STRATEGIC RECRUITMENT AND SELECTION AND GROWTH OF FAITH BASED UNIVERSITIES IN KENYA

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ABSTRACT

Universities play a crucial role in generating new ideas, and in accumulating and transmitting knowledge, yet they have remained peripheral to development concerns. In this regard government has been advancing institutional reforms in the education sector. Universities have continuously been challenged from various quarters on the quality of degrees being offered in tandem with shifting national, regional and global dynamics. The purpose of this study was to establish effects of recruitment and selection practices on the performance of Faith based universities in Kenya by thoroughly examining the relationship of recruitment and selection on the performance of Faith based universities. Theoretical review informing the study was the universalistic theory of strategic human resource management; Descriptive research design was used in order to carry out in-depth analysis of subject matter. The target population being the Faith based universities in Kenya. The questionnaires were sent to all Faith based universities. In order to retrieve the necessary empirical data questionnaires sent out to employees in the Faith based universities in Kenya. The quantitative data in this research was analysed by descriptive statistics using Statistical Package for Social Sciences (SPSS version 20) and Qualitative data was analysed by content analysis. The study revealed that recruitment and selection practices influences growth of campuses and enrolment of students in Faith based universities in Kenya. The study established that recruitment and selection practices are only averagely practiced in Faith based universities. Hence it recommended that recruitment and selection practice should for an integral part in running of Faith based universities.

Key Words: *Recruitment, Selection, Faith Based Universities*

INTRODUCTION

Kenyan universities face a challenge of acquiring qualified teaching staff due to the coming up of many institutions of higher learning as well as the competition from companies and senior public positions which remunerate highly and offer better terms of service inconsideration to what the universities offer (Ng'ang'a, 2010). Information from Commission for Higher Education (CHE) shows Kenya's 30 universities are being crippled by an acute shortage of professors, as they are increasingly turning to part-time lecturers, who many of them have only attained masters' degrees. Though CHE claims this is unlikely to affect the quality of learning in Kenya's universities, employers and educationists have continued to raise a red flag by claiming that the level of qualifications and lack of staff could dilute learning (Ng'ang'a, 2010). Questions are raised further on how universities can be able to enhance research while most of the lecturers have not attained a PhD (Ng'ang'a, 2010). Situations on the ground indicate that most of the universities have probably no professors or the number of professor is below 10 with majority of lecturers being Master's Degree holders and tutorial fellows. There are even some situations where a whole faculty has no PhD holder (Ogenga, 2013). The ratio of the lecturer to the students is worrisome too as University Academic Staff Union data indicates that there are 9,000 lecturers in both public and private universities, up from 7,000 four years ago. However during the same period, student enrolment grew from 91,541 to 140,000 (Ng'ang'a, 2010). In some instances the universities experience labour conflicts with their staff. Kenya Methodist University (KEMU) experienced the challenges of how to deal with senior managers when Prof Mugambi left the institution, educationists had warned such kind of tussles could affect learning (Mwaura, 2010)

Presbyterian University of East Africa (P.U.E.A) has also had its own challenges which ranges from numerous court cases, among them been wrongful termination of employees. Among those sacked is its former Vice Chancellor, Prof Kihumbu Thairu, whose contract was terminated under unclear circumstances. He has taken the university to court which is also facing suits from Dr Mungai Andrew Gichuho, its former ICT director, for wrongful termination (Wafula & Odongo, 2013). Recruitment and selection helps forecasting how many and what kind of employees will be required in the future and to what extent this demand is likely to be met (Armstrong, 2006). It compares an organization's current human resources with likely future needs and establishment of programmes, that also assists in management decision-making and involves: Submitting Recruiting Documents; Selection Process; Search Committee/Interview Panel; Interviewing, During the Interview, Reference Checks, Making Hiring Decision, Documentation (Bohlander & Snell, 2007).

Recruitment and selection therefore anticipates the acquisition of people into the organization thereby helping to achieve the correct number and types of employees needed to meet organizational goals. It systematically reviews human resource requirements to ensure that the required numbers of employees with the required skills are available when and where they are needed (Bernadin, 2010).

The primary responsibilities associated with recruitment and selection include: Attract new general staff members who possess the attributes which will enable them to perform their work to a high standard of competence and efficiency; Provide equal treatment with respect to employment without discrimination because of citizenship, race, place of origin, ethnic origin, disability, age, creed, sex, family status, marital status, gender identity, receipt of public assistance or record of offence; Develop and utilize present human resources to the best advantage of both the university and individual general staff members; provide accommodation, upon request, to candidates with disabilities, that takes into account their accessibility needs in relation to the materials and processes that are used during the recruitment, assessment and selection of candidates; notify job candidates, when they are individually selected to participate in an assessment or selection process,

that accommodations are available upon request in relation to the materials or processes to be used. (Armstrong, 2006).

Universities play a crucial role in generating new ideas, and in accumulating and transmitting knowledge, yet they have remained peripheral to development concerns. Although no longer the sole generators of knowledge needed for development, through their research and teaching they help to produce expertise, manage development, engineer social transformation, and preserve social values and cultural ethos (Varghese, 2004). Private universities in Kenya have emerged as viable options for acquiring higher education. Such universities offer market-driven courses and provide an environment which is conducive for academic excellence. Most of them have modern infrastructure, including libraries, information and communication technologies that are vital for academic excellence and research. So far, there are 27 private universities operating as per the requirements of Commission for Higher Education as listed in Appendix I ((CUE, 2014)

Out of the 27 private universities, fourteen are Faith based which underscore the important role played by the church in offering quality education in Kenya. Most of the Christian-sponsored private universities started by offering courses mainly geared towards training church ministers. (Onsongo, 2007) observes that the major aim of these church-affiliated private universities is the same as it was with the earlier missionary schools, namely, to promote the spread of the Christian gospel. However, these Church sponsored universities have expanded their programmes to include secular courses in the social and natural sciences.

However the performance of Faith based universities in relation to other private owned universities has been dismal having in mind that the market is expanse. This is because Kenyans are still going out of the country to get degrees which are available locally.

A look at CUE websites shows that the Faith based universities are outshone in growth in terms of campuses by Mount Kenya University which was started later than them leading with 14 campuses; KEMU with 5 Saint Paul's and CUEA each has 4 campuses; Daystar and Baraton 3 and 2 respectively. Lower number of campuses creates a distance between the client and the institution for example those taking part-time courses because of nature of their work (CUE, 2014).

Statement of the Problem

The government has been advancing institutional reforms in the education sector, including a strong regulatory framework, encouraging more private universities and even upgrading middle level colleges to universities to boost the performance of universities and in the long run the improvement quality of education (CUE, 2014). The absolute performance of a university is the ability to release to the Job market a qualified graduate for the degree acquired. However universities have continuously been challenged by various stakeholders on the quality of education being offered in tandem with shifting national, regional and global dynamics (Maina & Omwenga, 2014). Despite the fact that there has been considerable growth in the numbers of Faith based universities, the study identified the problem of performance of Faith based universities in consideration to other private owned universities as below average.

The leadership and management strategies of the Faith based universities determine their growth and performance. Ministry of Labour Report 2010 states that HRM is an integral component of organizational strategic planning as it facilitates the acquisition of staff with the right skills and the right numbers its importance cannot therefore be under stated. High employee turnover rates in turn lead to staff shortages thus making difficult to strategic HRM undertaking (RoK, 2010). Although much study has been done on effects of recruitment and selection on corporate performance, none had focused on Faith based universities especially in Kenya. This study therefore sought to focus on effects of recruitment and selection practises on performance of Faith based universities in Kenya.

Research Objective

The objective of the paper was to examine the relationship between Recruitment and selection practice and the performance of Faith based universities in Kenya.

Research hypothesis

To obtain the above objective the following hypothesis was teasted.

H_O1 Recruitment and selection practices have no effect on the performance of Faith based Universities.

LITERATURE REVIEW

Theoretical Review

The theoretical framework of a research project is the philosophical basis on which the study is conducted. This forms a connection between the theoretical aspects and the practical components of the examination that has been carried out. Consequently it has the implication on the research process and guides the design of the study and interpretation of the findings (Mertens, 1998).

Theoretical Literature

Strategic human resource management (SHRM) is the involving of organizations' strategic human resource management function as a strategic partner to organizational growth in the formulation and enactment of the organization's strategies through human resource activities such as recruiting, selecting, training and rewarding of personnel (Sinha, 2014). In strategic human resource management the theories that are commonly applied are universalistic, contingency and configurationally theories (Gooderham et al., 2008). The study sought to use the universalistic theory.
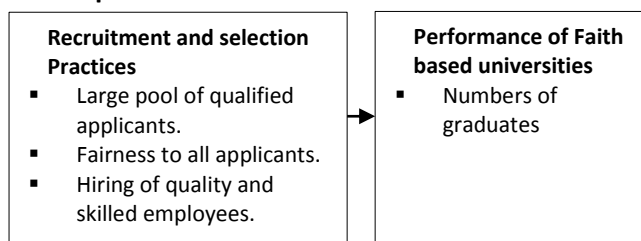
The Universalistic Theory

Studies have shown empirical evidence that strategic human resource management directly affects corporate growth. The study therefore chose to apply the universalistic theory of strategic human resource management. The universalistic

theory affirms that best practices are universally applicable and successful. This can measured in terms of financial performance indicators like profits, or by market share and sales levels (Armstrong, 2009). The proponents of this theory believe that there is a common practise that is applicable to SHRM across board regardless of diversities and behaviour (Price, 2007). In human resource there is a cycle that consists of four generic processes or functions that are performed in all organizations: selection (selecting people who are best able to perform the jobs defined by the structure), appraisal by appraising their performance to facilitate the equitable distribution of rewards, rewards by motivating employees by linking rewards to high levels of performance, and development by developing employees to enhance their current performance at work as well as to prepare them to perform in positions they may hold in the future (Armstrong, 2009). This cycle is designed to help organizations best meet the needs of their employees while promoting organizational goals. SHRM requires thinking ahead, and planning ways for an organization to better meet the needs of its employees, and for the employees to better meet the need of the organization. Attempts are thus made to standardize the processes thus universalistic application is envisioned by applying the following practises; employment security, selectivity in recruiting, high wages, incentive pay, employee ownership, information sharing, participation and empowerment, teams and job-redesign, training and skills development, cross-utilization and cross-training, symbolic egalitarianism, wage compression, promotion from within, long-term perspective, measurement of practices, overarching philosophy. The organization performance and growth can be achieved (Armstrong, 2009). The systems work's in a way that people, information, activities, and technology are arranged in all levels of the organisation, so that work can be performed efficiently and effectively (Lado & Wilson 1994). Policies in these four areas must be designed and applied in a coherent manner because, SHRM is considerably less likely to be

effective where policies are disjointed, made up of odd combinations of past practices, and are one time responses to outside pressures (Fouda & Sarhan, 2012). With increased employment regulations the formulation professional strategic human resource do not greatly differ from one institution to the other object (Anyim et al, 2012). The four policy areas must satisfy the many stakeholders of the enterprise for example, shareholders, employees, customers, suppliers, communities, trade unions, trade associations, and government. Employees are major stakeholders of the enterprise thus the managers should establish systems that promote employee influence, which is a central feature of a HR system (Lado & and Wilson, 1994).

Conceptual framework

| Recruitment and selection Practices
▪ Large pool of qualified applicants.
▪ Fairness to all applicants.
▪ Hiring of quality and skilled employees. | → | Performance of Faith based universities
▪ Numbers of graduates |

Independent variables   **Dependent Variable**

Figure 1: Conceptual Framework

Source: Author (2018)

Empirical review

Empirical research is a way of gaining knowledge by means of direct and indirect observation or experience which can be analysed quantitatively or qualitatively from previously conducted studies (Robson, 2011). In this section focus will be on previous studies on the variables mentioned in the conceptual framework. The optimal utilization of recruitment and selection is an important success factor contributing to long-term competitiveness and a crucial step in the Recruitment and selection process of transiting strategic goals and objectives into operational priorities. This operational plan provides the link between the strategic plan and the detailed business plan of each team within a division (Zülch et al, 2004). At the organizational level the manner in which Recruitment and selection is managed has a tangible influence on the productivity of the employees, which ultimately acts upon the firm's bottom line (Balasubramaniam & Selvalakshmi, 2012).

Recruitment and selection involve getting the best applicant for a job. Recruitment procedures provides a large pool of qualified applicants, paired with a reliable and valid selection regime, will have a substantial influence over the quality and type of skills new employees possess (Huselid 1995). Suitable policies and practises should be used which with all legal requirements relating to employment and equal opportunities, by following recommended codes of practice to ensure justice and fair treatment for all applicants (Bernadine, 2007). Managers should understand the objectives, policies and practices are appropriate to the essential or desired characteristics of the candidate while complying used for selection and thus be highly involved in the process from the very beginning (Bernadine, 20007). The panel making selection decisions should have adequate information upon which to base their decisions (Bohlander, et al 2001). The human resource policies and practices represent important forces for shaping employee behaviour and attitudes. Proper selection practices determine who is hired, by identifying competent candidates and accurately matching them to the job (Robbins, 2005). This increases the probability that the right person will be chosen to fill a slot, when the best people are selected for the job, thereby increasing productivity (Robbins, 2005). Though recruitment and selection guide gives an organization a broad, forward-looking insight into not just the number of employees, but also the type, skills, and attributes of the people that will be needed in the future. On the other hand labour market is full Uncertainties that are quite prominent in human resource practices due to absenteeism, seasonal employment, labour turnover, changing technologies, making recruitment and selection policies and practise less reliable reducing it to guiding factor organizations cannot rely too much on it and do every action according to it (Asiedu 2011).

METHODOLOGY

The research design refers to the overall strategy that chosen to integrate the different components of the study in a coherent and logical way, thereby, ensuring effective address to the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data (Kumekpor, 2002). The study employed descriptive research design in order to carry out in-depth analysis of the main effects of human resource management on performance Faith based universities in Kenya. The Target population under study comprised of 16 Faith based universities operating in Kenya which are accredited or operating with letters of interim Authority in Kenya for the year ending 31st December 2014 by the Commission for University Education. The study mainly relied on primary and secondary data. Secondary data was collected through literature review. Primary data was collected via the use open ended and closed structured questionnaire which was given to the employees in the selected universities. The analysis was performed using SPSS version 20.

RESULTS

Strategic management of Recruitment and Selection and Growth of Faith based Universities in Kenya

The study sought to find out the effect of strategic management of recruitment and selection on the growth of faith based universities. The respondents were therefore requested to rate the recruitment and selection method used by the university, whereby 1= strongly agree, 2= agree, 3=neutral, 4= Disagree and 5= strongly Disagree.

Table 1: Provided a large pool of qualified applicants

		Frequency	Percent	Cumulative Percent
Valid	Strongly agree	5	25.0	25.0
	Agree	11	55.0	80.0
	Neutral	4	20.0	100.0
	Total	20	100.0	

When the respondents were asked if recruitment and selection was strategically managed to provide a large pool of qualified applicants, 25% of the respondents strongly agreed, 55% of them agreed while 20% of the respondents were not sure or were neutral on this. None of the respondents were in disagreement to this. In all, 80% of the respondents were in agreement that recruitment and selection practices provided a large pool of qualified applicants. This indicated that when the universities advertised for a post there were a lot of applications that were received from qualified candidates for short listing there by concurring with Moreland (2011) that effective recruitment process improve the chances of getting a person suited for the Job.

Table 2: Ensured justice and fair treatment for all applicants

		Frequency	Percent	Cumulative Percent
Valid	Strongly agree	5	25.0	25.0
	Agree	7	35.0	60.0
	Neutral	8	40.0	100.0
	Total	20	100.0	

When the respondents were asked if recruitment and selection strategically managed to ensure justice and fair treatment for all applicants, 25% of the respondents strongly agreed, and 35% of them agreed while 40% of the respondents were not sure, none of the respondents were in disagreement to this. In all, 60% of the respondents were in agreement that strategically managed recruitment and selection practices ensured justice and fair treatment for all applicants agreeing with

Anyim et al (2012) that strategically managed selection process should be free from bias and discrimination on bases of pre-existing relations, sex, religion and ethnicity.

Table 3: Ensured hiring of quality and skilled employees

		Frequency	Percent	Cumulative Percent
Valid	Strongly agree	4	20.0	20.0
	Agree	11	55.0	75.0
	Neutral	5	25.0	100.0
	Total	20	100.0	

When the respondents were asked if recruitment and selection strategically managed to ensure hiring of quality and skilled employees, 20% of the respondents strongly agreed while 55% of them agreed, while 25% were not sure, none of the respondents were in disagreement to this, agreeing with Robbins (2005) that strategically managed recruitment and selection process should meet the Human resource sourcing needs by matching candidates to the Jobs they were to perform.

Regression Analysis

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.921[a]	.848	.819	560.702	0.00

According to table there was a strong relationship of strategic human resource acquisition on the output of the number of graduates with the R value of 0.921. Therefore the variables can be used to explain 81.9% of the number of graduates from faith based instituted universities that can be attributed to effective strategic management of recruitment and selection while 18.1% can be explained by other factors not studied in this research. This showed that strategic human resource management has an effect on growth of faith based universities at a p value of 0.00 at significant level of 0.05. This agreed with the statement that strategic acquisition of human resource in an enterprise is important as they contribute to achieving the enterprise's objectives either individually or collectively (Susan and Randall, 2001).

Table 5: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27958106.881	3	9319368.960	29.643	.000[b]
	Residual	5030188.119	16	314386.757		
	Total	32988295.000	19			

According to the analysis of the variance table the regression model was fit in explaining the influence of combining provision of a large pool of qualified applicants, ensuring justice and fair treatment for all applicants and ensuring hiring of quality and skilled employees effect on the number of graduates from faith based universities. This is because the p-value (0.000) is less than 0.05 (significance level). In addition, the f calculated 29.643 is greater than the F-critical (3.24). This agreed with the statement that strategic human resource management shapes the core competencies that determine how firms compete by supporting programmes that improve organizational effectiveness by developing policies in areas such as knowledge management, talent management and generally creating a great place to work (Armstrong, 2006).

Table 6: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5866.818	663.000		8.849	.000
	Provides a large pool of qualified applicants	1488.409	552.302	.775	-2.695	.001
	Ensures justice and fair treatment for all applicants	1841.364	467.760	.959	-3.937	.006
	Ensures hiring of quality and skilled employees	624.773	432.166	.588	1.446	.008

From the model when emphasis is put in providing a large pool of qualified applicants, we expect 1488.409 unit increases in number of graduates holding other factors constant. When selection ensures justice and fair treatment for all applicants, we expect 1841.364 unit increases in the number of graduates. Other factors held constant. Further when recruitment and selection ensures hiring of quality and skilled employees we expect 624.773 unit increases in the number of graduates other factors held constant. Thus from the model a significant interaction term indicated that effect of the independent variables varied depending on the value of another independent variable. Provision of a large pool of qualified applicant was of more importance, followed by ensuring justice and fair treatment of applicant and ensuring hiring of quality and skilled employees was last though not of least importance

From the coefficient table, strategic management recruitment and selection, contributed statistically significant to the model, (P<0.05). This indicated that the overall regression model was statistically significant predicting the outcome variable, thus a good fit for the data. Therefore Strategic management of recruitment and selection has effect on the growth of Faith based Universities. Agreeing with the Ministry of Labour Report 2010 states that strategic management of recruitment and selection has an integral component of organizational growth as it facilitates the acquisition of staff with the right skills and the right numbers its importance cannot therefore be under stated. It further confirms the assertion that there is a clear

and strong relation between organisational growth and the attention given to strategic acquisition of

The study established that recruitment process was well practised in the universities meaning received applications from the finest professionals for the advertised Jobs this agrees with Moreland (2011) that recruitment process should create a high chance of getting the best person suited for the Job. The study found out that the job adverts reached a big audience of target group as many applications were received from qualified candidates for short listing by communicating to the target audience in the job market in order to have a diverse group of persons to choose from with required skills and competence. It was further established that selection process was moderately reliable and valid, implying that to an extent if the process was repeated you would get the same candidates selected for a particular post in the universities as valid and reliable recruitment and selection implies on the effectiveness of process hence the right people are hired for the Job. The study also established a reasonable degree of justice and fair treatment for all applicants suggesting that selection process should be free from bias and discrimination on bases of pre-existing relations, sex, religion and ethnicity. The study established overwhelmingly that the process ensured the hiring of the right people for the Job this affirms that recruitment and selection process should meet the Human resource sourcing needs by matching candidates to the Jobs they are to perform.

The study shows that strategic management of recruitment and selection process has a positive effect on number of university graduates in Faith based universities.

Conclusions

The findings and results of this study proved that strategic management of recruitment and selection process has a significant effect on growth of Faith based Universities in Kenya.

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Daystar University http://www.daystar.ac.ke/contacts.html

Kenya Methodist University http://www.kemu.ac.ke/index.php/contact-us

Mount Kenya University http://www.mku.ac.ke/index.php/about-mku/mku-campuses

Saint Paul's university http://www.spu.ac.ke/spu-academics/campuses-study-centers.html

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