS

5.1 Summary

Recruitment and selection still remains the most important aspect of human resource development; with all the others depending on the quality and expertise of the recruited officers. NGO in Kakamega Central have several challenges in the process including inadequate funds for the exercise leading to unreliable methods of attracting employees; attracting unqualified and unsuitable employees; high turnover of staff due to end of contract or lucrative offers from other NGOs new programs. All NGOs are faced with problem of retaining more experienced employees who prefer to keep moving organizations that pay more and have better terms. This has remained a major challenge for all NGO with employee poaching being the norm rather the exception.

5.2 Conclusions

The challenges of recruitment and selection continue to affect all NGOs in Kakamega Central but the solutions to this vicious problem have yet to be identified. However the fact that the organizations have people working in the human resource department, they need to stream line their operation to conform to the expected standards. Awarding long performance based contracts on better still employing people on permanent basis could be the solution.

5.3 Limitations of the study

The study concentrated on challenges but did not venture to find out the possible cause and solutions. The study also has all the biases and error carried from the responses as analytical skills

5.4 Suggestions for further studies

Researchers intending to pursue this area further could look at the effects of the challenges of recruitment and selection process; and suggest remedial measures in the human resource planning process or at any other stage of the process. Researchers could also explore best practices in human resource recruitment and selection as an aspect of human resource management.

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APPENDIX 1: LETTER OF TRANSMITTAL FOR DATA COLLECTION

August, 2012.

Dear respondent:

I am a postgraduate student undertaking a Master of Business Administration, University of Nairobi. I am carrying out a study on **the Challenges Facing Employee Recruitment and Selection among Non-Governmental Organizations in Kakamega Central District**. I am using the attached questionnaire to collect information for the study. It is my kind request that you fill the questionnaire, providing the relevant information to facilitate the study. Please use the space provided to fill in the information required as objectively and honestly as possible. The information provided will be treated with strict confidentiality for the purpose of this study only.

Thank you.

Yours faithfully,

Sheila Aseyo Buhasio

APPENDIX 2: QUESTIONNAIRE

PART A: PERSONAL INFORMATION

1. Gender: Male [] Female []

Position in the organization

2. Does your organization have a working HR policy?

Yes [] No []

3. How long have you worked for the organization?

Less than a year [] 3 – 5 years []

4. How many employees do you have?

Less than 20 [] 20 – 50 [] Over 50 []

5. What are the terms of relationship with your employees?

Permanent and Pensionable []

Contract []

Temporary []

6. Are your employees' members of trade union or professional society?

Yes [] No []

PART B (I): RECRUITMENT AND SELECTION

1. Which method do you use to attract potential employees to fill a vacancy?

Newspaper []

Internet []

References []

Pinup posters []

Others, specify

Who carries out recruitment and selection process in your organisation and why?

2. When did you lastly use this method?

2 years ago []

1 year []

1 month ago []

recently []

3. How would you describe the response?

Overwhelming []

Normal []

Sufficient []

Below par []

4. Which percentage of the applicants filled or suited your job description and requirements.

5. Which method of selection did you use to identify the correct candidate?

Interview []

Written Exam []

Physical Examination []

6. Have you experienced staff turnover?

Yes []

No []

In this section please tick (√) the most appropriate response for each of the questions in the table below with the following scores in mind. **Strongly Agreed (SA = 5), Agree (A = 4), Undecided (UD = 3), Disagree (D = 2), strongly disagree (SD = 1)**

	QUESTIONS	SA	A	UD	D	SD
7.	Organisation has adequate and qualified staff after recruitment and selection					
8.	The company conducts employee exit interviews					
9.	Organisational reputation influences recruitment and selection process in the organization					
10.	Attractiveness of the job and the cost of recruitment are the key aspects that applicants consider when applying for the job					
11.	Recruitment goals and recruitment philosophy are considered during recruitment effort					
12.	Recruitment and selection process usually transparent and objective					
13.	Recruitment and selection Policies are upheld during the recruitment and selection process					
14.	A variety of selection tools and recruitment methods are used during the process					
15.	Recruitment and selection process is influenced by discrimination based on age, sex, marital status, ethnic origin, religious preference, sexual preference or disabilities.					
16.	The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees					

17. What are some of the reasons for employee turnover in your organisation?

18. What are some of the challenges you encounter in respect to recruitment methods and selection tools used?

19. What are your general remarks concerning recruitment and selection exercises carried out recently in your organisation?

1-Poor (), 2-Below Average (), 3-Average (), 4-Above Average (), 5-Excellent ()

Does recruitment and selection process meet its objectives in the organisation?

Yes []

No []

If your response is No, please give reasons

In your views, what can be done to improve recruitment and selection exercises in your organisations?

THANK YOU FOR YOUR COOPERATION

APPENDIX 3: LIST OF NGO'S IN KAKAMEGA CENTRAL

	Full Name	Physical Address	Post Office	Cell Phone	Email	District Name
1	ABALEKWA DEVELOPMENT ORGANIZATION	OPP MUTOMA CATHOLIC CHURCH BUTERE MUSANDA ROAD		0721 550395	abalekwa-dev-org@yahoo.com	Kakamega
2	ABASHIELE NENDE ABAKUKHA SUPPORT SERVICES	CANON AWORI STREET				Kakamega
3	ACTION FOR CHILDREN DEVELOPMENT CENTRE (ACDC)		P.O BOX 680-50102 MUMIAS		actionforchildrens@gmail.com	Kakamega
4	AFRICAN CANADIAN CONTINUING EDUCATION SOCIETY	OFF KEFINKO ROAD ADJACENT TO SHEYWE GUEST HOUSE		0727 210532	accesskenya@yahoo.com	Kakamega
5	AFRICAN DEVELOPMENT AND EMERGENCY ORGANIZATION	OPP MASINDE MULIRO UNIVERSITY		0722 651531	adeokakamega@yahoo.com	Kakamega
6	BALM KENYA FOUNDATION	National Cereals and Produce Board - Kakamega	P.O. Box 989 - 50100, Kakamega	0722807953/ 05631787	balmkenya@gmail.com	Kakamega
7	CANADIAN HARAMBEE EDUCATION SUPPORT	LUBATI MARKET SHIKOTI-KAKAMEGA ROAD		0722 900037	ches@jambo.co.ke	Kakamega
8	COMMUNITY ASSET BUILDING AND DEVELOPMENT ACTION	KAKAMEGA-MUMIAS ROAD OPP KASARANI STADIUM		0723 713022	communityassetbuilding@yahoo.com	Kakamega
9	COVENANT OF PEACE	SOMKEN PETROL STATION OPP CATHOLIC CHURCH KISUMU			covenantofpeacekenya@yahoo.com	Kakamega
10	EBUKHANGA MERCY DEVELOPMENT FELLOWSHIP CENTRE	EBUKHANGA VILLAGE NAIROBI-MUMIAS HIGHWAY		0725 815276	mercyfellowshipdev@yahoo.com	Kakamega
11	ECOSYSTEM VOLUNTEERS ORGANIZATION	Shitaho	P.O Box 844 - 50100 Kakamega	735610095	ecosystemvolunteers@yahoo.com	Kakamega
12	ELIMU YETU COALITION WESTERN CHAPTER	PROVINCIAL HEADQUARTERS		0721 315465	ceeda2003@yahoo.com	Kakamega
13	ELPIDA (HOPE) DEVELOPMENT INITIATIVE PROGRAMME	CANON AWORI, NEXT O WING HOTEL	2888-50100 KAKAMEGA	05631521, 0720713456, 0726857103, 0727688440		Kakamega

14	EMPOWERMENT OF DISABLED DEVELOPMENT ORGANIZATION	MILIMANI ESTATE OPP MASINDE MULIRO UNIVERSITY N	P.O Box 991, Kakamega	0722 119138	eddo_org@yahoo.com	Kakamega
15	GERMAN FOUNDATION FOR WORLD POPULATION	KHOLERA HOUSE BEHIND CANON AWORI STREET		0727 934701	onyangobee@yahoo.com	Kakamega
16	HARMONY PEACE GROUP	FRIENDS HOTEL, 2ND FLOOR MUMIAS ROAD KAKAMEGA TO			ttcipient@yahoo.com	Kakamega
17	IDEAS RESEARCH AND MANAGEMENT ASSISTANCE	OSOGO ROAD OFF STATE LODGE KAKAMEGA			iramcons@hotmail.com	Kakamega
18	INTERNATIONAL CENTRE FOR CARBON TRADING AND FOREST MANAGEMENT	Mwalimu Centre Building Kakamega	P.O Box 487 - 50100 Kakamega	+254 - 056 - 30157	inecatrafoma@yahoo.com	Kakamega
19	INTERNATIONAL EDUCATION AND RESOURCE -NEST KENYA		P O BOX 2116- 50100 KAKAMEGA	721315467	angule2001@yahoo.com	Kakamega
20	INTERNATIONAL FAITH REHABILITATION DEVELOPMENT PROGRAMME	Kakamega Mumias Road	P.O Box 1575 - 501001 Kakamega	+254 - 056 - 30135 /	infaredep@yahoo.com, raphadina@yahoo.com	Kakamega
21	KAKAMEGA DEVELOPMENT CENTRE	ALONG MUMIAS ROAD	P.O Box 2124- 500, Kakamega	05631681, 0723485748	wngachi@yahoo.com	Kakamega
22	KAZI MASHIAMBANI DEVELOPMENT PROGRAMME	OPP MASINDE MULIRO UNIVERSITY ANNEXE MILIMANI EST		0721 405630	kamadep@yahoo.com	Kakamega
23	LIFE IMPROVEMENT VENTURES	KIE LTD SHED, BEHIND STAGE CAFE	P O Box 383- 50100, Kakamega	0722 864282	cokamidi@yahoo.com	Kakamega
24	LULECHE ORPHANAGE AND REHABILITATION CENTRE	MARABA ESTATE KAKAMEGA MUNICIPALITY	P.O Box 800, Kakamega	711166861	lrecengo@yahoo.com	Kakamega
25	MALAVA DEVELOPMENT ORGANIZATION	MAI.AVA- WEBUYE ROAD		0720 450711	malavadevelopment@yahoo.com	Kakamega
26	MASHINANI CHILD DEVELOPMENT PROGRAMME	AMBWERE COMPLEX		0722 761785	machiidep@yahoo.com	Kakamega
27	MATUNGU VOLUNTEERS DISABLED PERSONS SELF HELP ORGANIZATION	MAYONI BUSIA ROAD OPPOSITE BUSIA STAGE		0721 650190	mvdpsbodisability@yahoo.com	Kakamega

28	MILIRU-BUSHI ORGANIZATION KENYA	KAMBI YA MWANZO WEST KENYA ROAD		0722 242236	miliru@hotmail.com	Kakamega
29	NATIONAL COUNCIL OF WOMEN IN KENYA	KAMBIRI		0721 676633	joyceondari@yahoo.com	Kakamega
30	POVERTY AND HUNGER ERADICATION DEVELOPMENT ACTION (PAHEDA)		P.O. BOX 2944-50100, KAKAMEGA	25456-30993+25471 5667607	www.paheda.com	Kakamega
31	RURAL INITIATIVES IN VOCATIONAL EDUCATION	Mwalimu Centre	P O Box 1297 Kakamega	+254 - 0722 - 335709	rriive43@yahoo.com	Kakamega
32	SERVE EDUCATION MEDICAL AND RELIEF PROGRAMME	MILIMANI ESTATE (STADIUM ROAD)	P.O. Box 2383-50100, Kakamega	056-30412/0724 627585, 0721674225	semrepe@yahoo.com	Kakamega
33	SHIKOTI COMMUNITY ENTERPRISE DEVELOPMENT ORGANIZATION	KAKAMEGA OPP LURAMBI PRIMARY SCHOOL		0722 435034		Kakamega
34	SHINYALU SATELLITE	SHIBUYE MARKET SHIBUYE-SHIASAYA ROAD	P.O BOX 141-50107, SHINYALU	0733 449440, 0722481572	shinyalu@yahoo.com	Kakamega
35	URAFIKI INITIATIVE DEVELOPMENT ORGANIZATION	WEBUYE-KAKAMEGA ROAD MATETE MARKET	P.O Box 1060 Webuye	0722 356652	ucideco@yahoo.com	Kakamega
36	UWEZO INITIATIVE DEVELOPMENT PROGRAMME		P.O BOX 2782 KAKAMEGA	0728091317, 0710539878, 0711433654		Kakamega
37	WESTERN EDUCATION ADVOCACY AND ENVIRONMENT PROGRAM KENYA	CANON AWORI STREET KHOLERA HOUSE 2ND FLOOR LEFT				Kakamega
38	WESTERN EMPOWERMENT AND FORUM ALLIANCE		P.O BOX 12-50100 KAKAMEGA	714572636		Kakamega
39	WESTERN HIV/AIDS NETWORK	DISTRICT EDUCATION OFFICES		0733 648400	network416@hotmail.com	Kakamega
40	WESTERN KENYA EMPOWERMENT PROGRAMME	K.C.B. 1st Floor Kenyatta Highway	P.O Box 1281 - 50100 Kakamega	+254 - 0723 - 732165/0722 - 842438	director@wekep.com	Kakamega
41	Western Peace Development Programme (WEPEDEP)		0722356802, 0202662569,		wepedep@yahoo.com	Kakamega
42	WESTERN PROVINCE COMMUNITY BASED VOLUNTEERS (WESPCOBV) ORGANIZATION	2ND FLOOR ROOM 210A KATECO BUILDING - MURULI ROAD KAKAMEGA TOWN	P O BOX 1441-50100, Kakamega	0202447956, 0726305977	westochv@yahoo.com/wespcobvkenya@yahoo.com	Kakamega

43	WESTERN REGION BEST CARE FOUNDATION		P.O Box 2 Magn	0721827321, 0721827321	magretesendim@yahoo.com	Kakamega
44	WESTERN WATER AND SANITATION FORUM	AMBWERE COMPLEX 2ND FLOOR ROOM 1	P.O.BOX 2195- 50100 KAKAMEGA	+254 - 0722 - 583327	humpherybz@yahoo.co.uk	Kakamega
45	WESTERN REGION CHRISTIAN COMMUNITY SERVICES	CHURCH HOUSE OPP. SOMKEN PETROL STATION	P.O BOX 2830 – 50100 KAKAMEGA	05630610	ackwrccs@swiflkenna.com	Kakamega
46	WOMEN IN WATER AND NATURAL RESOURCE CONSERVATION	PROVINCIAL HEADQUARTERS KAKAMEGA- WESTERN	P.O BOX 2802 KAKAMEGA	725216292	WOMENINCONSERVATION@YAHOO.COM	Kakamega
47	YOUTH FOUNDATION OF KENYA	KCB BUILDING ROOM 7 KAKAMEGA			youthfoundation2003@yahoo.com	Kakamega