

**STRATEGIC FACTORS AFFECTING RECRUITMENT PRACTICES OF
ACADEMIC STAFF IN PUBLIC UNIVERSITIES: A CASE STUDY OF EGERTON
UNIVERSITY, NJORO KENYA**

Ngunjiri, Tabitha Mumbi

**A Research Project Report Submitted to the Graduate School in Partial Fulfillment of
the Requirements for the Award of the Masters Degree in Business Administration of
Egerton University**

EGERTON UNIVERSITY

OCTOBER 2014

DECLARATION AND APPROVAL

Declaration

This project is my own original work and has not been submitted either wholly or in part to this or any other university for the award of any degree.

Signed: Date:.....

Ngunjiri Tabitha Mumbi

CM11/0263/06

Approval

This project has been submitted for examination with our approval as the University Supervisors.

Signed: Date:.....

Prof. Benjamin Mutai, PhD

Associate Professor

Department of Agricultural Economics and Agri-business Management

Egerton University

Signed: Date:.....

Prof. Patience Mshenga, PhD

Associate Professor

Department of Agricultural Economics and Agri-business Management

Egerton University

COPYRIGHT

©2014 Tabitha Mumbi Ngunjiri

All rights reserved. No part of this project may be reproduced, stored in any retrievable system or transmitted in any form or means electronic, hard copy, photocopying or otherwise without prior written permission of the author or Egerton University.

DEDICATION

I dedicate my project to my parents Professor and Mrs. Ngunjiri, My brothers Daniel and John Ngunjiri, My sister Bilhah Ngunjiri and my son Trevor Ngunjiri for the immense support they gave me in the preparation of this project.

ACKNOWLEDGEMENT

I would like to express my sincere gratitude to the Almighty God for through Him, everything became possible, my supervisors Prof. Patience Mshenga and Prof. Benjamin Mutai for the guidance and immense support they gave me during the entire project and their patience as I went through the preparation of the project, my son, my parents, my brothers and sisters, my colleagues and friends for their encouragement and support in the preparation of this project.

ABSTRACT

The recruitment of employees with the right skills and abilities helps an organization achieve its strategic goals efficiently. Egerton University has had difficulty in attracting a pool of applicants in fields such as Engineering, Computer Science, Economics, Health Sciences, Agricultural Economics and Commerce as highlighted in its strategic plan. Past studies have not examined the strategic factors influencing the recruitment of academic staff. The purpose of this study was to determine the strategic factors and how they affect recruitment of academic staff in public universities by examining whether there is any difference in the recruitment practices used in the six areas of study, to determine the most importance strategic factors in influencing recruitment in the different departments and to determine if there are any differences in the strategic factors affecting recruitment in the six areas of study. The study was conducted in Egerton University which has a total academic staff of 536. The sample size for this study was 15 heads of departments from the six areas of study and 15 members of the University Recruitment Committee involved in the recruitment of academic staff. Primary data was collected using questionnaires and secondary data included internal documents such as Egerton University's 10 year Strategic Plan and the Egerton University Scheme of Service. Statistical Package for Social Sciences (SPSS) was used for analysing data and the results presented using tables and graphs. Descriptive statistics were used to summarize the data. Kruskal Wallis test was used to determine whether there were any differences in the academic staff recruitment practices, and whether there were any differences in strategic factors affecting recruitment in the six areas of study. The results indicated that the recruitment practices were the same for all the areas of study, the strategic factors studied affect the recruitment of academic staff at Egerton University, the most important strategic factors affecting recruitment were salary, terms and conditions, presence of facilities, geographical location, and institutional reputation. The results also indicated that there are no differences in the strategic factors affecting the recruitment of academic staff in the different departments at Egerton University. The study made recommendations to management practitioners to take into consideration the strategic factors that affect recruitment of academic staff and also as an area for further research, to consider a comparative study of factors affecting recruitment of academic staff between public and private universities.

TABLE OF CONTENTS

DECLARATION AND APPROVAL	ii
COPYRIGHT.....	iii
DEDICATION.....	iv
ACKNOWLEDGEMENT	v
ABSTRACT.....	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF ABBREVIATIONS AND ACRONYMS	xi
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the Study	1
1.2 Statement of the Problem.....	4
1.3 Objectives of the Study.....	4
1.4 Research Questions	4
1.5 Significance of the Study	5
1.6 Scope and Limitations of the Study.....	5
1.7 Assumptions of the Study	6
1.8 Definition of Terms.....	7
CHAPTER TWO: LITERATURE REVIEW	8
2.1 Introduction.....	8
2.2 Recruitment Practices	8
2.3 Strategic Factors and Recruitment	11
2.4 Conceptual Framework	18
CHAPTER THREE: RESEARCH METHODOLOGY	20
3.1 Introduction.....	20
3.2 The Study Area	20
3.3 Research Design.....	20
3.4 Target Population.....	20
3.5 Data Collection	21
3.6 Data Analysis	21
CHAPTER FOUR: RESULTS AND DISCUSSIONS	22
4.1 Introduction.....	22

4.2 Characteristics of the Respondents and Departments	22
4.3 Strategic Recruitment Practices	25
4.4 Strategic Factors Affecting Recruitment of Academic Staff.	29
4.5 Terms of Service offered to Academic Staff Employed in Departments	32
4.6 Challenges Faced by Departments in Recruitment of Academic Staff.....	35
4.7 Most Important Strategic Factors Affecting Recruitment	35
4.8 Differences of Strategic Factors Affecting Recruitment in the Different Departments	37
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	38
5.1 Introduction.....	38
5.2 Summary of Findings.....	38
5.3 Conclusions.....	39
5.4 Recommendations.....	39
Appendix I: Authority to Carry Out Research.....	47
Appendix II: Questionnaire to the Chairpersons of Departments.....	48
Appendix III: Questionnaire to the University Recruitment Committee.....	53
Appendix IV: List of Departments under the six areas of study.....	58

LIST OF TABLES

Table 4.1: Departmental Information	24
Table 4.2 CODs Responses Related to Strategic Recruitment Practices.....	27
Table 4.3 Recruitment Committee Responses Related to Strategic Recruitment Practices	27
Table 4.4 CODs Responses Related to Strategic Recruitment Factors	30
Table 4.5 Recruitment Committee Responses on Strategic Recruitment Factors	31
Table 4.6 Terms of Service for Candidates as reported by Chairpersons of Departments	33
Table 4.7 Terms of Service for Candidates as reported by members of the Recruitment Committee.	34
Table 4.8 Challenges that CODs face in the recruitment process of academic staff	35
Table 4.9 Most Important Strategic Factors Affecting Recruitment	36
Table 4.10 Kruskal Wallis Test Statistics on Differences in Strategic Factors Affecting Recruitment	37

LIST OF FIGURES

Figure 2.1 Strategic Factors Affecting Recruitment	18
Figure 4.1. Employment Information	24

LIST OF ABBREVIATIONS AND ACRONYMS

COD	Chairpersons of Department
SWOT	Strengths, Weaknesses, Opportunities and Threats
PhD	Doctor of Philosophy
CPS (K)	Certified Public Secretary (Kenya)
HRM	Human Resource Management

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The level of performance of any organization depends on the quality and quantity of its human resource, which depends on the effectiveness of its recruitment function. As such, recruitment is one of the most crucial roles of the human resource professionals. Over the years, organizations have developed and followed recruitment strategies to hire the best talent for their organization and to utilize their resources optimally. Therefore, a successful recruitment strategy should be well planned and practical to attract more and good talent to apply in the organization. Cloete (1993) states that the process of recruitment must be undertaken with a view of obtaining the services of people of quality and that a recruitment policy should distinguish between posts to be filled by external recruits and those that should be filled by internal promotions or succession. An institution's Recruitment Policy has to be fair and consistent, be of non-discriminatory nature and should conform to statutory regulations of the country, and agreed best practices. There is a general shortage of supply of knowledgeable staff, as a result, there is vast competition in organizations to attract and retain these skilled resources (Notten 2003).

Strategic human resource management plays an important role in the recruitment process of an organization. According to Armstrong (1998), strategic human resource management is fundamentally about matching human resources to the strategic and operational needs of the organization, and ensuring full utilization of the resources. In every organization, recruitment of qualified management staff is crucial for efficient and effective performance. As Tobias (1990) notes, "To achieve excellence, organizations must start with excellent people...It is easier and more cost-effective to approach excellence through better selection than through any other method". Pynes *et al.* (1997) emphasizes that the process of figuring out in advance what kinds of people and skills will be needed in the future is one of the major strategic steps an organization can take to successfully recruit, and it should actually take place prior to the need for recruitment for any other position.

According to Schuller *et al.* (2003), employees would become upset if the firm would advertize open positions in the external market before first giving internal candidates a chance to apply for the jobs. Current employees should be considered as a primary source of any job opening. This can be done through various methods such as job posting, talent inventory, promotions and transfers. Internal sourcing has the advantage of reduced labor costs and motivation to employees while it also has the disadvantages of a company not getting the most qualified candidates, infighting between candidates and inbreeding. Strategic HRM thus links corporate strategy and HRM, and emphasizes the integration of HR with the business and its environment. It is believed that integration between HRM and business strategy contributes to effective management of human resources, improvement in organizational performance and finally the success of a particular business (Holbeche 1999).

According to Fletcher (2009), the recruitment and subsequent selection of new employees are the most important decisions any company can make. Employees are the fuel that keeps an organization running and ensuring that the best people are hired, involves a firm understanding of how to make that happen. The recruitment process is however affected by several strategic factors which need to be considered while undertaking the process. These strategic factors can be internal or external and every organization has a set of unique strategic factors that affect its process.

1.1.1 Egerton University Recruitment Procedure

Egerton University has a ten year Strategic Plan 2005-2015 in which, human resource is recognized as the most important asset whose development is given emphasis during the entire planning period. The plan emphasizes on retaining quality staff through the development of a scheme of service (Egerton University Strategic Plan 2005-2015).

Egerton University's recruitment procedure has been developed to support key objectives and core values identified within the University's strategic plan. The procedures are designed to assist the University's aspiration of attaining a world class status for development of humanity, while upholding the core values of "Equality of opportunity" and "Corporate Social Responsibility".

According to the Egerton University Recruitment Procedures (2008), which elaborates on the steps of the recruitment process in the University, recruitment begins from the department in need of staff. The heads of departments are mandated with the process of forecasting and identifying specific needs within the department, and then forward them to the human resource section, which is mandated with the process of recruitment and selection of staff. They then create a list of attributes and qualifications that are required for a particular position. A strategic and professional approach to recruitment processes enables the University to attract and appoint staff with the necessary skills and attributes to fulfill its strategic aims, and supports the University's values.

In determining the recruitment strategy for a particular position, cognisance is taken of whether there is likely to be suitable staff within the institution who have the competencies associated with the position. Should such suitable staff exist the post will be advertised internally. Where there are few possible internal suitable individuals, the relevant selection committee will decide on whether it should interview those individuals to assess their suitability or consideration of both internal and external applicants for the position should take place. Where there are no suitable internal candidates, the position will be advertised externally. The Recruitment Committee then sits to shortlist applicants who meet the minimum criteria set and invites them for interviews. The candidates are then subjected to one interview which consists of a panel of interviewers who ask questions orally covering several areas such as appearance, academic qualifications, general knowledge and social responsibilities. Candidates are then rated and ranked from the highest score by the panel. Those who meet the minimum cut-off requirement are employed depending on the requirement as per the staff establishment. As such as this has been the case, there is a challenge in some departments such as Engineering, Computer Science, Commerce, Economics, Health Sciences and Agricultural Economics as they try to source for academic staff in their departments. Previous researchers have tried to identify factors that influence recruitment but none has focused on strategic factors that influence recruitment of academic staff in the specific above disciplines.

1.2 Statement of the Problem

Since recruitment is not a one-shot effort to be undertaken only when vacancies exist especially for areas where rare skills are required, it is important for organizations to examine their internal and external environment and consider the strategic factors affecting the recruitment process in relation to their magnitude. The Egerton University Strategic Plan (2005-2015) points out that one of the weaknesses that have challenged the university has been to reach a large pool of applicants in some of the fields such as Engineering, Computer Science, Economics, Health Sciences, Agricultural Economics and Commerce. This has contributed to imbalance of staff in the academic categories. Past studies have not examined the strategic factors influencing the recruitment of academic staff in the said disciplines. This study therefore sought to examine the strategic factors affecting recruitment of academic staff in public universities and especially focusing on the areas of Engineering, Computer Science, Commerce, Economics, Health Sciences and Agricultural Economics, with the objective of recommending appropriate strategic measures to undertake in order to improve the process.

1.3 Objectives of the Study

The overall objective of this study was to examine the strategic factors that affect the recruitment of academic staff in areas of Engineering, Computer Science, Commerce, Economics, Health Sciences and Agricultural Economics in Egerton University. The specific objectives of the study were:-

- i) To examine whether there is a difference in the academic staff recruitment practices used in the six areas of study by Egerton University.
- ii) To determine the strategic factors affecting recruitment of academic staff in Egerton University
- iii) To determine the most important of the strategic factors influencing recruitment of academic staff
- iv) To determine whether there are differences in the strategic factors influencing recruitment in the different departments.

1.4 Research Questions

- i) Is there a difference in the recruitment practices used for academic staff in the six areas by Egerton University?

- ii) What are the strategic factors affecting recruitment of academic staff at Egerton University?
- iii) What are the most important strategic factors affecting recruitment of academic staff?
- iv) Are there differences in the strategic factors influencing recruitment for the different departments?

1.5 Significance of the Study

The strategic plan of Egerton University points out that the university has had difficulty in hiring academic staff in areas of Engineering, Computer Science, Economics, Health Sciences, Agricultural Economics and Commerce. It is the ultimate aim of the university to attract and hire academic staff in all areas of its operation and distribute them evenly for efficiency in all areas. For this reason, it became necessary to carry out this research. The determination of these strategic factors would be important to management practitioners in ensuring that the right staff are recruited and that they deliver the expected knowledge to students who in turn deliver the appropriate skills to the market and hence build on the Universities vision to be a world class university.

The study will also prompt further research on the area as having contributed to literature and methodology of such future studies. The study will make useful contributions to the existing knowledge for other scholars by being a source of literature for studies, and provide insights for employment policy formulation processes for practitioners.

1.6 Scope and Limitations of the Study

1.6.1 Scope of the Study

The study was conducted at Egerton University and focused on departmental heads particularly in areas of Engineering, Computer Science, Economics, Health Sciences, Agricultural Economics and Commerce as well as members of the recruitment committee in the human resource department. This was guided by the strategic plan of the university which pointed out the difficulty the university has in recruitment of academic staff in these areas

1.6.2 Limitations of the Study

In order to adequately examine the different strategic factors that applicants consider before applying for a job, it would have been more appropriate to gather information from individual job applicants. This was difficult to achieve since job applicants come from different regions and the researcher could not reach them. Therefore, data could only be gathered from the personnel responsible for hiring. The respondents were also hesitant to disclose all the information as required for the study due to the sensitivity of human resource issues. However, the researcher assured them that the study was for academic purposes only and would not be used in any other way.

1.7 Assumptions of the Study

The study was guided by the following assumption: Strategic factors affecting recruitment at Egerton University also affect other universities and institutions, and the strategic factors identified immensely affect recruitment of academic staff and the staff and student population remained the same for the entire study period. This is because changes in the student population adversely affect the number of academic staff required to teach.

1.8 Definition of Terms

Academic Staff	Staff in Grade 11 to 15 directly involved in the dissemination of knowledge to the students, i.e. Assistant Lecturers, Lecturers, Senior Lecturers, Associate Professors and Full Professors.
Human Resource Management	The strategic approach to management of an organization's most valued assets, the people working there, who individually and collectively contribute to achievement of its objectives.
Recruitment	Practices and activities carried out by the organization with the purpose of identifying and attracting potential employees.
Selection	Choosing the right person for the job from a list of short-listed and interviewed candidates.
Strategic factors	Aspects that the organization needs to get right in order to succeed with its key stakeholders – in this case, the students. Examples of strategic factors affecting recruitment are; salary, terms and conditions, facilities, geographical area /location, institution reputation, opportunities for family members, career progression prospects, cost of living etc.
Strategic Management	That set of managerial decisions and actions that determine the long run performance of the institution.
Strategic Recruitment	An approach on how to get the best talents from the job market that provides the rest of the organization with a clear picture about the HRM approach to recruitment. It is recruiting in response to and building the recruitment strategy around the needs of the business.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter is a review of literature related to strategic factors affecting recruitment of academic staff. The review highlights the recruitment practices, strategic factors and recruitment, and also the conceptual framework that demonstrates the relationship between the strategic factors and how they affect recruitment.

2.2 Recruitment Practices

The processes of recruitment and selection take place within a framework of external and internal influences. External direction, through legislation and published codes of practice, suggests that approaches need to be standardized. However, factors in both external and internal contexts result in variations in both philosophy and practice (Beardwell 2004). With the ever increasing externalization of human resource management, turnover of the most valuable employees may become a considerable problem that requires novel solutions (Cappelli 2000). Most importantly, organizations now face a strategic mandate to improve, if not optimize, their recruiting practices because, in today's institutional environment of human resource management, recruitment might be the "most critical human resource function for organizational success and survival" (Taylor *et al.* 2000). Taylor (2002) argues that a permanent contract makes a job attractive hence it would be easier for an employee to accept a job offer. Furthermore, flexible staffing arrangements such as the use of temporary contracts makes a work place look insecure and as a result employees quit leading to poor job retention.

Egerton University's Recruitment and Selection Procedure aims to provide a framework which will assist managers to ensure that the University attracts, selects and retains the most suitable candidates by using the most appropriate, efficient, fair, open and effective methods. Effective recruitment practices can mean the difference between an organization's success and failure. Hiring people with the right skills or the highest levels of those skills leads to positive economic outcomes for the organization. Hiring a person with the wrong set of skills can lead to disaster for both the person and the organization. (Catano *et al.*, 2010)

Richardson *et al.* (1999) suggest that any human resource strategy such as recruitment has two key elements, that is, strategic objectives and a plan of action. Therefore, strategic human resource management decisions are built into the strategic plan while human resource strategy decisions are derived from the strategic plan. With human resource rising as the primary asset of an organization, human resources management is faced with new challenges of coming up with strategic approaches that can add value to the organizations when sourcing for new employees. To address this issue the human resource managers have to formulate strategies that will identify and recruit highly talented employees who can take the organization to new heights and provide a competitive advantage to the company (Armstrong, 2001).

Resourcing plan, as one of the components of resourcing strategy put forward by Cappelli (2000) suggests that organizations should ‘simply get better at recruiting’ and incorporate policies for making the organization an ‘employer of choice’ by providing advantageous terms and conditions of service, career opportunities, scope for using and developing skills and expertise that are generous or attractive enough to attract employees away from competitors. The findings of Boyd (2008) that new lecturers tend to teach close to their hometown, or where they went to college suggests that expanding the pool of applicants within the local area might be a more effective strategy to increase job applicants than broadening the job search beyond the local area. Strategies to increase the local supply of lecturers might include recruiting part-time lecturers, retired lecturers and former lecturers.

According to Sullivan (2005) all recruiting strategies fit into two categories: “you find us” and “we find you.” The “you find us” category is the most commonly used, where a firm essentially posts a notice that it is looking for someone to hire and then sorts through those individuals who respond. He further notes that the more proactive category is the “we find you” approach, where a firm instead attempts to identify the names of top performers as individuals and then contact them directly. The first approach almost by design attracts “the masses,” while the other is more targeted to minimize the volume of applications and maximize the quality of the applicants. The only way to hire top performers is to give up the notion that they are going to find you and instead adopt a recruiting strategy that proactively finds them. Top performers, have so many choices that the only way to possibly recruit them

would be to target them individually and then build a relationship with them over time in order to eventually convince them to join the organization. This relationship-based recruiting strategy is what Sullivan (2005) refers to as the “we find you” approach, and if an organization wants to hire the very best, it’s the only approach to use.

According to Pfeiffer (1994), another recruitment strategy that should be adopted is selective hiring as one of the major human resource practices in all organizations. This should take a strategic approach and it enables the organizations to be clear about the critical skills and attributes it requires in order for it to make a choice to recruit on the basis of those attributes. Purcell (1989) on the other hand argues that there is no such thing as universal best practice since what works well in one organization does not necessarily do so in another. He believes that factors that may affect one organization’s decision on recruitment may not necessarily be the same ones that affect another organization’s decision. Youndt (2000) found that investment in strategies to attract or develop talent was positively related to the stock of intellectual capital available.

Human resource planning in an organization requires continuous readjustment because the goals of an organization are unstable and its environment uncertain. Graham *et al.* (1998) suggest that human resource planning is complex because it involves independent variables such as invention, population changes, resistance to change, consumer demand, government interventions and competition. Human resource planning in an organization can be affected by factors from both within (internal) and outside (external) the organization. The recruitment of new people in an organization should therefore be viewed strategically (Thompson, 1990). Potential contributions in both the short term and the long term should be assessed and people who fit into the organization and its values preferred. Organizations experience problems when particular charismatic and influential employees leave the organization. Human resource planning can be used as a stepping stone to open up an entirely new field on human capital predictability by applying advances in decision science and statistical analysis to build a human capital business intelligence field. This strategy moves an organization from benchmarking and coincidence to true correlation, causality and predictability (Fitz-enz,

2009). Therefore, human resource planning produces leading indicators and measures of intangibles and makes connections that drive predictability.

The traditional human resource planning methods relate to balancing the demand for and supply of human resources. According to Bramham (1994), whose model on human resource planning has continued to be the most influential to date, the process begins with an analysis of both the internal and external labour market, investigation of the corporate capability and strategy, a forecast on the supply and demand of human resource and finally the implementation of the policies and plans. Armstrong (2001) however, looks at human resource planning from a more contemporary approach. He emphasizes on internal labour supply which he claims leads to attraction and retention, checks on surpluses and deficits, develops a well trained and potential workforce, reduces dependency on external recruitment and improves the utilization of people.

Ulrich *et al.* (1997) contends that human resource planning does not only involve forecasting on human resource needs for the future but also on how to link the people strategies to the company's strategic management process and also developing the human resource strategy to support the organization's strategies. He further points out that a complete organizational strategy has key components: an operating strategy, a financial strategy and a people strategy. The human resource strategic planning process must clarify the human resource goals and milestones. It includes organizational capability and gap identification, external and internal work climate assessment and people strategy formulation and implementation.

2.3 Strategic Factors and Recruitment

Strategic factors for a department provide a system for making it easier to link the department's strategic plan to that of the organization. Strategic factors generally are based on identifying an organization's or business unit's key stakeholders. They are based on the strategies and measures developed through it that are relevant to an organization's key stakeholders. Strategic factors expect the organization to have an "outside look in" by looking at the organization from the stakeholder's perspective, in this case, the prospective employees (Kenny 2001).

The organizational strategic plan is the basis for short-term period in which recruitment efforts are based. The human resources department must make use of the organizational strategic plan in order to achieve the objectives set (Erasmus *et al.* 2000). He further argues that an organizational recruitment policy must be clear, for example, affirmative action, promotion from within or employment of the handicapped, and that all the stakeholders within the organization must participate in determining the policy.

Unfortunately, previous researchers have not examined strategic factors that affect recruitment. Several researchers have dwelt on general factors that affect recruitment. It is therefore not clear which factors are strategic and which ones are general. Recruitment researchers have tended to ignore organizations' implementation of different recruitment strategies and the likelihood that their effectiveness may vary with the organizational context in which they are implemented (Rynes and Barber, 1990; Taylor and Collins, 2000).

2.3.1 Strategic Factors and Recruitment of academic staff

Balter *et al.* (2013) suggests that, among exogenous factors mentioned in previous research works by several researchers, as strategic factors affecting recruitment of academic staff, rural or remote location was the most frequently cited reason. Other limitations mentioned include a small pool of candidates in certain specialties, and resource limitations both in terms of staff time, and budget constraints. Onyeonoru (2008) points out that university autonomy and academic freedom are essential to the advancement, transmission and application of knowledge. They relate to the protection of the university from political interference in the day to day running of the institution, especially on issues related to: the appointment and removal of academic staff the determination of size and the rate of growth; the establishment of the balance between academic, research and advanced study, the selection of research projects and freedom of publication; and the allocation of recurrent income among the various categories of expenditure among others.

According to Sheehan *et al.* (1997), recruitment is affected by the whole employment package (the rewards and benefits of the job) relative to other employment. These include pay and fringe benefits, intrinsic aspects of the job (e.g., for academics, academic and research), job

security, work organization, autonomy, progression, family-friendly practices, congeniality of colleagues and the working environment. The more attractive the overall package, the more likely it will attract applicants. Applicants have less knowledge and the factors influencing recruitment tend to be those on which information is more easily available. This means that pay tends to loom larger for recruitment than retention. From a research conducted by Wilkins (1998), geographic location, low salaries, fewer benefits, condition of the schools, and housing were all cited as problems facing recruitment of academic staff.

From a strategic management approach, the factors affecting recruitment can be looked at from a SWOT perspective and can be looked at from the internal and external environment. Internal factors are those from within the organization that affect the recruitment process. These factors are majorly influenced and controlled by forces within the organization and are easier to deal with. The external factors are those that are mainly influenced and controlled by forces outside the organization and are more difficult to control and manage.

According to Flippo (2009), there are several factors which affect and influence the recruitment of staff. Flippo (2009) suggests the following as internal factors as affecting recruitment: recruitment policy of the organization, human resource planning strategy of the company, size of the organization and number of people employed, cost involved in recruiting employees, growth and expansion plans of the organization. Ghosh *et al.* (2007) adds that the size of an organization also plays an important role in determining the type of human resource strategies. Beardwell *et al.* (2004) adds that the overall business strategy, impact of organizations approach to human resource management, its industrial sector and culture also considered as internal factors that can go a long way in influencing the recruitment of staff.

Flippo (2009) also suggests the following as external factors affecting recruitment: supply and demand of specific skills in the labour market, political and legal factors like reservations of jobs for specific sections of society etc, the job seekers image perception of the company. Lepak *et al.* (2010) suggested the following as factors that affect recruitment: geographical, political, economic, social, technological and legal factors being external and organization structure and culture being internal factors.

Cable *et al.* (2000) and Rynes (1991) all argued that organizational factors such as corporate advertising which involves building a strong favorable image of the organization in the mind of the job-seeker, and firm reputation are likely to affect job-seekers perception of an organization. Higher qualified applicants are likely to apply to organizations that engage in high level of corporate advertising while less qualified job seekers are more likely to apply to firms with fewer positive attributes and vice versa (Cable *et al.*, 2001; Rynes, 1991). Advertising strategies vary on the level of involvement, which refers to the extent of effort the targets of strategies need to exert for the strategies to be effective (MacInnis *et al.*, 1989). Interestingly, Beardwell *et al.* (2004) added unions as an external factor that affects recruitment.

According to Tipper (2004), the available talent market greatly affects the recruitment from minority groups. The organization should use its internal resources to help it to get to know its market place. In addition, official records exist, providing further information such as the census reports, which can give an accurate breakdown of the minority groups. Greer (2001) points out that recruiting from the minority group is affected by an organization's public image. An organization with a positive public image has an advantage in attracting the minority groups and is therefore able to have excellent representation throughout its top level positions. For an organization to be an employer of choice it should aim at targeting under-represented groups, including women, persons with disabilities and visible minorities, focusing on fostering and promoting a more inclusive workplace and also target under-employed, i.e. unemployed, part-time who might like full-time work. Such workers are offered programs such as sessions on re-skilling, and reintegration into the workforce, among others.

Tipper (2004) comments that, many companies simply recruit for diversity as it is seen as "the right thing to do". However, the commercial benefits of having a workforce with greater cultural awareness, more points of view, different approaches or best practice from different industries will lead to improvement in the bottom line. It will also generate greater respect and awareness for the individual amongst the workforce. Appointing a senior, visible diversity champion is essential. Often a company's employment brand will not attract candidates from

certain groups. Therefore both the internal culture and the external employment brand have to be changed, and the best way to achieve this is to lead from the top.

According to Chatterjee (1999), the quality of job applicants depends highly on the image of an organization. The better the image, the better the organization is known, the better the quality of applicants and the greater the number of applicants. Whether or not an organization is favorable to work in, determines how it is perceived by the public and staff members. The larger the organization, the more likely it is to have a well-developed image (Chatterjee, 1999). The number and quality of job applicants depend crucially on the image perception of the organization. Whilst the institution must build up its own image, it is also influenced by the general image of the industry. It is therefore concluded that the organizational image has an impact in the attraction of staff. It further indicates that the organization is responsible to build its own reputation and image.

Organizational requirements of prospective staff members have a determining influence on the recruitment process. If the requirements are abnormally high, they may impede the process. Therefore, it is important that effective job analysis, job descriptions and job specifications be used to lay down the requirements for the job incumbent, and for the smooth running of a recruitment process (Gerber, Nel & van Dyk, 1995). He further states that a recruitment policy is designed to describe and provide guidelines on carrying out recruitment processes. Its main objective is to enable management to attract the most competent of the candidates and to fill in the positions with the best qualified applicants. If correct information regarding job requirements is available, including the remuneration involved and the direction in which the organization is moving, both the organization and the candidate can make a better judgment of whether the job and the candidate's own needs and abilities will match or not.

Hunt (2001) commented that the main relationships between culture and recruiting are associated with employee attraction, selection and retention. From an attraction standpoint, culture is primarily about the brand image a company projects. Organizations that take culture seriously actively market their culture to candidates. This attracts people who will thrive in

the organization and repels people who would be more effective working elsewhere. While job demands and requirements constantly shift, a defining characteristic of culture is that it remains constant in the face of change. A person hired based partly on his fit with an organization's culture is more likely to continue on as a valuable company resource, even if the position he was originally hired for ceases to exist. In fact, an effective organizational culture actually helps people work together to adapt to business changes. Hunt (2001) suggested the following as strategic human resources initiatives which can have a positive impact on organizational culture, and non-commitantly increase retention rates: first, prior to developing an employment relationship, engage in a candid conversation about the organization's cultural values and norms, to determine if an alignment exists between the organization and the potential new hire.

Alignment of individual and organization values is a crucial factor in successful assimilation of new organizational members into the organization's unique culture. Second develop recruitment initiatives designed to align the competencies required in the position with those of candidates. This will result in more successful hires, which will be recognized in the superior impact of the new employee on the organization. Successful hires will stay longer, contribute more to the organization and enhance overall business performance; a positive and measurable return on investment.

Third, as a leader, promote a high level of organizational awareness and openness. Organizations with high internal and external awareness tend to engage in organizational development, which enhances employee development and contributes to positive retention through mutual commitment. Fourth support the 'well-being' of employees; express gratitude, appreciation and understanding. Organizations which do this are normally considered among the best places to work. Fewer people leave these organizations, and incumbents contribute at a consistently higher level.

Fifth support employees to develop the skills required for the job and to generally improve their lives. Employees are most satisfied when they see tangible support, and they respond by increased productivity, commitment and willingness to go the extra 'mile' for the

organization. Conclusively, according to Boyd (2008), inconsistencies between culture and strategy can severely impair the successful pursuit of a given course of action.

With regard to specific elements of the package which affect recruitment and retention, those considered by higher education institution human resources departments to be causing most problems were: uncompetitive salaries, location specific issues (such as a rural or expensive area) job insecurity from fixed-term contracts; workload; and poor promotion possibilities (Bett, 1999). Pay levels were the main reason cited by human resource departments for recruitment and retention difficulties.

According to the Employment Law Information Network (2009), many employers try to follow a “promote from within” policy when filling job vacancies. While many organizations find this option to be a valuable resource, it assumes the availability of qualified internal candidates. However, specialized skills or experience may not always be readily available within the organization. This is particularly common in smaller organizations. Applicants hired from outside of the organization may also be a source of new ideas and knowledge, which could help to expand the organization’s internal capabilities and prevent the inbreeding of ideas and attitudes. Organizations typically use external recruiting sources when they have exhausted their supply of internal candidates, are recruiting specialized talent or higher level positions, or have made a conscious decision to recruit externally.

2.4 Conceptual Framework

The conceptual framework focuses on the strategic factors and how they affect recruitment of academic staff.

Independent variables

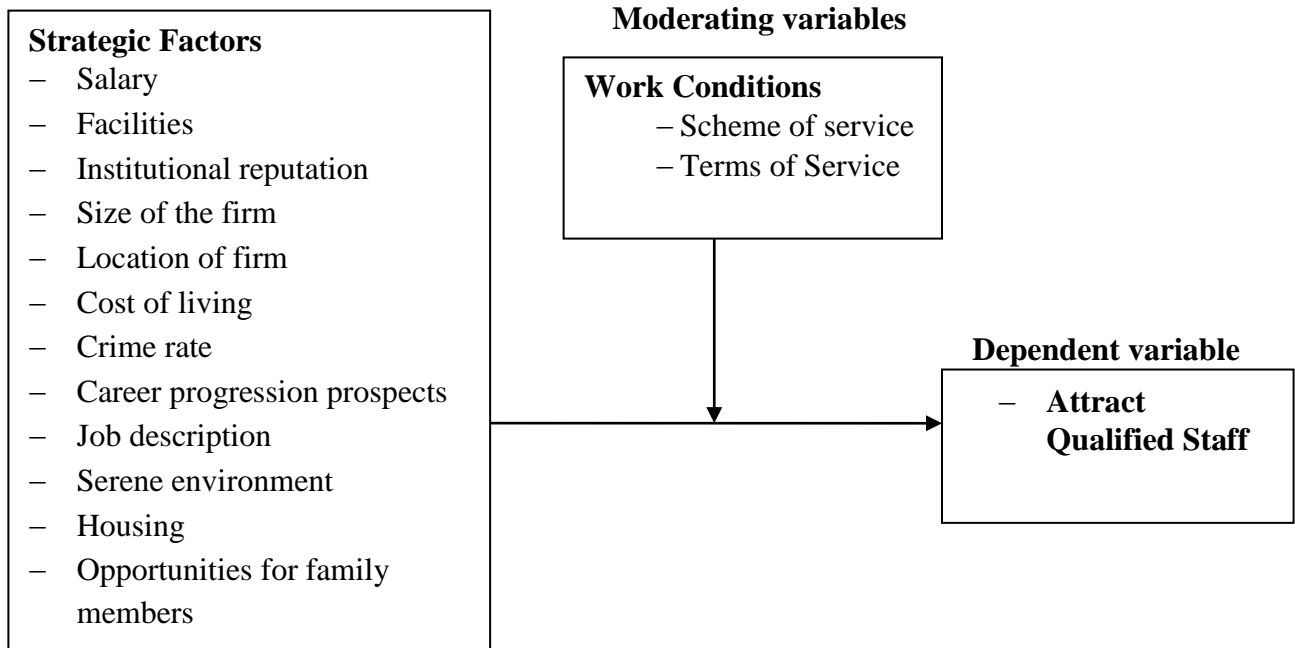


Figure 2.1 Strategic Factors Affecting Recruitment

Source: own conceptualization

The conceptual framework shows the strategic factors and how they affect the recruitment of academic staff in the departments of Engineering, Computer Science, Economics, Health Sciences, Agricultural Economics and Commerce. These consist of independent variables made up of both internal and external factors as well as moderating variables as shown in the conceptual framework above:

The strategic factors include factors external to the organization such as the political-social-legal environment, unemployment rate, supply and demand, technology, affirmative action, competition from other organizations as well as internal factors within the organization such as the size of the firm, location of the firm, and cost of recruitment, personal growth and

expansion opportunities, attractiveness of the salary and employee benefits, access to continuous learning among others. All these have an effect on the recruitment of academic staff in the areas of study mentioned and have been identified by analyzing the strengths and weaknesses of the university in recruitment and also the opportunities available and threats posed in the recruitment practices by the university. However, the moderating factors, such as the scheme of service and terms of service, strengthen the relationship between the strategic factors and the recruitment of academic staff in the six areas of study within the University.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a brief description of the study area, the research design and target population. An overview of data collection methods and analysis done is also discussed. Descriptive statistics were used to summarize the data. Kruskal Wallis test was used to determine whether there were any differences in the academic staff recruitment practices, and whether there were any differences in strategic factors affecting recruitment in the six areas of study.

3.2 The Study Area

Egerton University is one of the twenty two public universities in Kenya. It is located in the Rift Valley province, Njoro District, 180 kms, North-West of Nairobi and 30kms from Nakuru town on the Njoro-Narok road. It is situated at an agricultural landscape of the Rift Valley highlands next to the Mau forest at an altitude of 2250m above the sea level. It has a staff population of about 1942 out of which 536 are academic staff and a student population of about 15000. Its proximity to the researcher made it the place of choice for the study since research materials were easily available.

3.3 Research Design

The study employed a cross-sectional survey research design. It involves collecting data across many research units at one point in time. Data was collected from the heads of the departments in the six areas of study at Egerton University and the University Recruitment Committee within the Human Resource department and top management involved in the recruitment of academic staff. Questionnaires were administered to the two categories of staff i.e. the heads of departments and members of the university staff recruitment committee, to identify the main issues and concerns for universities in relation to strategic recruitment.

3.4 Target Population

The target population was the heads of departments in the identified areas of the study and the recruitment committee members of Egerton University. A census, i.e. all CODs in the six areas of study and all members of the recruitment committee, was carried out consisting of 30

respondents; 15 heads of departments from the six areas of study: Engineering, Computer Science, Economics, Health Sciences, Agricultural Economics and Commerce and the 15 members of the University Recruitment Committee comprising of staff in the Human Resource department and the University top management. One set of questionnaires was distributed to all the 15 heads of departments from the six areas and another set to the 15 members of the University Recruitment Committee.

3.5 Data Collection

Primary data was obtained through questionnaires. The questionnaires had questions relating to recruitment process and strategic factors considered during recruitment. Other information sought included demographics such as personal, academic and professional qualifications of the respondents. In addition to primary sources, secondary sources included internal documents, and relevant resource documents of the University's ten year strategic plan and the academic staff scheme of service were used.

3.6 Data Analysis

Data was processed using the Statistical Package for Social Sciences (SPSS). Descriptive analysis was used to analyse the collected data and presented by use of tables. Kruskal Wallis analysis of ranks (which is a non-parametric test) was used to determine whether there were any differences in the academic staff recruitment practices and whether there were any differences in strategic factors affecting recruitment in the six areas of study.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

The chapter presents the results and discussion of the study. The chapter gives a highlight of the demographic characteristics of the respondents, the employment and departmental information, strategic recruitment practices, the strategic recruitment factors affecting recruitment of academic staff, terms of service offered to academic staff, challenges faced during recruitment, most important strategic factors affecting recruitment of academic staff and the differences in strategic factors affecting recruitment of academic staff in the different departments.

4.2 Characteristics of the Respondents and Departments

A total of thirty questionnaires were administered i.e. 15 to Chairpersons of Departments and 15 to members of the recruitment committee. Out of these, 11 CODs (73.3%) responded and 13 members of the recruitment committee (86.6%) responded. The characteristics of the respondents form a basis for determining how close the sample replicates the population and whether the researcher is actually reaching the target audience. The demographic characteristics considered included are; gender, age, education level, designation in the university. These have been disaggregated into two categories; the heads of departments and the Egerton university recruitment committee that formed the sample of the study.

Results indicate that majority of chair persons of departments (90.9%) are male and only (9.1%) are headed by female chairs. The age variable was categorized to 28-37, 38-47, and 48-60 and above 60. The results also indicate that the majority of the chair persons of departments (72.8%) are between the ages of 38 years to 60 years old. This wide age bracket may be an advantage to the department during recruitment since it would give a chance to varied ideas of the best recruitment practices that would advantage the departments.

Regarding the designation of the respondents, Senior lecturers form majority of the Chairs of Department (54.5%) while 36.4% are lecturers and 9.1% Assistant Lecturers. This indicates that the senior members of staff are entrusted with the responsibility of heading departments which may assist in making wiser decisions in recruitment of academic staff for the

departments. The findings also indicate that 27.3% of CODs of the departments under study, have worked for the University for a period of between 16 - 20 years. 18.2% have worked for the University for a period of between 0 – 5 years, 6 – 10 years, 11 – 15 years, and over 20 years, respectively. This indicates that for one to be appointed as a Chairperson of a department, one must first have gained experience.

Findings also indicate that majority of the members of the recruitment committee (61.5%) are male and 38.5% female. In relation to their age, majority of the members of the recruitment committee (92.3%) fall between the ages of 38 and 60. This implies that there is diversity in terms of age that would also possibly be reflected in making sound decisions during recruitment of academic staff. Possibly the younger staff would suggest alternative ways while the older staff in the committee would guide on experience. The results also indicate that the majority of the Recruitment Committee members (62%) are administrators while 38% are Associate professors.

Further, the findings show that most of the members of the University Recruitment Committee are PhD (53.8%) and Masters (23.1%) degree holders. Others (15.4%) are Bachelor's degree holders while one (7.7%) is a CPS (K) holder. This indicates that very high level of academic qualifications are upheld by Egerton University in constituting individuals charged with the important role of recruiting academic staff. It also implies that the individuals also have the relevant experience, skills competencies and knowledge with regard to role performance. In addition the findings show that most (53.8%) of the members of the University Recruitment Committee have worked for the University for over 20 years, followed by 23.1% who have worked for the University for between 11 – 15 years.

The results also provide information on a series of attributes possessed by the individuals involved in strategic recruitment. These attributes contribute marginally to the recruitment of Academic Staff at Egerton University since they give insight on the terms of service and experience which can be a determinant of the expected outcome of the recruitment process.

Figure 4.1. Employment Information

Figure 4.1(a)

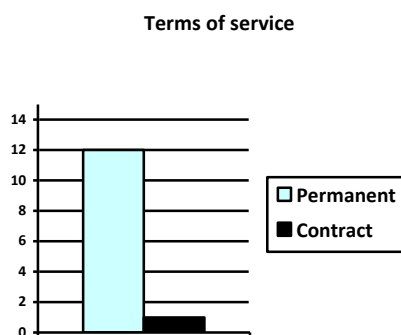
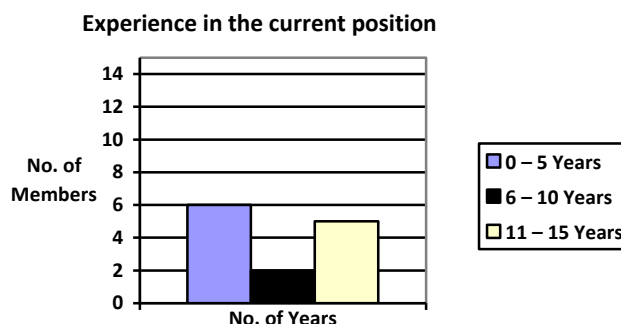


Figure 4.1(b)



From figures 4.1 (a) and (b) above, it is clear that 12 out of the 13 members of the recruitment committee members serve on permanent terms while one is on contract. It is also depicted that 6 out of 13 have served in their current positions for a period of not more than five years, 2 out of 13 have served for a period between six and ten years and 5 out of 13 have served for between eleven and fifteen year. None of the respondents in this category had served for more than fifteen years.

The characteristics of the department form a basis for determining the number of academic staff required in a particular department based on the student population to determine whether there is a shortage or not.

Table 4.1: Departmental Information

	CODs	
	N=11	%
No. of Students	1 – 50 Students	4 36.3
	51 – 100 Students	3 27.3
	101 – 150 Students	3 27.3
	Above 200 Students	1 9.1

The results in Table 4.1 above highlight the number of students admitted in the departments under study per year. Results indicate that most of the departments (90.9%) admit less than 150 students per year.

4.3 Strategic Recruitment Practices

The first objective was to examine whether there was a difference in the academic staff recruitment practices used in recruitment of academic staff at Egerton University. The first step was to understand the recruitment process of the university by highlighting the involvement of the Chairpersons of Departments and the recruitment committee members in the recruitment process, the number of applications received, shortlisted and interviewed and their experience in the recruitment process. This information was vital in assisting the researcher to know size of the pool of applicants which is crucial in acquiring the best talent.

A research by the Scottish Council for Research in Education, University of Glasgow and Nottingham Trent University (2003) indicated that, for stakeholders, best practice in recruitment implies that Institutions should recruit from the widest possible pool, using open and fair advertising and publicity of posts. All staff involved in recruitment should have training in equal opportunities following national guidelines. It is important that policies and mechanisms are in place to provide baseline information about applications and recruitment so that the impact of policies can be assessed and acted upon. The research also indicated that a successful recruitment process must involve departmental staff in recruitment procedures and hold regular reviews of staff to translate part-time staff to permanent contracts.

The results indicate that all (100%) Chairpersons of Departments are involved in the recruitment process. They also indicate that majority (72.7%) of the departments receive less than seven job applications per year while 27.3% receive between 8 – 15 job applications per year. This clearly shows that either the skills sought for are not readily available in the market or the potential job applicants do not get information on the available vacancies leading to the very small pool of applicants. It is expected that for a vacancy that is advertised nationally, the pool of applicants would be very large, giving a wide variety of applicants to shortlist from. The small pool of applicants (less than seven (7) applicants) in most of the departments, leads to a very difficult choice in short-listing candidates as revealed in the results. Majority (81.8%) of the interviewed departments shortlist less than seven candidates per year while 18.2% shortlist between 8 – 15 applicants per year. Results continue to reveal that all (100%) of the departments interview less than seven candidates in a year. This means that some of the

candidates shortlisted do not turn up for the interview, since even the two (2) departments that shortlist upto 15 applicants still interview less than seven candidates per year.

The results also indicate the experience of the Recruitment Committee in staff recruitment, how long candidates are given to prepare for interview and be informed of the results and also the mode in which they are communicated to. The importance of this information is to enable the researcher to determine whether the members of the recruitment committee have the necessary experience in recruiting the best academic staff for the Department and whether candidates are given sufficient time to prepare and be informed of the results in good time and if the mode of communication used is efficient. This would be necessary to determine whether the recruitment practices applied enable the university to getting the required staff in the shortest time possible to ensure that the candidates do not get other opportunities and fail to turn up.

The results revealed that after short-listing, majority (61.5%) of candidates are given between 2 weeks and one month to prepare for interviews while 38.5% are given less than 2 weeks to prepare for the same. This may have a positive as well as a negative implication. Positive in the sense that they will have sufficient time to prepare and negative in the sense that due to the length of time and scarcity of these skills, the applicants may find other opportunities and fail to turn up for the interviews. The findings continue to show that majority (46.2%) of candidates are informed of the results within a period of between two weeks and one month while 38.5% said they are informed within a period of 0 – 2 weeks. A few (15.4%) said that the candidates are informed in a period of between 1 – 3 months. A quick response after interview may have a positive impact on the applicant while a delayed response may have a negative implication since the candidate may end up looking for a job elsewhere and may actually not turn up for the job. All (100%) of the Recruitment Committee members indicated that the candidates are informed of the decisions via letter.

The next step was to determine the strategic recruitment technique used by the University. According to majority of Chairs of Departments (72.2%) of the departments studied, the open advertisement technique which they stated to be transparent and fair to all potential applicants

was affirmed to be the most appropriate to hire desirable academic staff.

Table 4.2 CODs Responses Related to Strategic Recruitment Practices.

	Method/Process	N=11	%
Method of Recruitment Used	Open Advertisement	8	72.7
	Internal Advertisement	3	27.3
Selection Process Applied	Individual Interviews	1	9.1
	Panel Interviews	10	90.9

Results on table 4.2 above indicated that majority (72.7%) of the Chairpersons of Department also indicated that they prefer the open advertisement method of recruitment as opposed to other methods. This would go a long way in attracting a large pool of applicants as opposed to inbreeding which may not yield desired results. The findings also indicated that, according to majority of CODs (90.9%), Egerton University mainly applies panel interviews while recruiting their staff and also may conduct individual interviews (9.1%).

Table 4.3 Recruitment Committee Responses Related to Strategic Recruitment Practices

	Method/Process	N=13	%
Method of Recruitment Used	Open Advertisement	12	92.3
	Internal Advertisement	1	7.7
Selection Process Applied	Individual Interviews	2	15.4
	Panel Interviews	11	84.6

Results shown in Table 4.3 indicate that the Recruitment Committee of Egerton uses the open advertisement method of recruitment for academic staff as indicated by 92.3% of the respondents. One of the respondents (7.7%) said that they use internal advertisement. This implies that the open advertisement method of recruitment is the most popular and most preferred method. From the above findings, it can be seen that Egerton University mainly applies panel interviews (84.6%) while recruiting their staff and also may conduct individual interviews (15.4%). Panel interviews ensure that recruits are well screened for the job.

In examining whether there are any differences in recruitment practices across the six areas of

study, Kruskal Wallis test was used. At a level of significance $\alpha = 0.05$, the Kruskal Wallis test results indicated that there was no significant difference in the academic staff recruitment practices used in the six areas of study as indicated by the P-value of 0.439 across the six areas of study. Thus the study concludes that the recruitment practices are the same for all the six areas of study at Egerton University.

Although the use of search committees was not widespread, the university was encouraging departments to carry out market research on recruitment in their subject area and to use their networks to identify potential recruits. However, according to Cloete (1993), a policy should distinguish between posts to be filled by external recruits and those that should be filled by internal promotions or succession.

Results also revealed that 45.5% of CODs, thought that the evaluation of skills needed for the department then recruiting pre-screened candidates was the most appropriate strategy for recruiting academic staff in the departments, followed by accepting job applications sent randomly and keep them in a data bank awaiting a possible opening (27.3%), waiting until a vacancy arises and then hastily recruit the next available person(s) in order to fill the position (18.2%), and headhunting for skilled staff (9.0%). Results also revealed that the recruitment committee (100%) views evaluation of skills needed and recruiting prescreened candidates as the most ideal strategy for acquiring the best talent in the market and that the most common strategy used in the recruitment of academic staff is acceptance of job applications sent randomly and kept in a data bank awaiting possible opening (81.8%) followed by evaluation of skills needed for the department then recruiting pre-screened candidates (63.6%), waiting until a vacancy arises and then hastily recruit the next available person(s) in order to fill the position (27.2%), and headhunting for skilled staff (9.0%).

Further results revealed that 27.3% CODs felt that recruitment done according to need was the best recommendation for making recruitment in the university to be strategic, while only 9.1% each, felt that accepting applications from people, identifying human capital needs, avoiding stagnation of staff in one job group and adopting proper HR planning processes was what would make recruitment in the university to be strategic. Results also revealed that 23%

Recruitment Committee members recommended improved terms of service as the best recommendation for making recruitment in the university to be strategic, while 30.8% said that the institution should headhunt suitable qualified professionals, and one respondent (7.7%), said that career progression should be smoothened to accompany experience in academic.

Janet *et al.* (2003) suggests that any proposed strategies and policies will have to recognize the need to balance and accommodate certain tensions in higher education. They should also take account of the diversity within the sector, within individual higher education institutions and within departments. Staff in higher education demonstrate diversity in their strengths, in their contributions to their institution, and in their individual aspirations.

4.4 Strategic Factors Affecting Recruitment of Academic Staff.

The second objective sought to assess strategic factors affecting recruitment of academic staff in Egerton University.

According to the CODs, the strategic factors that affect recruitment of academic staff in the six areas under study include the strengths in terms of factors that the University has to its advantage that that will attract candidates and the weaknesses that the university has and can improve on.

Table 4.4 CODs Responses Related to Strategic Recruitment Factors

CODS	N=11	Strongly Disagree	Disagree	Don't know	Agree	Strongly Agree
	N=11	%	%	%	%	%
Salary	11			18	27	54
Opportunities for Family Members	11		9	9	27	54
Terms and Conditions	11			18	36	45
Geographical area/location	11	9		18	27	45
Career Progression prospects	11		9	18	36	36
Facilities	11		18	9	45	27
Cost of living	11	9	18	18	27	27
Job Description	11	18	18	9	27	27
Institutional Reputation	11		27	18	36	18
Job Security	11	18	9	18	36	18
Hours of Work	11	9	36	9	18	27
Housing	11	18	27	9	18	27
Serene Environment	11	9	9	36	27	18
Size/Structure of Organization	11	9	27	27	18	18
Average Percentage		7.1%	14.8%	16.7%	28.9%	31.5%

Table 4.4 shows that most CODs felt that, on the factors that affect a candidate's decision to accept or decline a job offer, salary, opportunities for family members and terms and conditions of service were the most important followed by geographical area /location, careers opportunities, facilities, cost of living, job description, institution reputation low crime rate, while the least is low crime rate, hours of work, housing, serene environment and size of the organization in that order. Generally, from the results, it is clear that most (60.4%) heads of departments either agreed or strongly agreed that most of the strategic factors above affect a candidates decision to accept or decline a job offer while only a few (21.9%) either disagree or strongly disagree. On the other hand, according to the recruitment committee, the strategic recruitment factors also include strengths and weaknesses that the university has in recruitment of academic staff in the six areas of study.

Table 4.5 Recruitment Committee Responses on Strategic Recruitment Factors

	Recruitment Committee N=13				
	Strongly Disagree	Disagree	Don't know	Agree	Strongly Agree
	%	%	%	%	%
Salary	7.7	0	0	7.7	84.6
Terms and Conditions	0	0	7.7	23.1	69.2
Cost of Living	7.7	7.7	15.4	30.8	38.4
Institutional Reputation	7.7	0	15.4	53.9	23.1
Geographical area/location	15.4	30.8	0	23.1	30.8
Serene Environment	7.7	38.4	0	23.1	30.8
Job Security	7.7	38.4	15.4	15.4	23.1
Facilities	7.7	38.4	15.4	46.2	15.4
Career Progression prospects	15.4	23.1	23.1	23.1	15.4
Hours of Work	15.4	7.7	46.2	15.4	15.4
Opportunities for Family Members	15.4	23.1	7.7	46.2	7.7
Size/Structure of Organization	15.4	30.8	0	46.2	7.7
Job Description	7.7	23.1	15.4	53.9	0
Housing	15.4	46.2	7.7	23.1	7.7
Average Percentage	10%	22%	12%	30%	26%

Results in Table 4.5 reveal that terms and conditions of service, institutional reputation, size/structure of the organization, job description, job security, facilities, satisfactory career progression and hours of work were identified as internal factors i.e. the university has control of these factors while salaries, cost of living, geographical location, serene environment, opportunities for family members and housing were external factors which the university may have no control over. Generally, 56% of the respondents either agreed or strongly agreed that the strategic factors stated were important and only 32% either disagreed or strongly disagreed. Thus it is possible that the strategic factors adopted in the study affect the recruitment of academic staff at Egerton University as observed by the respondents from the six areas of study and also by the recruitment committee.

Results from previous research by Hiltrop (1999) identified equality of opportunity, flexibility, opportunities for entry, promotion from within policies, incentives, career development and guidance, salaries, competition from non-university employers, reputation in research or in quality of students as the major factors for satisfactory recruitment of teaching staff in departments in institutions of higher learning. Other results indicate that there are very few other factors that attract applicants to the organization/department for academic job opportunities. Few indicated that applicants look at good reputation of the institution.

Further, findings revealed that majority of the departments (72.7%) have a strategic recruitment objective which contributes significantly to the strategic plan. This indicates that there is a flaw in the strategic staff recruitment objective of the departments since it is clear that as much as it exists, it has not assisted in improving the situation of shortage of academic staff in the departments under study. The findings also indicate that all the respondents (100%) believe that the recruitment process used has a strategic objective which has clearly not been achieved as evidenced by the gap that exists in the recruitment of academic staff in the areas under study.

Regarding career progression, most CODs reported that their departments have a career progression plan for academic staff compared to those that do not. This career progression plan is meant to assist academic staff to set future goals for progression in their careers. People are often attracted to a particular job by opportunities for career progression through learning and training to match life goals. The career progression plan in most departments is sufficient to help the departments achieve their future expected growth. Career development often has opportunistic components. Institutional change and restructuring can provide new career opportunities. The outcome could also be negative if expansion and mergers bring an influx of new staff perceived as damaging promotion prospects

4.5 Terms of Service offered to Academic Staff Employed in Departments

The results below indicate terms of service offered to the academic staff employed in the department under study in the University. The information collected shows the number of academic staff under the different terms of service. Terms of service is one of the important

internal factors that a candidate considers before deciding to take up a job offer because of job security.

Table 4.6 Terms of Service for Candidates as reported by Chairpersons of Departments

Terms of Service.		N=11	%
Contract	0 – 7 staff	9	81.8
	8-15 Staff	0	0.0
	16 – 23 staff	1	9.1
	Above 30 staff	1	9.1
Permanent and pensionable	0 – 7 staff	6	54.5
	8 – 15 staff	3	27.3
	16 – 23 staff	2	18.2
	Above 30 staff	0	0.0
Part-time	0 – 7 staff	7	63.6
	8 – 15 staff	2	18.2
	16 – 23 staff	1	9.1
	Above 30 staff	1	9.1

From the results given in Table 4.6, it is clear that most of the departments have their staff employed on permanent terms. This is clearly seen in the fact that most (nine out of eleven) heads of departments reported that they have less than seven (7) employees on either part-time or contract while five out of eleven reported to have between eight and twenty-two staff on permanent terms.

Table 4.7 Terms of Service for Candidates as reported by members of the Recruitment Committee.

Designation	Area under study	Terms of Service	Recruitment Committee	
			N=13	%
Assistant Lecturers	Computer Science	Permanent	13	100.0
		Contract	0	0.0
	Engineering	Permanent	8	61.5
		Contract	5	38.5
	Commerce	Permanent	2	15.4
		Contract	11	84.6
	Agricultural Economics	Permanent	3	23.1
		Contract	10	76.9
	Economics	Permanent	5	38.5
		Contract	8	61.5
Health Sciences	Permanent	3	23.1	
	Contract	10	76.9	
Lecturers	All areas under study	Permanent	13	100.0
Senior Lecturers	All areas under study	Permanent	13	100.0
Associate Professors	All areas under study	Permanent	13	100.0
Full Professors	All areas under study	Permanent	13	100.0

Table 4.7 indicates that majority of Assistant Lecturers in Computer Science and Engineering Departments are employed on permanent basis while those in Commerce, Agricultural Economics, Economics and Health Sciences Departments are employed on Contract basis. Lecturers, Senior Lecturers, Associate Professors and Professors are recruited on permanent terms in all the areas of study. The terms of service of the academic staff may influence the job seekers decision to take up a job offer since permanent terms guarantee job security while contractual terms do not.

4.6 Challenges Faced by Departments in Recruitment of Academic Staff

These challenges represent the weaknesses and threats that the university faces. They include the challenges that affect departments in acquiring academic staff, the opportunities available to address these challenges, the strengths in terms of factors that the University has to its advantage that will attract candidates and the weaknesses that the university has and can improve on. Table 4.8 below provides results of the challenges that Departments face in the recruitment of academic staff in the areas under study.

Table 4.8 Challenges that CODs face in the recruitment process of academic staff

	CODS N=11				
	Strongly Disagree	Disagree	Don't know	Agree	Strongly Agree
Availability of exact skill set required			18%	18%	63%
Market competition			18%	27%	54%
Geographical area/Location	9%		9%	36%	45%
Compensation			36%	27%	36%
Source of recruitment		9%	36%	27%	27%
Adaptability to the organization		9%	45%	18%	27%
Technological changes	27%	18%	18%	27%	9%

Table 4.8 shows the order in which the departments face challenges while trying to recruit academic staff. According to the results from the study, availability of exact skill set required was found to be the main challenge facing the departments during recruitment, followed by market competition, geographical location, compensation, source of recruitment, adaptability to the organization, and technological changes. Previous research by Metcalf *et al.* (2005) show that Pay and promotion, lack of academic qualifications among applicants as major challenges facing recruitment in computer science, engineering, economics, commerce and medicine. Unfortunately, majority of the CODs, feel that the university is not doing enough to address the challenges encountered in the recruitment of academic staff.

4.7 Most Important Strategic Factors Affecting Recruitment

The researcher also sought to determine the most important strategic factors influencing

recruitment of academic staff. The test conducted for objective two was used to rank the strategic factors in order of importance as seen in Table 4.9 below.

Table 4.9 Most Important Strategic Factors Affecting Recruitment

Recruitment Committee and CODs		
Strategic Factor	N=24	Mean
Salary	24	27.25
Terms and Conditions	24	24.50
Facilities	24	19.25
Geographical area /Location	24	19.25
Institution reputation	24	18.25
Opportunities for family members	24	16.25
Career progression prospects	24	14.25
Cost of Living	24	13.5
Serene environment	24	13
Job Security	24	10.5
Housing	24	9
Job description	24	8
Hours of Work	24	5.5
Size/Structure of Organization	24	4.5

The table above show the means obtained using SPSS, by considering the frequency at which each strategic factor was considered to be important by the respondents. The results show that the first five important strategic factors affecting recruitment at Egerton University are salary with a mean of (27.25), followed by terms and conditions (24.25), and presence of facilities (19.25), geographical area (19.25), and institutional reputation (18.25). The results indicate that for the CODs in the six areas of study and the recruitment committee, the above strategic factors are the most important in influencing recruitment at Egerton University in the order presented on the table.

Previous research by Bellamy *et al.* (2003), in universities in Australia, showed that the most

important strategic factors in recruitment of academic staff were flexibility, autonomy, academic, research, and the ‘community of scholars. A study of Nigerian Higher Education Institutes found the most important strategic factor affecting recruitment was an internal factor i.e. pay (Mallam, 1994). The other strategic factors (in declining order of importance) were: supervision, the work on the present job, the job in general, co-workers, and the commitment of the respondents to the institution at which they worked. This shows that institutions of higher education in Africa mainly have similar strategic factors that affect recruitment of their academic staff.

4.8 Differences of Strategic Factors Affecting Recruitment in the Different Departments

In addition, the researcher also sought to determine whether there were differences in the strategic factors influencing recruitment in the different departments. Majority of the CODs, as seen in Table 4.4, either agreed or strongly agreed that the strategic factors listed affected recruitment in their departments. The Kruskal Wallis test results are presented below.

Table 4.10 Kruskal Wallis Test Statistics on Differences in Strategic Factors Affecting Recruitment.

Test Statistic	MEAN
Chi-Square	17.800
df	13
Asymp. Sig.	.165

The test statistic as obtained in the fourth objective above was $p = 0.165$. Since $p\text{-value} = 0.165 \geq 0.05 = \alpha$, at the $\alpha = 0.05$ level of significance, the study concludes that there are no differences in the strategic factors affecting the recruitment of academic staff in the different departments at Egerton University.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings from the research, the conclusions arrived at after an analysis of the findings and also makes recommendations for considerations from the findings to management practitioners, to the university and also for other researchers as literature and areas of further research.

5.2 Summary of Findings

The main objective of this study was to determine the strategic factors affecting recruitment of academic staff in public universities. Universities are in a difficult position since they have financial pressures which lead to careful examination of the need to recruit and, at times, difficulties recruiting appropriate staff. These pressures lead to recruitment practices which have implications both for successful recruitment and for retention of academic staff in the university sector (as well as within the university). As recruitment decisions are made, it is assumed that the internal factors, which the university has control over, may be enhanced in order to increase the likelihood of attracting academic staff with the required skills. The study sought to examine whether there were differences in the academic staff recruitment practices used in the six areas of study at Egerton University. From the results, it was clear that open advertisement was the most preferred method by the CODs and also by the recruitment committee since it was transparent and fair to all potential applicants.

The study also sought to determine the strategic factors affecting recruitment of academic staff and from the results, it became evident that the strategic factors adopted in the study affect the recruitment of academic staff at Egerton University as observed by the respondents from the six areas of study and also by the recruitment committee.

The third objective of the study was to determine the relative importance of the strategic factors affecting recruitment of academic staff. From the results of the study, it was clear that the most important strategic factors affecting recruitment at Egerton University are salary,

followed by terms and conditions, presence of facilities, geographical area and institutional reputation.

The fourth objective was to find out if there was a difference in the strategic factors affecting recruitment of academic staff in the different departments under study. Results revealed that similar strategic factors affect the recruitment of academic staff in the different departments at Egerton University.

5.3 Conclusions

From the study, it has been revealed that the recruitment practices used in the six areas of study were the same as concluded by the CODs in the six areas of study and the recruitment committee as the respondents, and the conclusions drawn on the second objective were that the strategic factors adopted in the study all affect the recruitment of academic staff in public universities.

The study, on the third objective, also concluded that salary, terms of service and facilities (internal factors), geographical location, institutional reputation (external factors), were ranked as the most important strategic factors affecting the recruitment of academic staff at Egerton University and the conclusion on the fourth objective was that there was a similarity in strategic factors that affected recruitment of academic staff in all the six area of study.

5.4 Recommendations

5.4.1 Recommendations for Management Practitioners

The study recommends that the University takes the process of staff recruitment as an important exercise by developing a turn-around ensuring that the prospective staff are given adequate salaries, proper working conditions, adequate facilities and also do extensive marketing of the university and its programmes in order to boost its reputation, to enable them look forward to working with the University.

The study according to some of the respondents, also recommends that the University could consider adopting a different academic staff recruitment practices such as exploiting internal

advertisement to give an opportunity to qualified staff members to take up these positions, especially in the six areas of study in order to improve on its pool of academic staff in these areas. The University should also improve on its career progression plan by developing a scheme of service which ensures proper career progression and succession plan and which strategically builds into the University's Strategic plan. The study also recommends that academic staff with the potential of making the difference in terms of teaching and research should be considered for permanent appointments. This will significantly improve their job satisfaction and commitment to the university

5.4.2 Recommendation for Further Research

This study looked at strategic factors affecting recruitment of academic staff in public universities; further research can be carried out in private universities and compare with findings from public universities in order to determine similarities or differences that may exist between strategic factors affecting recruitment of academic staff in public and private universities. The study also recommends interviewing of successful applicants in order to get their view on what they considered important when applying for jobs in their departments.

REFERENCES

- Armstrong, M. & Baron, A. (1998). *Performance Management: The New Realities*. London: Institute of Personnel and Development.
- Armstrong, M. (2001). *A Handbook of Human Resource Management Practice*. 8th Edition. Sterling VA: Kogan Page.
- Balter, D. & Duncombe, W. (2013). *Recruiting Highly Qualified Teachers*. New York: Public Finance Review.
- Beardwell, I., Holden, L. & Clayton, T. (2004). *Human Resource Management: A Contemporary Approach*. 4th Edition. New York: Pearson Financial Times/ Prentice Hall.
- Bellamy, S., Morley, C. & Watty, K. (2003). Why Business Academics Remain in Australian Universities Despite Deteriorating Working Conditions and Reduced Job Satisfaction: an Intellectual Puzzle. *Journal of Higher Educational Policy and Management*. Vol. 25 No.1, pp.13-28.
- Bett, M. (1999). *Independent Review of Higher Education Pay and Conditions*. Norwich: Stationery Office.
- Boyd, M. (2008). *Human Resource Planning – The Long and Short of it*. www.boydassociates.net visited on 7th February 2012.
- Bramham, J. (1994). *Human Resource Planning*. 2nd Edition. London: IPD.
- Cable, D.M., Aiman-Smith, L., Mulvey, P.W. & Edwards, J.R. (2000). The Source and Accuracy of Job Applicants' Belief about Organizational Culture. *Academy of Management Journal*. Vol. 43. No. 6, 1076-1085.

- Cable, D.M. Turban, D.B. (2001). Establishing the Dimensions, Sources and Value of Job-seekers' Employer Knowledge during Recruitment. *Research in Personnel and Human Resources Management Journal*. Vol. 20, p. 115-163. Greenwich: JAI Press
- Cappelli, P. (2000). A Market Driven Approach to Retaining Talent. Boston: *Havard Business Review*, January-February.
- Catano, V.M., Wiesner, W.H., Hacket, R.D., Methot, L.L. (2010). *Recruitment and Selection in Canada*. 4th Edition. Toronto: Nelson Education Ltd.
- Chatterjee, B. (1999). *Human Resource Management; A Contemporary Text*. 1st revised and enlarged ed. New Delhi: Sterling Publishers PTY Ltd.
- Cloete, J.J.N. (1993). *Introduction to Public Administration*. Pretoria: JL van Schaik Publishers.
- Egerton University, (2005-2015). *The Egerton University Ten Year Strategic Plan*. Egerton: Egerton University Press
- Egerton University, (2009). *The Egerton University Scheme of Service*. Egerton University
- Employment Law Information Network, www.elinfonet.com visited on 30th March 2010
- Erasmus, B. Van Wyk, M. & Schenk, H. (2000). *South African Human Resource Management*. Kenwyn: Juta.
- Fitz-enz J, (2009). *Return on Investment of Human Capital: Measuring the Economic Value of Employee Performance*. 2nd Edition: New York: AMACO.
- Fletcher, (2009). A contributor of www.ehow.com/way_5261964_recruitment-selection_-_strategies.html visited on 24th November 2010.

- Flippo, J. (2009). A contributor of www.articlesbase.com/college-and-university-articles/class-notes-human-resource-management-872443.html visited on 24th November 2010.
- Gerber, P.D., Nel, P.S. & Van Dyk, P.S. (1995). *Human Resources Management* 3rd ed. Halfway House: Southern Book Publishers (Pty) Ltd.
- Ghosh, P., Geetika, (2007). Recruitment Strategies: Exploring the Dimensions in Indian Software Industry: *Asian Journal of Management Cases* 4:5 – Downloaded from ajc.sagepub.com at Egerton University Library on 8th November 2010.
- Graham, H. T. & Bennett, R. (1998). *Human Resources Management*, Harlow: Pearson Education Ltd.
- Greer, R.C. (2001). *Strategic Human Resource Management: A General Managerial Approach*, 2nd Edition, New Jersey: Prentice Hall.
- Hiltrop, J.M. (1999). The Quest for the Best: Human Resource Practices to Attract and Retain Talent. *Europe Manage Journal* 17(4): 422–430
- Holbeche, L. (1999). *Aligning Human Resources and Business Strategy*. Oxford: Butterworth-Heinemann.
- Hunt, S. (2001). *Culture-Based Recruiting: Hire for the Organization, Not Just the Job*, Monster for Employer www.hiring.monster.com visited on 8th July 2009.
- Janet, P. (Scottish Council for Research in Education), Martin C., (University of Glasgow), Colin, B. (Nottingham Trent University). (2003). *Appointment, Retention and Promotion of Academic Staff in Higher Education Institutions* <http://dera.ioe.ac.uk/4984/1> visited on 5th June 2014
- Kenny, G. (2001). *Strategic Factors: Develop and Measure Winning Strategy*. Mosman: President Press

- Lepak, D & Gowan, M. (2010). *Human Resource Management: Managing Employees for Competitive Advantage*. Upper Saddle River, NJ; Prentice Hall. ISBN 13:978-0-13-152532-0.
- MacInnis, D. J. & Jaworski, B. J. (1989). Information Processing from Advertisements: Toward and Integrative Framework. *Journal of Marketing*. Vol. 53, 1-23.
- Mallam, U. (1994). A National Research Study on Factors Influencing Faculty Turnover at Selected Nigerian Colleges of Technology/Polytechnics. *Higher Education*. Vol.27. No.2. pp.229-238. Netherlands: Kluwer Academic Publishers.
- Metcalfe, H., Rolfe, H., Stevens, P. & Weale, M. (2005). Recruitment and Retention of Academic Staff in Higher Education. Research Report No. 658. *National Institute of Economic and Social Research*. ISBN 1 84478 523 8.
- Notten, J. (2003). *Human Resources Future Magazine*: December Issue; Executive's guide to Attracting Talent. Parktown: Print source.
- Onyeonoru, I.P. (2008). Labour Market in the Context of Economics Sociology: Bringing Society Back to the Economy. Ibad. *Journal of Social Sciences*. 6(1).
- Pffefer, J. (1994). *Competitive Advantage through People*. Boston: Havard Business School Press.
- Pynes, Joan, E. (1997). *Human Resources Management for Public and Nonprofit Organizations*. San Francisco: Jossey-Bass publishers.
- Richardson, R. & Thompson, M. (1999). *The Impact of People Management Practices on Business Performance*. London: A Literature Review, Institute of Personnel Management.

- Rynes, S.L. Barber, A. E. (1990). Applicant Attraction Strategies: An Organizational Perspective. *Academic of Management Review*. Vol. 15 pg. 286-310.
- Rynes, S. L. (1991). *Recruitment, Job Choice and Post-hire Consequences: A Call for New Research Directions*. (CAHRS Working Paper #89-07). Ithaca, NY: Cornell University, School of Industrial and Labor Relations, Center for Advanced Human Resource Studies.
- Schuller, R. S. & Jackson, S. E. (2003). *Managing Human Resources through Strategic Partnership*. 8th Edition. Cincinnati, OH: South west.
- Sheehan, B.A & Lacy, F.J. (1997). *Job Satisfaction among Academic Staff: An International Perspective*. The Netherlands: Kluwer Academic Publishers.
- Sullivan, J. (2005), www.drjohnsullivan.com visited on 15th November 2009
- Taylor, M.S. & Collins, C.J. (2000). *Organizational Recruitment. Enhancing the Intersection of Theory and Practice*. In Cooper CL, Locke EA (Eds), *Industrial and Organizational Psychology: Linking Theory and Practice*, pp.304-334. Oxford: Blackwell.
- Taylor, S. (2002). *The Employee Retention Hand book*. London. London Chartered Institute of Personnel and Development..
- Thompson, J. (1990). *Strategic Management: Awareness and Change*. 1st Edition. London: Chapman and Hall.
- Tipper, J. (2004). *Industrial and Commercial Training Journal*. Volume 36. no.4 pp. 158-161 Emerald Group Publishing Limited · ISSN 0019-7858
- Tobias, L. (1990). *Selecting for Excellence: How to Hire the Best*. Nonprofit World, 23-25.

Ulrich, D., Losey, M. R. & Lake, G. (1997). *Tomorrow's Human Resource Management: 48 Thought Leaders Call for Change*. New York: John Wiley and Sons Inc.

Wilkins, M. (1998). *A Study of the Recruitment of Teachers in a Rural School Division in Southeastern Virginia*. VA. Virginia Polytechnic Institute and State University.

Youndt, M A. (2000). *Human Resource Considerations and Value Creation: The Mediating role of Intellectual Capital*. Toronto: Unpublished paper presented at National Conference of US Academy of Management.

Appendix I: Authority to Carry Out Research

Tabitha Mumbi Ngunjiri,
EGERTON UNIVERSITY
10th February, 2012

Deputy Vice-Chancellor (A&F)
Egerton University
P.O. Box 536 -20115
EGERTON.

Thro'

The Supervisor,
Dr. P. Mshenga,
Department of Agricultural Economics,
EGERTON UNIVERSITY.

Dear Sir,

RE: REQUEST TO CARRY OUT RESEARCH

I am a student at Egerton University pursuing a Masters in Business Administration (Strategic Management). My Project is entitled “**Strategic Factors Affecting recruitment of Academic Staff in Public Universities: A Case Study of Egerton University, Njoro, Kenya**”

I hereby request to carry out this research within the University. The information sought will be used for academic purpose only and the confidentiality of it is guaranteed.

Enclosed herewith, please find a questionnaire showing the areas of interest.

Yours Faithfully,

Tabitha Mumbi Ngunjiri. Reg. No. CM11/0263/06,
Department of Business Administration
EGERTON UNIVERSITY

Enc.

Appendix II: Questionnaire to the Chairpersons of Departments

(To be filled by Chairpersons of Departments (CODs))

This questionnaire seeks information on recruitment methods and strategic factors affecting recruitment of academic staff in public universities, specifically Egerton University Njoro.

(Please Tick as Appropriate)

PART A: Departmental/Personal Information

1. Gender: Male Female
2. Age: 18-27 28-37 38-47 48-60 Above 60
3. What is your Current Designation?
Professor Associate Professor
Senior Lecturer Lecturer
Assistant Lecturer
4. Do you hold any other position in the organization? Yes No
If yes, which position? _____
5. How long have you worked for Egerton University?
0-5years 6-10years 11-15years
16-20years 21years and above
6. Approximately how many students are admitted to your department in an academic year?
1-50 51-100 101-150 151-200 above 200
7. Approximately how many graduates does your department produce in an academic year?
1-50 51-100 101-150 151-200 above 200

PART B: Strategic Factors

8. To what extent do you think that the following strategic factors affect a candidate's decision to accept or decline the job offer?

(1=not important, 2=less important, 3=indifferent, 4=important, 5=very important)

Factor	1	2	3	4	5
Geographical area /Location					
Institution reputation					
Facilities					
Salary					
Unsatisfactory career progression prospects					
Job description					
Size/Structure of Organization					
Hours of Work					
Cost of Living					
Serene environment					
Low Crime rate					
Housing					
Opportunities for family members					
Terms and Conditions					

9. Are there any other strategic factors that attract applicants to choose the organization and specifically the department for academic jobs?

Yes

No

If Yes, Please list

10. Please indicate the extent to which the following challenges affect the effort of the department in acquiring human resource especially in the academic staff category? (Tick as appropriate) (1=not important, 2=less important, 3=indifferent, 4=important, 5=very important)

Factor	1	2	3	4	5
Geographical area/Location					
Technological changes					
Source of recruitment					
Compensation					
Market competition					
Adaptability to the organization					
Availability of exact skill set required					

11. Do you think the organization is making enough effort in addressing the above challenges? Yes No

If Yes, what effort can you identify?

If No, Please suggest ways in which the above challenges can be overcome?

PART C: Recruitment Practices

12. Are you involved in the recruitment process of academic staff in your department?

Yes No

13. What method of recruitment is used at Egerton University?

Open Advertisement Direct Appointment Other _____

14. Which recruitment process is applied at Egerton University?

Individual Interviews Panel Interviews Group Interviews
Questionnaires Other (Please Indicate) _____

15. Egerton University uses Open Advertisement recruitment method to hire staff. Do you think it is appropriate to attract and hire desirable academic staff?

Yes Why? _____

No Why? _____

16. Approximately how many applications for academic jobs do you receive in a year?

0-7 8-15 16-22 23-30 Above 30

17. Among the applications received, approximately how many applications are shortlisted?

i.e. how many meet the minimum qualifications for the job?

0-7 8-15 16-22 23-30 Above 30

18. approximately how many candidate are interviewed? i.e. how many attend the interview?

0-7 8-15 16-22 23-30 Above 30

19. Approximately how many employees in your department are employed on:

Contract?

0-7 8-15 16-22 23-30 above 30

Permanent and pensionable?

0-7 8-15 16-22 23-30 above 30

Part time?

0-7 8-15 16-22 23-30 above 30

20. Does your department have a strategic objective in terms of staff recruitment?

Yes No

21. Does the above (in no.20) contribute to the strategic plan of the organization?

Yes No

22. Among the following strategies what kind of strategies does the department use in recruitment of academic staff?

- a. Accepts job applications sent randomly and keep them in a data bank awaiting a possible opening
- b. Waits until a vacancy arises and then hastily recruit the next available person(s) in order to fill the position
- c. Evaluates the skills needed for the department then recruit candidates, who have already been prescreened.
- d. Other _____

23. From (22) above, which one do you think is the most appropriate?

A B C D

24. Does your department have a career progression plan for academic staff?

Yes No

If Yes, do you think the career progression plan can help the department achieve its future expected growth? Yes No

25. What recommendations would you suggest to assist in the strategic recruitment process?

Appendix III: Questionnaire to the University Recruitment Committee

(To be filled by the University Recruitment Committee)

(University's Top Management and Human Resource Staff involved in recruitment)

This questionnaire seeks information on recruitment methods and strategic factors affecting recruitment of academic staff in public universities, specifically Egerton University Njoro.

(Please Tick as Appropriate)

PART A: Personal Information

1. Gender: Male Female
2. Age: (years) 18-27 28-37 38-47 48-60 Above 60
3. What is your Current Occupation?
-

4. What is your highest level of academic qualification?
- Ph.D Masters Bachelors Diploma Other _____

5. How long have you worked for Egerton University?
- 0-5years 6-10years 11-15years
- 16-20years 21years and above

6. Under what terms of service do you serve?
- Permanent Contract Part-time

7. How long have you held your current position?
- 0-5years 6-10years 11-15years

16-20years 21years and above

8. How long have you been involved in the recruitment process of Egerton University?

0-5years 6-10years 11-15years

16-20years 21years and above

PART B: Strategic Factors

9. To what extent do you think that the following strategic factors affect a candidates decision to accept or decline the job offer?(1=not important, 2=less important, 3=indifferent, 4=important, 5=very important)

Factor	1	2	3	4	5
Geographical area /Location					
Institution reputation					
Facilities					
Salary and benefits					
Unsatisfactory career progression prospects					
Job description					
Size/Structure of Organization					
Hours of Work					
Cost of Living					
Serene environment					
Low Crime rate					
Housing					
Opportunities for family members					
Terms and Conditions of service					

Part C: Recruitment Practices

10. What method of recruitment is used at Egerton University?

Open Advertisement Direct Appointment Other _____

11. Which recruitment process is applied at Egerton University?

Individual Interviews Panel Interviews Group Interviews
 Questionnaires Other (Please Indicate) _____

12. How long do you give candidates to prepare for recruitment?

0-2weeks 2weeks-1month 1month-3 months over 3 months

13. How long do you take to inform candidates of the results?

0-2weeks 2weeks-1month 1month-3 months over 3 months

14. What method do you use to inform candidates of the results?

Phone call Letter Individual Other _____

15. Under what terms of service do you recruit academic staff in:

a) Computer Science at:

i) Assistant Lecturer?

Permanent Contract Other _____

ii) Lecturer?

Permanent Contract Other _____

iii) Associate Professor/Professor?

Permanent Contract
Other _____

b) Engineering – Department _____

i) Assistant Lecturer?

Permanent Contract Other _____

ii) Lecturer?

Permanent Contract Other _____

iii) Associate Professor/Professor?

Permanent Contract Other _____

c) Commerce – Department _____

i) Assistant Lecturer?

Permanent Contract Other _____

ii) Lecturer?

Permanent Contract Other _____

iii) Associate Professor/Professor?

Permanent Contract Other _____

d) Agricultural Economics

- i) Assistant Lecturer?
 Permanent Contract Other _____
- ii) Lecturer?
 Permanent Contract Other _____
- iii) Associate Professor/Professor?
 Permanent Contract Other _____
- e) Economics
- iv) Assistant Lecturer?
 Permanent Contract Other _____
- v) Lecturer?
 Permanent Contract Other _____
- vi) Associate Professor/Professor?
 Permanent Contract Other _____
- f) Health Sciences - Department _____
- iv) Assistant Lecturer?
 Permanent Contract Other _____
- v) Lecturer?
 Permanent Contract Other _____
- vi) Associate Professor/Professor?
 Permanent Contract Other _____

16. In your opinion, do you think the recruitment process you use has any strategic objectivity?

Yes No

17. Among the strategies below, which one would you recommend as the best for any organization attempting to acquire the best talent in the market?

a) Accept job applications sent randomly and keep them in a data bank awaiting a possible opening

b) Wait until a vacancy arises and then hastily recruit the next available person(s) in order to fill the position

- c) Evaluate the skills needed for your department then recruit candidates, who have already been prescreened.
 - d) Any other (please indicate)
-

18. What recommendations would you make to ensure that the recruitment process in the university is strategic?

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____

Appendix IV: List of Departments under the six areas of study

Faculty	Department	No. of academic Staff
Agriculture	1 Agricultural Economics	15
Arts and Social Sciences	2 Economics	13
Commerce	3 Business Administration	9
	4 Accounting, Finance & Management Science	10
Engineering	5 Industrial & Energy Engineering	4
	6 Agricultural Engineering	13
	7 Civil & Energy Engineering	7
	8 Electrical & Control Engineering.	9
Science	9 Computer Science	14
Health Science	10 Internal Medicine	1
	11 Pediatrics and Child health	1
	12 Reproductive Health	5
	13 Surgery	5
	14 Human Anatomy	1
	15 Medical Physiology	3