FACTORS AFFECTING RECRUITMENT AND SELECTION OF STAFF
IN LOCAL AUTHORITIES (Case of County Councils in Kericho County)

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D53/CE/14441/09


October, 2013
DECLARATION
The Candidate
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DEDICATION

This research project is dedicated to my husband Paul, my four lovely daughters: Anita, Churi, Natalielynn and Paula sweet and shining stars. I also dedicated this research project to my late parents: Henry and Marylyn Tesot, my in-laws: Elijah and Emily Soi, lecturers, relatives and friends who directly or indirectly made this research a success.
ACKNOWLEDGEMENT

I wish to express my sincere gratitude to my supervisor Mr. Shadrack Bett, for his dedication and the invaluable help he granted me by consistently reading my drafts and offering pieces of advice that saw me manage to write this research project.

I am highly indebted to my colleagues and my lecturers for selfless sharing of knowledge, which enabled me to write this academic paper.
This study sought and established the factors affecting recruitment and selection of staff in Kericho and Litein county councils. The importance of proper recruitment and selection were as follows first it helped in shaping an organizations effectiveness and performance. It also forms a core part of the central activities underlying human resources management namely the acquisition, development and reward of workers. It also avoided undesirable costs for example those associated with high staff turnover, poor performance and dissatisfied customers. Lastly the managers would be less distress in dealing with suitable employees.

The broad objectives of the study were the factors affecting recruitment and selection of staff in Kericho / Litein county council. The specific objectives were:- to find out how comprehensive career development system affects recruitment / selection of staff , it examined the effect of recruitment policy or legislation on recruitment and selection of staff, it established the extent to which job specification and description is a factor to recruitment and selection and found out how human resource planning affected recruitment and selection of staff.

The study benefitted various groups which included the government especially the ministry of local government for the purposes of policy making. It will also benefited HR managers and staff activities others who benefitted were the stakeholders of local authorities who would know how their county has been undertaking recruitment and selection. The study alerted the academic about HRM issues and warranted further research and lastly the findings of the study added to the existing body knowledge in the field of HRM.

The study adopted a descriptive design to allow for the collection of a large amount on data. The population of the study was composed of all the employees of the two councils. These employees comprised of top management, middle level management and lower cadres staff. The sample was drawn from the population through stratified random sampling and the sample size consisted employees. Primary data were collected using questionnaire were self administered. Data collected were checked for completeness and consistency before analysis is done. Data were analyzed through descriptive analysis. The findings were presented in the form of frequency distribution, tables, bar graphs and pie charts.

At the end of the study, the researcher established that policy / legislation policy, job description and specification, comprehensive career development system and HR planning affected recruitment and selection of staff of Kericho and Litein town councils. The findings of the study were discussed and interpreted on the basis of the research questions. Further conclusion was drawn from the findings and finally recommendations were made for future replicative research.
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CHAPTER ONE

INTRODUCTION

This chapter discussed the background of the study, statement to the problem, objectives of the study, research questions, and significance of the study, scope and limitation of the study.

1.1 Background to the Study

Many scholars had intensively written on recruitment and selection, and they all concurred on the criticality of these functions in the management of human resources in an organization.

Torrington et.al (2008) argued that “the costs of poor selection can be significant, including poor performance, additional training, de-motivation of others, high levels of absence, and so on.” The authors continued to say that “this context has promoted greater attention to the applicant’s perspective and increasing use of technology in selection.”

Noel et.al (2011) stated that “the role of HR recruitment is to build a supply of potential new hires that the organization can draw on if the need arise.” This underlines the need for a comprehensive recruitment plan. The authors define recruiting as “any practice or activity carried on by the organization with the primary purpose of identifying and attracting potential employees.” It thus created a buffer between planning and the actual selection of new employees. According to the authors the goals of recruiting (encouraging qualified people to apply for jobs) and selection (deciding which candidates would be the best fit) were different enough that they were most effective when performed separately, rather than combined as in a job interview that also involved selling candidates on the company.

Heery and Noon (2001) defined recruitment as “the process of generating a pool of candidates from which to select the appropriate person to fill a job vacancy.” From this definition it is apparent that this process is very critical if at all the organization is to found the best fit candidate for the job.

The importance of HR policies on recruitment and selection was clearly depicted on the statement of Cascio (2010), where he stated that “a great deal of research suggests that employers change their policies in responses to changes in market conditions.” He gave the example of employers changing their policies in response to labor scarcity, in order to win the best talents in the market.
Noel et.al (2011) concurred with this by stating that “an organization’s personnel policies are its decisions about how it will carry out human resource management, including how it will fill job vacancies.” The authors continued to state that “these policies influence the nature of the positions that are vacant.” Employment Act (2007) categorically stated “employment policy or practice includes any policy or practice relating to recruitment procedures, advertising and selection criteria, appointments and the appointment process, job classification and grading, remuneration, employment benefits and terms and conditions of employment, job assignments, the working environment and facilities, training and development, performance evaluation systems, promotion, transfer, demotion, termination of employment and disciplinary measures.” From the statement it was very clear that personnel policy had a far-reaching effect on the recruitment and selection of staff.

In the legal perspective Employment Act (2007) stated that “no employer should discriminate directly or indirectly, against an employee or prospective employees or harass an employee or prospective employee on grounds of race, colour, sex, language, religion, political or other opinion, nationality, ethnic or social origin, disability, pregnancy, mental status or HIV status.” This was very critical and must be followed to the letter in the recruitment and selection in order to avoid legal suit from employee or prospective employees.

1.1.1 Concept of Recruitment and Selection

Recruitment and selection formed a core part of the central activities underlying human resources management namely the acquisition, development and reward of workers. Recruitment & selection were often for good reason taken by non specialists by the line managers.

Recruitment and selection was 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 HR management strategy.

Bratton and gold (2007, p 239) differentiated the two terms 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. Selection is the process of by which managers and others use specific instrument to choose from a pool of applicants a person or persons more likely to succeed in the jobs given management goals and legal requirements”
In setting out a similar distinction in which recruitment activities provided a pool of people eligible for selection,

Foot and hook (2005, p63) suggested 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 normally the selection decision may be outsourced to an agency. It made sense, therefore to treat each activity separately”

Recruitment & selection as defined here could play a pivotal important role in shaping an organization’s effectiveness and performance, if work organizations were able to acquire workers who already possessed relevant knowledge, skills and aptitude and were also able to make accurate prediction regarding their future abilities. If we accepted this premise recruiting and selecting staff in an effective manner can both avoided undesirable costs for example those associated with high staff turnover, poor performance and dissatisfied customers and gender a mutually beneficial employment relationship characterized, wherever possible, by high commitment on both sides.

Pilbeam and Corbridge (2006, p142) said “the recruitment and selection of employees is fundamental to the functioning of an organization and there are competing reasons for getting it right. Inappropriate selection decisions reduced organizational effectiveness, invalidate reward and development strategies are frequently unfair on the individual recruit and could be distressing for managers who had to deal with unsuitable employees”

1.1.2 The concept county council /its role

A county council is the elected administrative body governing an area known as a county. This term had slightly different meanings in different countries. County councils were very large employers with a great variety of functions including education schools & youth service) social services, highways, fire & rescue services, libraries, waste disposal, consumer services and town county planning.

The county council was charged with the responsibilities of social economic development and provision of a framework for local administration and governance. The council departments and programs were designated to offer services that support these responsibilities. The main areas included: livestock development, foresting, community development, educational services and infrastructural development.
The community development portfolio includes libraries, local governance, community safety and adult social services including physical disability, learning disability. The county council was also charged of household waste disposal. Apart from that they were responsible place for planning, housing, environmental regulation, parks and countryside street maintenance and cleanliness and cultural activities. A long that the county council had the responsibility of resources portfolio which was responsible for corporate resources and organizational development and lastly there was executive portfolio which was responsible for legal and governance, public health, communications, policy and performance. E.g. the function of the Nairobi city council were as follows: planning, coordination and supervision of all audit activities, prevention, detection and correction of errors, frauds on timely basis, carryout special investigations relating to financial malpractices in the councils as the need may arose, safeguarding of the asset of the council examination and verification of council expenditure and to continuously review and developed internal control system.
1.2 Statement of the problem

Permutter and Heena (1974) Recruitment and selection were very critical in determining the success of an organization. If the due course is disregarded it is bound to significantly affected an organization performance and this could party attributed to their employees who might not be having what it takes to deliver desirable services The other point to make about recruitment and selection particularly in crucial leadership position was currently reported as one of the key issues in people management, not only on a national but also on a global basis (Ready and conger, 2007 Wooldridge 2006)

The importance of ensuring the selection of right people joined the workforce had become increasingly apparent as the emphasis on people as the prime source of competitive advantage has grown. Beaumont (1993) identified key issues that had increased the potential importance of the selection decision to organization. First the desire for a multi-skilled flexible workforce and increased emphasis on team working had meant that selection decisions were concerned more with behavior and attitudes than with matching individual’s immediate job requirements. And secondly the emphasis between corporate strategy and people management had led to a system that linked selection processes and outcomes to organizational goals and aims matched the flow of people to emerging business strategies.

The contributions of effective recruitment and selection enhanced organization performance was also illustrated by the findings of empirical studies. For example, a study into small and medium- sized manufacturing establishments.

Patterson et al,( 1997) found the acquisition and development of employee skills through the use of selection, induction, training and appraisals to have a positive impact on organization productivity and profitability. Thus the practice of recruitment and selection was increasingly important from HRM perspective given the pivotal role played by councils in the economic performance of our county this study recruitment and selection of staff in Kericho and Litein county.

The importance of effective recruitment and selection avoided disappointment of sudden and surprising resignation of the new recruits. All those hours spent reviewing candidate application and conducting interviews prove wasted when after only a few weeks or a month into the job, the new employee abruptly quits. To avoid this managers should use realistic job previews which provided job applicants with both unfavorable and favorable information
before an offer was made. It also mismatched applicants who became dissatisfied with the job leads to low employee satisfaction and premature resignations (quits).

Arising from the discussion the study studied the factors affecting recruitment and selection of staff in the local authorities specifically in Kericho and Litein county councils. To a great extent the success we achieved in hiring competent people was a direct result of how effective our recruiting and selection program was done. For an organization to be successful in attracting qualified people, it must be launched to maintain a vigorous energetic and imaginative recruiting program. The recruiting and selection programs came from the following needs: planned change, planned growth employee, retirement, dismissal or resignation.

An effective recruitment process should produce the right number and right kind of new employees at the right time and the right place so that organizational needs can be met (needs assessment job to be filled, skills required, experience, qualifications and abilities and personal characteristics). Apart from that it also avoided such constraints like cost and legal laws.

Recruiting people who were wrong for the organization can led to increased labor turnover, increased costs for the organization and lowering of morale in the existing workforce. Such people were likely to discontented and likely to give of their best and end up leaving voluntarily or involuntarily when their unsuitability becomes evident.

A hiring mistake caused a firm to spend money to train and motivate a less than optimal employee, as well as risk the potential costs of poor decisions by that employee. Other costs resulting from a bad hiring decision included lawsuits, unemployment, compensation, claims, recruiting and training, replacement and reductions in productivity and employee morale (Boone & Krutz 2007)

Proper recruitment and selection of new employees was prerequisite for the development of effective working force in any organization. The aim should be to ensure as far as possible that employees were engaged in jobs where they had a fair chance of being successful and at the same time well adjusted to their work and its surrounding circumstances. A faulty recruitment policy inflicted a permanent weakness and liability on the administration i.e. it led to employing incompetent workforce.

According to Stahi (1991) “It is the cornerstone of the whole personnel structure unless recruitment policy is soundly conceived; there can be little hope of building “first – rate staff”. The task of selection process was one of the most important of all the decision making
processes that employers had to undertake. If people were employed who could not satisfactorily carry out required tasks then employers were sowing the seeds for a future harvest of problems which was far reaching in the gravity of the consequences i.e faulty selection methods were not recognized, they would continue and multiply and an incalculable amount of time, effort, money and other resources were wasted in futile attempts to deal with symptoms rather than causes. Thus, the organization failed to attain its objectives, employees failed to attain its objectives, employees, suffered from a variety of forms of bad management, communication was poor, conflict and low morale, was there rates of absence, sickness and turnover was high, which in turn led to regular losses in trained staff and repetitious recruitment and training of new employees.

Recruitment and selection played a pivotal important role in shaping an organizations effectiveness and performance, if work organizations were able to acquire workers who already possessed relevant knowledge skills, aptitude and were able to make accurate prediction regarding their future abilities.

Pilbeam and Corbdge (2006) says “the recruitment and selection of employees is fundamental to the functioning of an organization and there are competing reasons for getting it right” inappropriate selection decisions reduced organizational effectiveness, invalidate reward and development strategies were frequenting unfair on individual recruit and could be distressing for managers who had to deal with unsuitable employees. By selecting best candidate for the required job the organization faced less of absenteeism and organization also saved time and money. Efficient recruitments of staff may be described as knowing what resources you wanted, what resources were available, where and how they may be found.
1.3 The Objectives of the Study

1.3.1 The Broad Objective

The broad objective of the study was factors affecting recruitment and selection of staff in Kericho and Litein county councils.

1.3.2 The Specific Objectives

i. To find out how career development system affects recruitment and selection of staff in Kericho and Litein county councils.

ii. To examine the effect of recruitment policy and legislation on recruitment and selection of staff in Kericho and Litein county councils.

iii. To establish the extent to which job specification and description is a factor to recruitment and selection of staff in Kericho and Litein county councils.

iv. To find out how Human Resource Planning affects recruitment and selection of staff of Kericho and Litein county councils.

1.4 Research Questions

i. How did comprehensive career development system affect recruitment and selection of staff in Kericho and Litein county councils?

ii. What was the effect of recruitment policy and legislation on recruitment and selection of staff in Kericho and Litein county councils?

iii. To what extend did job description and specification affect recruitment and selection of staff in Kericho and Litein county councils?

iv. How did Human Resource Planning affect recruitment and selection of staff of Kericho and Litein county councils?

1.5 The significance of the study

The study benefited various groups which included the government especially the ministry of local government for the purposes of policy making. The study aimed in adding value to government since the local authorities of Kenya was the sphere which was directly involved with the grassroots for service delivery. It also benefitted the HR manager& staff activities. Others who benefited were the stakeholders of local authorities who knew how their county was undertaking recruitment and selection. The top management used the study to come up with the solutions on how to run the county effectively. Lastly the study alerted the academic
about HRM issues and warranted further research. On one hand, the findings of the study added to the existing body of knowledge in the field of HRM.

1.6 Limitations of the study

A research study of this kind required heavy capital investment and adequate time to collect and analyze data and subsequently prepare the final report. Therefore it was much easier on the researcher if the study was externally funded. Equally a lot of time was required especially in collection and analysis of data. However, given that the study was not externally funded. Financing the study presented an enormous challenge and further still, the time within which the study was to be completed was pertly short. Therefore, a small representative sample was drawn in order mitigate the impact of these two limitations

1.7 Scope of the study

The scope of the study was factors affecting recruitment and selection of the staff in Kericho County Council. They are Six County Councils in Kericho County. These are:- Kericho Municipal Council, Kipsigis and Bureti County Councils, Kipkelion, Litein and Londian Town Councils. The study focused on the internal stakeholders of Kericho and Litein counties who comprised of: Senior management team, Middle level managers, functional managers and junior employees reporting to functional level managers. A total of population of 280 was used of which a sample was preferred.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction to literature review

This section of the study contains the literature of previous studies conducted in the problem area and the review of major issues in the literature in relation to the topic of study. Several sources of literature have been reviewed primarily to gain an insight into the issues related to recruitment and selection. Main review covers these subheadings: recruitment and selection, models in recruitment and selection, recruitment policies and legislation, job description and specification, comprehensive career development system and HR planning. There are also the critical review of major issues, summary and gaps to be filled by the study and the conceptual representation.

2.2 Past Studies done in the Area

2.2.1 Concept of Recruitment and Selection

Anderson (1994) states that “the recruitment and selection process is concerned with identifying, attracting and choosing suitable people to meet an organization’s human resource requirements. They are integrated activities, and where recruitment stops and selection begins is a moot point.

White hill (1991) describes the recruitment process as a positive one, building a roster of potentially qualified applicant, as apposed to the negative process of selection. So a useful definition of recruitment is searching for and obtaining potential job candidates in sufficient numbers and quality so that the organization can select the most appropriate people to fill its jobs needs.

Dowling and Schuler (1990) where areas selection is concerned more with predicting which candidates will make the most appropriate to the organization. Many authors have given various definitions of the two terms, which are always used interchangeably though they mean two totally different things.

Edwin B. Flippo defined recruitment as “the process of searching for prospective employees and stimulating them to apply for jobs in the organization.” this is simply a ‘linking function’ joining together those with jobs to fill and those seeking jobs.
Online Business Dictionary (2012) defines employee selection as “the process of interviewing and evaluating candidates for a specific job and selecting an individual for employment based on certain criteria.” The dictionary further states “employee selection can range from a very simple process to a very complicated process depending on the firm hiring and the position. Certain employment laws such as anti-discrimination laws must be obeyed during employee selection.”

Encyclopedia of Business, 2nd ed. (2012) defines recruitment as “the process used by an organization to locate and attract job applicants in order to fill a position.” The author asserts “an effective approach to recruitment can help a company successfully compete for limited human resources. To maximize competitive advantage, a company must choose the recruiting method that produces the best pool of candidates quickly and cost effectively.”

Noel et al (2011) states that “recruiting consists of any practice or activity carried on by the organization with the primary purpose of identifying and attracting potential employees.” The authors further narrate that “it creates a buffer between planning and the actual selection of new employees.” According to these authors the goals of recruiting and selection are different enough that they are most effective when performed separately, rather than combined as in a job interview that also involves selling candidates on the company.

Cascio (2010) dwells on recruitment policies and labor market characteristics, which is dealt with later. He also spoke of recruitment planning where is stated that “recruitment begins with a clear specifications of (1) the number of people needed (e.g. through workforce forecasts and utilization analysis) and (2) when they are needed.” Implicit in the latter is a time frame that is the duration between the receipt of an application from prospective employee and the time he or she commences work. This time frame according to the author is sometimes referred to as the recruitment pipeline. Time taken to fill an open requisition is important in core jobs, which directly affect the achievement of organizational goals, but can mislead especially if the hiring process is not monitored to get quality new hires.

Heery and Noon (2001:198) defined recruitment as “the process of generating a pool of candidates from which to select the appropriate person to fill a job vacancy.” According to the authors, recruitment is the process whereby organizations seek to attract and retain suitable and talented candidates. This also involves seeking to project a positive corporate image to the prospective applicants. Noel et al (2011) state that “besides advertising specific job openings, organizations may advertise themselves as a good place to work in general.
Advertising designed to create a generally favourable impression of the organization is called image advertising.” Image advertising according to these authors is very critical for organizations in highly competitive markets, which perceive themselves as having a tainted corporate image.

Torrington et al (2008) assert that “while the search for the perfect method of selection continues, in its absence HR and line managers continue to use a variety of imperfect methods to aid the task of predicting which applicant will be most successful in meeting the demands of the job, and/or be the best fit with the work group and culture of the organization.” The authors further state that “selection is increasingly important as more attention is paid to the costs of poor selection, in a very competitive market for talent.” According to the authors the costs of poor selection can be significant and include: poor performance, the need for additional training, demoralization of others, high levels of absenteeism, among others.

Recruitment is the process which immediately precedes selection. Its purpose is to pave way for the selection procedures by producing, ideally, the smallest number of candidate who appear to be capable either of performing the required tasks of the job from the outset or of developing the ability to do so within a period of time acceptable to the employing organization.

The objective of a recruitment procedure is to attract genuinely suitable candidates and carefully to examine their credentials in order to produce a short list for further investigation in the selection procedures. Efficient recruitment of staff may be described as knowing what resources you want what resources are available where and how they may be found. For efficient systematic recruitment process the following should be considered, determine the vacancies, consider the source, prepare and publish information process and assess applications and notify the applicants. Determining vacancies to be filled will depend on the aim and objectives of the organization and the needs for human resource which these engender. Job vacancies may occur when there is re-organization of the organization which takes place through changes of policy, technology or location or when employees leave the organization and need to be replaced. Considering the sources involves either internal or external recruitment. The external recruitment involves the use of employment agencies, governmental institutional and private - commercial, contacting the public directly through
advertisement in newspapers and journals. The internal recruitment involves promotion and transfers which promotes career development.

Preparing and publishing information involves giving comprehensive and accurate description of the job and its requirements. It is likely to attract the attention of the maximum number of potentially suitable candidates and gives a favourable image of the organization in terms of efficiency and its attitudes towards people (give details of the job in terms of duties, rewards and conditions). The final stage is to notify the chosen applicants of the arrangements for the selection procedures and the rejected applicants that they have not been chosen.

2.2.2 The concept selection

The selection process is a decision making process. This step consists of a number of activities. A candidate who fails to qualify for a particular step is not eligible appearing for the subsequent step. Employee selection is the process of putting right man/women on the right job. It is a procedure of matching organizational requirements with the skills and qualifications of people. Effective selection can be done only when there is effective matching. By selecting best candidate for the required job, the organization will face less of absenteeism and employee turnover problems. By selecting right candidate for the required job, organization will also save time and money. The process of selection starts with preliminary interview of candidates and ends with contract of employment. The following are the steps which are generally involved in any selection process.

The first step is the preliminary interview. The applicants received from job seekers are subjected to scrutiny so as to eliminate unqualified applicants. The purpose of preliminary interview is to eliminate unqualified applicants. Scrutiny enables the HR specialists to eliminate unqualified jobseekers based on the information supplied in their application forms. It helps reflect misfits and is a good public for relation exercise.

Selection process
The objectives of effective selection are to figure out who the right people are by matching individual characteristic (ability, experiences with the requirements of the job. When management fails to get a proper match both employee performance suffer.
Applicant applies for job

**Initial selection**
Goal use for preliminary rough cuts to decide whether an applicant meets the basic qualifications for job e.g. application forms, background checks

Applicant meets basic qualification

**Substantive selection**
Goal: determine the most qualified applicants from among those who meet basic qualifications e.g. written tests, performance tests, interviews.

Applicant among best qualified

**Contingent selection**
Goal: make final check before making offer to applicants e.g. drug tests, background check

Applicant receives job offer

Applicants who don't meet basic Qualifications are rejected

Applicants who meet basic Qualifications but are less qualified than others are rejected

Applicants who are among the best qualified. But who fail contingent selection (positive drug test unfavorable background check) are rejected

**Figure 2.2.3 Model of selection process in organizations**

**Source:** Phil Mansell (1997)
Initial Selection

In the initial selection the application forms is looked at in terms of education, certification and reference information whereby they look at how an applicant did in the past jobs and whether former employers provide useful information. The other thing to look at is a good letter of recommendation. Apart from that they check also on credit history and on criminal records of the applicant.

Substantive selection

Substantive selection is the heart of selection process & include written tests, performance tests & interviews. “The written tests is the use of valid tests to help in predicting who will be successful on the job.

They also use assessment centers which are executives and supervisors which evaluate candidates as they go through several days of exercises that simulate real problems they would confront on the job.

The interview can be structured or unstructured. They are given standardized questions. The applicant is required to describe how they handled specific problems and situations in previous jobs.

Contingent selection

If passed through substantive selection methods they are basically ready to be hired thus they go through such contingent methods like drug tests to a certain if they are drug free e.g. free from use of marijuana.

2.2.3 Models and Theories in Recruitment and Selection

Noe et al (2011) asserts “because of differences in companies’ strategies, they may assign different degrees of importance to recruiting. In general, however, all companies have to make decisions in three areas of recruiting: personnel policies, recruitment sources and the characteristics and behavior of the recruiter.”
The authors also gave a model regarding selection process. They state “through personnel selection, organizations makes decisions about who will and will not be allowed to join the organization.” They further state that “selection begins with the candidates identified through recruitment and attempts to reduce their number to the individual best qualified to perform the available jobs.”

Personal policies are organizations personnel policies are its decisions about how it will carry out HRM, including now it will fill job vacancies. According to the research on recruitment it is clear that characteristics of the vacancy are more important than recruiters or recruiting sources for predicting job choice. The recruiter traits and behaviors are e.g. Honesty, integrity, hardworking etc. The recruitment sources can be internal or external. Some of the internal sources of recruitment are Job posting, promotion. The external sources of recruiting are advertising, image advertising (advertising designed to create generally favorable impression of the organizing), on – Line e-recruiting. Recruitment sources influence the kinds of job applicants an organization reaches and the nature and behavior of the recruiter affect the characteristic of both the vacancies and the applicants. Ultimately, an applicant’s decision to accept a job offer and the organization decision to make the offer depend on the match of vacancy characteristics and applicant characteristics.
According to the authors the process of selecting employees varies considerably from organization to organization and from job to job. At most organizations, however, selection includes the steps illustrated in figure 2.2.

![Selection Process](image)

**Figure 2.2.5: Selection Process**

**Source:** Raymond A. Noel (et. al) 2011

The screening applicants involve the elimination of the unqualified applicants. Screening or scrutiny enables the HR specialists and eliminate unqualified jobseekers based on the information supplied in their application forms.

Testing work samples are used to determine the applicant’s ability, aptitude and personality. The following tests can be used. Ability test which assists in determining how well an individual can perform tasks related to the job e.g. typing dictation.

Aptitude test which measure whether an individual has the capacity or talent ability to learn a given job if given adequate training. It is used when the applicant has little or no experience along the line of the job opening it covers such areas as clerical aptitude numerical aptitude, mechanical aptitude intelligence test.

The interview is formal, in-depth conversation conducted to evaluate the applicant’s acceptability. It is face to face exchange of view, ideas and opinion between the candidates and interviewers it can be non- directive interview which is designed to let the interviewer speak his mind freely. The stress interview is designed to test the candidate and his conduct and behavior under conditions of stress and strain e.g. the interviewer my start with “Mr. Joseph do not think your qualifications and experience are adequate for this position”

**Panel interview:** - A panel or interviewing broad or selection committee may interview the candidate usually in the case of supervisory and managerial positions. In checking references the employer request names, address and telephone numbers of references for the purpose of
verifying the information and perhaps gaining additional background information on an applicant's previous employer as references because they are aware of the applicant's performance. In making a selection, the final decision has to be made from a pool of individuals who pass the tests, interviews, and reference checks. The line manager is the one to make the final decision, i.e., to make an offer.

**Theories of recruitment and selection**

**Objective Theory**
The website states “applicants use a very rational method for making decisions. Thus, the more information you can give them (e.g., salaries, benefits, working conditions, etc.), the better applicants weight these factors to arrive at a relative ‘desirability’ index.” This statement clearly depicts the need for informative advertisement, in order to attract prospective candidates.

**Subjective Theory**
It states “applicants are not rational, but respond to social or psychological needs (e.g., security, achievement, affiliation. Thus, play to these needs by highlighting job security or opportunities for promotion or collegiality of work group, etc.)” This means the decision for applying an opening is not affected by the working conditions or employment terms. Rather, it is defined by job security and career advancement.

**Critical Contact Theory**
This asserts “key attractor is quality of contact with the recruiter or recruiter behavior, e.g. (promptness, warmth, follow-up calls, sincerity, etc.). research indicates that more recruiter contact enhances acceptance of offer, also experienced recruiter (e.g. middle-aged) more successful than young or inexperienced recruiter may be especially important when recruiting ethnic minorities, women, etc.”

**Rodger Seven-Point Plan**
The seven-point plan was devised by Professor A. Roger of the national institute of industrial physiology. The main features of the seven-point plan include physical characteristics such as the ability to lift heavy loads or appearance, speech and manner, attainments educational, professional qualifications, work experience considered necessary for the job.
General intelligence such as the ability to define and solve problems, Special aptitudes skills, attributes or competencies relevant to the job, Interest work related or leisure pursuits that may have a bearing on the job, Disposition job-related behaviors, for example demonstrating friendliness. Circumstances for example domestic commitments or ability to work unsocial hours.

**Munro Fraser Five-Fold Grading System (1950)**

Impact on others people similar to Rodger’s Physical make-up. Qualifications and experience similar to Rodger’s attainments. Innate abilities and aptitude similar to Rodger’s general intelligence. Motivation a person’s desire to succeed in the workplace. Adjustment personality factors that may impact on things like ability to cope with difficult customers.

Marchington and Wilkinson (2005) note how many companies now use competency frameworks to outline the type of person that they are seeking. This is very imperative in filling open positions in an organization. The two models of person specification clearly state most of the necessary requirements, which must be adhered to.

**2.2.4 Recruitment policies and legislation.**

A policy is simply statement of the part of an organization, it is an approach everyone is expected to adopt and the standards they should achieve in carrying out an organization’s business. A recruitment policy enable all employees involved in the process to direct their efforts towards achieving the organizations goal and to know that they are acting in the spirit intended by the organization. A basic recruitment policy should at the very least include statements about the organization’s stance on the overall goal of recruitment and equality of opportunity to show that they value their employees, wish to retain and develop them. Organizations may also adopt a policy of giving preference to suitably qualified internal applicants over external applicants and this too would have implications for the way that recruitment procedures are developed. One argument that recruitment procedures against internal recruitment policies is that they may lead to entrancing any equality problems that exist i.e if the organization has not previously hired from a particular ethnic group for example, the it will not improve its record by hiring from within.

Many studies have shown the influence personnel policies have on the recruitment and selection. On the other hand labor legislations play an important role in the recruitment and selection of employees. This is because employment laws must be followed by employers to the letter, to avoid legal action.
Cascio states that “a great deal of research suggests that employers change their policies in responses to changes in market conditions.” He further gave examples of the changes that employers might consider, as labor becomes increasingly scarce. According to the author probable changes include: improving the characteristics of vacant positions, for example, by raising salaries or increasing training and educational policies, reducing hiring standards, using more (and more expensive) recruiting methods and extending searchers over a wider geographical area.

According to Noel et al (2011) an organization’s personnel policies are its decisions about how it will carry out human resource management, including how it will fill job vacancies. These policies influence the nature of the positions that are vacant. According to the research on recruitment, it is clear that characteristics of the vacancy are more important than recruiters or recruiting sources for predicting job choice. The authors gave the following personnel policies as relevant to recruitment:

Internal versus external recruiting – Organizations with policies to “promote from within” try to fill upper-level vacancies by recruiting candidates internally – that is, finding candidates who already work for the organization. Opportunities for advancement make a job more attractive to applicants and employees. Decisions about internal versus external recruiting affect the nature of jobs, recruitment sources and the nature of applicants.

Lead-the-market pay strategies – Pay is an important job characteristic for almost all applicants. Organizations have a recruiting advantage if their policy is to take a “lead-the-market approach to pay – that is, pay more than the current market wages for a job.

Employment-at-will-policies – This is offering flexibility to employees to work at their own discretion. This, however, might not apply to the Kenyan context.

Image advertising – Besides advertising specific job openings, organizations may advertise themselves as a good place to work in general. Advertising designed to create a generally favourable impression of the organization is called image advertising. Image advertising is particularly important for organizations in highly competitive labor markets that perceive themselves as having a bad image.

Employment Act (2007) discourages discrimination in employment and has got very stringent measures to curb this vice. The Act categorically states that “an employer shall promote equal opportunity in employment and strive to eliminate discrimination in any employment policy and practice.” It further asserts “no employer shall discriminate directly or indirectly, against an employee or prospective employee on grounds of race, colour, sex, language, religion, political or other opinion, nationality, ethnic or social origin, disability or
pregnancy, mental status or HIV status; in respect of recruitment, training, promotions, terms and conditions of employment, termination of employment or other matters arising out of employment.” This makes it very challenging for organizations trying to fill vacant positions, because contravening this law is an offence attracting a lawsuit.

On vacancy notification the Act categorically states that “an employer shall notify the Director of every vacancy occurring in his establishment, business or workplace in a prescribed form giving the following details: the employer’s name and full address; details of the vacant post; minimum qualification required of the person seeking to be employed; the place of work, and the type of work, whether casual, permanent or term contract; such information as the Director may require.”

The HR department should be carefully when dealing with recruitment and selection because they are numerous laws, executive orders, regulations guidelines to it. For example, title vii of the civil rights act of 1964 prohibits discrimination in employment. The equal employment opportunity commission (ECDE) was created to increase job opportunity for women and minorities and to enforce the law. The law prohibits employment practices that discriminate on the basis of race, gender, color, religion and national origin laws protecting people who have physical and mental disabilities, Vietnam and other veterans and older applicants and employees give a broader definition to the so called “protected” classes wider equal employment opportunity and affirmative action programs, employers must make good – faith efforts to recruit hire and, employments of “protected classes”. Under equal employment opportunity and affirmative programs, employers must make good-faith effort to recruits, hire and promote members of protected classes so that their percentage within the organization approximates their percentage within later market, while it is different be current on all aspects law, effective supervisors should acquaint themselves with uniform guidelines on employees selection procedure because they apply to all aspect of supervisor staffing responsibilities.

The process of security human resources take place within a framework created by law. Child labor laws set the minimum age for the most employment and effectively remove some people from the employment market. The social security levels encourage employees to retire when they reach sixty years removing these people from the labor market. But over the last few decades an increasingly complex body of laws seeks to assure equal employment opportunity for all. These laws have had a major impact upon the recruitment process. New York State passed the first comprehensive antidiscrimination – law in 1945. In 1964 the
federal government passed the hand mark civil rights. Act title VII, section 303 of the act makes it unlawful for an employer to fail to hire, refuse to hire, discharge or discriminate in employment against an individual because of race, color religion sex or sex or national origin.

In 1966 congress passed legislation providing similar protection to employees against discrimination on the basis of age. 1972,38 jurisdictions (37 states and the district of Columbia) outlawed discrimination in employment religious grounds, 37 on sex, and 31 on age (derived from bureau of national affairs, inclusive fair employment practices ) more organizations than ever before use state employment services to reach minority groups and women. The term “an equal opportunity employer” is now part of the copy commonly found in employment advertising. Organizations have become more attuned to hiring women and members of various minority groups disabled and other protected groups. They have widened the area of search for such employees and opened many jobs hitherto denied to them (affirmative action progress).

2.2.5 Job Description and Specification

Phil Mansell,(2004) states that job description has two roles to play at staff selection. Firstly it communicates the purpose, level of responsibility and range of the job to potential applicants. Secondly it acts as a focus for the various activities that make up the selection process. For one to construct job description for the first time the best place to start is with the job if you take the trouble to reflect on the fundamental reasons why you need the post, this can often reveal the values that are important to you and which may otherwise get lost is the detail of tasks and can also provide you with general readings under which you can then organize the main duties and responsibilities.

According to W. David Rees and Christine porter (2008); a person specification identifies the personal attributes that the job—holder needs in order to do a job gives a spurious impression of accuracy and certainty. In drilling a person specification you are concentrating on the sort of person you want to recruit to fill the post and on contact qualifications and experience, attitudes, aptitudes and skills that person should have you will find that you are able to include the great majority of your requirements under the following headings; Qualifications, Work experience, skills /knowledge /aptitude, motivation, physical requirements of the job and other specialized requirements. Person specifications have the advantage that they require you, early in the staff selection process, to collect together the thoughts of all who have an interest in the appointment is question and produce them in an
Nickson (2007) states that “having decided to recruit, organizations will ordinarily consider a range of questions to determine how they might approach filling the vacancy.” According to the author they might ask themselves the following questions: What does the job consist of, What are the aspects of the job that specify the type of candidate?, What are the key aspects of the job that the ideal candidates wants to know before applying. These questions will be adequately answered by job analysis, the job description and person specification, which allow the prospective applicants to assess their chances.

According to Torrington et al (2008) there are four questions to determine the vacancy, if an organization has decided to recruit, these include: What does the job consist of?, In what way is it to be different from the job done by the previous incumbent? What are the aspects of the job that specify the type of candidates? What are the key aspects of the job that the ideal candidate wants to know before deciding to apply?

Nickson (2007), Just like the questions proposed by the answer to these questions is producing job description and personnel specifications. According to Torrington et al (2008) the approach involves breaking the job down into its component parts, working out what its chief objectives will be and documenting it. A person specification having a list of the key attributes required can then be derived from the job description used in recruitment and selection.

Armstrong (1999) defines job analysis as ‘the process of collecting, analyzing and setting out information about the contents of jobs in order to provide the basis for a job description and data for recruitment, training, job evaluation and performance management’ – The output from such job analysis is the job description and person specification.

Heery and Noon (2001) describe job description as ‘A document that outlines the purpose of the job, the task involved, the duties and responsibilities, the performance of objectives and the reporting relationships. It will give details of the terms and conditions, including the remuneration package and hours of work.’ According to Nickson (2007) job description can be thought of as a functional document which outlines the ‘what’ elements of a job. The tool should aim to clearly relay all the necessary information to the candidates. Apart from informing applicants on the requirements of the job, it can also act as a marketing tool for attracting best talents.
Nickson (2007) defines person specification as “a document which describes the personal skills and characteristics required to fill the position, usually listed under ‘essentials’ and ‘desirable’ headings.” From the definition, it is very clear that this is requisite job knowledge and skills without which an individual cannot perform desirably. The author further states that “whilst the job description considers the ‘what’ aspects of the job, the personal specification is concerned with the ‘who’. In this way the person specification should aim to provide a profile of the ‘ideal’ person for the job.”

Torrington et al (2007) states that “unless the criteria against which applicants will be measured are made explicit, it is impossible to make credible selection decisions. It will be difficult to select the most appropriate selection procedure and approach, and it will be difficult to validate the selection process. Selection criteria are typically presented in the form of a person specification representing the ideal candidate, and cover such areas as skills, experience, qualifications, education, personal attribute, special attributes, interests and motivation (IRS 2003). Although the IRS found that person specifications were used by three-quarters of the organizations in their study, Lievens et al (2002) challenge the use of traditional person specifications as jobs become less defined and constantly change.” The authors further state that “three perspectives can be used to determine selection criteria – organizational fit, team and functional fit, and job fit.”

2.2.6 Comprehensive Career Development System

An organization comprehensive career development system can have a significant impact on recruitment and selection. A firm can stress a policy of comprehensive career development system from within its own ranks of one in which positions are generally filled from outside the organization. A comprehensive career development system from within is the policy of filing vacancies above entry level position with current employees. When an organization emphasizes comprehensive career development system from within, its workers have an incentive to strive for advancement. When employees see co-workers promoted, they became more aware of their own opportunities.

Maturation provided by these practices often improves employees morale. Its also positive because of what it communicates in the organization that you’re committed to your workers. Another advantage of internal recruitment is that the organization is usually well aware of its employee’s capabilities. Management will know many of the employee’s personal and job-related qualities. The employee has attack record as opposed to being an unknown entity. Also, the company’s investment in the individual may field a higher return still another
positive factors is that employee’s knowledge of the firm, its policies and its people. A strictly applied “PFW” policy eventually leads to inbreeding a lock of cross fertilization and a lack of creativity. A comprehensive career development system that first considers insiders is great for employee morale and motivation, which is beneficial to the organization.

Internal recruitment to fill vacancies may be used as a means of career development widening opportunities and stimulating of motivation amongst existing employees. To find employees who are interested in and qualified for a vacant position, human resource depart recruits within the organization. Internal recruitment is conducted in two basic ways: job postings and employee referrals. A job posting is a list of the positions that are vacant in the organization and it gives the title of job, the department and the salary range, it is done through bulletin boards and company publication for advertise job openings. The HRM may be able to recommend someone for the job -friends or relatives who do not currently work in the organization or qualified candidates they have meet the trade or professional groups (referrals)

Many employees are eager to accept promotion and transfer and this booster employees’ motivation. The promoted or transferred employees start the new job already familiar with the organization policies and practices. It may be easier to train new people for entry level jobs than to hire outsiders to fill more complex positions thus one of the factor to be considered during recruitment and selection process is what we refer to us promotion policy. The main reason for resorting to promote policies is that they want to retain organization productivity and valuable employees (they are anxious to retain people who are making a useful contribution to the company). As result the organization will do its best to keep their present employees satisfied, challenged and rewarded so as to minimize the possibility that will attempted to look elsewhere. Their employees if they are kept happily obviously will see no reason to leave the organization. Inside candidate may be more committed to its goals and less likely to leave. Scott Erker, Vice president of selection solutions for development dimensions international said, “you know am internal hire understands yours culture”

Promotion from within can also boast employee loyalty and provide a longer term perspective when making managerial decisions. It may also be safer to promote employees from within since you’re more likely to have a more accurate assessment of the person’s skills than you would otherwise. Inside candidates may also require less orientation and training than outsiders and cut cost of recruitment.
Implementing a policy of promotion from within has healthy effect on employee morale and organizational health. Existing employees are known to the organization and are generally familiar with its custom and practices. The costs and the time that recruitment, Selection and induction procedures consume can be significantly reduced.

The advantages of promotion from within are: it is good public relation, it builds morale, it encourages good individual who are ambitious, it improves the probability of good selection since information on the individual’s performance is readily available, it is less costly than going outside to recruit those chosen internally already know the organizations and when carefully planned, promotions from within can also act a training device for developing middle aid top level managers.

2.2.7 Human Resource Planning

According to Noel et al (2011) organizations should carry out HR planning so as to meet business objectives and gain an advantage over competitors. To do this, organizations need a clear idea of the strengths and weakness of their existing internal labor force. They also must know what they want to be doing in the future – what size they want the organization to be, what products and services it should be producing, and so on. This knowledge helps them define the number and kinds of employees they will need. HR planning compares the present state of the organization with its goal for the future, and then identifies what changes it must make in its human resources to meet those goals. The changes may include downsizing, training existing employees in new skills, or hiring new employees.

These activities give a general view of HR planning. The process consists of three stages: forecasting, goal setting and strategic planning, and program implementation and evaluation
In forecasting, the HR professional tries to determine the supply of and demand for various types of human resources. The primary goal is to predict which areas of the organization will experience labor shortages or surpluses.

The purpose of setting specific numerical goals is to focus attention on the problem and provide a basis for measuring the organization’s success in addressing labor shortages and surpluses. The goals should come directly from the analysis of labor supply and demand.

When implementing the HR strategy, the organization must hold some individual accountable for achieving the goals. That person also must have the authority needed to accomplish those goals. Implementation that ties planning and recruiting to the organization’s strategy and to its efforts to develop employees becomes a complete program of talent management. In evaluating the results, the most obvious step is checking whether the organization has succeeded in avoiding labor shortages and surpluses. Along with measuring these numbers, the evaluation should identify which parts of the planning process contributed to success or failure. As explained by the authors HR planning plays a very important role in recruitment and selection of employees. It facilitates recruitment, because it enables organizations to
anticipate possible labor shortages, so that they can prepare by taking necessary measures. HRP attempts to analyze likely influence on the supply of and demand for people with a view to maximizing the organization future performance. Planning for people in the organization then involve trying to obtain: the right people in the right numbers with the right knowledge, skills and experience in the right jobs in the right place at the right time and at the right cost. It is an attempt to balance the demand for employees with the numbers available. It involves issues related to the quality of human resources such as the requirements for training and development.

The process of HRP involves the following number of stages

**HR planning stages**

<table>
<thead>
<tr>
<th>Stage 1</th>
<th>Analysis of current staff in organization and past trends</th>
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<tr>
<td>From personal records</td>
<td>Relevant known future changes</td>
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<td>Projections of future available of key staff</td>
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<tr>
<th>Stage 2</th>
<th>Analysis of future plans of the enterprise in staffing terms</th>
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<tbody>
<tr>
<td>From corporate plans</td>
<td>Relevant future trends</td>
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<td></td>
<td>Projections of number of staff required in the future</td>
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<tr>
<th>Stage 3</th>
<th>Examinations of the matches or mismatch these two projections</th>
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<td>Identification of critical shortfalls of surpluses of labour</td>
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<tr>
<th>Stage 4</th>
<th>Evaluation of alternative approaches to dealing with these</th>
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| Stage 5 | Selection of best alternatives and implementation as the human resource plan with suitable monitoring and review procedures |
The HRP should look at: labour turnover, working hours lost due to sickness and absence, the rate at which people are promoted and the productivity per person employed are needed. The HRP should monitor the results of employment policies this ensures care is being taken to ensure that equal opportunity policies are put into practice, selection rations by department or grade will be calculated to measure the proportion of applicants from ethnic minority groups, women and the disabled. Labour literature due to dismissal internal transfer (redeployment, promote, demotion) death, sickness, illness, more money, more interesting job, pregnancy, domestic reason, retirement, resignation and poor relations with a supervisor or workmates.

There are two components to the process of HRP planning managing the demand for human resources, and managing the supply. An effective plan keeps the two in balance.

Managing the demand for human resources

The source of demand arises from the organizations strategy if it is expanding, opening more branches or service, serving new market then it will require more people to staff those activities. There is of course a converse to this – namely, downsizing where it may be closing branches or services or relinquishing market. The longer the time horizon on which these action are planned, the better the HR practitioner will be placed to respond effectively. The key for HR practitioner is gaining the confidence of the decision makers so that the HR function can be involved at an early stage in the decision mainly an easier source of demand to manage is that resulting from routine turnover of employees or the attrition rate. If this steady, it provides guide as to how much recruiting is likely to be required in a year.

A high labour stability rate means that most employees stay for many years but that in some job roles or function there must be, nonetheless, a high turnover rate. This may suggest an induction crisis, and attention should therefore be paid to recruitment and selection.
Another source of demand arises from the organization activities requiring more resources. As a general rule managers like to increase their staff. The fact of having more subordinates signifies an increase in power and influence, boosts self esteem and leads to a higher salary level or increased prospects. However an increase in employment cost invariably leads to an increase in overhead costs. HR practitioners should keep the long term in mind and seek to curb unwise or unnecessary increase (or decrease) in employment.

The skills shortages is another factor that the HR practitioners should consider. Skills shortages arise because the demand for particular skill exceeds the numbers of people trained in those skill. So HR planning needs in part to consider, and where possible to address shortages that can be anticipated arising from retirement changes in technology or from the social perception of certain types of work.

Reynolds (1973) has pointed out that wage rates are "sticky" especially in adjusting to short run changes in labour supply conditions, and that employees frequently adjust to changing conditions by hiring more or less labour at a given rate. It has increasingly recognized that firms may raise or lower their hiring standards in response to changing conditions.

It begins with a review of the HR needs in the light of organization goals and plans for ensuring employment of competent, qualified and stable work force closely related to staffing process where an analysis of the skills level among employees is done in addition to an analysis of the external labour market.

HR planning forecast the need for the additional personnel over some future period of time i.e estimates the future needs hr needs of the organization based on personal turnover, retirement, promotion and expansion. It surveys the skills levels among the employees and in the job market i.e estimates of future labour supply based on economic protections, population movement, trends in education and the rate of promotion within the organization. It is also checks on possible demand surplus shortages in future.

Boone & Kurtz (2007) Human resource managers develop staffing plans based on the organization competitive strategies. They forecast the numbers of employees their firm will need and determine the types of skills necessary to implement its plans. HRM are responsible for adjusting their company's workforce to meet the requirement of expanding in new markets, reducing costs which may require laying off employees or adapting to new technology. They also plan how to attract and keep good employees with the right combinations of pay, benefits and working conditions. HR plan is concerned with determining
recruitment needs i.e it is an essential prerequisite to the process of recruitment i.e to avoid problems of unexpected shortages, wastages, blockages in the promotion flow and needless redundancies.

HR plan is concern with the assessment of future requirements (demand) i.e it is concerned with estimating the quantity and quality of human resources needed to meet the objections of the organization. The estimates is made by management. Assessments of this kind are provided from human resource planning systems depending upon three key factors; knowledge of the human resource environment, this provides information to answer the question, what has been happening to our human resources. The answer resides in the collection and analysis of such factors as turnover rates, recruiting effectiveness and levels of training and these three factors comprise what is called the human resource audit. Another factor is the knowledge of the present corporate human resources. This is an prerequisite for planning for the future. The HRM manager must know what skills and potential are presently available before beginning to plan (human resource inventory). The knowledge of the present and future objectives of corporate planning. This requires that business plans and objectives must be expressed in meaningful human resource terms.

Human resource planning process involves the following steps:- the first step in HRP requires assessing the current status of the organizations resource whereby a human resource inventory describes skills available within the organization and job analysis provides information about jobs currently being done. The second step is to review the organizations overall objectives and revenue protections. The third step translates the organizations revenue projections into a forecast of human resources. The fourth step involves an assessment and forecast internal and external supply resources. The final step in the human resources planning process consists of matching the forecasts of future demand and supply. This will highlight shortages and overstaffing positions. The company must consider the demand for labour, its potential supply and the external environment. By studying the interaction of all these factors it can then produce a plan showing how many and what kind of employees are expected to be required in the future. Deploying people in the right numbers with the right skills and in the right place is fundamental to success. The reason that we had to do so many retrenchments in Kenya especially in the public sector is because there was a lack of proper human resource planning. People were just recruited at random without first establishing if there was a real need to employ them in the first place. As a result organizations became bloated with excess manpower. It is also the reason why donor
agencies like the IMF, World bank, have implored the Kenyan government to cut back on staff in some organization especially those in the civil service amidst huge protest.

The advantages of HRP include: the organization should be better equipped to cope with the human resourcing consequence of charged circumstances careful consideration of likely future human resource requirements could lead the firm discover new and improved ways of managing human resources, labour short falls and surpluses might be avoided. It helps the firm create and develop employee training and management succession programs, some of the problems of managing charge may be foreseen and their consequence mitigated. Consultations with affected groups and individuals can occur at an early stage in the change process decisions can be taken unhurriedly and by considering all relevant options rather being taken in crisis situations. Management is compelled to assess critically the strength and weakness of its labour force and personnel policies. Duplication of effort among employees can be avoided i.e co-ordination and integration of workers effort is improved.

2.3 Critical review of major issues

The principle that positions are filled on the basis of merit is fundamental to the recruitment and selection of employees in the organization. To ensure that the best person is selected, public sector agencies need accurate information about the skills, training and qualifications of applicant’s e.g. Drucker (1999) indicates that as companies downsize and try to boost productivity with fewer people, those that remain are being asked to assume more tasks, roles and responsibilities. He proposes that as this trend continues, organizations will be asking fewer employees to know more, do more, change more and interact and thus interest is increasingly focused on identifying the recruiting sources that are most likely to yield high quality employees and the selection methods that best predict future job performance. Arguments such as these have lead to suggestions that the critical organization concern today is the hiring or promoting of the best qualified while still meeting all regulatory requirements.

Image of the organization is another factor having its influence on the recruitment and selection process of the organization. Good image of the organization earned by the number of overt and covert action by management helps attract potential and complete candidates. Better remuneration and working conditions are considered the characteristics of good image of job, besides promotion and career development. Policies of organization also attract potential candidates. The working conditions and salary and benefit packages offered by the organizations will influence turnover and necessitate future recruiting and selection.
The recruitment policy of an organization specifies the objective of recruitment and provides a framework for implementation of recruitment and provides a framework for implementation of recruitment strategies and procedures by filling up vacancies with best qualified people. Human resource planning, the effective human resource planning helps in determining the gaps present in the existing manpower of the organization, it also helps in determining the number of employees to be recruited and what qualification they must possess.

2.4 Summary and Gaps to be filled by the study

Recruitment and selection according to the authors who have contributed immensely on this topic is a very important organizational undertaking that needs to be done perfectly for the benefit of an organization. This calls for the need to identify whatever is hampering the process in order to deal with exhaustively. The search for these factors stands to benefit from this study, which seeks to find out the factors affecting recruitment and selection of staff in local authorities in their quest to recruit talented staff. On recruitment policy and legislation it is very clear that personnel policies have a great impact on recruitment of employees and that employment laws must be adhered to. The study will find out the extent to which policies and legislations affect the process of recruitment and selection. This will add value to the existing information. Job descriptions and person specifications as outlined in the literature review are very important in determining a perfect person to fill a job opening. This is because it clearly describes job duties and the person’s attributes required. The study will focus how this is a factor in the recruitment and selection of staff in the local authorities giving it more weight. HR planning according to the review is very vital in recruitment and selection. This is because it enables organizations to forecast labor demand and prepare to meet it.

The study will find out how critical this is to the process.
2.5 The Conceptional framework

The conceptual framework shows the relationship between variables that affect recruitment and selection of staff. The factors are recruitment policy and legislation, comprehensive career development system, job description and specification, HR planning.

Recruitment policy and legislation
Comprehensive career development system
Job description and specification
HR planning

Independent variables

Recruitment and selection of staff in Kericho and Litein County councils

Affects

Dependent Variable

Figure 2.4 Diagrams showing the relationship between the research variables.

Source: Researcher 2012

2.5.1 Independent Variables

It is a variable that a researcher manipulates in order to determine its effect or influence on other variable. An independent variable is chosen in an experiment and therefore it does not change. These variables are considered as an input variable that are provided so as to make observations as an experiment. The independent variables in this study are: policy and legislation, comprehensive career development system, job description and specification and HR planning. If there is a good policy and legislation then there is a proper recruitment and selection of staff, it will also discourages discrimination in employment in terms of gender, religion sex, tribe etc proper job description and specification aim to “provide a profile of the ‘Ideal person for the job’”. A comprehensive career development system that first considers insiders is a boost to employee’s morale which is beneficial to the organization.
The good HR planning facilitate recruitment because it enables organization to anticipate possible labor shortages, so that they can prepare by taking necessary measures.

The job description and specification enables the recruiter to know exactly what the purpose, duties and responsibilities of the vacant position will be and its location with the organization structure. It also forms the basis of the recruitment advertisement; it can determine the most effective selection methods and if applied correctly can ensure that selection decisions are based on sound justifiable criteria.

The organization which is financial stable may find it easy to find agreement for budgets required for investment to sophisticated selection processes and emphasis on employee development.

2.5.2 Dependent Variables

A dependent variable attempts to indicate the total influence arising from the effect of independent variable. This variable varies with changes in the independent variable and is therefore considered the output (outcome) variable is an experiment. For the purpose of this study, the dependent variable, is the recruitment and selection of staff of Kericho and Litein County councils because they will indicate the total influence of the four independent variables.
CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section was concerned with research design and research methodology. It focused on population, description of research instrument, how the instrument was administered and an outline of the method used to analyze and present data.

3.1 Research design

The descriptive design was used for the purpose of this study. This design was best suited for the study, because it allowed for the collection of a large amount of data from the population in an economical way. It also showed the causal-effect relationship of the given variables such that the researcher could tell how much one variable explained another one or was explained by another. The main advantage of this design allowed the researcher to be flexible in the data collection exercise, by using both open and closed ended questions, hence provided the target group with the opportunity to give additional information.

3.2 Target population

The population of the study was composed of all employees of the Kericho and Litein town council. These employees comprised senior managers’ team, middle level managers functional level managers, and junior employees reporting to functional level managers. The management group was directly responsible for the recruitment, selection, training, supervision monitoring and evaluation of staff. The rest of the employees who were working under the management were responsible for carrying out day- today activities aimed at helping the two countries achieved its goals actives.
Table 3.1, Target population

<table>
<thead>
<tr>
<th>Category of staff</th>
<th>Population frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management staff of KCO</td>
<td>40</td>
<td>40/181 x100 = 22.09</td>
</tr>
<tr>
<td>middle staff level KCO</td>
<td>21</td>
<td>21/121 x100 = 11.60</td>
</tr>
<tr>
<td>Other cardve KCO</td>
<td>120</td>
<td>120/181 x66.29</td>
</tr>
<tr>
<td>Total</td>
<td>181</td>
<td>100</td>
</tr>
<tr>
<td>Top management staff ltn</td>
<td>31</td>
<td>31/89 x100 = 34.8</td>
</tr>
<tr>
<td>Middle level staff ltn</td>
<td>24</td>
<td>24/89 x100 = 26.96</td>
</tr>
<tr>
<td>Other cardve ltn</td>
<td>44</td>
<td>44/89 x100 = 49.4</td>
</tr>
<tr>
<td>Total</td>
<td>89</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: HR department Kericho and Litein County councils (2012).

3.3 Stratified Random Sampling

The researcher used, stratified random sampling method whereby the population was divided into subgroups called strata and a sample was selected from each stratum. After the population was divided into strata, either a proportional or a non proportional sample was selected. In a proportional sample, the number of items in each stratum was in the same proportion as in the population while in a non proportional sample the number of items chosen in each stratum was disproportionate to the respective numbers in the population. This method was preferred by the research because the researcher controlled sample size in strata, increased statistical efficiency, provided data to represent and analyzed sub groups and enabled use of different methods in strata.

It was done in a frequency distribution table as follows:

Table 3.2 Sampling Design

<table>
<thead>
<tr>
<th>Category</th>
<th>Total number of employees</th>
<th>Sample ratio</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kericho</td>
<td>40</td>
<td>0.5</td>
<td>20</td>
</tr>
<tr>
<td>Town</td>
<td>21</td>
<td>0.5</td>
<td>11</td>
</tr>
<tr>
<td>Council</td>
<td>120</td>
<td>0.5</td>
<td>60</td>
</tr>
<tr>
<td>Litein</td>
<td>31</td>
<td>0.5</td>
<td>16</td>
</tr>
<tr>
<td>Town</td>
<td>24</td>
<td>0.5</td>
<td>12</td>
</tr>
<tr>
<td>Council</td>
<td>44</td>
<td>0.5</td>
<td>22</td>
</tr>
<tr>
<td>Total</td>
<td>280</td>
<td>0.5</td>
<td>141</td>
</tr>
</tbody>
</table>
3.4 Data Collection/Procedure

The objective of the study had formed the basis from which the instruments were designed. This was done through the filling of self-administered questionnaires by individual respondents. The questionnaires were made up of structured and unstructured questions. It was divided into three parts, aimed at eliciting information as follows: Section A gave out respondents demographic characteristics; Section B brought out the organizational factors that affect recruitment and selection; and Section C revealed what the respondents believe the councils needed to do to attract the best talents in the market. The questionnaires will be distributed to respondents by hand, so that any clarification could be done easily and in a timely manner. Questionnaire was preferred over the other methods of data collection, because it was a particular useful data collection technique when you know exactly what to ask, needed to ask a lot of people and could ask standard questions that everyone was able to understand and responded to.

3.5 Data Analysis and Presentation

Data collected were analyzed using descriptive statistics. Descriptive statistics helped a researcher to meaningfully describe a distribution of score using indices or statistics. Descriptive statistics such as Frequency distributions and percentages were used to determine the statistical significance of the factors that affect recruitment and selection in the county councils. This showed the rates and patterns on the distribution of the demographic characteristics of the respondents in terms of age, sex, education levels, and marital status on the identified variables. The results were presented in the form of frequency distribution tables, bar graphs and pie charts.

3.6 Expected Output

At the end of the study the researcher expected to establish that policy/legislation, comprehensive career development system, job description and specification and HR planning affected recruitment and selection of staff of Kericho and Litein town councils.
CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF THE RESULTS

4.1 Introduction

This chapter dealt with data analysis and interpretation. The analysis was of two types namely; descriptive statistics and inferential statistics. Descriptive analysis was used to describe the data and mainly involved frequency distributions, calculation of mean and standard deviation. On the other hand inferential analysis involved correlation analysis to find the relationship various variables and factor analysis that was used as a data reduction mechanism.

4.2 Descriptive Statistics

4.2.1 Sampled Staff Distribution

The study interviewed 141 employees of Kericho and Litein county councils. However filled questionnaires were available for only 119 of them. This represents a response rate of 84.4%. The distributions of the successful interviewees were shown in the table below.

<table>
<thead>
<tr>
<th>Category of staff</th>
<th>Kericho County Council</th>
<th>Litein County Council</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female</td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>Top management staff</td>
<td>5</td>
<td>12</td>
<td>2</td>
</tr>
<tr>
<td>Middle staff level</td>
<td>1</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Other cadre</td>
<td>23</td>
<td>33</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>29</td>
<td>53</td>
<td>9</td>
</tr>
</tbody>
</table>

Source: research 2013

The table above showed the distribution of employees interviewed in this study. The number of females interviewed was 38 representing 31.9% while those of male were 81 or 68.1% of those interviewed. The response rate was 90.1% for Kericho and 74.0% for Litein.

This showed that most of the people interviewed were male as compared to females and this had been affected by recruitment policy and legislation which has not been fully implemented especially pertaining affirmative action.
The figure below gives a pictorial representation of the data in table 4.1 above.

**Figure 4.1 Distributions of Interviewed Employees**

![Distribution of Interviewed Employees](image)

**4.2.2 Years of Service**

Years of service were the amount of years an employee had been employed by a county council. The table below gave a breakdown of the years of service for the interviewed employees in the two councils.

**Table 4.2 Years of Service**

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Kericho</th>
<th>Litein</th>
<th>Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum</td>
<td>30</td>
<td>27</td>
<td>30</td>
</tr>
<tr>
<td>75&lt;sup&gt;th&lt;/sup&gt; Percentile</td>
<td>22</td>
<td>18</td>
<td>21</td>
</tr>
<tr>
<td>Median</td>
<td>17</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>25&lt;sup&gt;th&lt;/sup&gt; Percentile</td>
<td>9</td>
<td>11</td>
<td>9</td>
</tr>
<tr>
<td>Minimum</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Mean</td>
<td>15.5</td>
<td>14.6</td>
<td>15.2</td>
</tr>
<tr>
<td>N</td>
<td>82</td>
<td>37</td>
<td>119</td>
</tr>
</tbody>
</table>

Source: research 2013
In Kericho the maximum years of service was 30 while for Litein it was 27. The median years of service was found to be 16 with Kericho having 17 and Litein 16. This showed that career development system played a great role in that they considered recruiting from within

4.2.3 Participant’s Age

The table below shows the age statistics of the interviewed staff in Kericho and Litein councils.

Table 4.3 Participant’s Age

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Kericho</th>
<th>Litein</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximum</td>
<td>58</td>
<td>55</td>
<td>58</td>
</tr>
<tr>
<td>75th Percentile</td>
<td>51</td>
<td>48</td>
<td>50</td>
</tr>
<tr>
<td>Median</td>
<td>45</td>
<td>44</td>
<td>45</td>
</tr>
<tr>
<td>25th percentile</td>
<td>39</td>
<td>38</td>
<td>39</td>
</tr>
<tr>
<td>Minimum</td>
<td>23</td>
<td>31</td>
<td>23</td>
</tr>
<tr>
<td>Mean</td>
<td>44.8</td>
<td>43.8</td>
<td>44.5</td>
</tr>
<tr>
<td>Total</td>
<td>77</td>
<td>35</td>
<td>112</td>
</tr>
</tbody>
</table>

Source: research 2013

The oldest employee was 58 years and the youngest was 23 years old. The median age was found to be 45 in Kericho and 44 in Litein.
4.2.4 Marital Status

The table below showed the distribution of the marital status of those interviewed.

Table 4.4 Marital Status

<table>
<thead>
<tr>
<th>Marital status</th>
<th>Kericho % (N)</th>
<th>Litein % (N)</th>
<th>Combined % (N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>23.1(18)</td>
<td>21.2(7)</td>
<td>24.3(27)</td>
</tr>
<tr>
<td>Married</td>
<td>33.3(26)</td>
<td>27.3(9)</td>
<td>29.7(33)</td>
</tr>
<tr>
<td>Divorced</td>
<td>14.1(11)</td>
<td>27.3(9)</td>
<td>18.0(20)</td>
</tr>
<tr>
<td>Widowed</td>
<td>29.5(23)</td>
<td>24.2(8)</td>
<td>27.9(31)</td>
</tr>
<tr>
<td>Total</td>
<td>100.0(78)</td>
<td>100.0(33)</td>
<td>100.0(111)</td>
</tr>
</tbody>
</table>

Source: research 2013

From the table above, 24.3% were single, 29.7% married, 18.0% divorced and 27.9% widowed. This showed that the recruitment policy and legislation played a great role in that employees are employed regardless of their marital status.

4.2.5 Highest Education Level

The table below showed the highest education level for those interviewed in Kericho and Litein county councils.

Table 4.5 Highest Education Level

<table>
<thead>
<tr>
<th>Marital status</th>
<th>Kericho % (N)</th>
<th>Litein % (N)</th>
<th>Combined % (N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Masters</td>
<td>1.3(1)</td>
<td>5.7(2)</td>
<td>2.7(3)</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
<td>5.1(4)</td>
<td>8.6(3)</td>
<td>6.2(7)</td>
</tr>
<tr>
<td>Post-secondary school qualification</td>
<td>32.1(25)</td>
<td>25.7(9)</td>
<td>30.1(34)</td>
</tr>
<tr>
<td>Secondary school</td>
<td>34.6(27)</td>
<td>37.1(13)</td>
<td>35.4(40)</td>
</tr>
<tr>
<td>Primary school</td>
<td>26.9(21)</td>
<td>22.9(8)</td>
<td>25.7(29)</td>
</tr>
<tr>
<td>Total</td>
<td>100.0(78)</td>
<td>100.0(35)</td>
<td>100.0(113)</td>
</tr>
</tbody>
</table>

Source: research 2013
From the table above, the highest level of education was masters with 2.7% of those interviewed, 6.2% with bachelors degree, 30.1% with post secondary education, 35.4% secondary education and 25.7% primary school. This showed that most of the people interviewed had low level of education for career development. Recruitment policy and legislation will have little impact on recruitment and selection process due to the low level of education. Human resource planning by the county will affect the recruitment and selection process since the management will not have qualified staff to recruit from.

4.2.6 Comprehensive Career Development System

The table below gave the descriptive summary for the section of comprehensive career development system.

Table 4.6 Comprehensive Career Development System

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the county council have comprehensive career development system?</td>
<td>3.09</td>
<td>1.51</td>
<td>104</td>
</tr>
<tr>
<td>The county council comprehensive career development system is clearly specified and defined.</td>
<td>2.81</td>
<td>1.49</td>
<td>98</td>
</tr>
<tr>
<td>The county council comprehensive career development system is acceptable to employees</td>
<td>2.80</td>
<td>1.45</td>
<td>97</td>
</tr>
<tr>
<td>The county council comprehensive career development system considers insider during recruitment and selection</td>
<td>3.29</td>
<td>1.37</td>
<td>100</td>
</tr>
<tr>
<td>The county council comprehensive career development system does not support insiders during recruitment and selection.</td>
<td>3.20</td>
<td>1.39</td>
<td>104</td>
</tr>
</tbody>
</table>

Source: researcher 2013

The mean response ranges from 2.80 to 3.29 with the standard deviation ranging from 1.39 to 1.51. On the overall the mean response for this section was 3.04 with a standard deviation of 1.45. This translates to a rating of 60.8%.
4.2.7 Recruitment Policy and Legislation

The table below gave the descriptive summary for the section of recruitment policy and legislation.

**Table 4.7 Recruitment Policy and Legislation**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does this council have personnel policies?</td>
<td>3.03</td>
<td>1.09</td>
<td>119</td>
</tr>
<tr>
<td>Is the personnel policy clearly structured/ defined/ specified?</td>
<td>2.95</td>
<td>1.04</td>
<td>118</td>
</tr>
<tr>
<td>Does personnel policy play important role in recruitment/ selection</td>
<td>2.88</td>
<td>0.97</td>
<td>118</td>
</tr>
<tr>
<td>Does this council have labor legislation policy?</td>
<td>2.99</td>
<td>0.90</td>
<td>117</td>
</tr>
<tr>
<td>Is the labor legislation policy well defined?</td>
<td>3.01</td>
<td>0.89</td>
<td>114</td>
</tr>
<tr>
<td>Does labor legislation play an important role in recruitment and selection?</td>
<td>2.97</td>
<td>1.03</td>
<td>114</td>
</tr>
<tr>
<td>Affirmative action goals are met (women/ minority considered for job openings)</td>
<td>2.91</td>
<td>1.04</td>
<td>118</td>
</tr>
<tr>
<td><strong>Aggregate</strong></td>
<td><strong>2.96</strong></td>
<td><strong>0.99</strong></td>
<td><strong>818</strong></td>
</tr>
</tbody>
</table>

The mean response ranges from 2.88 to 3.03 with the standard deviation ranging from 0.89 to 1.09. On the overall the mean response for this section was 2.96 with a standard deviation of 0.99. This translates to a rating of 59.2%.

4.2.8 Job Description and Specification

The table below gave the descriptive summary for the section of job description and specification.

**Table 4.8 Job Description and Specification**
<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do these councils have job description and specification?</td>
<td>3.05</td>
<td>1.37</td>
<td>98</td>
</tr>
<tr>
<td>Is the job description and specification structured, standarded and maintained?</td>
<td>2.88</td>
<td>1.36</td>
<td>98</td>
</tr>
<tr>
<td>Does this council give clear description and person specification when advertising job openings?</td>
<td>2.96</td>
<td>1.37</td>
<td>105</td>
</tr>
<tr>
<td>How complete is the information on the advert about tasks, skills, requirement, salary, etc?</td>
<td>3.28</td>
<td>1.35</td>
<td>103</td>
</tr>
<tr>
<td>Is the job description and person specification profile important in the recruitment selection process?</td>
<td>3.04</td>
<td>1.48</td>
<td>102</td>
</tr>
<tr>
<td><strong>Aggregate</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.04</td>
<td>1.39</td>
<td>506</td>
</tr>
</tbody>
</table>

Source: researcher 2013

The mean response ranges from 2.88 to 3.28 with the standard deviation ranging from 1.35 to 1.48. On the overall the mean response for this section was 3.04 with a standard deviation of 1.39. This translates to a rating of 60.8%.

4.2.9 Human Resource Planning

The table below gave the descriptive summary for the section of human resource planning.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the council HR department have a comprehensive HR plan?</td>
<td>2.98</td>
<td>1.04</td>
<td>118</td>
</tr>
<tr>
<td>Does the HR plan much the internal and external supply of people with job openings anticipated in the organization over a specified period of time?</td>
<td>2.72</td>
<td>0.90</td>
<td>118</td>
</tr>
<tr>
<td>Has the HR plan achieved its objectives and goals?</td>
<td>3.07</td>
<td>0.90</td>
<td>117</td>
</tr>
<tr>
<td>Has the council implemented and the plan activities evaluated the HR plan activities?</td>
<td>3.05</td>
<td>0.92</td>
<td>119</td>
</tr>
</tbody>
</table>
Is the HR plan of any the importance during selection and recruitment of staff in the council? 3.03 0.96 119

There is a formal process to deal with anticipated gaps between the current skills and future requirements 3.13 1.01 118

HR needs, restructuring and reorganization is reconciled 2.96 1.08 119

The council attract and keep employees 3.15 0.87 117

HR planning is integrated with recruitment process 2.94 0.98 117

Job related and characteristics are identified for future needs 2.87 0.93 117

Has there been any retrenchment? 2.95 1.07 117

Aggregate 2.99 0.98 1296

Source: researcher 2013

The mean response ranges from 2.72 to 3.15 with the standard deviation ranging from 0.87 to 1.08. On the overall the mean response for this section was 2.99 with a standard deviation of 0.98. This translates to a rating of 59.8%.

4.2.10 Council’s Image

The following table showed the Level of Agreement on the Statement “The image projected by this council cannot attract best talents”

Table 4.10 Level of Agreement on the Statement “The image projected by this council cannot attract best talents”

<table>
<thead>
<tr>
<th>Level of agreement</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>7</td>
<td>5.98</td>
</tr>
<tr>
<td>Agree</td>
<td>26</td>
<td>22.22</td>
</tr>
<tr>
<td>Neutral</td>
<td>55</td>
<td>47.01</td>
</tr>
<tr>
<td>Disagree</td>
<td>18</td>
<td>15.38</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>11</td>
<td>9.40</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>117</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Source: researcher 2013

From the table above 5.98% strongly agree, 22.22% agree, 47.01% were neutral, 15.38% disagree while 9.40% strongly disagree.
4.3.1 Relationship between career development system and recruitment policy and legislation.

The table below showed the correlation analysis between career development system and recruitment policy and legislation

Table 4.11 Relationship between career development system and recruitment policy and legislation

<table>
<thead>
<tr>
<th>Career development system</th>
<th>Recruitment policy and legislation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>2</td>
<td>18</td>
</tr>
<tr>
<td>3</td>
<td>10</td>
<td>44</td>
</tr>
<tr>
<td>4</td>
<td>2</td>
<td>28</td>
</tr>
<tr>
<td>5</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>15</strong></td>
<td><strong>96</strong></td>
</tr>
</tbody>
</table>

Source: research 2013

Pearson Chi-Square= 8.255, p=0.009. Spearman Correlation=0.002, p=0.987

From the results above, career development system was positively correlated with recruitment policy and legislation. However this relationship was not significant.

4.3.2 Relationship between career development system and job description and specification

The table below showed the correlation analysis between career development system and job description and specification
Table 4.12 Relationship between career development system and job description and specification

<table>
<thead>
<tr>
<th></th>
<th>Job description and specification</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Career</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>development</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>system</td>
<td>3</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>22</td>
<td>64</td>
</tr>
</tbody>
</table>

Source: researcher 2013

Pearson Chi-Square= 11.276, p=0.505. Spearman Correlation= -0.145, p=0.116

From the results above, career development system was negatively correlated with job description and specification. However this relationship was not significant.

4.3.3 Relationship between career development system and human resource planning

The table below showed the correlation analysis between career development system human resource planning.

Table 4.13 Relationship between career development system and human resource planning

<table>
<thead>
<tr>
<th></th>
<th>Human resource planning</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Career</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>development</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>system</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>103</td>
</tr>
</tbody>
</table>

Source: researcher 2013

Pearson Chi-Square= 5.736, p=0.677. Spearman Correlation= -0.080, p=0.389

From the results above, career development system was negatively correlated with human resource planning. However this relationship was not significant.

4.3.4 Relationship between recruitment policy and legislation and job description and specification
The table below showed the correlation analysis between recruitment policy and legislation and job description and specification.

Table 4.14 Relationship between recruitment policy and legislation and job description and specification

<table>
<thead>
<tr>
<th>Total</th>
<th>Job description and specification</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>Recruitment policy and legislation</td>
<td>2</td>
<td>4</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td>96</td>
<td></td>
<td>3</td>
<td>15</td>
<td>51</td>
<td>28</td>
</tr>
<tr>
<td>8</td>
<td></td>
<td>4</td>
<td>3</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>119</td>
<td>Total</td>
<td>22</td>
<td>64</td>
<td>31</td>
<td>2</td>
</tr>
</tbody>
</table>

Source: researcher 2013

Pearson Chi-Square= 5.786, p=0.448. Spearman Correlation= -0.032, p=0.731

From the results above, recruitment policy and legislation was negatively correlated with job description and specification. However this relationship was not significant.

4.3.5 Relationship between recruitment policy and legislation and human resource planning

The table below showed the correlation analysis between recruitment policy and legislation and human resource planning

Table 4.15 Relationship between recruitment policy and legislation and human resource planning

<table>
<thead>
<tr>
<th>Total</th>
<th>Human resource planning</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>Recruitment policy and legislation</td>
<td>2</td>
<td>1</td>
<td>13</td>
</tr>
<tr>
<td>96</td>
<td></td>
<td>3</td>
<td>7</td>
<td>83</td>
</tr>
<tr>
<td>8</td>
<td></td>
<td>4</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>119</td>
<td>Total</td>
<td>8</td>
<td>103</td>
<td>8</td>
</tr>
</tbody>
</table>

Source: researcher 2013

Pearson Chi-Square= 1.014, p=0.908. Spearman Correlation=0.050, p=0.586

From the results above, recruitment policy and legislation was positively correlated human resource planning. However this relationship was not significant.
4.3.6 Relationship between job description and specification and human resource planning

Table 4.16 Relationship between job description and specification and human resource planning

<table>
<thead>
<tr>
<th></th>
<th>Human resource planning</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Job description and specification</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>103</td>
</tr>
</tbody>
</table>

Source: researcher 2013

Pearson Chi-Square= 11.579, p=0.068. Spearman Correlation=0.097, p=0.293

From the results above, job description and specifications positively correlated human resource planning. However this relationship was not significant

4.3.7 Factor Analysis of Career Development System

The table below showed the factor analysis for career development system.

Table 4.17 Factor Analysis of Career Development System

<table>
<thead>
<tr>
<th>Variable</th>
<th>Factor1</th>
<th>Factor2</th>
<th>Factor3</th>
<th>Uniqueness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the county council have comprehensive career development system?</td>
<td>0.4233</td>
<td>-0.1957</td>
<td>0.2569</td>
<td>0.7165</td>
</tr>
<tr>
<td>The county council comprehensive career development system is clearly specified and defined.</td>
<td>0.2062</td>
<td>0.3652</td>
<td>0.0485</td>
<td>0.8217</td>
</tr>
<tr>
<td>The county council comprehensive career development system is acceptable to employees</td>
<td>0.6862</td>
<td>0.0469</td>
<td>-0.0247</td>
<td>0.5263</td>
</tr>
<tr>
<td>The county council comprehensive career</td>
<td>0.0754</td>
<td>0.2942</td>
<td>-0.0560</td>
<td>0.9046</td>
</tr>
</tbody>
</table>
The county council comprehensive career development system does not support insiders during recruitment and selection.

Source: researcher 2013

LR test: independent vs. saturated: \( \chi^2(10) = 24.02 \) Prob>\( \chi^2 \) = 0.0075

From the table above, three factors had been retained and the factor loadings for each variable given in the respective rows. The factors were significant with a p value of 0.0075.

### 4.3.8 Factor Analysis of Recruitment Policy and Legislation

The table below showed the factor analysis for recruitment policy and legislation.

#### Table 4.18 Factor Analysis of Recruitment Policy and Legislation

<table>
<thead>
<tr>
<th>Variable</th>
<th>Factor1</th>
<th>Factor2</th>
<th>Factor3</th>
<th>Factor4</th>
<th>Uniqueness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does this council have personnel policies?</td>
<td>-0.3290</td>
<td>0.1730</td>
<td>0.1109</td>
<td>-0.0706</td>
<td>0.8446</td>
</tr>
<tr>
<td>Is the personnel policy clearly structured/ defined/ specified?</td>
<td>0.2222</td>
<td>0.1413</td>
<td>0.0402</td>
<td>-0.1646</td>
<td>0.9020</td>
</tr>
<tr>
<td>Does personnel policy play important role in recruitment/ selection?</td>
<td>0.1099</td>
<td>0.1168</td>
<td>-0.2964</td>
<td>0.0658</td>
<td>0.8821</td>
</tr>
<tr>
<td>Does this council have labour legislation policy?</td>
<td>0.3638</td>
<td>-0.1641</td>
<td>0.1725</td>
<td>0.0523</td>
<td>0.8083</td>
</tr>
<tr>
<td>Is the labour legislation policy well defined?</td>
<td>0.2382</td>
<td>0.2269</td>
<td>0.0860</td>
<td>0.1161</td>
<td>0.8709</td>
</tr>
<tr>
<td>Does labour legislation play an important role in recruitment and selection?</td>
<td>-0.2984</td>
<td>-0.0400</td>
<td>0.0822</td>
<td>0.1394</td>
<td>0.8832</td>
</tr>
<tr>
<td>Affirmative action goals are met (women / minority considered for job openings)</td>
<td>0.0205</td>
<td>0.3134</td>
<td>0.0696</td>
<td>0.0498</td>
<td>0.8940</td>
</tr>
</tbody>
</table>
Source: researcher 2013

LR test: independent vs. saturated: $\text{chi}^2(21) = 19.62$ Prob>$\text{chi}^2 = 0.5452$

From the table above, four factors had been retained and the factor loadings for each variable given in the respective rows. The factors were not significant since the p value is 0.5452.

### 4.3.9 Factor Analysis of Job Description and Specification

The table below showed the factor analysis for job description and specification.

#### 4.19 Factor Analysis of Job Description and Specification

<table>
<thead>
<tr>
<th>Variable</th>
<th>Factor1</th>
<th>Factor2</th>
<th>Factor3</th>
<th>Uniqueness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do these councils have job description and specification?</td>
<td>0.3497</td>
<td>-</td>
<td>0.0522</td>
<td>0.8706</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the job description and specification structured, standardized and</td>
<td>0.3422</td>
<td>0.1071</td>
<td>0.0386</td>
<td>0.8700</td>
</tr>
<tr>
<td>maintained?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does this council give clear description and person specification when</td>
<td>0.2325</td>
<td>0.1382</td>
<td>-0.0688</td>
<td>0.9221</td>
</tr>
<tr>
<td>advertising job openings?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How complete is the information on the advert about tasks, skills,</td>
<td>-</td>
<td>0.1351</td>
<td>0.0831</td>
<td>0.9375</td>
</tr>
<tr>
<td>requirement, salary, etc?</td>
<td>0.1932</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the job description and person specification profile important in the</td>
<td>0.0677</td>
<td>-</td>
<td>0.0083</td>
<td>0.9135</td>
</tr>
<tr>
<td>recruitment selection process?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: researcher 2013

LR test: independent vs. saturated: $\text{chi}^2(10) = 4.84$ Prob>$\text{chi}^2 = 0.9017$

From the table above, three factors had been retained and the factor loadings for each variable given in the respective rows. The factors were not significant since the p value is 0.9017.
Table 4.20 Factor Analysis of Human Resource Planning

<table>
<thead>
<tr>
<th>Variable</th>
<th>Factor1</th>
<th>Factor2</th>
<th>Factor3</th>
<th>Factor4</th>
<th>Factor5</th>
<th>Factor6</th>
<th>Uniqueness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comprehensive HR plan.</td>
<td>0.3938</td>
<td>0.0440</td>
<td>0.0788</td>
<td>0.0601</td>
<td>0.0820</td>
<td>-0.0832</td>
<td>0.8195</td>
</tr>
<tr>
<td>HR plan march supply and openings</td>
<td>-0.1040</td>
<td>-0.2716</td>
<td>0.1283</td>
<td>0.1432</td>
<td>-0.1672</td>
<td>-0.0258</td>
<td>0.8498</td>
</tr>
<tr>
<td>HR plan achieved its objectives and goals.</td>
<td>0.2568</td>
<td>0.2370</td>
<td>0.0686</td>
<td>0.0068</td>
<td>-0.0278</td>
<td>-0.1150</td>
<td>0.8591</td>
</tr>
<tr>
<td>Evaluated the HR plan activities</td>
<td>0.0987</td>
<td>-0.2227</td>
<td>0.0916</td>
<td>-0.0803</td>
<td>0.1540</td>
<td>0.0751</td>
<td>0.8964</td>
</tr>
<tr>
<td>Importance of HR plan.</td>
<td>0.4086</td>
<td>-0.1660</td>
<td>0.2168</td>
<td>-0.0164</td>
<td>-0.0287</td>
<td>-0.0245</td>
<td>0.7568</td>
</tr>
<tr>
<td>Deal with anticipated skills gaps</td>
<td>-0.0287</td>
<td>0.1285</td>
<td>-0.2354</td>
<td>0.1418</td>
<td>0.0837</td>
<td>-0.0227</td>
<td>0.8996</td>
</tr>
<tr>
<td>HR needs restructuring</td>
<td>0.1264</td>
<td>0.1881</td>
<td>0.0317</td>
<td>0.1978</td>
<td>-0.0867</td>
<td>0.0952</td>
<td>0.8919</td>
</tr>
<tr>
<td>Attract and retain employees</td>
<td>0.1268</td>
<td>-0.0394</td>
<td>0.0690</td>
<td>0.2507</td>
<td>0.0991</td>
<td>0.0864</td>
<td>0.8975</td>
</tr>
<tr>
<td>HR planning integrated with recruitment process</td>
<td>0.3441</td>
<td>0.1379</td>
<td>-0.0552</td>
<td>-0.1643</td>
<td>-0.0588</td>
<td>0.1259</td>
<td>0.8132</td>
</tr>
<tr>
<td>Job identified for future needs</td>
<td>-0.1824</td>
<td>0.2221</td>
<td>0.2880</td>
<td>-0.0372</td>
<td>-0.0656</td>
<td>0.0405</td>
<td>0.8271</td>
</tr>
<tr>
<td>Any retrenchment</td>
<td>-0.2725</td>
<td>0.1419</td>
<td>0.2969</td>
<td>-0.0041</td>
<td>0.1356</td>
<td>-0.0097</td>
<td>0.7990</td>
</tr>
</tbody>
</table>

Source: researcher 2013

LR test: independent vs. saturated: $\chi^2(55) = 43.70$  Prob>$\chi^2 = 0.8636$

From the table above, six factors had been retained and the factor loadings for each variable given in the respective rows. The factors were not significant since the p value is 0.8636.
CHAPTER FIVE

5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gave a summary of the study findings, conclusions. It also bore the recommendations and room for the study. The broad objective of the study was factors affecting recruitment and selection of staff in Kericho and Litein councils. Questionnaire was dropped and picked from census sample of 119 employees of Kericho and Litein county councils from the three level of management (top, middle and lower management).

The specific objectives of the study were as follows:

(i) Was to find out how career development system affects recruitment and selection of staff in Kericho and Litein county councils.
(ii) Was to examine the effect of recruitment policy and legislation on recruitment and selection of staff in Kericho and Litein councils.
(iii) Was to establish the extent to which job specification and description was a factor to recruitment and selection of staff in Kericho and Litein county councils.
(iv) Was to find out how Human Resource planning affected recruitment and selection of Kericho and Litein county Councils.

The highlights of the methodology used were as follows:

(i) A descriptive research design was adopted
(ii) The target population was 141.

Data analysis was done using descriptive statistics such as frequency distributions and percentage i.e Statistical Package for Social Sciences (SPSS). The result had been presented in the form of frequency distribution tables, bar graphs and pie charts.
5.2 Summary of the Findings.

The main objective of the study was to determine and look into factors affecting recruitment and selection of staff in Kericho and Litein Councils. Through the research it was established that many factors seemed to affect recruitment and selection of staff.

The findings showed that 119 employees filled in the questionnaires which represent a response rate of 84.4%.

Table 4.1 showed the number of females interviewed was 38 represent 31.9% while those of male were 81 or 68.1% of those interviewed. The response was 90.1% of Kericho 74.0% of Litein. In Kericho the maximum years of service were 30 while for Litein it was 27. The median years of service was found to be 16 with Kericho having 17 and Litein 16. From table 4.3 the oldest employee was 58 years and the youngest was 23 years old. From table 4.4 it showed the distribution of the marital status as follows: 24.3% were single, 29.7 married 18% divorced and 27.9% widowed.

Table 4.5 showed the highest level of education was master for 2.7% of those interviewed, bachelor’s degree for 6.2%, post – secondary school qualification for 30.1% secondary school for 35.4% and primary school for 25.7%.

The findings showed that comprehensive career development system affected recruitment and selection of staff in Kericho and Litein county councils. Table 4.6 Showed 60.8% of the respondents agreed with the statement. It was discovered that recruitment policy and legislation affected recruitment and selection of staff; from table 4.7 59.2% of the respondents agreed with the statement. From table 4.8 it showed that 60.8% of the respondents supported that job description and specification affected recruitment and selection of staff in Kericho and Litein Councils. It was discovered that human resource planning affected recruitment and selection of staff in Kericho and Litein County Councils, Table 4.9 showed 59.8% of the respondents agreed with the statement.

Table 4.10 showed the level of agreement on the statement “the image projected on this Council cannot attract best talents, from the table 59.8% strongly agreed, 22.22% agreed, 47.01% are neutral, 15.38% disagreed while 9.40% strongly disagreed. Apart from that, from the findings it showed that career development system is positively correlated with recruitment policy and legislation but it is negatively correlated with job description and specification and also with human resource planning. From table 4.14, recruitment policy and legislation was negatively correlated with job description and specification however it was positively correlated with human resource planning as it was showed in table 4.15 job
description and specification positively correlated human resource planning as it showed in table 4.16.

5.3 Conclusion
The study has examined factors affecting recruitment and selection of staff in Kericho and Litein councils. In conclusion the study showed that career development was positively correlated with recruitment policy and legislation but was negatively correlated with job description and specification and also with human resource planning. The study also observed recruitment policy and legislation e.g. employment act played a great role in that it promoted equal opportunity and strived to eliminate employment malpractices. From the finding of the study, HR planning played a very important role in facilitating recruitment because it enabled organization to anticipate possible labour shortages, so that they prepared necessary measures. From the findings of the study; good recruitment policy and legislation ensured a proper recruitment and selection of staff. It also discouraged discrimination in employment in terms of gender, religion, sex and tribe. Apart from that the good policy and legislation enabled all the employees involved in the process and direct their efforts towards achieving the organizations goals and to know that they were acting in the spirit intended by the organization. The study showed that job description and specification communicated the purpose, level of responsibility and range of the job to potential applicants. It acted as a focus for the various activities that made up the selection process and it informed applicants on the requirements of the job and acted as a marketing tool for attracting best talents.

The study observed that comprehensive career development system played a great role in recruitment and selection i.e. many employees were eager to accept promotion and transfer and this boosted employees motivation. The promoted or transferred employees started the new job already familiar with organization policies and practices. The promotion from within aimed at retaining organization productivity and valuable employees thus the organization did its best to keep their present employees satisfied, challenged and rewarded so as to minimize that attempted to look elsewhere.

From the findings of the study; human resource planning played a very important role in facilitating recruitment because it enabled organization to anticipate possible labor shortages or surpluses so that they prepared necessary measures and it enabled the organization to meet its objectives and gained an advantage over competitors. The human resource planning attempted to analyze likely influence on the supply of and demand for people with a view to maximizing the organization future performance. The human resource planning looked at
labor turnover, working hours lost due to sickness and absence, the rate at which people were promoted and the productivity per person employed.

Apart from that image of the organization had influence on the recruitment and selection process of the organization. Good image of the organization earned by the number of avert action of and the covert action by management attracted potential and complete candidates. Better remunerations and working conditions were considered the characteristics of good image of job, besides promotion and career development. The working conditions and salary and benefit packages offered by the organization influenced turnover and necessitated future recruitment and selection.

5.4 Recommendations

From the findings of the study job description and specification positively correlated human resource planning thus the council should communicates the purpose, level of responsibility and range of the job to potential applicants and it should also include act the remuneration package and hours of work which act as a marketing tool for attracting best talents. A part from that the council should emphasize comprehensive career development system from within which makes its workers have an incentive to strive for advancement. A long that the council should identify what changes it must make in its human resources to meet those goals e.g downsizing, training existing employees in the new skills or hiring new employees the council should adopt a recruitment policy of giving preference to suitably qualified internal applicants so as to show that they value their employees wish to retain and develop them. Besides advertising specific job openings the council may market themselves as a good place to work in general. The council should change their policies in response to changes in market conditions. The probable changes include: improving the characteristics of vacant positions for example by raising salaries or increasing training and educational policies using more recruiting methods and extending searchers over wide geographical area under equal employment opportunity and affirmative programs, the council must make good faith to recruit, hire and promote members of protected classes so that their percentage within the organization approximates their percentage within later market.

Apart from that council should come up with a document that outlines the purpose of the job, the task involved, the duties and responsibilities, the performance of objectives and the reporting relationships to give details of terms and conditions including the remunerations package and hours of work. The council to adopt promotions from within because it boosts
employee loyalty and provide a longer term prospective when making managerial discussions and it requires less orientation and training than outsiders thus cut cost of recruitment. The council should hold some individuals accountable for achieving the organization’s goals when implementing the human resource strategy and that person must have the authority needed to accomplish those goals.

The human resource planning should consider when and where possible to address shortages that can be anticipated arising from retirement, changes in technology or from the social perception of certain types of work. The human resource planning should estimate the future needs on personnel turnover, retirement, promotion and expansion. They ought to plan how to attract and keep good employees with the right combinations of pay, benefits and condition. Lastly the council ought to avoid problems of unexpected shortages, wastages, blockages in promotions flow and needless redundancies.

5.5 Room for the study
The study was based on factors affecting recruitment and selection of staff in Kericho and Litein town councils. First since the area/scope of recruitment and selection was broad, it was not possible to thoroughly cover everything in this study similar studies could be carried out in the same field especially focusing on those aspects omitted by this study. More research was needed to establish whether image of the organization have influenced on the recruitment and selection process of the organization, how the working conditions and salary and benefit packages offered by the organizations could influence turnover and necessitate future recruiting and selection. Also more research is needed to establish what extent did job description and specification affect recruitment and selection of staff and lastly on how human resource planning affected recruitment and selection of staff.
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Graham, H.T
To the Town Clerk Chief Executive  
Human Resource and Development  
Kericho Town Council  
P.O Box  
Kericho  

Dear Sir/Madam,  

REF: DATA COLLECTION  

I am a postgraduate student at Kenyatta undertaking a management research proposal “factors affecting recruitment and selection of staff in local authorities in Kenya” Case of Kericho and Litein County Councils).

You have been selected to form part of the study. This is to kindly request you to assist me collect the data responding to the questionnaire. The information you provide will be used exclusively for academic purposes and will be treated with utmost confidence.

A copy of the final report will be available to you upon request. Your assistance will be highly appreciated.

Yours Sincerely,  

Christine Chelangat Koech.
APPENDIX II

RESEARCH QUESTIONNAIRE

This questionnaire is intended to gather general information about yourself and the county. The study focuses on factors affecting recruitment and selection of staff (Kericho and Litein county council). The questionnaire has five sections. Thank you.

Section A

Demographic characteristics/ personal data

Please tick or fill as appropriate

1. Gender
   Male ( ) Female ( )

2. Job group

3. How long have you worked or served in county council?

4. In which department are you stationed?

5. Please tick where your age falls
   under 25 years
   26 -- 35 ( )
   36- 35 ( )
   44-55 ( )
   Above 55 ( )

6. Marital status (please tick)
   Single ( ) Married ( ) Widowed ( ) Divorced ( )

7. No of children if any

8. Age oldest youngest

9. Please state (by a tick) your highest level of education
   PHD ( ) Masters ( ) Degree ( ) A level ( ) Others specify.
Section B  Factors affecting recruitment and selection of staff in Kericho and Litein county council.

2.1 This sub-location addresses questions regarding comprehensive career development system

Please indicate your level of agreement with the statements given below:-

Where:

5 Strongly agree ( )  4 Agree ( )  3 Neutral ( )  2 Disagree ( )  1 Strongly Disagree ( )

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do the county council have comprehensive career development system?</td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>The county council comprehensive career development system is clearly specified and defined.</td>
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<tr>
<td>The county council comprehensive career development system is acceptable to employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>The county council comprehensive career development system considers insider during recruitment and selection</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The county council comprehensive career development system does not support insiders during recruitment and selection</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
2.2 This sub-location addresses questions regarding recruitment policy and legislation please indicate your level of agreement with statements given below:-

Where:

5 Strongly agree ( ) 4 Agree ( ) 3 Neutral ( ) 2 Disagree ( ) 1 Strongly Disagree ( )

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does this council have personnel policies?</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Is the personnel policy clearly structured/ defined/ specified?</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Does personnel policy play important role in recruitment/ selection</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Does this council have labour legislation policy?</td>
<td></td>
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<tr>
<td>Is the labour legislation policy well defined?</td>
<td></td>
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<tr>
<td>Does labour legislation play an important role in recruitment and selection?</td>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Affirmative action goals are met ( women / minority considered for job openings)</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

2.3 This sub-section addresses questions regarding job description and specification

Please indicate your level of agreement with statement given below.

5 Strongly agree ( ) 4 Agree ( ) 3 Neutral ( ) 2 Disagree ( ) 1 Strongly Disagree ( )

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do these councils have job description and specification?</td>
<td></td>
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</tr>
</tbody>
</table>
Is the job description and specification structured, standardized and maintained?

Does this council give clear description and person specification when advertising job openings?

How complete is the information on the advert about tasks, skills, requirement, salary, etc?

Is the job description and person specification profile important in the recruitment selection process?

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the council HR department have a comprehensive HR plan?</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Does the HR plan much the internal and external supply of people with job openings anticipated in the organization over a specified period of time?</td>
<td></td>
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</tr>
<tr>
<td>Has the HR plan achieved its objectives and goals?</td>
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<tr>
<td>Has the council implemented and evaluated the HR plan activities?</td>
<td></td>
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<tr>
<td>Is the HR plan of any importance during selection and recruitment of staff in the council?</td>
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<tr>
<td>There is a formal process to deal with anticipated gaps between the current skills and future requirements</td>
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<tr>
<td>HR needs, restructuring and reorganization is reconciled</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>The council attract and keep employees</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

2.4 This sub-section addresses questions regarding human resource planning.

Please indicate your level of agreement with statements given below.

5 Strongly agree ( ) 4 Agree ( ) 3 Neutral ( ) 2 Disagree ( ) 1 Strongly Disagree ( )
Has there been any retrenchment?

HR planning is integrated with recruitment process
Job related and characteristics are identified for future needs
Has there been any retrenchment?

Section C

The image projected by this council cannot attract best talents.

Where appropriate please indicate your level of agreement with the above statement.

Strongly agree (  )
Agree (  )
Neutral (  )
Disagree (  )
Strongly Disagree (  )

Section D

What are the other factors that you think affect recruitment and selection of employees in this council? Please briefly state and explain.

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Section E

What do you believe the council needs to do in order to attract the best talent in the labour market?
THANK YOU FOR TAKING YOUR TIME TO FILL THE QUESTIONNAIRE.