DECLARATION

This research project report is my original work and has not been presented for any award or degree in any other university.

Signed .................................................. Date ............
Kanyugo D. Lenyangume

This research project report has been submitted for examination with our approval as University supervisors.

Signature .................................................. Date ............
Muathe SMA, (PhD)
Business Administration Department
School of business
Kenyatta University

Signature .................................................. Date ............
Anne Muchemi
Business Administration Department
School of business
Kenyatta University

For and on behalf of Kenyatta University

Signature .................................................. Date ............
Mr. Bett S
Chairman
Business Administration Department
School of Business
Kenyatta University
DEDICATION

This work is dedicated to my sons; Tillah, Tobiko and Roba who have given me passion to move ahead.
ACKNOWLEDGEMENT
Doing research is a major undertaking. It requires insight assistance and co-operation of many. In this research, I have been fortunate enough to be assisted by many dedicated and talented people. I wish to express my gratitude to them.

First of all, my sincere thanks go to my supervisors, Dr. Muathe SMA and Anne Muchemi who read and commented on various drafts of the proposal. Their suggestions helped me in many ways.

Last but not least, I would like to acknowledge my wife, Chukulo for all the support she gave me during this research undertaking.
# TABLE OF CONTENTS

Declaration .......................................................................................................................... ii  
Dedication .......................................................................................................................... iii  
Acknowledgement .............................................................................................................. iv  
List of tables ....................................................................................................................... vii  
List of figures ....................................................................................................................... viii  
List of abbreviation and acronyms .................................................................................... ix  
Operational definition of terms ......................................................................................... x  
Abstract ................................................................................................................................ xi  

## CHAPTER ONE: INTRODUCTION .............................................................................. 1  
1.1 Background of the study ......................................................................................... 1  
1.2 Problem Statement ............................................................................................... 3  
1.3 Objectives of the Study ......................................................................................... 4  
1.4 Research Questions ............................................................................................. 4  
1.5 Importance of the study ....................................................................................... 4  
1.6 Scope of the Study ............................................................................................... 5  
1.7 Limitations of the Study ..................................................................................... 5  

## CHAPTER TWO: LITERATURE REVIEW .................................................................. 6  
2.1 Introduction ......................................................................................................... 6  
2.2 Theories of Staff Selection .................................................................................. 6  
2.3 Challenges Facing Staff Selection ..................................................................... 9  
2.4 Summary of literature review and research gaps .............................................. 16  
2.5 Conceptual framework ....................................................................................... 17  

## CHAPTER THREE: RESEARCH METHODOLOGY .................................................. 19  
3.1 Introduction ......................................................................................................... 19  
3.2 Research Design ................................................................................................ 19  
3.3 Population .......................................................................................................... 19  
3.4 Sampling ............................................................................................................. 19  
3.5 Data Collection .................................................................................................. 20  
3.6 Data Analysis .................................................................................................... 20
LIST OF TABLES

Table 3.1: Sample .................................................................................................................. 20
Table 4.1: Gender of respondents ...................................................................................... 21
Table 4.2: Age of respondents ............................................................................................ 22
Table 4.3: Length of time respondents had worked in NGOs ............................................. 22
Table 4.4: Methods used for staff selection ....................................................................... 23
Table 4.5: Policies for staff selection in NGOs ................................................................. 23
Table 4.6: Formal training preferences .............................................................................. 24
Table 4.7: Preferred personal and interpersonal characteristics ...................................... 24
Table 4.8: Challenges of staff selection ............................................................................ 25
LIST OF FIGURES

Figure 2.1: Schematic diagram ................................................................. 17
Figure 4.1: Scree Plot .............................................................................. 26
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALRMP</td>
<td>Arid Lands Resource Management Project</td>
</tr>
<tr>
<td>ASAL</td>
<td>Arid and Semi Arid Land</td>
</tr>
<tr>
<td>CV</td>
<td>Curriculum Vitae</td>
</tr>
<tr>
<td>DA</td>
<td>Demand Abilities</td>
</tr>
<tr>
<td>EDRD</td>
<td>Emergency Drought Recovery Project</td>
</tr>
<tr>
<td>HRM</td>
<td>Human Resource Management</td>
</tr>
<tr>
<td>KSA</td>
<td>Knowledge, skills and abilities</td>
</tr>
<tr>
<td>NGO</td>
<td>Non Governmental Organization</td>
</tr>
<tr>
<td>NS</td>
<td>Needs – supplies</td>
</tr>
<tr>
<td>R&amp;S</td>
<td>Recruitment and Selection</td>
</tr>
<tr>
<td>TPB</td>
<td>Theory of Planned Behavior</td>
</tr>
<tr>
<td>UK</td>
<td>United Kingdom</td>
</tr>
<tr>
<td>VMS</td>
<td>Vendor Managed Service</td>
</tr>
</tbody>
</table>
OPERATIONAL DEFINITION OF TERMS

Selection policies refers to the formal procedures used by an organisation to select employees.

Selection refers to the process of interviewing and hiring new staff or redeploying existing staff within the program.

Training refers to the formal academic qualifications and any other prior training received by the job applicant.
ABSTRACT

Selection of skilled and effective staff is a central workforce development issue for any organisation. Selection is not only about choosing the most suitable candidate. The selection experience can also impact on the likelihood that a candidate will accept a job offer and on their subsequent commitment to remaining with the organisation. Poor choices (poor person-job fit) can have a range of undesirable consequences for the organisation and the worker including higher rates of turnover, reduced performance effectiveness, lowered job satisfaction, and reduced work motivation. This study sought to establish the challenges that face NGOs in arid and semi arid lands when selecting employees. The specific objectives are to establish the influence of selection policies, training, and personal characteristics on staff selection in NGOs in arid and semi arid lands in Kenya. This study adopted a descriptive survey. The population of study was 15 NGOs in Samburu County with a total of 320 employees, 180 employees are in management positions from which a sample size of 60 respondents were drawn using stratified sampling technique. The study used primary data which were collected using questionnaires. The data was analyzed using descriptive and factor analysis. Tables and figures were used to present the results. The study found that the NGOs favoured the use of personal interviews as a policy for staff selection in arid lands. It was also found that the most preferred formal training was academic qualifications. The study also revealed that the most sought after personal and interpersonal characteristic was personal discipline. It is therefore concluded that selection policies, prior training, and personal characteristics were major challenges for NGOs as regards staff selection. The study recommends that the NGOs need to structure their staff selection policies as there are important when selecting employees to work in these organisations. Secondly, it is important for the NGOs to look at the communication skills of the job applicants. Thirdly, the study recommends that the experience of job applicants is very important in the selection process in NGOs hence prior experience of job applicants should be considered by all NGOs in selecting employees. There is need to replicate this study in other counties in Kenya such as Kisumu and Nairobi Counties which have a large number of NGOs. This way, the results can be compared with the present one to check if there is any major variance in selection processes of NGOs in Kenya.
CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Staff selection involves interviewing, and hiring new staff or redeploying existing staff within the program (Metz et al., 2009). Bernthal (2010) defines selection as the process of identifying and attracting a group of potential candidates from within and outside the organization to evaluate for employment. Once these candidates are identified, the process of selecting appropriate employees for employment can begin. This means collecting, measuring, and evaluating information about candidates’ qualifications for specified positions. Organizations use these practices to increase the likelihood of hiring individuals who have the right skills and abilities to be successful in the target job.

Research conducted on staff selection in the human services field suggests that both formal qualifications (for instance education, background, certification, and experience) and less measurable personal and interpersonal characteristics (e.g., commitment, communication skills, and attitudes toward youth) may be important when selecting staff (Bernthal, 2010). One of the most important processes for any organisation is the selection of the right staff for the right jobs. However, other aspects also warrant careful consideration because the calibre, experience and commitment of the staff employed by any organisation are a key hallmark of its capacity to deliver its mission effectively (NGO Connect, 2011).

There are a number of steps to take when developing the selection and recruitment procedures for employing a new member of staff. These can be written up as a section of the human resource management policy document. Three steps to develop an effective selection process are to ensure an up-to-date job description which contains information related; to develop an effective recruitment strategy which considers; and to evaluate the recruitment strategy to determine its efficacy (Skinner et al., 2005).

Lee (1994) noted that there are many factors which influence staff recruitment in the current economic climate and debated what are seen as the four main dilemmas: flexibility versus security; control versus empowerment; “competence” versus learning and comfort versus challenge. Caroll et al (1999) found little evidence of the adoption of the recommended
systematic procedures and a high use of “tried and trusted” methods including word-of-mouth recruitment and the hiring of “known quantities in small firms. May and Ashkam (2005) found that recruitment and retention issues fall into four main themes: social, financial, environmental and political.

Most NGOs subscribe to principles of equal opportunities and nondiscrimination. These concepts are rooted in the commitment to ensure equality of opportunity in all matters relating to employment and conditions at work, and to a working environment and culture free from any form of discrimination. The idea of valuing diversity adds to these principles simply through a more active commitment towards the promotion of difference. In other words, an organisation that values diversity will not only seek a culture and ethos in which discrimination and inequalities of opportunity are not tolerated, but will strive to ensure that it embraces and celebrates difference (NGO Connect, 2010).

1.1.1 NGOs in Samburu County

Samburu County is an administrative county in the former Rift valley province, it boarders Baringo county to the west, Laikipia county to the south, Isiolo county to the east and Turkana county to the northwest and Marsabit county to the north. Samburu County is sparsely populated with approximately 200,000 people 80% being the Samburu which is the main ethnic group and 20% unevenly shared by Turkana, Kikuyu, Meru, Somali and others. The county is Semi arid in nature and notable for its immense potential and contribution to the National Livestock industry particularly the slaughter stock (Softkenya.com, 2011).

A small percentage of semi-pastoral inhabitants do practice agriculture. Another sector that has a great potential is tourism. The county lies within the northern tourist circuit and has a vast potential for exploitation. It is endowed with a variety of abundant wildlife resources that is a source of attraction in tourism industry. Samburu County is the mother of the famous Samburu National Reserve, which is a major source of the revenue to the inhabitants (Softkenya.com, 2011).
There are fifteen NGOs in the county (shown in appendix 2) and their activities are varied ranging from education, child care, poverty reduction, water, conservation measures, women rights, among others. Given that they operate in arid lands, selection of staff to work in these areas is usually a major challenge hence the need to study what challenges the NGOs face in selecting the staff.

1.2 Problem Statement

Staff selection is a very important process in any organisation. It is more important for NGOs given the nature of operations of such organisations. Selection is not only about choosing the most suitable candidate. The selection experience can also impact on the likelihood that a candidate will accept a job offer and on their subsequent commitment to remaining with the organisation. Poor choices (poor person-job fit) can have a range of undesirable consequences for the organisation and the worker including higher rates of turnover, reduced performance effectiveness, lowered job satisfaction, and reduced work motivation (Skinner et al., 2005).

NGOs all over the world engage in the process of staff selection in order to boost their workforce skills as required by the jobs available (NGO Connect, 2010). The situation is not different in Kenya. Given the important role of these organizations in an economy, it is important that they select the best employees in order to be effective in delivering their mandate. This is not a problem in an area where there is a large pool of qualified candidates as well as a better working environment such as urban areas. When it comes to employee selection in arid and semi arid areas, there is a problem given the climatic conditions of these areas that make them unattractive for prospective job seekers yet the NGOs in these areas have to recruit (May and Ashkam, 2005). This calls for an investigation of the challenges that NGOs in these areas face when selecting staff. The study thus poses the question: what challenges do NGOs in ASAL region in Kenya face during staff selection process?
1.3 Objectives of the Study

1.3.1 General Objective

This study sought to establish the challenges that face NGOs in arid and semi arid lands when selecting employees.

1.3.2 Specific Objectives

The study sought to:

i. Establish the influence of selection policies on staff selection in NGOs in arid and semi arid lands in Kenya.

ii. Determine the influence of training on staff selection in NGOs in arid and semi arid lands in Kenya.

iii. Establish the influence of personal characteristics on staff selection in NGOs in arid and semi arid lands in Kenya.

1.4 Research Questions

The study posed the following questions:

i. What is the influence of selection policy on staff selection in NGOs in arid and semi arid lands in Kenya?

ii. What is the influence of training on staff selection in NGOs in arid and semi arid lands in Kenya?

iii. What is the influence of personal characteristics on staff selection in NGOs in arid and semi arid lands in Kenya?

1.5 Importance of the study

1.5.1 NGOs

The recommendations of this study shall guide NGOs on how to go about the staff selection process especially in the arid and semi arid lands. The challenges provided here shall form the basis upon which future decisions on employee selection in the area will be based.
1.5.2 Government
The government and the regulatory agency will find this study a useful guide as far as institution of policies for employee selection in NGOs is concerned.

1.5.3 Researchers
Researchers and academicians will also find this study a useful reference guide for future studies in the area of employee selection.

1.6 Scope of the Study
The study will cover NGOs in Samburu County especially those in the arid and semi arid lands resource management project. The researcher will interview the human resource personnel in the NGOs in the area.

1.7 Limitations of the Study
1.7.1 Non-response
Respondents may be unwilling to divulge sensitive information on selection for the fear of victimization as it is a sensitive issue to counteract this limitation, the researcher will explain to the respondent the usefulness of the study and how information gathered will be used. The researcher will also assure confidentially of the data collected.

1.7.2 Dishonesty
The respondent may give dishonest answers which may be misleading to the researcher the data collected shall be cleaned, sorted and checked for validity and reliability before analysis so as to eliminate any suspected misleading information.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction
This chapter review literature on the subject of staff or employee selection. The chapter is organized as follows. The first section presents a theoretical review. The second section shows the empirical review on staff selection while the third section shows the overview and gap to be addressed by the present study. The last section is the conceptual framework.

2.2 Theories of Staff Selection
This section reviews two theories related to staff selection. These theories are person-job fit theory and person-organisation fit theory.

2.2.1 Person-Job Fit
Person-job fit refers to compatibility of individual’s characteristics with his or her job’s demands (Kristof, 1996; Cable and DeRue, 2002). It measures how individual characteristics meet the demands of work environment (Munchinsky and Monahan, 1987), particularly towards their job. Specifically, characteristics include knowledge, skills, and abilities (KSAs) (Edwards, 1991) which required for meeting the demands of job. Therefore, based on Munchinsky and Monahan’s (1987) conceptualization, the person-job fit refers to complimentary fit which represent the degree of compatibility or congruence between individual’s KSAs and job’s demands, which also called as person-job demand-abilities (DA) fit.

The person-job DA fit specifically defined as the congruence of employees’ KSAs with the job’s demand which focused on successful job implementation. This person-job DA fit explained that an individual needs to have specific KSAs that are required for job implementation. With these KSA’s, an individual will perform their job effectively.

2.2.2 Person-Organization Fit
Person-organization fit has been broadly defined as congruence between individual and organization. According to Kristof (1996), person-organization fit refers to “compatibility
between people and organizations that occurs when: at least one entity provides what the other needs, or they share similar fundamental characteristics, or both. In this definition, person-organization fit can be both supplementary and complementary fit. The first part of Kristof’s (1996) definition refers to complementary fit, and it can be divided into two, which are demands-abilities (DA) fit and needs-supplies (NS) fit. Person-organization DA fit can be defined as the degree of match between individual abilities with the organization requirement. Edwards (1991) in his study have focused the term abilities in the DA fit as having specific knowledge, skills, and abilities that fulfill the requirement of work environment. On the other hand, person-organization NS fit refers to the degree of employees psychological’ needs are fulfilled by the organization. In this complementary fit, it represent win-win situation as one entity will fulfill the other one’ needs. The win-win situation exists when the employees complement the organization’s demands by applying their abilities in terms of DA fit. Meanwhile, the organization will fulfill the employees’ needs by providing salary and benefits that represent NS fit. For this study, person-organization DA fit was used and it can be defined as the degree of match between individual abilities with the organization requirement, in terms of fulfilling the organization’s mission and vision.

2.2.3 Relevance of the theories to employee selection

There are limited studies conducted on the relationship between person fit and work engagement (Scroggins, 2008). In explaining this relationship, the findings from Scroggins’s (2008) study on the effect of self-concept-job fit towards meaningful work was used. In the self-concept-job fit, employees tend to adjust themselves to fit with the job requirement, which can be related with perceived fit with the job requirement (person-job fit). Meanwhile, meaningful work was one of the antecedents of work engagement (Scroggins, 2008) through employees’ feeling of worthwhile, useful and valuable when conducting their job (Kahn, 1990). Therefore, the construct of meaningful works from Scroggins’s (2008) study could be used in representing work engagement construct.

The results of the Scroggins’s (2008) study reported that self-concept-job fit was related to meaningful work. This explained that when the employees perceived self-concept-job fit as they are highly skilled in adjusting towards job implementation, they tend to experience
meaningful feeling towards job. As the employees are highly fit with their job, they may feel that their effort, time, and energy in performing job are valuable and worthwhile that representing high meaningful works. This situation may encourage employees’ feeling towards engaging in their job implementation. Therefore, it is shows that employees who fit with their job could increase their level of work engagement through positive meaningful works.

Other than that, the relationship between person fit, particularly relationship between person-job fit and person-organization fit on work engagement can be explained using the Field Theory developed by Lewin (1951). In Lewin’s (1951) theory, he proposed the interaction between the person and its work environment will lead to certain behavior. In this theory, the human behavior was based on the individual perception towards their work environment. When individual perceived positive with their work environment, he or she tend to demonstrate positive behavior. Therefore, when the employees perceived fit with their job and organization, he or she tend to perform job effectively by engaging towards their role and organization’s mission and vision success. In this study, the fit between person, job and organization were defined as DA fit. By using this definition, when the employees perceived their abilities fit with the job and organization’s demand, they tend to demonstrate high work engagement.

In addition, the above relationship was also supported by the Theory of Planned Behavior (TPB) proposed by Ajzen (1991). In TPB (Ajzen, 1991), employees who possess specific KSAs may acquire high control over the job implementation. The employees may feel that they are highly skilled in implementing the job and this will influence them to engage in the job implementation. Applying this concept to person-job and person-organization DA fit, employees who possess abilities that fit with the job and organization’s demands may perform their job effectively. They are fitted well with the job and organizational demands, in terms of attaining successful job implementation and organizational mission and vision that consequently help them to highly engage in their role. Therefore, from the concept of Lewin’s (1951) theory and TPB (Ajzen, 1991), it is hypothesized that person-job fit and
person-organization fit may influence employees’ work engagement and hence the relevance to employee selection.

2.3 Challenges Facing Staff Selection

The empirical review covers three specific factors. These are: selection policies, formal training, and personal and interpersonal characteristics.

2.3.1 Influence of selection approach and policies on staff selection

Little is known on a systematic basis about how or why organisations choose to use different combinations of these strategies, or what thinking underlies the placing of greater reliance on particular signifiers rather than others, though some of the results reported in the LSC study of recruitment and training in large firms (LSC, 2008) offers some pointers that are worthy of further exploratory research, particularly among small and medium sized organisations. The one powerful exception here is research on firms’ use of selection and psychometric tests (Jenkins, 2001; Jenkins and Wolf, 2002). To very briefly summarise their findings, the use of such tests was found to correlate with the degree of formalisation of procedures within the workplace, with managerial and professional vacancies, and with jobs where there were high levels of off-the-job training (Jenkins and Wolf, 2002: 23).

WERS suggests that personality tests are now being routinely used for some occupations in 19 per cent of workplaces, and performance tests are being used in R&S in 46 per cent of workplaces (Kersley et al, 2006:75-78). Personality testing seems to be concentrated in larger workplaces (often those with specialist human resource staff) and used upon professional, managerial, and sales staff; and performance testing concentrated again in larger workplaces but used for professional and administrative staff. Among the sample of large employers surveyed by the LSC (2008:33-35), the overall relative ranking of importance of different skill/suitability assessment methods was as follows: interview, work experience, performance/competency test, qualifications, assessment centre and personality/aptitude test.

Another model, about which we again know relatively little, revolves around the growing use of agency work. As Hoque et al (2008: 389) note, the number of agency workers in Britain
grew by 350 per cent between 1984 and 2005 (Forde and Slater, 2005), and 81 per cent of employers now appear to use agencies for temporary or permanent recruitment (CIPD, 2007). In some sectors and industries, for example, cleaning, food manufacture, hotels, and call centres (Lloyd et al, 2008) agencies now act as an important means of entry. Here the use of tiered forms of employment – agency, temporary and core workforce – appears to be allowing management to use agency employment as a form of extended interview or screening mechanism (Beynon et al, 2002; James and Lloyd, 2008). The most enthusiastic, committed and suitable employees can be sifted out, and in part retained, through the promise of a move from agency employment into temporary employment in the firm, and, perhaps, ultimate employment in the core workforce (Lloyd et al, 2008). In some instances agency work now provides the only port of entry into the organisation for lower tier jobs (Beynon et al, 2002: 153). However, some agencies are making this R&S avenue difficult as they realise they are losing financially. Evidence from the food processing industry shows that some agencies have demanded release fees of up to £3000 to allow a company to employ that agency worker directly. Not only is this a deterrent for the employer as a recruitment method but also hinders possible progression for the worker (James and Lloyd, 2008).

One of the key developments in the R&S field in the UK over the last decade and a half has been a shift in who is undertaking it, a change reflected in a significant rise in the use of recruitment consultants and the outsourcing by large organisations of much of their R&S activity (Gallagher and O’Leary, 2007). The CIPD’s 2004 Recruitment, Retention and Turnover survey indicated that, within their sample of firms, 83 per cent had used an external recruitment consultancy or agency in that year. Meanwhile, REC and Ernst and Young (2006) report the turnover of the R&S consultancy industry has risen from £6.7 billion in 1994 to £23.5 billion in 2005. The bulk of this increase comes from recruitment for temporary positions (Gallagher and O’Leary, 2007: 26). These new intermediaries are seen as helping ‘connect supply with demand’ (Gallagher and O’Leary, 2007: 15). Anecdotal evidence suggests that UK employers may make greater use of external consultants in undertaking R&S than is the case in many other developed countries, indicating that they are more willing to cede control over who is employed in their workplaces than are many of their counterparts elsewhere.
As Kirkpatrick et al (2009) and Hoque et al (2008) discuss, a further development has been the outsourcing of the procurement of agency staff to third parties who provide what is termed ‘vendor managed services’ (VMS) (Kirkpatrick et al, 2009) covering recruitment, payments to the agency, record keeping and payroll for agency staff. The VMS does not provide the staff themselves, but manages a market of agencies on behalf of its client.

2.3.2 Influence of training on staff selection

Morris (2002) explored the factors that relate education and training in the early childhood field to the issues of recruitment and retention. The author noted that education and training were very important factors in employee selection. Morris (2002) noted that research has shown that both overall levels of education and Early Childhood Care and Education (ECCE)-specific training are among the most important variables - if not the most important variables - in the provision of quality child care. Given the harsh conditions in ASALs, the assertion made by Morris (2002) holds for the individuals that apply for jobs in these areas.

Keep and James (2010) noted that within general discussions about skills, education, training and their relationship with the labour market, selection is often either wholly absent as a topic or is regarded as being of relatively marginal importance. The supply of skills has generally been seen as central, with the process of its absorption into employment within organisations viewed as a relatively unproblematic, minor issue. The silence of policy debates on the topic is mirrored by the world of research. In Rauner and Maclean’s (2008) massive overview of technical and vocational education and training research, the index contains not a single reference to either recruitment or selection.

Within the research literature, recruitment and selection activity is predominantly dealt with in two fields: (a) a generally prescriptive human resource management (HRM) or personnel management viewpoint (see, for example, Taylor and Collins, 2000); and (b) a very technical psychology literature that focuses on the validity (absolute and relative) of different forms of recruitment techniques, such as competency modelling, interviews and various types of psychometric testing (for example, Lievens et al, 2002).
To a lesser extent, R&S is also addressed in the fields of economics (in terms of the labour market), and education and training (usually in terms of the impact that qualifications have within the R&S process). In many instances, insofar as it is thought about at all, it is normally treated as a relatively simple, mechanistic ‘matching’ process and the problems associated with it as being largely technical in nature (Keep and James, 2010).

### 2.3.3 Influence of personal factors on staff selection

Personality testing for employee selection has had a chequered history. Over the years, considerable research attempting to validate personality instruments for selection has been conducted. An early review by Guion and Gottier (1965) pointed out that predictive validities from personality questionnaires appeared to be weak and inconsistent. Academics took this message to heart and began to discourage the use of personality instruments for hiring purposes. Consequently, research on personality and job performance virtually went into hibernation for 20 years. Human resource practitioners, however, continued to believe that personality was an important predictor (Dunn, Mount, Barrick, & Ones, 1995).

Criticisms of personality testing in selection have included: poor criterion related validity, potential faking by applicants, unfairness, limited face validity, and invasion of privacy (Hogan, 1991). Fairness may be breached because applicants may incriminate themselves without being aware of what they are doing (the purpose and coding of items is not obvious), there is usually no feedback of test scores and no appeal process, and little explanation for the choice and use of the particular instrument is given to applicants (Harland, Rauzl, & Biasotto, 1995). Face validity and privacy suffer when questionnaire items cover sexual fantasies and other personal beliefs and behaviour in the non-work domain.

Recently there has been a major resurgence in academic interest in personality testing for employee selection. A number of factors have contributed to this: literature reviews using meta-analytic techniques, the use of typologies of personality traits to organise past validation studies, more sophisticated conceptualisations of the performance criteria to be predicted, the development of personality measures more closely focused on job demands, and reassuring research on faking by applicants.
Meta analytic reviews by BarTick and Mount (1991, updated in Mount and Barrick, 1995) and Tett, Jackson, and Rothstein (1991) suggested that some personality variables were significant predictors of some aspects of performance. Central to these reviews was the adoption of the Big Five personality typology as a means of organising previous studies which used a large variety of specific trait measures. One of the more interesting findings of Tett et al. was that validity coefficients were much stronger in studies in which personality predictors were chosen on the basis of theory and job analysis than in those in which they were not. Schneider and Hough (1995) likewise criticised blindly empirical research in which predictors are hurled against criteria in the hope that some will stick. A more theory-based approach to understanding both personality and job performance constructs seems needed to clearly forecast when, why, and how personality variables may be expected to predict job behaviour. Substantial progress on such a framework has been made during the past decade.

Campbell (1990) has sounded a call for a theory of performance to improve the understanding and prediction of job performance. Cooksey and Gates (1995) have a competing model. Such a theory would specify the distinct components of job performance and the likely determinants of each component. This framework would be useful in generating hypotheses about which aspects of performance are best predicted by personality or other types of predictors. Campbell's initial suggestion for a typology of job performance included seven components: job specific task proficiency (performance on core technical aspects of the job), non-job specific task proficiency (tasks most incumbents have to do, regardless of specific occupation), written and oral communication, maintaining personal discipline, facilitating peer and team performance, supervision, and management/administration. Several of the meta-analyses of personality test validity have also found it necessary to consider multiple aspects of job performance, not just global measures of overall performance.

2.3.3.1 Communication Skills and Performance

Communication skills include verbal skill, Listening and feedback and faculty members' job performance such as skill of teaching and control on lesson, order and discipline, flexibility and conformity to environment. The results from a study by Mosleh et al (2009) found that
there is meaningful positive relation between faculty members' communication skills and their job performance from bachelors' students point of view and there is meaningful positive relation between faculty members' verbal skills and their job performance. The study also noted that there is not meaningful positive relation between faculty members' Listening skills and their job performance and also meaningful positive relation between faculty members' feedback skills and their job performance was observed. The results of regression analysis with repeated entrance method, multiple variable correlation coefficients for the leaner combination of faculty members' communication skills (verbal, listening and feedback) to their job performance was equal to MR=0.54 and RS=0.30 from students point of view that is meaningful at the level of p=0.0001. Also, the results showed that there was a meaningful difference between the students in different faculties at least in view of one of the dependent variables such as verbal skill, Listening, feedback, performance of teaching and control on lesson, order and discipline and flexibility and conformity.

2.3.3.2 Age, Gender and Performance

Hardigree (2006) conducted a meta-analysis of 121 samples that examined the relation between age and job performance with job complexity as a moderator. The study found that the correlation between age and job performance decreased as jobs were rated higher; however, there was no evidence that the correlation between age and job performance increased as jobs were rated higher.

Clarkson, Rosenkrantz and Vegal (1970) conducted a study on the sex role characteristics of matured, health,, and socially competent adults. The study indicated that both men and women agreed that competence was more characteristic of healthy male respondents than healthy females. Healthy women were different from healthy men because they Were submissive, less independent, less adventurous, less objective, more easily influenced, less aggressive, less competent, more emotional, more Concerned about their appearance and more prone to having their feelings hurt. Similarly Maccoby and Jacklin (1974) observed gender differences between boys and girls in four major areas viz:(a) verbal ability (b) visual and special ability; (c) mathematical ability; and (d) aggressiveness.
Hartman (1988) investigated the impact of occupation and sex on sex role-stereotyping. Among the findings of the study are that high job performance was perceived to be more related to masculine than feminine gender and that men were seen as more powerful than women. Similarly, good performance was also viewed as more related to men than women. However, Champion, Kurth, Hastings and Harris (1984) noted that many of the characteristics that were associated with being male or female reflect cultural beliefs and practices rather than fundamental differences. They noted that people were taught gender roles at early stage of their lives and these roles reflect the status or position that they are expected to play. This assertion was supported by Uwe (1999) who found that male and female workers did not differ significantly in their vocational orientation within the realistic, investigative, enterprising and conforming vocational groups. Also, Scheresky (1976) studied personality characteristics and skills of subjects in different occupations. The study revealed that the prestige level of various personal characteristics, including gender, associated with occupation were frequently cross-culturally stereotyped. Similarly, Knudson (1982) studied whether women trained in management were as assertive and as competent in their jobs as men with similar training. The results of the study indicated that women were as assertive as men and performed equally well on their jobs as their men counterparts.

Green et al. (2007) studied the relation between gender and job performance among brokerage firm equity analysts. They found that women cover roughly 9 stocks on average compared to 10 for men. Women’s earnings estimates tend to be less accurate. After controlling for forecast characteristics, the difference in accuracy is roughly equivalent to four years of experience. Despite reduced coverage and lower forecast accuracy, we find women are significantly more likely to be designated as All-Stars, which suggests they outperform at other aspects of the job such as client service.

2.3.3.3 Behaviour Pattern

Another factor that could be employed to determine the suitability of people especially job seekers or employees is behaviour pattern. Behaviour pattern is the classification of people into Type A and Type B groups using their behavioural characteristics. Type A is a behaviour pattern characterized by a sense of time urgency, a desire to achieve more in less
time, a high need for achievement, insecurity (e.g. low level of confidence) and general hostility (e.g. aggressiveness). On the other hand, Type B behaviour pattern is characterized by unaggressiveness, confidence, being easy going and less competitiveness (Andrew and Szilagyi, 1981).

Several studies such as Dembroski and Mac-Dougal (1978) and Burke and Weir (1980) have been conducted on job performance of Type A and B employees but the findings are inconclusive. For instance, Dembroski and Mac-Dougall (1978) found that Type A individuals preferred to work alone and that they also desired to perform more tasks than the Type B subjects. These characteristics could be responsible for the intense job involvement and job overhead problems that characterized Type A work environment. Similarly, Burke and Weir (1980) found that Type A supervisors supervised more subordinates than Type B supervisors. According to Dembroski and Mac-Dougal (1978) Type A behaviour pattern is culturally rewarded and it is generally believed that success in modern world is impossible without manifesting Type A behaviour pattern. Thus, attempt to modify Type A behaviour disposition could be difficult due to people's belief that there is a relationship between a behaviour type and personal success (Streufert, Streufert & Denson. 1985).

Streufert et al (1985) conducted a study on Type A behaviour pattern and task performance, in two separate experiments, 25 and 42 adult working males participated in a visual - motor task modelled on a video game. The study revealed that Type A coronary-prone behaviour did not contribute to differences in visual motor performance. It was also found that the frequently voiced assumption of Type A individuals that their behaviour patterns led to higher performance was not supported. Thus, in the absence of any performance differences between Type A and B subjects in quite divergent tasks, the researchers concluded that the popularly cited relationship between Type A style and success was likely to be an assumption that might have little or no evidence in reality (Streufert et al, 1985).

2.4 Summary of literature review and research gaps
The review in Section 2.3 has shown clearly several studies that have shown the link between various factors and employee selection in organizations. The review shows that prior
training, personal factors, and selection policies influence the employee selection process in various organizations. There is however, a dearth in literature as far as the issue is concerned in Kenya. This calls for the present study which will fill in the gap.

2.5 Conceptual framework

![Schematic diagram]

**Interpretation**

Selection policies of an organisation, including the methods used in selection process can influence whether the job applicant is selected or not. Good selection policies lead to selection of better staff and vice versa.

Training, especially prior training and academic qualifications can influence whether a job applicant is selected or not. When an applicant has prior training and experience and has better academic qualifications, then there are higher chances that the applicant will be selected for the job and vice versa.

Personal factors including the interpersonal factors can have an influence on whether an job applicant is selected for the job or not. Interpersonal factors such as communications skills
are very important for most employers and possession of such skills can enhance the chance for selection.

The culture of an organisation and also that of a place also influences the way job seekers perceive an organisation as well as how the employers perceive the job applicants. In this way, culture plays an intervening role in the relationship between staff selection and the factors that influence staff selection.
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction
This chapter presents the research methodology. The methodology provides the basis upon which the research was carried out. Thus, the chapter shows research design used, the population, sample and sampling technique, data collection tools and procedures and data analysis and presentation methods.

3.2 Research Design
This study adopted a descriptive survey. A descriptive survey is present-oriented research that seeks to accurately describe the situation as it is. Descriptive research is defined as a process of data collection to test the hypothesis or answer questions concerning the current status of the subject study (Mugenda and Mugenda, 2003). This method was selected because it enabled the researcher to meet the objectives of the study.

3.3 Population
The population of study was drawn from the employees in NGOs in Samburu County especially those in the arid and semi arid lands resource management project. There are 15 NGOs in the area which formed the population (appendix 2). In total, there are 320 employees in these NGOs.

3.4 Sampling Design
A sample size of 60 respondents was selected as shown in Table 3.1. These were selected using stratified sampling technique. Human resource managers from each of the 15 NGOs as well as three other supervisory level employees from the NGOs were selected. The final sample size was therefore 33.3\% of the population, consistent with the recommendations of both Mugenda and Mugenda (2003) and Kothari (2003).
Table 3.1: Sample Size

<table>
<thead>
<tr>
<th></th>
<th>Population</th>
<th>Sample</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>30</td>
<td>10</td>
<td>17%</td>
</tr>
<tr>
<td>Supervisors</td>
<td>150</td>
<td>50</td>
<td>83%</td>
</tr>
<tr>
<td>Total</td>
<td>180</td>
<td>60</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Field Data (2011)

3.5 Data Collection

The study used primary data. This was collected using questionnaires. The questionnaires were designed based on the study objectives. A 5 point likert scale was used. The questionnaires were administered using e-mails and drop and pick later methods. A period of 2 weeks was given for response and an extra week for late respondents.

3.6 Data Analysis

The data was sorted and coded into the Statistical Package for Social Sciences (SPSS) and analyzed using descriptive and factor analysis. The descriptive statistics especially the mean scores, the standard deviations and percentages were used to show the extent to which the respondents agreed or disagreed with the statements in the questionnaire. The factor analysis was used to show the significant factors or challenges facing staff selection.

3.7 Data Presentation

After the analysis and computation of data, the results were summarized and presented in tables and charts. Frequency tables were used to show the frequencies on each of the responses as well as the percentages, mean scores and standard deviations. Charts such as pie charts and bar graphs were also used to present the same.
CHAPTER FOUR: RESEARCH FINDINGS

4.1 Introduction
This chapter presents the results of the study. Section 4.2 shows the response rate. Section 4.3 shows the descriptive analysis results. Section 4.4 shows factor analysis results.

4.2 Response Rate
A total of 60 questionnaires were administered. During analysis, 50 questionnaires had been returned and found usable for analysis. The response rate was therefore 83.3%. This is considered a high response rate hence the results of the study can be generalized to NGOs in the Samburu County. This chapter is organized as follows. A presentation of the descriptive results is made in section 4.2. Section 4.3 presents the results of factor analysis and their interpretation thereof.

4.3 Presentation of Descriptive Analysis Results
This section presents the results of the analysis on gender of respondents, their ages, and the length of time they had worked in the NGOs. The section also presents the results on the three factors studied using percentages, mean scores and standard deviations.

4.3.1 Respondents’ Demographic Analysis
The study found that 70% of the respondents were male while 30% were female. This could explain that there are more men than women working in NGOs in Samburu County. The results are shown in table 4.1

<table>
<thead>
<tr>
<th>Table 4.1: Gender of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
</tr>
<tr>
<td>Male</td>
</tr>
<tr>
<td>Female</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Source: Field Data (2011)
The study found that 20% of the respondents were aged 25-30 years, 30% were aged 31-35 years, 10% were aged 36-40 years, 10% were aged 46-50 years and 30% were aged over 50 years. Thus the age distribution was spread with 50% being youth below 35 years. These results are shown in table 4.2.

Table 4.2: Age of respondents

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>25-30 years</td>
<td>10</td>
<td>20.0</td>
</tr>
<tr>
<td>31-35 years</td>
<td>15</td>
<td>30.0</td>
</tr>
<tr>
<td>36-40 years</td>
<td>5</td>
<td>10.0</td>
</tr>
<tr>
<td>46-50 years</td>
<td>5</td>
<td>10.0</td>
</tr>
<tr>
<td>&gt; 50 years</td>
<td>15</td>
<td>30.0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data (2011)

The study also revealed that 20% of the respondents had worked in the NGOs for less than 2 years, 50% for a period of 2-4 years and 30% for more than 20 years. The 30% who had worked for more than 20 years could represent the founders of the NGOs. These results are shown in table 4.3.

Table 4.3: Length of time respondents had worked in NGOs

<table>
<thead>
<tr>
<th>Length of Time</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 2 years</td>
<td>10</td>
<td>20.0</td>
</tr>
<tr>
<td>2-4 years</td>
<td>25</td>
<td>50.0</td>
</tr>
<tr>
<td>&gt; 20 years</td>
<td>15</td>
<td>30.0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data (2011)

4.3.2 Influence of Selection Policies on Staff Selection

The respondents were asked to state whether the organisations had staff selection policies. The results showed that all the NGOs in Samburu Country indeed had policies that guided the process of staff selection.
The respondents were also asked to state how staff selection was performed. As shown in table 4.4 and figure 4.4, it was noted that 20% of the NGOs used recruiting consultants, 70% used internal processes while 10% used other processes.

**Table 4.4: Methods used for staff selection**

<table>
<thead>
<tr>
<th>Method</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of recruiting consultants</td>
<td>10</td>
<td>20.0</td>
</tr>
<tr>
<td>Internal process</td>
<td>35</td>
<td>70.0</td>
</tr>
<tr>
<td>Other</td>
<td>5</td>
<td>10.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data (2011)

The results in table 4.5 show the extent to which the NGOs used psychometric tests, personal interviews, and performance/competence tests as policies for staff selection. As shown, 10% of the NGOs did not use psychometric tests, 40% rarely used them while 50% largely used them for staff selection. Further, it was revealed that as regards the use of personal interviews, 10% rarely used them while 90% used them. It was also noted that for the performance/competence tests, 10% of the NGOs never used them, 20% rarely used them while 70% used them for employee selection. From the mean scores, it can be observed that the most preferred method for staff selection was personal interviews (mean = 4.5) while the least preferred was psychometric tests (mean = 3.6).

**Table 4.5: Policies for staff selection in NGOs**

<table>
<thead>
<tr>
<th>Policy</th>
<th>Not at all</th>
<th>Low extent</th>
<th>Large extent</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychometric tests</td>
<td>10</td>
<td>40</td>
<td>50</td>
<td>3.6</td>
<td>1.21</td>
</tr>
<tr>
<td>Personal interviews</td>
<td>0</td>
<td>10</td>
<td>90</td>
<td>4.5</td>
<td>0.68</td>
</tr>
<tr>
<td>Performance/competence tests</td>
<td>10</td>
<td>20</td>
<td>70</td>
<td>3.9</td>
<td>1.23</td>
</tr>
</tbody>
</table>

Source: Field Data (2011)

The study sought to determine the extent to which formal training was important in staff selection for NGOs in Samburu County. As shown in table 4.6, the results show that all the NGOs saw academic qualification of job applicants as very important. It is also noted that prior work experience was important for 90% of the NGOs while it was never important for
10% of the NGOs. Further, 10% of the NGOs rarely considered job specific task proficiency while 90% did consider it. Finally, 10% of the NGOs never considered non-job specific task proficiency important as 30% rarely did and 60% did consider it very important. The mean scores show that the most preferred formal training was academic qualifications (mean = 4.5) while the least preferred was non-job specific task proficiency (mean = 3.6).

Table 4.6: Formal training preferences

<table>
<thead>
<tr>
<th></th>
<th>Not at all</th>
<th>Low extent</th>
<th>Large extent</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic qualifications</td>
<td>0</td>
<td>0</td>
<td>100</td>
<td>4.5</td>
<td>0.51</td>
</tr>
<tr>
<td>Prior work experience</td>
<td>10</td>
<td>0</td>
<td>90</td>
<td>4.2</td>
<td>1.18</td>
</tr>
<tr>
<td>Job specific task profiency</td>
<td>0</td>
<td>10</td>
<td>90</td>
<td>4.4</td>
<td>0.67</td>
</tr>
<tr>
<td>Non-job specific task proficiency</td>
<td>10</td>
<td>30</td>
<td>60</td>
<td>3.6</td>
<td>1.12</td>
</tr>
</tbody>
</table>

Source: Field Data (2011)

The study also sought to determine the extent to which personal and interpersonal characteristics were considered during staff selection in NGOs. The results in table 4.7 show that 20% never used personality tests, 10% rarely used them while 70% used them. It is also noted that 40% of the NGOs rarely depended on the written communication skills of the job applicant while 60% depended on them. Further, 80% of the NGOs largely depended on oral communication skills of the job applicant while 10% rarely did and another 10% did not depend on them. Finally, personal discipline was considered by all the NGOs. From the mean scores, it is observed that the most sought after personal and interpersonal characteristic was personal discipline (mean = 4.8) while the least preferred was written communication (mean = 3.6).

Table 4.7: Preferred personal and interpersonal characteristics

<table>
<thead>
<tr>
<th></th>
<th>Not at all</th>
<th>Low extent</th>
<th>Large extent</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personality tests</td>
<td>20</td>
<td>10</td>
<td>70</td>
<td>3.7</td>
<td>1.50</td>
</tr>
<tr>
<td>Written communication</td>
<td>0</td>
<td>40</td>
<td>60</td>
<td>3.6</td>
<td>1.03</td>
</tr>
<tr>
<td>Oral communication</td>
<td>10</td>
<td>10</td>
<td>80</td>
<td>3.9</td>
<td>1.31</td>
</tr>
<tr>
<td>Personal discipline</td>
<td>0</td>
<td>0</td>
<td>100</td>
<td>4.8</td>
<td>0.40</td>
</tr>
</tbody>
</table>

Source: Field Data (2011)
4.4 Presentation of Factor Analysis Results

The factor analysis was performed in order to show the challenges that face staff selection in NGOs in arid and semi arid lands of Samburu Country. The rotated component matrix in table 4.8 confirms the presence of three factors as challenges of staff selection. This is also shown in the scree plot in Figure 4.1. Factor 1 has 7 variables and can be named selection policy. Factor 2 has two variables and can be named communication/personality while factor 3 has two variables and can be named experience. These factors account for 81.7% of the challenges that face staff selection process in NGOs (see appendix 4 for the table). Using a benchmark value of 0.7 (Field, 2005), then all the factors scoring 0.7 or above can be viewed as important for NGOs hence the major challenges they face. These challenges are in **bold**.

Thus off all the factors, academic qualifications are the only ones that do not pose a challenge to NGOs. The rest are a major challenge.

**Table 4.8: Rotated Component Matrix**

<table>
<thead>
<tr>
<th>Factor</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Selection policies</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Importance of job specific task proficiency of job applicants</td>
<td>.963</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use of psychometric tests during the staff selection process</td>
<td>.953</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use of performance/competence tests during the staff selection process</td>
<td>.924</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Importance of non-job specific task proficiency of job applicants</td>
<td>.839</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Importance of personal discipline of a job applicant</td>
<td>.785</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use of personality tests during the staff selection process</td>
<td>.749</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Importance of academic qualifications of job applicants</td>
<td>.613</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personality</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use of personal interviews during the staff selection process</td>
<td>.817</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Importance of oral communication a job applicant</td>
<td>.808</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prior training</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Importance of prior work experience of a job candidate</td>
<td>.922</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Importance of written communication a job applicant</td>
<td>.831</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Data (2011)
These results on the importance of selection approaches or policies are consistent with those of earlier studies such as James and Lloyd (2008). The researchers had documented that employee selection was influenced by the policies in place. Kersley et al (2006) had also documented the use of personality tests for employee selection as one of the policies.

Training has also been found by a number of scholars as very important in employee selection. Examples include Keep and James (2010), Lievens et al (2002) and Rauner and Maclean (2008). Thus the results of this study are consistent with prior literature.
Personal factors were found in this study as very important in employee selection. Other scholars such as Dunn et al. (1995), and Cooksey and Gates (1995) had found the same results. This is therefore consistent with the school of thought that personal factors such as communication skills are important for employee selection process.
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter presents the summary of research findings, conclusions of the study, recommendations for policy and practice and suggestions for further research.

5.2 Summary
The study intended to establish the challenges that NGOs face in arid and semi arid lands when selecting employees. Majority of the respondents were male. The study found that most of the respondents were distributed across the ages. The study also revealed that most of the respondents had worked in the NGOs for a period of 2-4 years.

The results showed that all the NGOs had policies that guided the process of staff selection. On the methods of staff selection, it was noted that most NGOs used internal processes. The study found most of the NGOs largely used psychometric tests for staff selection. Further, it was revealed that as regards the use of personal interviews, most NGOs preferred them. It was noted that for the performance/competence tests, most of the NGOs used them for employee selection. From the mean scores, it can be observed that the most preferred method for staff selection was personal interviews while the least preferred was psychometric tests.

The results showed that all the NGOs saw academic qualification of job applicants as very important. It is also noted that prior work experience was important for most of the NGOs. Further, most NGOs did not consider job specific task proficiency. Finally, most NGOs considered non-job specific task proficiency as very important. The mean scores show that the most preferred formal training was academic qualifications while the least preferred was non-job specific task proficiency.

The results showed that most of the NGOs used personality tests. It is also noted that most of the NGOs depended on the written communication skills of the job applicant, oral communication skills of the job applicant and personal discipline was considered by all the
NGOs. From the mean scores, it is observed that the most sought after personal and interpersonal characteristic was personal discipline while the least preferred was written communication.

The factor analysis confirmed the presence of three factors as challenges of staff selection which accounted for most of the challenges that face staff selection process in NGOs. All the factors except were major challenges that faced staff selection in NGOs.

5.3 Conclusions

The study concludes the NGOs favoured the use of personal interviews as a policy for staff selection in arid lands. This method is still the most preferred even in other organisations that are not NGOs or those outside ASALs. Selection policies therefore influence staff selection in NGOs.

The study found and concludes that the most preferred formal training was academic qualifications. This means that it was very important for NGOs in these areas to look into the academic qualifications of the job applicants before being admitted to work in these areas. If the NGOs were therefore to strictly recruit from these areas, it would be a major challenge to find such talent given the small number of people in these areas with relevant qualifications for such jobs in NGOs.

The study found and concludes that the most sought after personal and interpersonal characteristic was personal discipline. The NGOs are therefore more concerned about the personal discipline of the job applicants. The factor analysis also confirmed that this was among the challenges facing NGOs.

All the three factors in this study were found to be the significant challenges in the employee selection process in NGOs in Samburu County. The study therefore concludes that policies, training, and personal characteristics are important in employee selection process in NGOs.
5.4 Recommendations

Based on the findings, the study makes a number of recommendations. First, the NGOs need to structure their staff selection policies as there are important when selecting employees to work in these organisations. This is because policies are very important in employee selection process in NGOs.

Secondly, it is important for the NGOs to look at the personality factors such as communication skills of the job applicants. This is because these NGO work to help the locals and better knowledge of their culture and specifically the language is an added advantage in enhancing communication.

Thirdly, the study recommends that the prior training and experience of job applicants is very important in the selection process in NGOs hence prior experience of job applicants should be considered by all NGOs in selecting employees. Experience is important as it enhances efficiency of service delivery.

5.5 Suggestions for further research

There is need to replicate this study in other counties in Kenya such as Kisumu and Nairobi Counties which have a large number of NGOs. This way, the results can be compared with the present one to check if there is any major variance in selection processes of NGOs in Kenya.
REFERENCES


Fletcher, C., Williams, R. (1992), Performance Appraisal and Career Development, Stanley Thornes, Cheltenham


APPENDICES

Appendix 1: Questionnaire on staff selection factors

Part 1: Demographics

1. State your gender
   Male ( )
   Female ( )

2. State your age
   Below 25 years ( )
   25-30 years ( )
   31-35 years ( )
   36-40 years ( )
   41-45 years ( )
   46-50 years ( )
   Above 50 years ( )

3. How long have you been working in the organisation?
   Less than 2 years ( )
   2-4 years ( )
   5-10 years ( )
   11-15 years ( )
   16-20 years ( )
   Over 20 years ( )

Part 2: Influence of Selection Policies

4. Does the organisation have a staff selection policy?
   Yes ( )
   No ( )
5. How does the organisation perform staff selection process?
   - Use of recruiting consultants ( )
   - Internal process ( )
   - Other (specify) .................................................................

6. To what extent does the organisation use psychometric tests during the staff selection process?
   - Very large extent ( )
   - Large extent ( )
   - Low extent ( )
   - Very low extent ( )
   - Not at all ( )

7. To what extent does the organisation use personal interviews during the staff selection process?
   - Very large extent ( )
   - Large extent ( )
   - Low extent ( )
   - Very low extent ( )
   - Not at all ( )

8. To what extent does the organisation use performance/competence tests during the staff selection process?
   - Very large extent ( )
   - Large extent ( )
   - Low extent ( )
   - Very low extent ( )
   - Not at all ( )

35
Part 3: Influence of Formal Training

9. To what extent are academic qualifications of job applicants important to your organisation during the staff selection process?
   - Very large extent (   )
   - Large extent (   )
   - Low extent (   )
   - Very low extent (   )
   - Not at all (   )

10. To what extent is prior work experience of a job candidate important for your organisation during the staff selection process?
    - Very large extent (   )
    - Large extent (   )
    - Low extent (   )
    - Very low extent (   )
    - Not at all (   )

11. To what extent is the job specific task proficiency of job applicants important to your organisation during the staff selection process?
    - Very large extent (   )
    - Large extent (   )
    - Low extent (   )
    - Very low extent (   )
    - Not at all (   )

12. To what extent is non-job specific task proficiency of job applicants important to your organisation during the staff selection process?
    - Very large extent (   )
    - Large extent (   )
    - Low extent (   )
    - Very low extent (   )
Part 4: Influence of Personal and Interpersonal Characteristics

13. To what extent does the organisation use personality tests during the staff selection process?
   - Very large extent (  )
   - Large extent (  )
   - Low extent (  )
   - Very low extent (  )
   - Not at all (  )

14. To what extent is written communication a job applicant important to your organisation during the staff selection process?
   - Very large extent (  )
   - Large extent (  )
   - Low extent (  )
   - Very low extent (  )
   - Not at all (  )

15. To what extent is oral communication a job applicant important to your organisation during the staff selection process?
   - Very large extent (  )
   - Large extent (  )
   - Low extent (  )
   - Very low extent (  )
   - Not at all (  )
16. To what extent is personal discipline of a job applicant important to your organisation during the staff selection process?

- Very large extent ( )
- Large extent ( )
- Low extent ( )
- Very low extent ( )
- Not at all ( )

Thank you for taking part in this survey
Appendix 2: NGOs in Samburu County

1. Action Aid
2. CCF – Christian Children Fund
3. CODES – Community organisation for development support
4. Plan International
5. SWOM – Samburu Wings of Mercy
6. World Vision
7. NAINYOIYE Community Development Project
8. SIDEP – Samburu Integrated Development Project
9. Child Concern
10. Ramati Development Project
11. Governance Pastoralist Organisation
12. IMC – International Medical Corps
13. Red Cross
14. AMREF
15. Catholic Mission Wamba
Appendix 3: Communalities

<table>
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<tr>
<th>Question</th>
<th>Initial</th>
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<td>To what extent does the organisation use psychometric tests during the staff selection process</td>
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<td>To what extent does the organisation use personal interviews during the staff selection process</td>
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<td>To what extent is prior work experience of a job candidate important for your organisation during the staff selection process</td>
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<td>To what extent is the job specific task proficiency of job applicants important to your organisation during the staff selection process</td>
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<td>To what extent is non-job specific task proficiency of job applicants important to your organisation during the staff selection process</td>
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Extraction Method: Principal Component Analysis.
### Appendix 4: Total Variance Explained

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<th>Rotation Sums of Squared Loadings</th>
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<td>Cumulative %</td>
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Extraction Method: Principal Component Analysis.