

**DETERMINANTS OF EMPLOYEE RECRUITMENT AND SELECTION AMONG NON-
GOVERNMENTAL ORGANIZATIONS IN BUSIA COUNTY, KENYA**

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JUNE, 2022

DECLARATION

I hereby declare that the work in this project is my original work, and has not been presented for any academic award in any other University.

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ABSTRACT

Non-Governmental Organizations have in the recent past decade encountered challenges in so far as recruitment and selection in Kenya is concerned primarily due to the global financial crisis, changing donor priorities, socio-political dispensations among the population, and competition amongst themselves thus calling them to run sustainably with an appropriate recruitment and selection policies. The purpose of this study, therefore, is to analyze the determinants of recruitment & selection among Non-Governmental Organizations in Busia County in Kenya. Previous studies have focused on Western countries while this study closes the gap by analyzing the determinants of recruitment and selection vis a viz availability of openings, education levels, and equality. Any organization's workforce development strategy must include the recruitment and selection of talented and effective workers. Recruitment and selection involve more than just selecting the best applicant. The selection process can also have an impact on a candidate's likelihood of accepting a job offer and consequent commitment to remaining with the company. Poor selection choices can have several unwanted outcomes for the organization and the employee consisting of better costs of turnover, decreased performance effectiveness, diminished activity pleasure, and reduced work motivation. The purpose of this study was to determine the variables of recruitment and selection that Non-Governmental Organizations in Busia County confront when hiring new workers. The precise goals are to determine the impact of selection procedures, training, and personal qualities on employee selection in Non-Governmental Organizations in Kenya's Busia County. A descriptive survey was used in this investigation. The study's population consisted of 20 non-governmental organizations (NGOs) in Busia County with a total of 220 employees, 80 of whom were in management positions, using a stratified sampling strategy; a sample size of 60 respondents was achieved. Primary data was collected through questionnaires. In the data analysis, descriptive and factor analysis were used. Tables and figures were used to present the findings. According to the survey's findings, Non-Governmental Organizations in Busia County prefer the use of personal interviews as a policy for personnel selection. It also established that academic credentials are the ultimate desirable formal training. Personal discipline was also proven to be the most desired personal and interpersonal attribute in the survey. As a result, selection procedures, prior training, and personal qualities were identified as important obstacles for Non-Governmental Organizations when it came to personnel selection. According to the report, Non-Governmental Organizations should organize their staff selection rules because they are crucial when hiring people for these organizations. Second, Non-Governmental Organizations must consider the job seekers' communication abilities. Finally, the study suggests that the experience of job applicants is highly essential in the selection process in Non-Governmental Organizations and that all Non-Governmental Organizations should consider the prior experience of job applicants when hiring personnel. This study should be replicated in other Kenyan counties, such as Kisumu and Nairobi, where many Non-Governmental Organizations are located. The outcomes may then be compared to the current one to see whether there are any significant differences in the recruiting and selection processes for Non-Governmental Organizations in Kenya.

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ABBREVIATION OF ACRONYMS

AMREF: African Medical Relief Fund

CC: County Commissioner

CDF: Constituency Development Fund

CHR: County Human Resource Director

EEO: Equal Employment Opportunities

FPE: Free Primary Education

HRM: Human Resource Management

IEA: Institute of Economic Affairs

INGOs: International Non-Governmental Organizations

LATF: Local Authority Transfer Fund

NGOs: Non-Governmental Organization

PVO: Private Volunteer Organization

ROK: Reuters of Kenya

USA: United States of America

OPERATIONAL DEFINITION OF TERMS

Candidate: Is a person who is regarded as being suitable for a particular purpose or as being likely to do a particular task.

Community Support: This is the participation of the local community in the noble task of delivering the goals of the organization. This can be accomplished by community consultation and engagement in the non-governmental organization's operations.

Equity: In the way individuals are treated, it refers to fairness or justice.

Non-Governmental Organization: These are non-profit organizations operating with the sole purpose of supplementing the Government's programs by reaching out to the unreached whose needs shall be met by the NGO.

Opportunities: These are available openings falling vacant that require filling in an organization through recruitment and selection which ordinarily must have necessary approvals from the top management.

Recruitment: The procedure of attracting a group of skillful persons to seek for engagement to an organization. The recruitment type used was determined by the type of position as well as the availability of local quality candidates.

Reliability: The extent to which an object's content corresponds to the content material region of interest.

Resources: These are the necessary required support for the success of the Non-Governmental Organizations operations such as financial and infrastructural resources.

Selection: This is the procedure for determining which applicants are the most qualified for the position through shortlisting and interviewing.

Suitable candidates: These are candidates that match the job specification. Candidates are required to meet the necessary minimum qualification for the management to make an informed decision.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

A non-governmental organization is neither a part of the government nor receives funding from the government. As a result, Non-Governmental Organizations are not reliant on governments to carry out their everyday operations. However, profit-making businesses will be included in the definition because the phrase may be used to refer to legal, cultural, social, as well as environmental advocacy groups with non-profit principal purposes. Non-Governmental Organizations are non-profit organizations that get at least a portion of their funding from private sources (Korten, 2010). He examines how, because the term non-governmental organization (NGO) assume people might think is a little too broad. Most Non-Governmental Organizations nowadays, want to be known to as “private volunteer organizations” (PVO).

Globally, funding of Non-Governmental Organizations ever since time immemorial has largely been dependent on donors through the enlarged Non-Governmental Organizations contending for donor financing. This has essentially reduced the level and amount of available funding for each Non-Governmental Organization (The Economist, 2011). Consequently, donors alternatively have changed their funding policies, preferring to collaborate with “like-minded donors”. These scenarios have led some organizations to relocate their HQs to the regions closer to the partners, for instance, Rockefeller Foundation, The Ford Foundation, and Church World Service, amongst others in the U.S.A. The situation has meant therefore that best ethical practices of recruitment and selection have been thrown out of the window given the role that has been taken over by profit outfits (Taylor & Collins, 2010). However, the situation has led to competition for meager funds for sustainability. The trend alongside competition has adversely affected the performance

of NGOs especially in achieving their goals as a result of the compromise in sourcing suitable persons when filling the positions. Though, in the European countries where most stable Non-Governmental Organizations like Path Finder (China), World Vision International, Human Rights Watch (USA), Amnesty International (U.S.A) Partners in Health (Canada), and AMREF have zero-tolerance records to corruption.

In Africa, Non-Governmental Organizations operating today face a myriad of dilemmas that are not witnessed in other parts of the globe such as; lawlessness, ravaging famine and disease, unprecedented military coups where the safety of civilians is not a priority, a lack of fresh drinking water and so forth. Despite international supporters providing adequately annually, evidence shows that the African poor still linger in poverty. “The aid culture has exposed African countries to the more debt-riddled situation, more inflation-prone, more vulnerable to the unstable money markets and further unattractive to higher-best investment. It has increased the threat of civil warfare and unrest. Aid is an unmitigated political, financial, and humanitarian catastrophe (Wall Street Journal, 2010). Despite such negative reports, Non-Governmental Organizations continue to support the African worthy cause. Non-Governmental Organizations try to be triumphant and continue to exist, or compete successfully within the global monetary arena, particularly in this era of globalization, should be in a position to promote and practice staff recruitment and selection in a significant way. (Place et al., 2010). The success of a commercial organization is inextricably linked to the performance of the people who work for it. In Kenya, the Government distributed resources near the community through devolved funds, such as the Constituency Development Fund (CDF), Free Primary Education Fund (FPE), and Youth Enterprise Fund, after promulgating the constitution in 2010 (Institute of Economic

Affairs, 2016). As a result, Non-Governmental Organizations with structures at the grassroots level are more engaged in the execution of their Strategic Plans through improved techniques.

Due to a recent shift in planning that prioritizes a decentralized structure for funding development projects; this has proven to be critical. As a result, the strategic planning process necessitates the consideration of the requirement for long-term sustainability. Nonetheless, it is widely acknowledged that the strategic planning process is ineffective unless the application is well-executed. As Non-Governmental Organizations advance their strategic plans, the rollout of the same remains a challenge in that corruption has run down most Non-Governmental Organizations. Therefore, the rollout of devolved government programs in Kenya will go a long way to integrate with Non-Governmental Organizations' strategies as they usually operate at the grassroots in terms of mobilizing resources. The corrupt individuals who masquerade to be dedicated employees were sourced unprofessionally for example opinion leaders in the society coerce to push through their interests hence compromising the good intentions of Non-Governmental Organizations.

Workplace failures result in most cases to the underachievement of goals as every organization has within the organization its requirements in acquiring employees. For organizations to have a competitive edge, it is vital to select persons with the requisite competencies to achieve the set goals. Essentially the best approach of reaching this fulfillment is through the right practices of selection and recruitment through to be had activity opportunities as the respective Non-Governmental Organizations rolls out their schedule. Following the promulgation of the constitution in 2010, the government disbursed resources near the community through devolved programs such as the Constituency Development Fund (CDF), Free Primary Education Fund

(FPE), and Youth Enterprise Fund(Institute of Economic Affairs, 2016). As a result of better procedures, Non-Governmental Organizations with grassroots structures are more active in the execution of Strategic Plans. This has proven to be crucial as a result of a recent shift in planning that promotes a decentralized system for funding development initiatives. As a result, consideration of the need for long-term sustainability is required as part of the strategic planning process. Nonetheless, it is commonly understood that the strategic planning process is unproductive unless it is implemented properly (Muindi, 2017).

According to Omboi (2011), for the human resource management (HRM) to stay successful, there must be consistent levels of collaboration, as well as constant cooperation and consultation between line managers and the HR supervisor. That is the most exact instance in recruitment and selection, since HR professional managers may be a dependable supply of essential information and skills. Appropriate selection procedures may ensure that candidates not only have the necessary abilities for the position but also have the necessary personality attributes to contribute to the organization's current goals. However, after the “correct” person has been hired, the organization ensures that the proper incentives are in place to keep the staff motivated and happy. In general, recruiting and selection are fraught with pitfalls, thus it's important to stay up to date on new studies in the field of HRM. According to research from the Chartered Institute of Personnel and Development (Kerrigan et al., 2010), opines that because younger generations have grown up with the concept of bendy jogging, and elderly people regard it as a way to retire, firms should become more inclusive in their recruiting processes. As a result, the goal of this study was to determine the factors that influence recruitment and selection in non-governmental organizations.

1.1.1 Recruitment and Selection

The recruitment process is aimed at meeting the desired goals optimally only if recruiting sources are linked to the kind of vacancy to be filled as some sources of recruitment are extraoperative than others. However internal sourcing to some extent retains employees within the organization and encourages employee loyalism thus morale is built through expectations of promotions. Eventually, this regulates staff labor income; as it expands the quality outcomes of assortment, given that individual's performance records are already known. Sourcing externally is expensive compared to internally which ultimately makes it viable for succession planning. The opposite facet is that it could inspire the perpetration of the dysfunctional way of life organizational dedication (De Cenzo & Robbins, 2006).

All selection processes, starting from the beginning to medical examinations are undertaken for the sole purpose of making an informed selection decision. The process of recruitment and selection has always been a systematic sequential activity that includes a process of employee sourcing that is integrated into HR management goals. Bratton and Gold (2015) distinguished the two concepts by doing the following: The process of assembling a group of qualified persons to apply for employment in a corporation is known as recruitment. Selection is the process by which executives and others use a precise tool to choose from a group of applicants someone or individuals who are much more likely to succeed in the workplace, based on control goals and criminal criteria. To establish a comparable differentiation, recruitment operations were used to create a pool of human beings who were eligible for selection. Although the two aspects are closely related, each demands a distinct set of abilities and knowledge, which can in practice be provided by a distinct group of employees contributors," Foot and Hook (2012) stated.

Outsourcing of recruitment and selection functions can be delegated to a competent agency before a final decision can be arrived at. This, therefore, means that each activity needs to be treated separately with specialist acumen”Only if organizations were able to obtain certified and informed skills could recruitment and selection play a significant function in defining a corporation's effectiveness and overall success. If this premise of recruiting and powerfully deciding on staff was typical then unwanted expenses as an instance the ones associated with the high body of workers turnover can be averted. "The recruitment and selection of staff are crucial to the management of a firm, and there are ample reasons for doing it properly," Pilbeam and (Corbridge, 2016) write. They provide a valuable evaluation of possible positive and negative aspects of the employer's recruiting and selection methods. More importantly to note is that inappropriate selection decisions reduce recruitment and selection, efficiency, and effectiveness.

Advertisement entails posting of available job openings through the appropriate media such as the newspapers, notices, bulletin boards, and internet. These will possibly include listing of the attributes such as designation, qualification, skills, and experience. Technical, clerical, administrative, organizational, and other positions exist inside the company or educational institution (Klug, 2017). Such announcements should be made available to all potential employees. The weaknesses of advertisement are worker pessimism that happens while works are published as open but in reality, the employer has previously decided on a robust interior candidate (Gusdort, 2008).

Shortlisting otherwise called screening candidates is narrowing down to specific job requirements which pave the way for a formal interview. At this stage the pool of applications is received, screened meaning, not all the candidates can be called for the interviews. When this

procedure has been successfully executed transparently, candidates are prepared for the interview session (DeCenzo & Robbins, 2006).

The process of interviewing candidates is an important procedure that requires a lot of consideration by ensuring that shortlisted candidates are informed well in advance on the arrival time and the required documents needed to be accompanied to the interview room. The employers or the interviewers need to thoroughly peruse the presented documents before the commencement of the interview session. Appropriate time management skills need to be applied so that the exercise can be concluded within the allocated time frame (Foot & Hook, 2012).

Variations occur from organization to organization on methods and criteria to be followed for selecting and appointing candidates. Generally, this encompasses the stairs which include verbal communication of his/her appointment, dispatching of contract letters, and a selection of the candidate, medical examination, and acceptance of the same. The pace at which selecting and appointing candidates is dictated by the urgency of filling the opening. Usually, when employees are needed urgently to be on board, the selection and appointment of suitable candidates will take place soon after the interviews are concluded (Klug, 2017).

1.1.2 Non-Governmental Organizations in Kenya

The Non-Governmental Organizations Co-ordination Act, 1990, No. 19, as modified by Kenya Gazette Supplement No. 85 (Act No. 8) on 23 October 1992, defines a Non-Governmental Organization as “a private voluntary organization of persons. As amended by the Kenya Gazette Supplement No. 85 (Act No. 8) of October 23, 1992, the Non-Governmental Organizations Co-ordination Act, 1990 No. 19, defines a Non-Governmental Organization as the private voluntary grouping of associations or individuals, not run for commercial purposes or profit, but which

have structured themselves internationally or nationally for the public advantage and promotion of social welfare, development, charity, or studies within(ROK, 2010).

According to (Kameri-Mbote,2012), the origins of Non-Governmental Organizations may be traced back to charity, particularly during the colonial era, when Non-Governmental Organizations'activities extended from service provision to political activity, advocacy, and human rights. With the introduction of multiparty politics in Kenya in the 1990s,Non-Governmental Organizations became increasingly active. Political pluralism, on the other hand, increased the political space available in Kenya for the legal execution of fundamental rights such as freedom of association and other democratic institutions. As a result, democratization processes have presented various opportunities for identifying and resolving many constitutional challenges confronting citizens, forcing Non-Governmental Organizations to diversify their operations to mitigate and find solutions to these challenges, which has a greater impact on recruitment and selection.

Non-Governmental Organizations in Kenya are governed by the NGO Coordination Act No.19 of 1990, which governs how Non-Governmental Organizations operate in Kenya. The Act also establishes the NGO Coordination Board, whose legal mandate is to register, coordinate, and facilitate the work of all national and international Non-Governmental Organizations operating in Kenya, as well as to ensure compliance with the legal framework governing their operations in the country (NGO Coordination Act, 1991).

Several issues have arisen as a result of certain businesses' reluctance to investigate the good use of project management tools and concepts. According to Kameri-Mbote (2000), Non-Governmental Organizations in Kenya have suffered greatly from several issues, including administrative inefficiencies resulting from a lack of effective and efficient management systems

for good governance, particularly for Non-Governmental Organizations that rely on donor funding; lack of project accountability due to mismanagement of resources by some Non-Governmental Organizations; and lack of accountability of the project due to mismanagement of resources by some Non-Governmental Organizations. However, during the Jomo Kenyatta and Daniel Moi regimes, corrupt leaders appointed to manage institutions and Government programs in their mandates led to the malformation of numerous Non-Governmental Organizations out to manipulate the citizens. The passing of the Coordination Act 1991 brought about sanity that has helped a lot to fix the management of Non-Governmental Organizations in Kenya to a great extent. This study, therefore, sought to establish the determinants in recruitment & selection among Non-Governmental Organizations in Kenya, particularly in Busia County (Mati, 2020).

The non-Governmental Organizations in Kenya confine themselves as service-providing entities that derive their power of operations as provided for in the Societies Act, Cap 108. Laws of Kenya. All Non-Governmental Organizations licensed to operate in Kenya must be registered. NGOs, on the other hand, employ and choose professionals from the labor market who are trained in the service they give to the community (ties) in which they work to achieve their objectives. There has been minimal research on the factors that influence recruitment & selection in non-governmental organizations (NGOs), especially in Busia County (Ministry of Labour, 2012). Due to high management involvement and flouting, less competent people are frequently appointed. Employee productivity and overall organizational performance will suffer as a result of the personnel selected lacking experience, requisite skills, and knowledge to complete the job successfully.

Busia County is home to numerous Non-Governmental Organizations given the socio-economic situation in the county. Currently, many have intervention activities in different areas in Busia

County. Most of them closed down soon after being formed due to losing it in recruitment and selection. The purpose of this study, therefore, is to determine the challenges facing Non-Governmental Organizations in recruitment and selection with a specific focus on those operating in Busia, Kenya. There are about six (6) Non-Governmental Organizations registered and carrying out their operations in Busia County.

Among those operating in Busia County is Action Aid International; According to Wanjiru (2010), Non-Governmental Organizations' presence in the communities' daily activities is something that needs to be appreciated and embraced. (Mwanzia, 2014), the role of leadership in the World Vision projects is critical in the realization of objectives and goals. Ampath sought to improve the fitness of the people of Kenya by answering the toughest questions our coverage leaders and health care providers face.

1.2 Statement of the Problem

Non-Governmental Organizations (NGOs) all over the globe engage in the process of staff recruitment and selection to develop their workforce skills to fulfill the demands of the available positions (NGO Connect, 2010). The same is true in Kenya, particularly in Busia County. Given the importance of these players in the economy, it is necessary to hire employees with the necessary qualifications to meet the objectives. This is generally an issue in rural and urban locations where there is a huge pool of competent individuals and a better working environment. Similarly, recruitment and selection in rural areas are hampered by demographic conditions that discourage job seekers, even though Non-Governmental Organizations in these areas are required to recruit. Hence the availability of qualified and competent candidates is seldom satisfying in the rural set-ups.

Certain gaps within an organization's work structure require proper choice and appointment of high-level executives. Skills in critical thinking, making decisions, and high experience levels needed are important factors to be considered for the appointment and contracting of managers (Omolo et al., 2012). Policy formulation and implementation document guides in running the business and hiring the most appropriate personnel to fill available job opportunities and in the absence of which leads to malpractices in staff recruitment and selection.

Bangladesh's commercial banks' research done by Islam, (Omboi, 2011) on elements considered when recruiting and choosing employees concluded on the need to align traits of available vacancies and attributes of capability employees. This has a look at is nearly just like the contemporary research but still did no longer spotlight on recruitment and choice of high degree executives. The above-analyzed research work necessitated the current study which sought to respond to the answer; “What are the determinants considered in the recruitment & selection in non-governmental organizations in Busia County?”

Despite the lack of published research on the factors that influence recruitment and selection in Non-Governmental Organizations (NGOs), especially in Busia County. According to the Ministry of Labour in 2012, top management influence in the recruiting & selection process is common. As a result, less competent candidates are chosen. For example, (Ombogo ,2010) looked at the management of human resource best practices and established that recruiting and selection are the commencement of the presentation of all further practices, but he didn't look into the factors that influence recruitment and selection in non-profit organizations. However, according to research conducted by Ongori and Temtime (2010), many studies on practices of selection and recruitment have focused on multinational large and firms from European countries, with few investigations done on the determinants of recruitment & selection

among NGOs in developing economies such as Kenya, with a particular focus on Busia County. As a result, this study was conducted to fill the vacuum in knowledge on the factors that influence recruitment & selection in non-governmental organizations (NGOs), specifically in Busia County.

1.3 Objectives of the Study

1. To assess community support and involvement as stakeholders in recruitment and selection among Non-Governmental Organizations in Busia County.
2. To evaluate the availability of resources for effective recruitment & selection among Non-Governmental Organizations in Busia County.
3. To examine the availability of suitable candidates with the required qualifications for recruitment and selection in Busia County.
4. To establish equity in the availability of opportunities for recruitment and selection in Busia County.

1.4 Research Questions

1. Are available opportunities equitably distributed during recruitment and selection of staff in Non-Governmental organizations in Busia County?
2. Do Non-Governmental Organizations in Busia County have suitable candidates with the necessary credentials for recruitment and selection?
3. Does the community support the process of recruitment & selection among Non-Governmental Organizations in Busia County?
4. Are resources for effective recruitment & selection among Non-Governmental Organizations in Busia County available?

1.5 Justification and Significance of the Study

Non-Governmental Organizations collaborating provide them ease of access to operation resources including people, funding, as well as information especially in this era of digitation. However, Non-Governmental Organizations strategically prepare themselves to face external pressures other influencing factors within the environment to survive. Recruitment can provide a company with a competitive edge (Vijaya B. 2004). An effective recruiting and selection strategy can assist a company in effectively competing for scarce human resources.

The impending changes in donor investment modalities raise concerns about Non-Governmental Organizations short and long-term viability (Kumi, 2017). Community support among the Non-Governmental Organizations' agenda of success is fundamental. Public participation is a new phenomenon in the management of Non-Governmental Organizations in Kenya (CoK 2010). It is necessary to involve the local community in projects that will ultimately benefit them. Prioritized scholarly research needs to be done before deciding on how to conduct the recruitment and selection exercise to establish the availability of suitable candidates among the locals before rolling out the exercise.

The study's outcomes shall guide Non-Governmental Organizations on how to approach the staffing process, particularly in Busia County. The difficulties presented here will serve as the foundation for future personnel recruiting and selection decisions in the county. In terms of the establishment of rules for personnel selection in Non-Governmental Organizations, the regulatory and government agencies will find this study to be valuable guidance.

The study was a useful reference guide to researchers and academicians for future lessons in the field of employee recruitment & selection among Non-Governmental Organizations. Practices of selection and recruitment are fundamental in filling vacancies in organizations. In general, it is believed that personnel decisions are made not just to replace departing employees or to extend a workforce, but also to install local persons who can perform well and display devotion.

Recruitment and selection among Non-Governmental Organizations in Busia County has never been studied previously. Before devoting money to its rollover throughout multiple counties within the country, scientific study is required. Organizational reputations, the beauty of the position, the cost of recruitment, recruiting dreams, and recruiting philosophy are all elements that impact recruiting efforts. (Sims, 2012). Appropriate recruitment practices will result in injecting the much-needed talents and expertise into the organization thus making the achievement of goals more effective and efficient.

The study's outcomes were extremely useful to Human Resource professionals, academics, and researchers who may want to undertake further research on the issue in the future. The goal of this study is to add to the group of knowledge, particularly by provoking a discussion among managers and others on how to motivate firms to adopt formal systems for recruiting and selecting employees.

Planning effectively on proper utilization of personnel within a business, Human Resource specialists ought to recognize and appreciate the value of the whole process of choosing and hiring personnel in an organization. Hiring highly motivated workers based on relevant skills, knowledge, and capabilities particularly for managers will see the business excel and outshine competitors hence the competitive edge within the industry. The study will bring appreciation to HR and the adoption of proper human resource planning processes. The study will contribute to

the existing argument on recruitment and selection of Non-Governmental Organizations as a topical area.

Business entities worldwide have come to the realization that employees are valuable in competition and achieving sustainable performance. Hurdles that affect the process are varied and with a clear understanding that the recruitment team can know where to focus during the sourcing process. However, the study will provide valuable information that can be applied by managers in different industries. The HR managers were able to design an effective business process and come up with proper ways of filling available vacancies. There is no better way of outshining competition other than through a highly knowledgeable, self-motivated, and innovative workforce. The contribution they bring to the organization is immense. This however requires a well-laid strategy for recruiting and selecting the right personnel for the job in a Non-Governmental Organization.

1.6 Scope and Limitations

This kind of research required adequate capital investment and sufficient time to collect and analyze data and subsequently prepare the final report. Possible practices of selection and recruitment applicable among Non-Governmental Organizations in Busia County were explored by the study. Equally a lot of time was required especially in the gathering and data analysis. Approvals from the authorities required also took bit time. The study however focused only on recruitment and selection among Non-Governmental Organizations in Busia.

Because it is a sensitive matter, respondents on selection were hesitant to reveal private information for fear of being victimized. This constraint can be reduced by the researcher emphasizing the study's utility and how the information acquired was utilized confidentially to the respondents. The researcher was required to keep the information acquired privately. If a

respondent offers suspicious or dishonest responses that appear to the researcher to be deceptive, the data obtained must be cleansed, organized, and reviewed for reliability and validity before being analyzed to remove any potentially confusing material.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the literature on the determinants of recruitment and selection as a theoretical framework for the study. The chapter explains the availability of opportunities, availability of suitable candidates, community support, and availability of resources and develops a line to the practices of recruitment and selection. The conceptual and theoretical frameworks are also presented.

2.2 Empirical Review

2.2.1 Recruitment and Selection

The human resource management tenets; the acquisition, training and development, and compensation of staff form a core part of the major activities in the process of recruitment and selection. The role of all managers, therefore, is important in so far as individual responsibility is concerned, and their respective departments play greater of a helping role of advisory to those individuals who will oversee or in different approaches paintings with the new worker (French & Rumbles, 2010).

(Boxall, 2016) argued that for the organization to construct and withstand the modestedge, appropriaterecruitment is precarious (Boxall, 2016). Employee sourcing is a critical function that adopts and implements all practices and decisions in the organization. (Rowley and Benson ,2009) further argue that technological advancement, globalization, and other emerging social changes have presented experiences in recruitment and selection sources that mirrors the type of position to be filled in the organization, some recruitment sources are more effective than others. Sourcing from within the organizations at times has its attributes such as loyalism and it retains employees to stay on longer. Morale is also boosted through futuristic expectations of

promotions thus encouraging retention of employees within the organization thereby controlling employee labor turnover. It improves a decent assortment, given that evidence on the staff's presentation track record is already known which ultimately becomes cost-effective. (De Cenzo and Robbins, 2009), argue that on the contrary will encourage the perpetration of a dysfunctional culture. (Khan, 2009) further examinations that inside the circumstance of interior staffing of certified candidates was touched at a low fee and negligible time; consequently, mechanisms as a device of tracking overall performance and better assessment of candidate's skills.

Persons are the association's key capital reserve and organizations are dependent on them in terms of performance (Armstrong, 2007). However, with appropriate Human Resource policies in tandem with the necessary top management support, the department will achieve its goals optimally. Sourcing from outside the organization at times will prove to be expensive and a lot of valuable time is wasted.

Ojaka, Olango, and Jarvis (2014) claimed that over-reliance on sourcing from outside increases the labor turn of the organization as individuals will opt to seek more promotional opportunities outside the organization. This finally demoralizes the current employees. Mathais and Jackson (2017) also argued that there's a danger of employing candidates who do not fit the work specification when likened to the potentiality of the existing employees. However, (Braun, 2012) underscored the fact that whereas sourcing from internally can be cost-effective, sourcing externally continues to be the most popular source of personnel in that variety of them tend to inject fresh ideas and culture into the organization thus breaking the existing norms.

Organizations world over reach out to candidates through different media such as internet browsing where they can a pool of candidates. Similarly, candidates can visit company websites

and thereafter submit their applications. However, despite the advent of digitalization, traditional sources such as referrals, newspapers, etc. cannot be discarded. Internal sourcing is best as it minimizes employee complaints of unfair treatment coupled with unlawful discrimination.

Lack of necessary expertise and skills in organizations compel them to seek fresh graduates from colleges to fill the gaps. According to Kleiman (2013), sometimes colleges collaborate with organizations to temporarily engage students on an internship basis. Mathais and Jackson (2017) argue that through job fairs, most organizations can fill vacancies on time. Recruiting agencies also play an important role in sourcing employees where they pre-screen before forwarding them to the organizations for further vetting (Fisher & Schoenfeldt, 2013). Interviews are mostly conducted to eliminate unsuitable candidates through the process. Candidates are subjected to such a rigorous process as it reveals certain individual traits; Interviewing is an excellent strategy for selection since it clarifies information previously provided by the candidate.

2.2.2 Availability of Suitable Candidates in the recruitment and selection

Managers face difficulties when it comes to selecting people for their organizations since, in most circumstances, there are fewer qualified individuals to choose from, especially in the NGO sector. There are two perspectives on the availability of eligible candidates: foremost, as the present as the serving generation retires, fewer people with the same competencies are available on the employment market; subsequent, people who are accessible lack the necessary abilities that establishments want. As a result, attracting and hiring people with the necessary abilities has become exceedingly challenging for businesses. However, despite an organization having settled on the most suitable candidate and made a job offer, the candidate will still not give an assurance of acceptance of the offer. Recruitment and choice play an important position to pick the right employees for the right jobs which the enterprise requires (Viyaya, 2014).

Despite the tremendous differences between a few of the world's non-governmental organizations (NGOs), the maximum percentage is a commonplace quandary: lack of enough qualified personnel compromises their capacity. Unlimited wishes chasing confined sources is an essential fact of economic life in wealthy and negative countries alike (Banks, 2015). Kenya's constitution promulgated on 10th August 2010 provides for equality for all with no discrimination based on creed, race, color, cultural beliefs, religion, or sex. This, therefore, allows Non-Governmental Organizations to freely source qualified individuals to fill the required vacancies existing in the organization at their own pace.

2.2.3 Community Support and recruitment and selection

Local public participation and engagement is the method of operating collaboratively with local communities to deal with issues that impact the nicely-being of these businesses. Community engagement activities generally consume quite a substantial amount of an organization's resources but there's widespread agreement that most firms involved are highly rewarded (Financial Times website 2016).

In the African context, civil strives, stolen elections, cattle rustling and other activities that haunt the African community complicates the Non-Governmental Organizations operations in terms of accessibility, hence hampering easy access to the local populace. However, it is necessary to organize consultative forums to enhance coherence and consensus-building among locals. Achieving equality in recruitment & selection among Non-Governmental Organizations was a tall order in that some communities have cultural perceptions against particular genders according to Kumi (2015).

However, goodwill will not be the only reason that people give to worthy causes in the society for Non-Governmental Organizations to appeal for donations, they must also understand the

motivation of marketing, top management must understand the different “tastes and preferences” of their varied customers. Some donors will prefer to support part of the Non-Governmental Organizations' agenda. Corporations are often especially interested in the public relations benefits of supporting Non-Governmental Organizations, while some individuals prefer to be accorded just public recognition only for their support. Some development partners instead will choose to interact with the end recipients of their donations only.

Ordinarily, local communities when well briefed on the objectives will support the programs with open hands. Therefore it is necessary to involve and encourage public participation in decisions that impact their lives (Kaguthi, 2015). However, it is worth emphasizing that non-governmental organizations (NGOs) collaborate with the government, community groups, and the commercial sector to create and execute programs, monitor and assess their progress, and assist with project training.

2.2.4 Availability of Resources and recruitment and selection

Corporations that can acquire and use valued and scarce sources, according to Santa et al., (2009), are the ones that can meet this task. This category of sources includes human resources, especially if they were properly deployed through appropriate human resource procedures. According to research in human resource control, the success of any business is significantly stimulated by way of the fine of its humanitarian aid that is, in turn, encouraged by way of the enterprise's human resource control methods. Recruitment is costly to the firm in terms of value. As a result, each agency wishes to assess the fee effectiveness of proposed recruiting strategies (Buhasio, 2012).

The assistance dependency notion has evolved into a helpful model for examining an agency's connection with its external environment. Resource criticality (a measure of an organization's ability to fund itself in the absence of aid), potency (the provision of alternative assets for the

same beneficial resource), and external powers' ability to allocate assets are all important considerations when learning about a group's surrounding environment. Due to the excessive reliance on finances, the connection among Non-Governmental Organizations and donors is typically deliver-led, which resembles a kind of courtship wherein donors outline the goals of candidates (Abouassi, 2013). This date also reflects the situation in which Non-Governmental Organizations are in the direction of their sponsors than the populations they claim to assist (Banks et al., 2015). Surprisingly, many of them have relied on international help for a long time, and the re-prioritization of international aid should harm their long-term lives and programs.

2.2.5 Availability of Opportunities and recruitment and selection

The availability of opportunities is the fundamental beginning of the process of recruitment and selection (Okello, 2012). Given the foregoing realization of donors on corruption and misuse of resources, donors are changing tact in preferring channeling their assistance via worldwide international non-governmental (INGO) businesses rather than the local ones. Changes in donor investment mechanisms put Non-Governmental Organizations' short-term survival and long-term viability in jeopardy (Kumi, 2017). In step with a new research study posted with the aid of the West African civil society institute, many Non-Governmental Organizations in Ghana either barely surviving or fighting to stay afloat financially and operationally in the face of increasingly hostile conditions. Companies were also struggling to generate profits and mobilize new financial assets, pay competitive emolument to recruit and retain certified technical staff, build capacity building and connectivity base to maintain bundles, and maintain fine and continuity of packages and responsibilities, according to research, in part due to changing resource architecture (Arlin et al., 2015). According to additional research conducted by Arhin (2016), their potential roles in service transportation, advocacy, and facilitation to help achieve the

seventeen globally agreed sustainable development goals may be harmed due to the challenges that groups face in terms of funding, capability, and identity, as opposed to for-profit businesses. Right and social popularity is an essential value that is generated by using the Kenyan charter (Stroebee, 2010), therefore equality of all residents' rights irrespective of gender, race, coloration, herbal and social origin, political and religious beliefs. Personnel inside the agency have the proper to be pretty dealt with in all matters of employment according to the Kenyan constitution including recruitment and selection at the same time as ideas of democracy require equality amongst citizens, there was also a want to provide same opportunity, (EEO) and to undo the consequences of the past discrimination in employment. Identical possibility refers back to the equality of getting the right of entry to activity promotions and different possibilities in companies, associations, and non-earnings agencies.

Equal employment chances are based on legal and ethical principles that exist within a country and ensure that no one is discriminated against for any reason. The concept is usually codified in the corporation's rules. On the basis of efficiency, it has been widely acknowledged that responsibility for achieving equality goals should be moved to groups, since this works in conjunction with organizational methods (Burgess et al., 2010). It has been suggested that one way to prevent prejudice is for public awareness to push more businesses to implement equal opportunity policies and procedures (Perolin, Robinson & Loundes 2013).

2.3 Theoretical Framework

2.3.1 Stakeholder's Theory

Corporations and people are stakeholders who benefit from or are harmed by way of, and whose rights are violated or reputable via corporate actions. Generally, they encompass shareholders, creditors, employees, clients, suppliers, and the community at massive. The companies' surroundings can exceptionally be understood via the use of stakeholders' approach wherein it

sought to develop the management's imagination and prescient of its roles and duties past the earnings maximization function and stakeholder. According to Patton (2013), the stakeholder version states that all ladies and men or businesses with genuine interests who collaborate in a corporate operation accomplish that to benefit blessings, and that there's no pre-determined precedence of one set of pursuits and advantages over any other (Maina, 2013). It is necessary to evaluate related companies, possible workers, potential clients, and the general public.

The stakeholder theory places greater emphasis on the relationship between the top control groups of workers with the shareholders. Managers, in particular, aim to draw attention to the fact that the success of projects Vis a Vis has an influence on impact thanks to stakeholder engagement. These stakeholders will rely on the connection they cultivate with senior management rather than subordinate staff acting on their behalf (Njogu, 2011). According to Oakley (2011), the Non-Governmental Organizations sector works in a highly competitive climate with vigilant stakeholders who are willing to migrate if prompted. Non-Governmental Organizations can fail to carry out their strategic plans due to unanticipated circumstances. Those powerful individuals and groups have their own ideals and interests to consider. In his look at of small Non-Governmental Organizations , Burbank (2013) observed that the flow of records in NGOs is regulated through stakeholders, placing a brilliant deal of emphasis on the control style to be recruited and the conversation styles in that company. As a result of the multiplied global opposition, it is not possible for any unique employer to behavior all business on their own, and as a result, the first-class-run companies have advanced exam strategies to correctly and efficaciously control various pursuits via the inclusion of key stakeholders (Cooperrider & Whitney, 2011). The belief of stakeholders is one of the maximum appealing conceptual gadgets in enterprise, and because to freeman's groundbreaking e-book, it has risen to the vanguard of

tutorial observe (freeman, 2013). As an end result, stakeholders is probably internal (employees, managers, and administrators) or external (network participants, customers, vendors, authorities businesses, unions, competitors, and activists) and need to be concerned in numerous approaches in the strategic plan's implementation. The role of stakeholders in the implementation of strategic plans in Kenyan Non-Governmental Organizations became investigated on this take a look at.

2.3.2 Equity Theory

Distribution of assets to both relational companions is the principal focus of the idea by way of determining the equity the Individuals who believe they may be below- or over-rewarded could experience pain, in keeping with the concept, and this struggling will result in efforts to repair equity in the romantic courting. The determination of whether or whether the division of assets is fair to both relationship partners is also the most essential recognition, as fairness is determined by comparing the contributions and advantages of everyone involved in the dating. Moreover, companions need to not acquire same advantages (such as the same quantity of affection, care, and economic security) or make same contributions (such as making an investment the identical quantity of attempt, time, and monetary resources) as long as the ratio among those blessings and contributions is similar. The equity idea accepts that dispersed and varied character components effect anyone's evaluation and belief of their dating with their relationship companions, similar to other traditional motivation theories such as hierarchy of desires by Maslow(Guerrero et al., 211). According to Adams (2011), underpayment inequity causes rage, whereas overpayment fairness causes guilt (Spector, 2010). The major issue, whether hourly pay or compensation, and, as a result, the goal of fairness or injustice in most circumstances, is charge.

There's a general feeling among employees that efforts are adequately rewarded following their contributions and work performance. A situation where an employee probably feels underpaid

will elicit hostility by the employee towards the organization and fellow employees. This will result in underperformance (Ford, Agosta, Huang & Shannon, 2018). Job satisfaction variables are the ultimate possible ways of mitigating and mainly comprises of four assumptions:

Individuals strive to improve their outcomes (which are defined as rewards minus expenses). By building common frameworks for evenly allocating rewards and prices among members, organizations can optimize collective rewards. Within organizations, equitable frameworks will emerge, and individuals will endeavor to persuade other members to embrace and adhere to these systems. The most successful way for organizations to encourage members to act fairly is to make it more beneficial to act equitably rather than inequitably. As a result, organizations will often reward members who treat others fairly and penalize (increase the value of) those who treat others unfairly (Omotayo, 2017).

People become concerned when they learn they are involved in inequitable interactions. According to the equity principle, the more inequitable the relationship, the more anguish individuals experience. Both the person who receives “too much” and the one who receives “too little” feel upset. A person who consumes too much will also feel guilty or ashamed. Indignation or embarrassment might be experienced by someone who receives too little. People who believe they are in an unequal relationship strive to alleviate their suffering by restoring equity. The more unfairness there is, the more people are distressed, and the more they attempt to correct it (Walster et al., 2010).

2.4 Summary of Literature and Research Gaps

In the Western developed countries, various scholars have in the recent past undertaken in-depth research on recruitment and selection. Malcony (2012) alluded that most organizations come across many operational hurdles all through recruitment and choice wherein utilization of

diverse methods of recruitment like internal referrals from existing workers, verbal commercial, Ministry of Labour, college placement offices, posting notice boards, head hunters firms and internet. Discrimination in a selection based on sex, marital status, age, religious preference, ethnic origin, disabilities, or sexual preference also hamper organizations like Non-Governmental Organizations in acquiring the right caliber of staff.

Buhasio (2012) sought to establish the challenges facing Non-Governmental Organizations in Kakamega County Central District. There is little published research on the factors that influence non-governmental organization recruitment and selection, notably in Busia County. Typically, management interferes with recruiting and selection procedures, resulting in employees who are less competent being chosen for the job (Ministry of Labour and Human Resource Development, 2012) as an example. Many studies on small and medium enterprise practices of selection and recruitment have focused on multinational organizations in Europe, while less effort has been invested in practices of selection and recruitment of NGOs in Sub-Saharan countries like Kenya, with precise situation to Busia County, according to Ongori and Temtime (2010).

This, therefore, means that a gap of knowledge has been left out particularly non-governmental organizations especially in Kenya specifically in Busia County. This investigation purposed to fill this gap of knowledge by conducting research in western Kenya Busia County which partners with other neighboring counties in the development arena. The county is a cosmopolitan region that is densely populated according to the 2009 national statistics index with most people living below the poverty line. However, given that previous studies done in the literature review were done in the western countries there's a gap of knowledge that needs to be bridged in recruitment & selection among Non-Governmental Organizations in Busia county. This study will fill this gap of knowledge by critically assessing the determinants of recruitment & selection among Non-

Governmental Organizations in Busia County. However, when it comes to the issue in Kenya's Busia County, there is a void in the literature. This necessitates the current research, which will fill up the gaps.

2.5 Conceptual Framework

Independent Variables

Dependent Variables

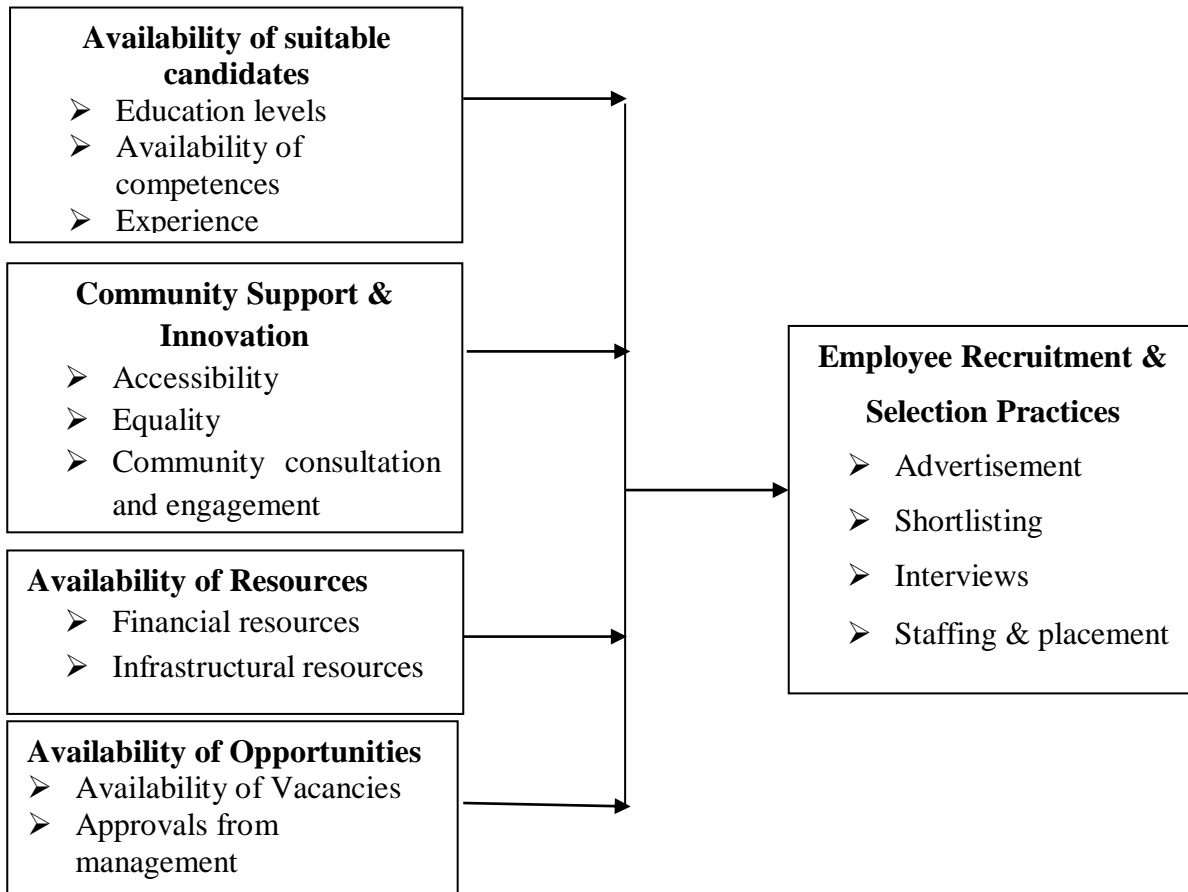


Figure 2.1 Conceptual Framework

Source: Researcher (2021)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methodology that was applicable in the study. It will contain seven sections, thus research design; target population; sample size determination; sampling procedure, description of data collection instruments, data collection procedure, methods of determining the validity and reliability of instruments, ethical considerations and finally the operational definition of variables.

3.2 Research Design

This study adopted a descriptive survey research design. Yin (2011) argues that using descriptive surveys in truth-locating is right due to the fact they offer a super deal of correct data. This layout is suitable for the investigation for the reason that aim is to collect statistics at a specific factor in period and to apply it to explain prevailing circumstances. Saunder, Lewis and Thorhill (2009) defined as involving direct observation and evaluation of conduct and environmental activities in naturalistic contexts. Kothari (2011) states that descriptive research design is a fixed of methods and procedures that describe variables and is generally worried with figuring out the frequency with which something happens or the connection between variables. The design is appropriate because it permits the outline, interpretation of existing relationships and contrast of variables underneath study. The design involves direct statement and gives a method to accumulate baseline records of the problem, identifies unique antecedents or effects to include in useful evaluation (Saunders *et al.*, 2009)

3.3 Study Locale

The research was carried out in the western Kenyan county of Busia. Busia is a Kenyan county located in the old Western Province. It is bordered on the east by Kakamega County, on the north

by Bungoma County, on the south by Lake Victoria and Siaya County, and on the west by Busia District, Uganda. The county has a population of around 893,000 people and covers approximately 1,700 square kilometers, making it one of Kenya's smallest counties. The Luhya tribe of Kenya lives in Busia, along with lesser communities of Teso and Luo. The Abakhayo, Marachi, Samia, and Abanyala groups are among the Luhya. Agriculture and tourism are the two primary economic activities. Busia County has a total population of 893,681 people, with 426,252 females and 467,401 males, as well as 28 intersex individuals. The population density of the county is 527 people per square mile, with an average family size of 4.5 people (Kenya National Bureau of Statistics, 2019).

3.4 Population of the Study

Target population sample is the selected population to be researched on. The study targeted 200 respondents from the 4 Non-Governmental Organizations in Busia County and was across the diverse backgrounds. They include county ward administrators, political class, churches, schools and Human Resources Heads in the Non-governmental organizations (NGO Co-ordination Council Busia County).

There are twenty (20) registered Non-Governmental Organizations operating in Busia County and all was involved in the study. The table illustrates the distribution of sampling frame

Table 3.1: Target Population on sampling frame

Study population	Numbers
County HR Director	1
Deputy county Commissioners	8
NGOs HR Managers	45
Youth	450
Total	503

Source: Busia County NGO Co-ordination office

3.5 Sample Size and Sampling Procedures

Sampling is the process of putting together the selected target sample for the research. The researcher adopted a purposive sampling to select the first two groups of the population which includes county Human Resource Director and Non-Governmental Organizations HR Managers. Subsequent last two groups the researcher adopted the stratified random sampling to determine the sample proportion ten percent sample proportion was used to determine each respective group. As stated by Mugenda and Mugenda (2003), a sample size of 10% is considered satisfactory for a descriptive study. The table below shows sample size and procedure.

Table 3.2: Sampling Frame

Study population	Respondents	Sample proportion	Sample size
Study Population	Respondents	Sample Proportion	Sample Size
County HR Director	1	-	1
Deputy county Commissioners	8	-	8
NGOs HR Managers	45	10%	5
Youth	450	10%	45
Total	503		59

Source: Research Data (2021)

3.6 Data Collection Instruments

For data collection, the study included both questionnaires and interviews. The information was quantitative as well as qualitative. The core data for this study was collected via self-administered questionnaires. In descriptive research, Schindler (2009) suggests the use of questionnaires since self-administered surveys are less expensive than private interviews and pattern accessibility is simple. One hundred fifty questionnaires might be distributed to the identified sample population. According to Mugenda and Mugenda (2003), questionnaires are used to gather important information about the population. Every item in the questionnaire is

intended to address a specific research topic from the examination. In addition, the researcher was aware of how each questionnaire's data was examined. Each open and closed ended question was utilized in the surveys with the purpose. The questionnaires were separated into several sections by the researcher. This ensures that the data gathered is relevant to the independent and dependent variables, as well as the research questions.

In-depth interviewing is a big part of qualitative research. Qualitative, high-intensity interviews resemble discussions far more than formal events with preset response categories. The researcher had to look into a few popular topics to help identify the player's viewpoints, but he or she also had to understand how the participant frames and arranges their comments. Several protection chiefs, network leaders, and activists in charge of implementing public involvement duties in their jurisdictions employed this strategy.

3.7 Validity and Reliability of the instruments

3.7.1 Validity of the instruments

To ensure a questionnaire's validity, it must be devoid of systematic, face, and content material errors (Tavakol, 2011). To assess assemble validity, limit the inquiries to the conceptualization of the variables and ensure that the indicators of each variable fell within the same assemble. Furthermore, Mugenda and Mugenda (2008) claims that the accuracy of the data collection procedure has a substantial influence on the quality of the analysis in a study.

3.7.2 Reliability of the instrument

Cronbach's alpha coefficient of 0.5 or greater is acceptable when obtained using SPSS to assess the reliability of the research devices. Table 3.3 summarizes the dependability outcomes.

Table 3.3 Reliability Results

Objective	Alpha value
Recruitment and selection	0.783
Availability of suitable candidates	0.811
Community support	0.702
Availability of resources	0.815
Availability of opportunities	0.753

Source: Research Data (2021)

The reliability of recruitment and selection was 0.783 using Cronbach's alpha; the reliability of the availability of suitable candidates was 0.811; the reliability of community support was 0.702; the reliability of the availability of resources was 0.815; and the reliability of the availability of opportunities was 0.753 using Cronbach's alpha. Cronbach's alpha of 0.7 or above is considered excellent by Sekaran and Bougie (2011). All of the study items were declared reliable since their alpha test results were greater than 0.70.

3.8 Data collection procedure

The data was collected in a systematic manner. The researcher needed a letter of consent from Kenyatta University as well as a NACOSTI authorization. Before the records series began, the researcher informed the County Commissioner (CC) of his intention to adopt the studies and sought his consent and assistance. The researcher also informed the County Police Commander of the research's goal, requesting that he adopt the study and grant the appropriate approval. The questionnaire may be printed or typed, and it would include prepared questions created by the researcher depending on the study's objectives. The researcher visited the sampled respondents and administered the questionnaires with the help of a research assistant. The respondents were given instructions on how to react and anonymity was assured, following which they were given questionnaires to complete. The completed surveys were verified every day to ensure that they fit the requirements.

3.9 Data Analysis techniques.

Following data collection, data cleaning was carried out, which included the detection of incomplete or incorrect replies, with the goal of correcting them to enhance the quality of the responses. However, every effort was made to ensure that there were no mistaken or incomplete facts. After statistics have been cleansed, they may be coded and input into a computer for analysis using the SPSS. In addition, the investigation generated both qualitative and quantitative information. Numerous facts were used to assess quantitative data, including measures of relevant tendency, imply, mean, and median, and distribution, which included percentages and frequencies.

3.10 Ethical Considerations

While the research system includes surveys of human individuals. Creswell and Clark,(2018)opined that a researcher ought to abide via some code of ethics in research that involves human participation.It is far important to establish positive code of ethics for keeping the consideration and autonomy of the individuals. The study in Busia County required a research authorization from Kenyatta University and County Commissioner Busia County. The respondents' privacy and confidentiality were safeguarded by keeping the information given secret. The researcher held a formal dialogue with the respondents and provided them with essential guarantees and assurances regarding the confidentiality of the material they were about to provide. Prior to administering the questionnaire and engaging in key informant interviews, the respondents' informed and voluntary agreement was acquired. The responder might be informed about the research's advantages, as well as all of the budgetary resources that will be used to conduct the investigations. The researcher also offered the concerned party the names of his assistants.

In order to achieve an efficient answer from the respondents, the researcher also ensured that they were treated with respect and honesty. When it came to obtaining consent from respondents, researchers frequently treated them as things to be looked at rather than persons with feelings. As a result, honoring the respondents' views and opinions, and maybe recoding their suggestions on the study topic to ensure a productive investigation.

CHAPTER FOUR: DATA ANALYSIS AND DISCUSSION

4.1 Introduction

The goal of the study was to look at the factors that influence recruiting and selection in non-profit organizations. It was carried out in Busia County among Non-Governmental Organizations . The study selected 59 people, but it was only able to gather data from 57 of them, resulting in a 96.6 percent response rate. The data analysis and discussion of outcomes are included in this study chapter.

4.2 Response Rate

The survey polled 503 people from Busia County's four non-governmental organizations. The study used a sample of 59 people and was able to collect data from 57 of them. This equated to a response rate of 96.6 percent. Saleh and Bista (2017) confirmed this, stating that a response rate of more than 75% is suitable for data processing.

4.3 General Information of the Respondents

The goal of this study was to learn about the participants' backgrounds, and the outcomes were as follows;

4.3.1 Gender of the Respondents

The researcher wanted to know what gender the respondents were, and the outcomes are shown in Figure 4.1.

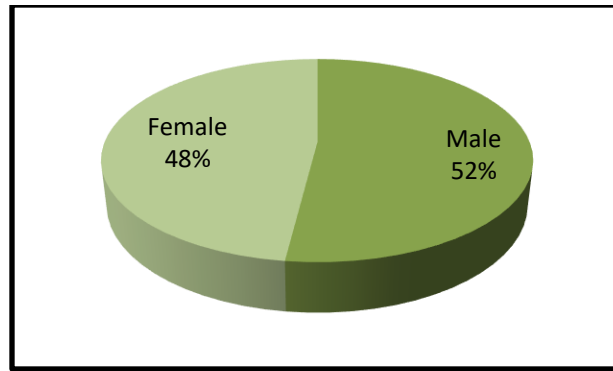


Figure 4.1 Gender of the Respondents

Source:Research Data (2021)

According to Figure 4.1, 52.0 percent of the participants were male and 48.0 percent were female. This implies that the study was able to avoid the impact of gender bias by gathering data from people of all genders, which meant that the data collected reflected the opinions of both genders, resulting in no changes in the percentage composition. Gender is an inextricably linked component of an individual's and society's economic, social, daily, and private lives, as well as the many roles assigned to men and women by society, demanding the involvement of both genders in organizations(Lambert, Keena, May, Haynes & Buckner, 2017).

4.3.2 Age of the Respondents

The researcher was looking for people of various ages. The outcomes are presented in Table 4.1.

Table 4.1 Age of the Respondents

Age	Frequency	Percentage
18-29 years	16	28.8
30-39 years	14	25.2
40-49 years	15	25.9
Over 50 years	11	20.1
Total	57	100

Source:Research Data (2021)

Table 4.1 shows that 28.8 percent of respondents were between the ages of 18 and 29, 25.2 percent were between the ages of 30-39, 25.9 percent were between the ages of 40 and 49, and 20.1 percent were over 50. This indicates that the researcher was able to collect data from a variety of age groups, resulting in a representation of all age groups' opinions. Taneva *et al.*, (2016) propose that examining age-related changes in older workers' work processes can throw more light on the significance of effective personal strategies for older workers and the function of these strategies in managing their careers. According to Pounder (2000), the average age of persons in the workplace is rising, with a growing number of middle-aged and younger workers engaged in a variety of occupations.

4.3.3 Highest Level of Education

The study's purpose was to discover how respondents were dispersed based on their highest level of education, and the results are displayed in Table 4.2.

Table 4.2 Highest Level of Education

Highest Educational Level	Frequency	Percent
Primary level	6	10.2
Secondary level	23	40.0
University	23	39.8
Postgraduate	6	10.0
Total	57	100

Source: Research Data (2021)

According to Table 4.5, 10.2 percent of respondents only have a high school diploma. 40% had a secondary education, 39.8% had a university degree, and 10% had a postgraduate education. This suggests that the respondents were educated about and understood the study questions, and it might be read to mean that they provided an honest and fair assessment of the study

questions. Garrison and Kanuka (2004) backed up these outcomes, arguing that the highest level of education provides the foundation and justification for the formulation of educational strategies. Furthermore, accurate demographic data analysis influences the prospective demand for education as well as the form and type of education to be offered to a considerable extent. Education was found to be positively associated to task performance by Ng and Feldman (2009). Another scholar (Kuneel *et al*, 2004) agrees that education helps people perform better in most occupations.

4.3.4 Working Experience

Table 4.3: Working Experience

Working Experience	Frequency	Percent
Less than one year	9	15.9
3-5 years	27	46.9
More than 5 years	21	37.2
Total	57	100

Source: Research Data (2021)

The outcomes showed that 15.9% of the participants had less than one year of service, 46.9% of the participants had 3-5 years of service, and 37.2% of the participants had more than 5 years of service. This demonstrated that the inquiry acquired data from various years of service, and hence the study outcomes reflect the views of various lengths of service. These outcomes are consistent with those of Thakur (2015), who found that the average percentage of top achievers and those performing below objectives is about the same, implying that most people's performance levels have already been shaped up due to the effect of other demographic factors. Ng and Feldman discovered evidence of a curvilinear link between organizational tenure and job performance (2010). They claim that, while the relationship between organizational tenure and

job performance is generally good, the strength of the link weakens as organizational tenure grows.

4.3.5 Staff Members in the Non-Governmental Organizations

The researcher targeted Non-Governmental Organizations with varied number of staff. The results are presented as shown in Table 4.4

Table 4.4 Staff Members

Staff Members	Frequency	Percentage
1-20members	46	81.0
More than 20 members	11	19.0
Total	57	100.0

Source: Research Data (2021)

From table 4.4, the results of the study indicated that 81.0% of the NGOs had between 1-20 members while 19.0% of them had more than 20 members. This implies that in rural set ups such as Busia, there are few work assignments, the Non-Governmental Organizations are small and field work resources are also few hence, few employees are engaged. This was supported by Barr et al., (2005) who found that with reduced funding to Non-Governmental Organizations and the small ones undertaking few assignments, few staff are needed.

4.3.6 Operational HR Policy

The investigation purposed to determine the whether the Non-Governmental Organizations had an operational HR policy and the outcomes were as shown in Table 4.5.

Table 4.5 Operational HR Policy

Operational Policy	Frequency	Percent
Yes	51	89.2
No	6	10.8
Total	57	100

Source: Research Data (2021)

From table 4.5, the results of the study indicated that 10.8% of them had no operational HR policy; whereas 89.2% of them had an operational Human Resource policy. This implies that the majority of them had an operational policy. These outcomes contradicted those of Frazer (2016), who found that many small businesses fail to retain up-to-date operating procedures either because they are unaware of them or because they lack the ability to establish and maintain them.

4.3.7 Terms of Relationship with Employees

Further, the investigation purposed to establish the terms of relationship with employees in the sampled NGOs and the outcomes were as shown in Table 4.6.

Table 4.6 Terms of Relationship with Employees

Terms of Relationship	Frequency	Percent
Permanent	28	49
Contract	9	15
Temporary	21	36
Total	57	100

Source: Research Data (2021)

From table 4.6, the results of the study indicated that 49.0% of them had permanent terms of relationship with employees; 15.0% of them had contract terms of relationship with

employees whereas 36.0% of them had temporary terms of relationship with employees. The outcomes revealed that there were significant links between employee performance and both relationship terms and environmental factors. The terms of connection inside the organization, according to Davis and Kohlmeyer (2005), regulate the linkages between attitudes, motivation, and performance.

4.4 Availability of Opportunities

The investigation purposed to establish the availability of opportunities and the outcomes were as shown in Table 4.7.

Table 4.7 Availability of Opportunities

Availability of Opportunities	Yes (%)	No (%)
Are job vacancies made open to the general public	79	21
Does your organization rely on any agent(s) to fill vacancies in your organization	19	81
Total	100	100

Source: Research Data (2021)

From table 4.7, the results of the study indicated that 79.0% of them agreed that job vacancies are made open to the general public as compared to 21.0% who disagreed that job vacancies are made open to the general public; 19.0% of them agreed that their organization relies on agent(s) to fill vacancies in their organization as opposed to 81.0% of them who disagreed that their organization relies on agent(s) to fill vacancies in their organization.

4.4.1 Declaration of Open Vacancies

The investigation purposed to establish whether the Non-Governmental Organizations often declared open vacancies for recruitment in their organization and the outcomes were as shown in Table 4.8.

Table 4.8 Declaration of Open Vacancies

Declaration of Open Vacancies	Frequency	Percentage
End of individual contractual terms	23	40.0
Replacement for retirees	22	39.0
Expansion of organization's operations	12	21.0
Total	57	100.0

Source: Research Data (2021)

From table 4.8, the results of the study indicated that 40.0% of them often declared open vacancies for recruitment in their organization at end of individual contractual terms; 39.0% of them often declared open vacancies for recruitment in their organization for replacement for retirees while 21.0% of them often declared open vacancies for recruitment in their organization for expansion of organization's operations. One of the respondents highlighted; -

“Effective, value-driven, and knowledgeable employees may be hired through good recruiting, and they will perform to the best of their ability”

This implies that majority of the Non-Governmental Organizations often declared open vacancies for recruitment in their organization at end of individual contractual terms. A company's selection of qualified and capable employees is always a critical task. It must take into account an employee's requisite degree of skills/technical abilities, competences, and flexibility. As a result, the selecting process is extensive and difficult. Every year, a large number of people are

hired to meet the increasing need for workers from various programs and initiatives. They can contribute to the organization's success and long-term viability by adhering to and committing to the organization's goals and objectives.

4.5 Availability of Suitable Candidates

4.5.1 Learning Institutions Non-Governmental Organizations Operations Form

The investigation purposed to determine the learning institutions found within the country where their organization operations form and the outcomes were as shown in Table 4.9.

Table 4.9 Learning Institutions Non-Governmental Organizations Operations Form

Learning Institutions NGOs' Operations Form	Frequency	Percent
Universities	23	40.0
Tertiary colleges	23	39.8
Secondary schools	12	20.2
Total	57	100

Source: Research Data (2021)

Table 4.9 indicated that 40.0% of them formed their operations from universities, 39.8% of them formed their operations from tertiary colleges while 12.0% of them formed their operations from secondary schools. This implies that majority of the Non-Governmental Organizations formed their operations from universities.

4.5.2 Source of employees for the Non-Governmental Organizations

The investigation purposed to determine where the organization sources its current employees from and the outcomes were as shown in Table 4.10.

Table 4.10: Source of employees	Frequency	Percent
Within the county	9	15.9
Nationally	27	46.9
All over the world	21	37.2
Total	57	100

Source: Research Data (2021)

The outcomes showed that 15.9% of them sourced their employees from within the country, 46.9% of them sourced their employees nationally, and 37.2% of them sourced their employees from all over the world. This revealed that most of them sourced their employees nationally.

4.5.3 Availability, qualification and readiness of locals for job vacancies

The study aimed to find out whether the locals are readily available and qualified for various job vacancies and the study results were as presented in Figure 4.2.

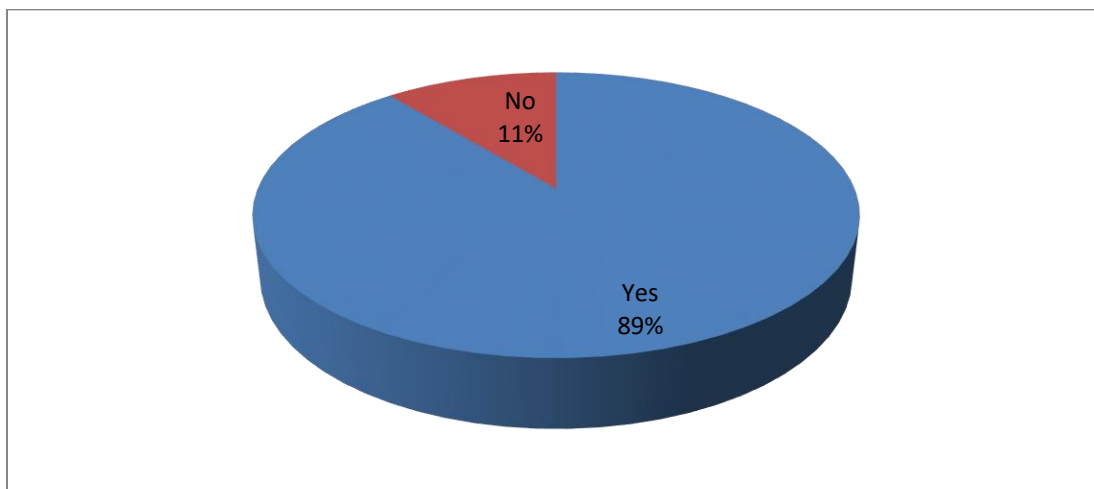


Figure 4.2 Availability, qualification and readiness of locals for job vacancies

Source: Research Data (2021)

The outcomes of the study indicated that 89.0% of them agreed that the locals are readily available and qualified for various job vacancies as compared to 11.0% of them who disagreed

the locals are readily available and qualified for various job vacancies. One of the respondents said;-

“Most of the locals are learned and qualified to work in our organization only that vacancies that always arise are less”.

This implies that the locals are readily available and qualified for various job vacancies although the vacancies where all can be engaged are less.

4.5.4 Response of candidates when vacancies are declared vacant

The investigation purposed to determine the response of candidates when vacancies are declared vacant in their organization and the outcomes were as shown in Table 4.11.

Table 4.11 Response of candidates when vacancies are declared vacant

Response of candidates	Frequency	Percent
Overwhelming	51	89.2
Average	6	10.8
Total	57	100

Source:Research Data (2021)

From table 4.11, the results of the study indicated that 10.8% of them observed that the response of candidates when vacancies are declared vacant in their organization is average whereas 89.2% of them observed that the response of candidates when vacancies are declared vacant in their organization is overwhelming.

4.6Community Supportin recruitment & selection

Under this objective, the study aimed to determine community support and involvement as stakeholders in recruitment & selection amongNon-Governmental Organizations.

Table 4.12 Community Involvement

Availability of Opportunities	Yes (%)	No (%)
Does your organization involve the local community in recruitment and selection	89	11
Does your organization give preference to the locals	49	51
Total	100	100

Source: Research Data (2021)

From table 4.12, the results of the study indicated that 89.0% of them agreed that they involve the local community in recruitment and selection as compared to 11.0% of them who disagreed that they involve the local community in recruitment and selection; 49.0% of them agreed that they give preference to the locals as opposed to 51.0% of them who disagreed that they give preference to the locals.

The study purposed to establish whether the organizations integrate their activities among the local community and the outcomes were as shown in Table 4.13.

Table 4.13 Integration of activities among the local community

Integration of activities	Frequency	Percentage
Public participation	23	40.0
Consensus building	22	39.0
Public positions	12	21.0
Total	57	100.0

Source: Research Data (2021)

From table 4.13, the results of the study indicated that 40.0% of them integrated their activities among the local community through public participation; 39.0% of them integrated their activities among the local community through consensus building while 21.0% of them integrated their

activities among the local community through public positions. This implies that majority of the Non-Governmental Organizations integrated their activities among the local community through public participation. One of the respondents interviewed noted;-

“We integrated local community activities among the local community through public participation in the process of recruitment and selection”

Furthermore, the investigation purposed to determine whether the local community appreciates diversity in the Non-Governmental Organizations. The results were as illustrated in Figure 4.3.

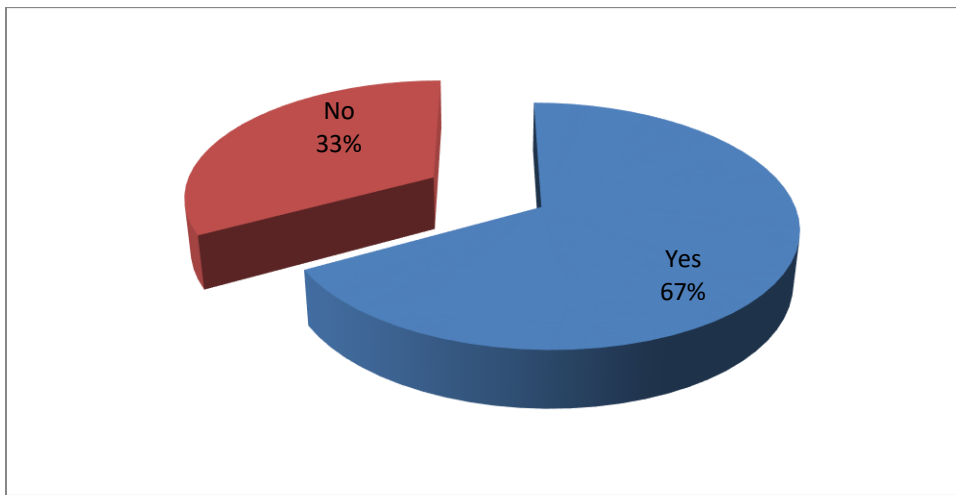


Figure 4.3 whether the local community appreciates diversity

Source: Research Data (2021)

The results of the study showed that 67.0% of them agreed that the local community appreciates diversity in them as compared to 33.3% of them which disagreed that the local community appreciates diversity in the Non-Governmental Organizations.

Table 4.14 Local Leadership Support for the Non-Governmental Organizations

Local Leadership Support	Frequency	Percent
Excellent	27	46.9
Average	21	37.2
Mini-supplier	9	15.9
Total	57	100

Source: Research Data (2021)

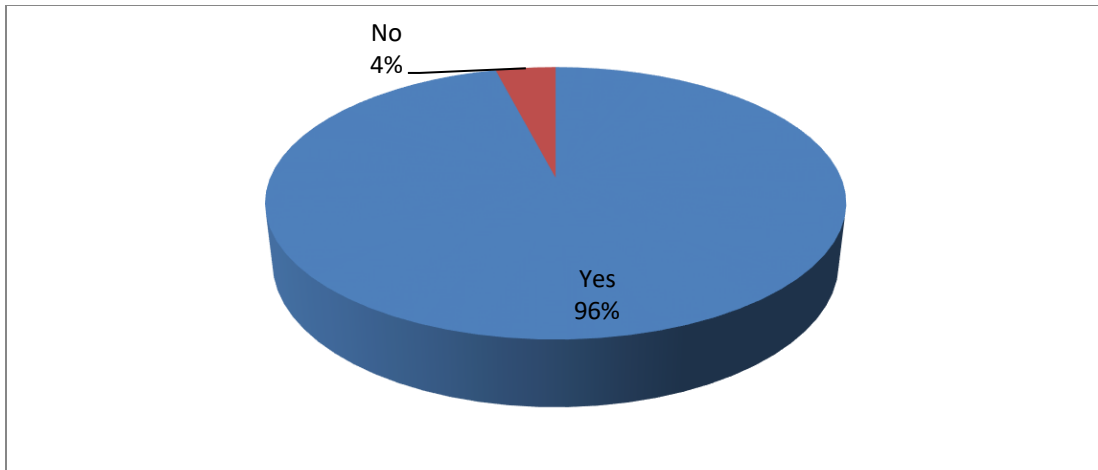
The outcomes showed that 46.9% of them agreed that the local leadership support was excellent, and 37.2% of them agreed that the local leadership support was average while 15.9% of them agreed that the local leadership support was mini supply. The results of the study showed that majority of them agreed that the local leadership support was excellent.

4.7 Availability of Resources and recruitment & selection

Under this objective, the study aimed to determine the availability of resources for effective recruitment & selection among Non-Governmental Organizations in Busia County. A number of issues and aspects were determined and the study outcomes were as described as follows.

First, the investigation purposed to determine whether the organization source employees by utilization of electronic recruitment as well as selection and the results were as in Figure 4.4

Figure 4.4 whether the organization source employees by utilization of electronic recruitment as well as selection



Source:Research Data (2021)

The results of the study indicated that majority of the Non-Governmental Organizations (96.0%) agreed that they source employees by utilization of electronic recruitment as well as selection as opposed to 4.0% who disagreed that they source employees by utilization of electronic recruitment as well as selection.

Secondly, the investigation purposed to determine whether the organization support its activities economically and its outcomes were as presented in Table 4.15

Table 4.15 Organization Support its Activities Economically

Organization Support its Activities	Frequency	Percent
Regular	28	49.0
Irregular	9	15.0
Periodic when funds are available	21	36.0
Total	57	100.0

Source:Research Data (2021)

From table 4.15, the results of the study indicated that 49.0% of them support their activities economically on regular basis; 15.0% of them support their activities economically on irregular basis whereas 36.0% of them support their activities economically on periodic basis when funds are available.

Thirdly, the investigation purposed to establish how the organization is infrastructurally connected and its outcomes were as presented in Table 4.16

Table 4.16 How the Organization is Infrastructurally Connected

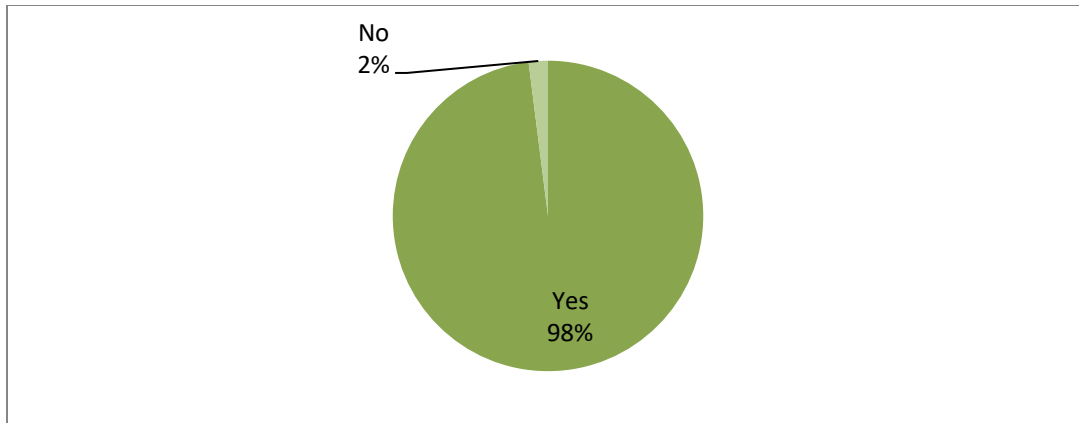
Organization Support its Activities	Frequency	Percent
Road network	22	39.0
Power connected	14	25.0
Internet connected	21	36.0
Total	57	100.0

Source: Research Data (2021)

From table 4.16, the results of the study indicated that 39.0% of them are infrastructurally connected through road network; 25.0% of them are infrastructurally connected through power network whereas 36.0% of them are infrastructurally connected through internet network.

Fourthly, the study aimed to determine whether the area locality is secure enough for their operations and the outcomes were as presented in Figure 4.5.

Figure 4.5 whether the area locality is secure enough for the NGO's operations



Source:Research Data (2021)

The results of the study indicated that majority of the respondents (98.0%) agreed that the area locality is secure enough for their operations as compared to only 2.0% who disagreed that the area locality is secure enough for the Non-Governmental Organizations operations. One of the respondents interviewed opined that;-

“Our organization thrives here very well since the organization and the community co-exists peacefully due to adequate security prevailing in the area”

4.8 Recruitment and Selection

First, the investigation purposed to find out the recruitment as well as selection techniques that are applicable in their organization and the outcomes were as presented in Table 4.17.

Table 4.17 Recruitment as well as selection techniques

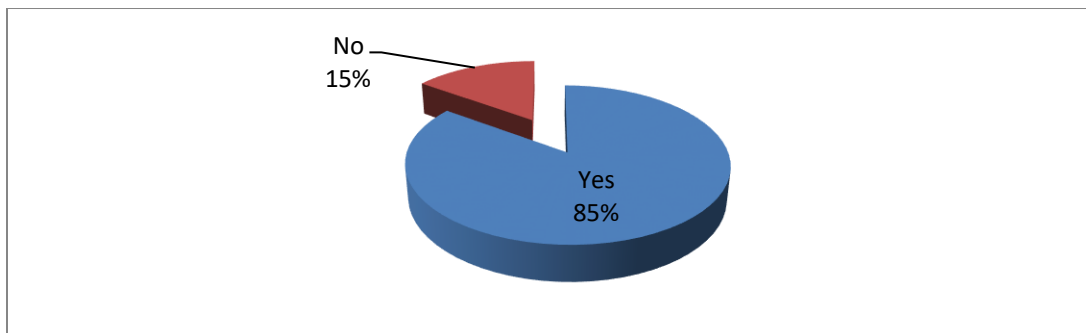
Method	Frequency	Percentage
Radio	13	22.8
TV advert	6	10.5
Newspaper Advert	27	47.4
Professional associations	7	12.3
Employee referrals	4	7.0
Total	57	100

Source:Research Data (2021)

The results of the study indicated that 22.8% of the used radio as the method of recruitment and selection; 10.5% of them used TV advert as the method of recruitment and selection; 47.4% of them used newspaper advert as the method of recruitment and selection; 12.3% of them used professional associations as the method of recruitment and selection and that 7.0% of them used employee referrals as the method of recruitment and selection.

Moreover, the investigation purposed to determine whether organization has structural practices of selection and recruitment in place for new employees and the results were as indicated in Figure 4.6.

Figure 4.6: Structural practices of selection and recruitment

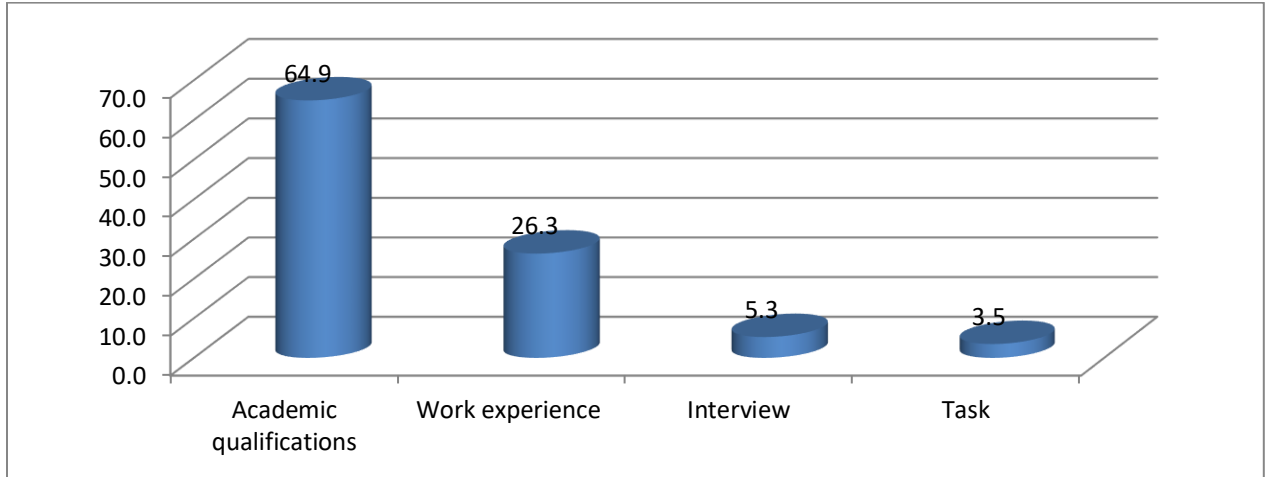


Source:Research Data (2021)

The results of the study indicated that 85.0% of them agreed that they have structural practices of selection and recruitment in place for new employees as compared to 15.0% of them who disagreed that they have structural practices of selection and recruitment in place for new employees.

Third, the study intended to discover which of these factor(s) are most commonly evaluated for staff recruitment and selection, and the results are shown in Figure 4.7.

Figure 4.7 Factors mostly considered for recruitment and selection

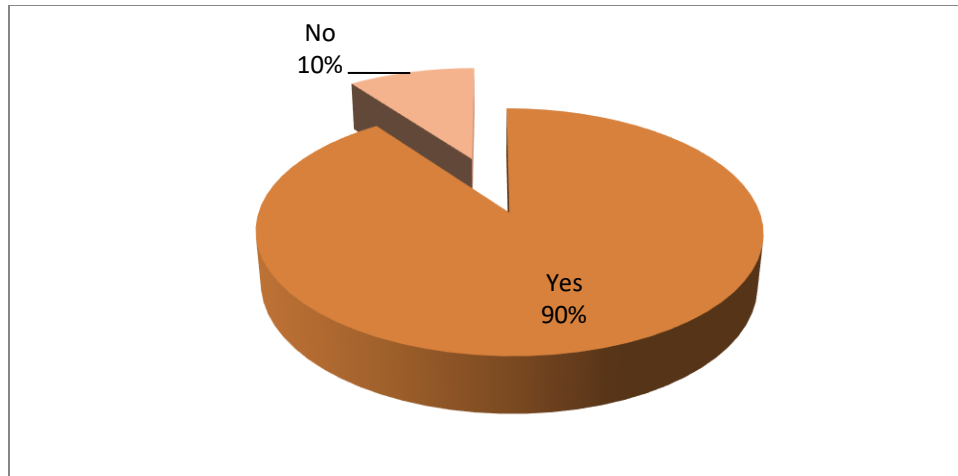


Source:Research Data (2021)

The results of the study showed that 64.9% of them considered academic qualification as the most factor for staff recruitment and selection; 26.3% of them considered work experience as the most factor for staff recruitment and selection; 5.3% of them considered interview as the most factor for staff recruitment and selection while 3.5% of them considered task performance as the most factor for staff recruitment and selection.

Furthermore, the study sought to ascertain if there are equal possibilities for all would-be (possible) workers in terms of recruiting and selection, and the results are depicted in Figure 4.8.

Figure 4.8 Availability of equal opportunities



Source: Research Data (2021)

The outcomes of the observe discovered that 90.0% of the respondents agreed that there are there same opportunities for all would-be (ability) employees in terms of recruitment and selection compared to 10.0% who disagreed that there are there equal opportunities for all could-be (capability) employees on the subject of recruitment and choice. in different phrases, it's miles an employment by way of a business enterprise that gives equal possibilities and fair remedy inside the employment system to everybody regardless of race, sex, religion, nationality, disability or political affiliation this is said within the final a part of the advertisements for brand new jobs in addition to within the activity description. it's far a stipulation that anyone need to be treated in addition, unhampered with the aid of synthetic barriers or prejudices or options, besides when precise 'differences' may be explicitly justified (Gopinathan &Raghavi 2013).

The study sought to ascertain if these techniques of selection and recruiting were capable of providing them with the required and competent applicants to fill the openings, and the results are depicted in Figure 4.9.

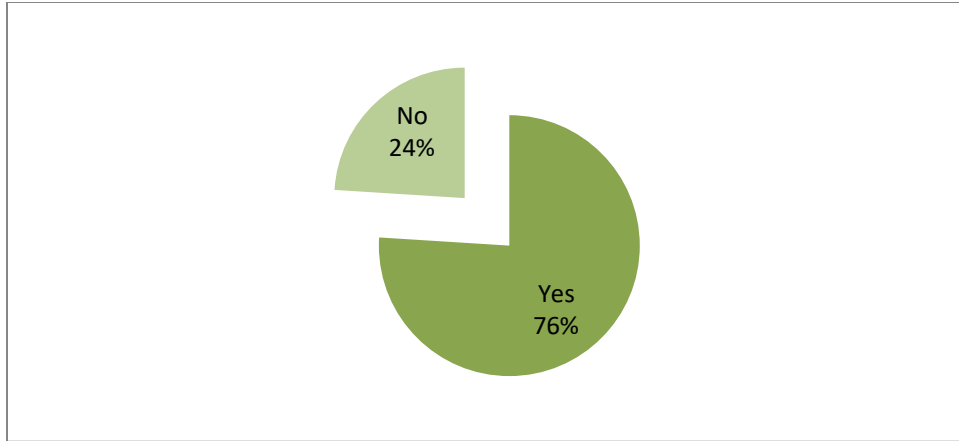


Figure 4.9 Practices able to give them the needed and qualified candidates

Source: Research Data (2021)

According to the study's findings, 76.0 percent of respondents agreed that these selection and recruitment practices were able to provide them with the needed and qualified candidates to fill vacancies, compared to 24.0 percent who disagreed that these selection and recruitment practices were able to provide them with the needed and qualified candidates to fill vacancies.

The study sought to ascertain if these techniques of selection and recruiting resulted in the hiring of competent personnel, and the results are shown in Figure 4.10.

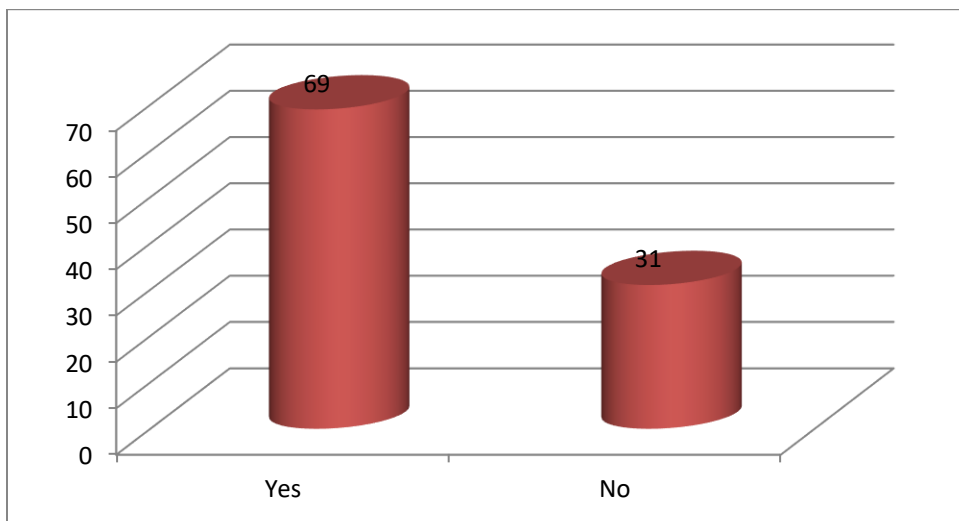


Figure 4.10 Practices led to the employment of competent staff

Source:Research Data (2021)

The study's findings indicated that 69.0 percent of respondents agreed that these selection and recruiting processes resulted in the hiring of competent personnel, compared to 31.0 percent who disagreed that these selection and recruitment practices resulted in the employment of competent employees.

Finally, the research sought to determine whether there has been a circumstance in which management has avoided (or diverted from) the official methods of selection and recruiting. The study's findings are depicted in Figure 4.11.

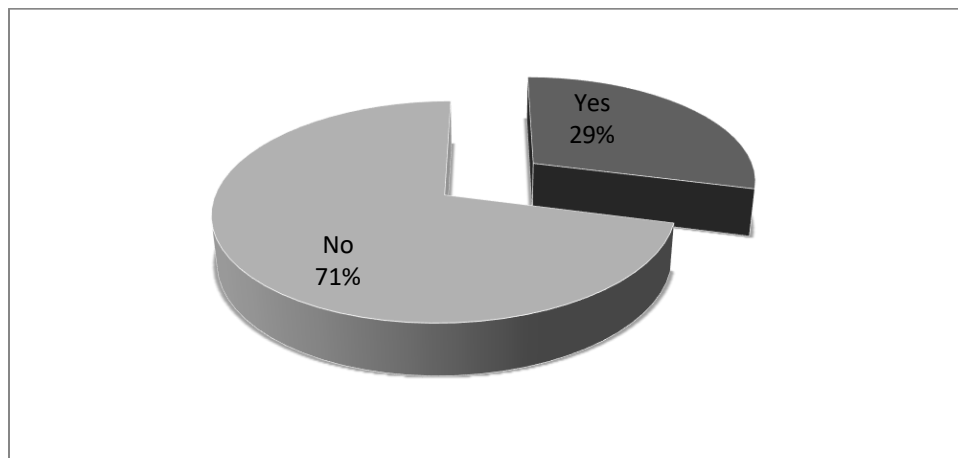


Figure 4.11 Diversion from the formal practices of selection and recruitment

Source:Research Data (2021)

According to the study's findings, 29.0 percent of respondents agreed that there has been a circumstance in which management circumvents (that is, diverts from) the official methods of selection and recruitment, while 71.0 percent disagreed.

The research sought to determine the most valued response for each of the questions in the table below, while keeping the following scores in mind in terms of factors of recruitment & selection among NGOs. The study findings are summarized in Table 4.18.

Table 4.18: Determinants of Recruitment & selection amongNGOs

Statements		SD	D	U	A	SA	Total	Mean	Std Dev
Organization has adequate and qualified staff after recruitment and selection	F	3	5	9	24	16	57	3.80	1.047
	%	5	8.6	15.8	42.4	28.1	100	76.0	
The organization conducts employee exit interviews	F	3	6	8	23	17	57	3.79	1.074
	%	5	10.8	14.4	39.6	30.2	100	75.8	
Organizational reputation influences process of recruitment and selection in the organization	F	0	1	8	35	13	57	4.04	0.342
	%	0	2.2	13.7	61.9	22.3	100	80.8	
The attraction of the job and the value of recruiting are the two most important factors that candidates evaluate when applying for a job.	F	3	5	10	16	24	57	3.93	0.346
	%	5	7.9	17.3	28.1	41.7	100	78.6	
During the recruiting process, recruitment objectives and employment philosophy are taken into account	F	0	1	9	25	23	57	4.18	0.591
	%	0	2.2	15.1	43.2	39.6	100	82.6	
Typically, the recruiting and selection processes are clear and objective	F	3	3	7	24	21	57	4.00	0.577
	%	5	5	11.5	41.7	36.7	100	80.0	
During the recruiting and selection process, the recruitment and selection policy is followed	F	0	0	2	19	36	57	4.15	0.404
	%	0	0	3.6	33.8	62.6	100	83.0	
During the procedure, a range of selection techniques and recruitment strategies are employed.	F	3	3	5	19	27	57	4.14	0.010
	%	5	5	8.6	33.8	47.5	100	82.8	
Prejudice based on age, gender, relationship status, ethnic background, religious practice, sexual orientation, or impairments has an impact on the recruiting and selection process	F	4	8	16	21	8	57	4.50	0.346
	%	7.2	14.4	28.1	36.7	13.7	100	90.0	
The more successfully firms recruit qualified people, the more likely they are to hire and keep happy workers	F	0	0	5	20	32	57	4.48	0.591
	%	0	0	8.6	34.5	56.8	100	89.6	

Source:Research Data (2021)

According to the study's outcomes, 76.0 percent (mean=3.80) believe that the organization has adequate and qualified staff after recruitment and selection, 75.8% (mean=3.79) believe that the organization conducts employee exit interviews, 80.8 percent (mean=4.04) believe that organizational reputation influences the process of recruitment and selection in the organization, and 78.6 percent (mean=3.93) believe that the attractiveness of the job influences the process of recruitment and selection in the organization, 90.0 percent (mean=4.50) believe that discrimination based on age, sex, marital status, ethnic origin, religious performance, sexual preference, or race is a factor in the process of recruitment and selection; 82.8 percent (mean=4.14) believe that During the procedure, a range of selection techniques and recruitment strategies are employed.; and 90.0 percent (mean=4.50) believe that discrimination based on age, sex, marital status, ethnic origin, religious performance, sexual preference.

According to the study's outcomes, the majority of respondents believe that discrimination based on age, sex, relationship status, ethnic background, religious performance, sexual preference, or disabilities has an impact on the process of recruitment and selection. Originally, the concept applied to race, gender, and religion discrimination, but it has since been expanded to include age, pregnancy, and people with disabilities. According to the agreement, any employee who thinks he or she has been discriminated against has the right to register a grievance or a discrimination complaint through the organization's grievance or discrimination complaint procedure. Employer discrimination, on the other hand, is frequently accepted but difficult to measure in labor market matching (McGinnity & Lunn, 2011).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

The investigation purposed to establish the availability of opportunities and the results of the study indicated that 79.0% of NGOs agreed that job vacancies are made open to the general public as compared to 21.0% who disagreed that job vacancies are made open to the general public; 19.0% of them agreed that their organization relies on agent(s) to fill vacancies in their organization as opposed to 81.0% of them who disagreed that their organization relies on agent(s) to fill vacancies in their organization; 40.0% of NGOs often declared open vacancies for recruitment in their organization at end of individual contractual terms; 39.0% of NGOs often declared open vacancies for recruitment in their organization for replacement for retirees while 21.0% of NGOs often declared open vacancies for recruitment in their organization for expansion of organization's operations. This implies that majority of NGOs often declared open vacancies for recruitment in their organization at end of individual contractual terms.

The study aimed to determine community support and involvement as stakeholders in recruitment & selection among NGOs. The results of the study indicated that 89.0% of NGOs agreed that they involve the local community in recruitment and selection as compared to 11.0% of them who disagreed that they involve the local community in recruitment and selection; 49.0% of them agreed that they give preference to the locals as opposed to 51.0% of them who disagreed that they give preference to the locals; 40.0% of NGOs integrated their activities among the local community through public participation; 39.0% of the NGOs integrated their activities among the local community through consensus building while 21.0% of NGOs integrated their activities among the local community through public positions. This

implies that majority of the NGOs integrated their activities among the local community through public participation. The results indicated that 67.0% of NGOs agreed that the local community appreciates diversity in the NGOs as compared to 33.3% of NGOs which disagreed that the local community appreciates diversity in the NGOs. The outcomes showed that 46.9% of them agreed that the local leadership support was excellent, and 37.2% of them agreed that the local leadership support was average while 15.9% of them agreed that the local leadership support was mini supply. The results of the study showed that majority of the NGOs agreed that the local leadership support was excellent.

The study aimed to determine the availability of resources for effective recruitment & selection among NGOs. First, the investigation purposed to determine whether the organization source employees by utilization of electronic recruitment as well as selection and the results revealed that majority of them (96.0%) agreed that they source employees by utilization of electronic recruitment as well as selection as opposed to 4.0% who disagreed that they source employees by utilization of electronic recruitment as well as selection. Secondly, the investigation purposed to determine whether the organization support its activities economically and its outcomes showed that 49.0% of NGOs support their activities economically on regular basis; 15.0% of the NGOs support their activities economically on irregular basis whereas 36.0% of the NGOs support their activities economically on periodic basis when funds are available.

The investigation purposed to find out the recruitment as well as selection techniques that are applicable in their organization and the outcomes revealed that 22.8% of the NGOs used radio as the method of recruitment and selection; 10.5% of the NGOs used TV advert as the method of recruitment and selection; 47.4% of the NGOs used newspaper advert as the method of recruitment and selection; 12.3% of the NGOs used professional associations as the method of

recruitment and selection and that 7.0% of them used employee referrals as the method of recruitment and selection; 85.0% of the NGOs agreed that they have structural practices of selection and recruitment in place for new employees as compared to 15.0% of the NGOs disagreed that they have structural practices of selection and recruitment in place for new employees. Thirdly, 64.9% of the NGOs considered academic qualification as the most factor for staff recruitment and selection; 26.3% of the NGOs considered work experience as the most factor for staff recruitment and selection; 5.3% of the NGOs considered interview as the most factor for staff recruitment and selection while 3.5% of the NGOs considered task performance as the most factor for staff recruitment and selection.

5.2 Conclusion

It was concluded that availability of opportunities affects employee recruitment and selection. An effective recruiting and selection process not only meets the job criteria, but also guarantees that an organization's commitment to giving equal opportunity to all employees is upheld. Following this procedure will enable Non-Governmental Organizations to employ the finest potential people for their organizations.

Availability of suitable candidates has a significant relationship with employee recruitment and selection. The Human Resource selection techniques may be influenced by the availability of people qualified to fill jobs in the firm. When one hears the terms “labor shortage” or “tight labor market,” it usually refers to a scarcity of people with the skills you require. As a result, Non-Governmental Organizations’ selection techniques may start with passive candidates. Recruiting passive candidates while also accepting applications from active job searchers expands the pool of candidates from whom the company may choose.

The study concluded that community support & innovation is significantly correlated to employee recruitment and selection. The selection panel can see how applicants engage with community members in a task-focused scenario by involving the community in the recruiting process. Community engagement gives crucial extra information to the selection panel, allowing them to make a better informed judgment. While this strategy isn't ideal for all opportunities, we want to employ something similar in the future to encourage community engagement in the recruiting process for relevant positions.

Lastly, the study concluded that availability of resources affects employee recruitment and selection. A time-consuming and ineffective hiring procedure may stifle production and cost money. It may also result in the company missing out on a fantastic applicant who could have made a significant difference. The firm can locate, attract, and recruit the finest individuals by using and having the correct resources.

5.3 Recommendations

The study suggests that Non-Governmental Organizations guarantee equal job chances for all candidates, regardless of their age, or recruit true experts based on their skill rather than their age.

Employees with qualifications should be subjected to internal promotion to increase continuity and quality of work, competence tests, such as aptitude, skills, and cognitive tests, should be included in the criteria for recruitment and selection, and the policy should be followed to the end.

The study suggests that non-governmental organizations (NGOs) Institutions with a well-established brand should take use of it and devise marketing and retention strategies. Institutions

have a propensity to believe that because their brand is well-known, they don't need to put up further work to maintain it. If this occurs, the institution's brand will quickly deteriorate, and it will be surpassed by competitors.

Non-Governmental Organizations should always prepare a human resource strategy and communicate it with other departments, according to experts. This will assist other departments in aligning their recruiting requirements with the strategy, with the only goal of accomplishing the institution's corporate mission and vision. Forecasting, on the other hand, will assist the institution in staying ahead of the competition and so provide a competitive edge. Forecasting will also assist the institution in ensuring that present employees are being utilized to their full potential, as well as identifying future recruiting requirements and developing suitable steps to address these needs.

5.4 Suggestion for Further Studies

This research looked into the factors that influence recruitment and selection in non-profit organizations (NGOs). Further research on the factors that influence staff recruitment & selection in non-governmental organizations in other countries should be carried out so that a comparison can be drawn from the findings. The focus of this inquiry was on availability of opportunities, availability of suitable candidates, availability of resources and community support and innovation. Further research should be carried out concentrating on other determinants of recruitment and selection.

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APPENDIX 1: LETTER OF INTRODUCTION TO THE RESPONDENT

To;

The Manager

Dear Sir/Madam,

RE: REQUEST TO COLLECT DATA FROM YOUR NON-GOVERNMENTAL ORGANIZATION

My name is Daniel Oruputo Obwana, an MPPA student at Kenyatta University, Nairobi Town Campus. As partial fulfillment of the degree, I'm conducting a research on determinants of recruitment & selection among Non-Governmental Organization in Busia County. Your Non-Governmental Organization has been sampled to be a respondent in this survey hence the request.

Please note that any information that was given shall be treated with confidentiality and at no instance will it be divulged for purposes other than for this project. Your assistance was highly appreciated. I look to hearing from you.

Yours faithfully,

Daniel Oruputo Obwana

APPENDIX 2: QUESTIONNAIRE

My names are Oruputo Obwana Daniel,a student at Kenyatta University pursuing a degree of Masters in Public Policy and Administration. The purpose of the study seeks tounderstand the determinants of recruitment & selection amongNon-Governmental Organizations in Busia County. The data collected and computed was strictly for academic purposes and information given was treated with lot confidentiality as it deserves. So provide genuine answers so as to assist in this study.

SECTION A – DEMOGRAPHICS

1. What is your gender sex? Male [] Female []

2. What age bracket describes your age?
 - 18 – 29 years []
 - 30 - 39 years []
 - 40 – 49 years []
 - 50 years and above []

3. What is your highest academic qualification?
 - Primary []
 - Secondary []
 - University []
 - Post Graduate []

4. How long have you worked for the organization?
 - Less than a year []
 - 3 – 5 years []
 - More than 10 years []

5. How many staff members work for yourNon-Governmental Organization?
 - Less than 10 []
 - 1 – 20 []

More than 20 []

6. Does your Non-Governmental Organization have an operational HR policy? Yes [] No []

7. What are the terms of relationship with employees in your organization?

Permanent []

Contract []

Temporary []

SECTION B: AVAILABILITY OF OPPORTUNITIES

7.1 Are job vacancies made open to the general public? Yes [] No []

7.2 Does your organization rely on any agent(s) to fill vacancies in your organization? Yes []

No []

7.3 How often vacancies are declared open for recruitment in your organization?

End of individual contractual terms []

Replacement for retirees []

Expansion of organization's operations []

7.4 Do you have a formal policy addressing equal employment opportunity in your organization

(EEO)? Yes [] No []

SECTION C – AVAILABILITY OF SUITABLE CANDIDATES

8.

8.1 Indicate learning institutions found within the country where your organization operations

form

Yes No

Universities [] []

Tertiary colleges	[]	[]
Secondary schools	[]	[]
Primary schools	[]	[]

8.2 Where did your organization source its current employees from? Indicate in percentage

	Yes	No
Within the county	[]	[]
Nationally	[]	[]
All-over the world	[]	[]

8.3 Are locals readily available and qualified for various job vacancies? Yes [] No []

8.4 How is the response of candidates when vacancies are declared vacant in your organization

	Yes	No
Overwhelming	[]	[]
Average	[]	[]
New turn out	[]	[]

SECTION D – COMMUNITY SUPPORT

9.

9.1 Does your organization involve the local community in recruitment and selection? Yes []

No []

9.2 Does your organization give preference to the locals? Yes [] No []

9.3 How does your organization integrate its activities among the local community

	Yes	No
Public participation	[]	[]
Consensus building	[]	[]
Public positions	[]	[]

9.4 Does the local community appreciate diversity? Yes [] No []

If yes, kindly explain.....

9.5 How does the local leadership support our NGO ?

	Yes	No
Excellent	[]	[]
Average	[]	[]
Mini supplier	[]	[]

SECTION E – AVAILABILITY OF RESOURCES

10.

10.1 Does your organization source employees by utilization of electronic recruitment as well as selection? Yes [] No []

10.2 How does your organization support its activities economically?

	Yes	No
Regular	[]	[]
Irregular	[]	[]
Periodic when funds are available	[]	[]

10.3 How is your organization infrastructural connection?

		Yes	No
Road network	Permanent	[]	[]
	Seasonal	[]	[]
Power connected		[]	Internet- connected
Internet connected		[]	[]

10.4 Is the area locality secure enough for the NGO's operations? Yes [] No []

SECTION F- RECRUITMENT AND SELECTION

11. ...

11.1 Which of these recruitment as well as selection techniques are applicable in your organization? You will select more than one

Radio []

TV advert []

Newspaper Advert []

Professional associations []

Employment agencies []

Employee referrals []

Others specify.....

11.2 Does your organization have structural practices of selection and recruitment in place for new employees? Yes [] No []

11.3 Which of these factor(s) are mostly considered for staff recruitment and selection? You will select more than one

Academic qualifications []

Work experience []

Interview

Test

Other(s) specify.....

11.4 Are there equal opportunities for all would-be (potential) employees when it comes to recruitment and selection? Yes [] No []

11.5 Are these practices of selection and recruitment able to give you the needed and qualified candidates to fill the vacancies? Yes [] No []

If no above, why.....

11.6 Have these practices of selection and recruitment led to the employment of competent staff? Yes [] No []

If no above, please give reasons.....

11.7 Is there a situation where management circumvents (that is, divert from) the formal practices of selection and recruitment? Yes [] No []

11.8 In this section please tick (✓) the most appreciate response for each of the questions in the table below with the following scores in mind. **Strongly Agreed (SA = 5) Agree (A = 4)**

Undecided (UD = 3) Disagreed (D = 2) strongly disagree (SD = 1)

	SA	A	UD	D	SD
Organization has adequate and qualified staff after recruitment and selection					
The company conducts employee exit interviews					
Organizational reputation influences process of recruitment and selection in the organization					
The attraction of the job and the value of recruiting are the two most important factors that candidates evaluate when applying for					

a job.					
During the recruiting process, recruitment objectives and employment philosophy are taken into account					
Typically, the recruiting and selection processes are clear and objective					
During the recruiting and selection process, the recruitment and selection policy is followed					
During the procedure, a range of selection techniques and recruitment strategies are employed.					
Prejudice based on age, gender, relationship status, ethnic background, religious practice, sexual orientation, or impairments has an impact on the recruiting and selection process					
The more successfully firms recruit qualified people, the more likely they are to hire and keep happy workers.					

APPENDIX 3: INTERVIEW SCHEDULE

- 1) Do you consider the level of education during recruitment and selection of staff in your organization?
- 2) Does availability of competences influence the distribution of available opportunities equitably distributed during recruitment and selection?
- 3) Are available opportunities equitably distributed during recruitment and selection of staff in your organization?
- 4) Does your organization have suitable candidates with the necessary credentials for recruitment and selection?
- 5) Are the Community consultation and engagement practices in your organization as far as recruitment and selection is concerned?
- 6) Does the community support the process of recruitment and selection your organization?
- 7) Do you believe the firm has enough financial resources to conduct the process of recruitment and selection?
- 8) Are resources for effective recruitment and selection available in your organization?

APPENDIX 4: APPROVAL LETTER FROM UNIVERSITY



KENYATTA UNIVERSITY GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: C153/OL/CTY/32602/2016

DATE: 25th June, 2021

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR ORUPUTO OBWANA DANIEL – REG. NO.
C153/OL/CTY/32602/2016

I write to introduce Mr. Oruputo Obwana Daniel who is a Postgraduate Student of this University. He is registered for MPPA degree programme in the Department of Public Policy and Administration.

Mr. Oruputo intends to conduct research for a MPPA Project Proposal entitled, “Determinants of Employee Recruitment and Selection among Non-Governmental Organizations in Busia County, Kenya”.

Any assistance given will be highly appreciated.






Yours faithfully,


PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL



EK/nn

APPENDIX 5: NACOSTI PERMIT

 <p>REPUBLIC OF KENYA</p>	 <p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>
Ref No: 218793	Date of Issue: 12/July/2021
RESEARCH LICENSE	
	
<p>This is to Certify that Mr.. DANIEL ORUPUTO OBWANA of Kenyatta University, has been licensed to conduct research in Busia on the topic : DETERMINANTS OF EMPLOYEE RECRUITMENT AND SELECTION AMONG NON-GOVERNMENTAL ORGANIZATIONS IN BUSIA COUNTY, KENYA for the period ending : 12/July/2022.</p>	
License No: NACOSTI/P/21/I1650	
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APPENDIX 6: LIST OF NGOs IN BUSIA COUNTY

1. Kenya Anti Aids NGOs
2. Ampath
3. World Vision
4. I Acre Fund
5. Compassion to the Regions Beyond
6. ACK
7. Equity Fly Wings
8. Action AID
9. Care International
10. Busia Community Development Organization (BUCADO)
11. Capida – Agricultural
12. Hand across the World – Vulnerable, schools special projects
13. AGMAK – Agricultural Marketing leaders
14. Impact – Aids vulnerability
15. Angoron, Widows Living Positively
16. Plan International
17. Red Cross
18. Kerinco
19. Alekhwa
20. UNICEF – Busia County Chapter

APPENDIX 7: MAP OF BUSIA COUNTY

