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**INFLUENCE OF LEADERSHIP STYLE ON RECRUITMENT  
AND SELECTION IN SERVICE STATE CORPORATIONS IN  
KENYA**

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Date of Publication: December, 2021

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**ABSTRACT**

**Purpose of the Study:** The main aim of this study was to find out how leadership style influence recruitment and selection in Service State Corporations in Kenya.

**Statement of the Problem:** The function of recruitment and selection involves a variety of human resource activities, including the analysis of the labour market, long-term planning, procurement, interviewing and testing. The recruitment and selection process is; however, not without problems. Retaining quality workers is challenging as a result of recent phenomena such as skills shortages, employee mobility and the expected retirement of baby boomers in the near future.

**Methodology:** To realize this objective, the study adopted a descriptive cross sectional type of research design that enabled investigation of the various factors that influence recruitment and selection. The target sample was 154 executives of Service State Corporation in Kenya. A stratified random sampling technique was used to achieve desired representation. Data was

collected using structured questionnaires. To analyze the collected data, descriptive and inferential statistics were used. Statistical software used was SPSS version 20.

**Result:** Regression analysis between leadership style and recruitment and selection revealed a coefficient of determination (R squared) of 0.450 and adjusted R squared of 0.446 at 95% significance level, implying that leadership style explains 45.0% of the variation in recruitment and selection of employees in Service State Corporation in Kenya. The findings also revealed a positive and statistically significant relationship between leadership style and recruitment and selection of employees in Service State Corporation in Kenya ( $\beta=.696$ ,  $p=.000<.05$ ), pointing to the fact that a unit change in leadership style results into an improvement in recruitment and selection of employees in Service State Corporation in Kenya by 0.696 units.

**Conclusion:** The study concludes that how well a leader performs is a result of a highly complex interaction between individual's behavior and elements of the situation in which he or she operates. A leader's knowledge, abilities, and behavioral style are important in this interaction, as is the extent to which the leader is able to influence recruitment and selection.

**Recommendation:** The study recommended that the policy makers should enact policies that promote talent management aspects in state corporations in Kenya in order to ensure sustainable employee retention a good leadership, and competitive advantage.

**Keywords:** *Leadership style, Situational leadership, Transformational leadership, Transactional leadership, Recruitment and selection.*

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## BACKGROUND TO THE STUDY

Human resource management, the overarching function of recruitment and selection, does not function in isolation as it did in the past but currently operates in conjunction with the management and decision processes within the economy (Van Rensburg, Basson & Carrim, 2011). As a result of human resource management's crucial role in an organization, the procurement of a suitable labour force has become part of an organization's business strategy (Grobler *et al.*, 2006). The function of recruitment and selection involves a variety of human resource activities, including the analysis of the labour market, long-term planning, procurement, interviewing and testing. The recruitment and selection process is; however, not without problems. Without a highly skilled and qualified labour force, an organization is destined to achieve mediocre performance. For this reason the recruitment and selection of

human capital is a critical human resource function (Grobler, Wörnich, Carrell, Elbert & Hatfield, 2006). Retaining quality workers is challenging as a result of recent phenomena such as skills shortages, employee mobility and the expected retirement of baby boomers in the near future (Masibigiri & Nienaber, 2011). These phenomena negatively affect organizations' ability to create and maintain their competitive advantage in the labour market. This situation is likely to worsen if organizations do not handle the aforementioned dilemmas properly (Masibigiri & Nienaber, 2011).

In recruiting and selecting international managers, Sparrow (2010) noted that European firms consider the following factors in rank order: technical competence; previous achievements in the home country; language skills; motivation; stress resistance; goal-orientated personality and communication skills. Sparrow (2010) added to that list relational abilities, adaptability and flexibility, where he commented that successful achievement – orientated managers in their home country can easily fail abroad if they lack these qualities. The public sector of Bangladesh identifies that in the public sector the HR departments are weak especially the department of recruitment and selection. It is also referred as an administrative department which takes care of the employees of the government organizations. The HR department does not do proper job analysis, which leads to poor job description and thus the problem of hiring the right candidate for the job as proper job analysis is not done so leads to issue of recruitment and selection in the public sector organizations Rehman (2009).

A study by Rehman (2009), identified the important of HR practices and selecting the right person for the job. His (Rehman) research shed light on accurate job analysis for selecting the right candidate for the right job, which was completely ignored in public sector of Pakistan according to his findings. He further said that selection of the employees should be done in accordance with the requirement of the job. At the same time the Employment Equity Act of 1998 (Republic of Pakistan, 1998) has disrupted the freedom of choice in the employee selection process by accelerating a law-driven need to appoint certain ethnic groups at the expense of other groups (Nzukuma & Bussin, 2011).

In Rwanda administrative positions at all levels are advertised externally although applicants are not discouraged. Measuring the results of recruiting efforts is therefore, the best way to determine the success of recruiting program, says Steve Lyle the Director of worldwide staffing for Texas Instruments (TI). Not only does an organization track traditional measure such as hiring cycle time and cost-to hire, to ensure productivity, it also uses quality metrics to

determine whether it is getting the right talent for the right job. Hiring the right person for example requires linking recruitment strategies to organizational needs (Hendon, 2010). The selection of employees is vital to the successful delivery of any organization's mandate.

A study done in Rwanda revealed that even when you recruit the right candidates, the organization's culture must be well managed to retain these workers and maintain a return on investment in their training and development (Tanov, 2013). Tanov noted that hiring the right persons requires legislation like employment equity which must be fulfilled. The profitability and survival of an organization usually depends on the caliber of its employees (Wickramasinghe, 2006). A study by Taylor (2015), defined recruitment as an activity which generates a pool of applicants wishing to be employed by an organization out of which suitable candidates are selected.

In Uganda local governments especially, "urban local governments" their regulations regarding recruitment and selection are followed in a right manner. However the compliance of Human resource related rules is actually shallow (Baguma & Rubare, 2014). Uganda government personnel selection board is organized and the regulated procedure of recruiting the regular staff is followed under the board, but the board members are not involved substantially in the actual selection judgment. All they do is sign the form prepared by the chief executive office. Usually, some applicants are not hired not because they do not qualified, as long as the applicants meet the required qualification, the decision is based on political factors rather than objective criteria (Bitarabeho, 2015).

In Kenya recruitment and selection is a core process in Human resource management as it serves to provide an organization with staff in sufficient numbers and with appropriate qualities. Employees are the greatest asset of any organization, for an organization to shine; it depends on the competence and professional attitude of the employees (Nzuve, 2010). Recruiting the right person for the right job is working whether private or public organization, thus recruitment and selection process becomes most integral, if done in an organized way it leads to selection of right candidates. This is not the case in Service State Corporation whereby recruitment and selection is influenced by political affiliation and leadership style. An applicants may have qualification but miss the appointment of the job due to unethical practices as well (ROK 2015). There are several factors which influence recruiting efforts like organizational reputation, attractiveness of the job, and cost of recruiting, recruiting goals and recruiting philosophy (Sims, 2012). Shandu (2006), stated that recruitment and malpractices

have revealed the lack of detailed government policies and procedures to inform the objective, fair, equitable and responsible application of recruitment practices. The Service State Corporations have failed to consider what skills, competencies and traits are required of candidates for vacant posts before advertising.

State Corporation has various meanings as outlined in The State Corporations Act' Chapter 446 of the Laws of Kenya. First, it may be a corporate body established by or under an Act of parliament. Second, the president may by order establish a state corporation as a body corporate to perform the functions specified in the order. State corporations in Kenya have been classified in eight broad functional categories based on mandate and core functions. These are; Financial, Commercial/manufacturing, regulatory, public universities, training and research, service, regional development authorities, and tertiary education/training state corporations (ROK, 2015). According to Njiru (2014) the Kenya government forms state corporations to meet both commercial and social goals.

The role of state corporations in Kenya is to develop and maintain physical infrastructure for rapid and sustainable economic growth and poverty reduction; the delivery of government information, services, and processes that is integrated, accessible, and customized, creation of an enabling environment, development, promotion and diversification of high quality products and services; strengthening of tripartite mechanisms in industrial relations, empower all Kenyans including the marginalized groups; and maintenance of sustainable industrial harmony and employment (Njiru, 2014). According to Kobia and Mohammend (2015), the Government of Kenya also developed and launched the Strategy for Performance Improvement in the Public Service in 2001 which sought to increase productivity and improve service delivery.

## **STATEMENT OF THE PROBLEM**

In 2013, government of Kenya struggled to cut down the wage bill that takes 11 per cent of the gross domestic product (GDP) and 52 per cent of domestic revenues. For this reason, recruitment in the public service including all state corporations was frozen and new measures were announced to curtail spending. According to survey results released by Kenya Bureau of Statistics (ROK, 2015), the unemployment rate in Kenya stayed unchanged between 2010 (50%) and the corresponding quarter of 2012 (50.2%). Between 2013 to 2018 Public Service Commission (PSC) experienced a higher unemployment rate that increased from 56% to 70% leading to challenges in succession management as most senior employees are about to retire

in public sectors. Some State Corporations especially service providers the unemployment rate is lower whilst it is higher in security, health and education (ROK, 2015).

Recruitment and selection in the Service State Corporation is done by board of directors headed by chairman and chief executive officer (CEO) is the secretary of the board. Whenever, the CEO is left alone to make decision on recruitment and selection as the chairman, it becomes difficult to distinguish between the management and boards' power thus negatively affect the Service State Corporations mandate (Cherono, 2015). For this reason, human resource selection committee is organized and regulated procedures of recruiting staff are followed under the policy, but the committee members are not involved substantially in the actual selection judgment. They only sign the forms prepared by the chief executive office, whereby some applicants are not hired not because they do not qualify, but the decision is based on political factors rather than objective criteria (Bitarabehe, 2015).

### **RESEARCH OBJECTIVE**

To find out how leadership style influence recruitment and selection in Service State Corporations in Kenya.

### **RESEARCH HYPOTHESIS**

**H<sub>0</sub>:** Leadership style has no statistically significant influence on recruitment and selection in Service State Corporations in Kenya.

### **THEORETICAL REVIEW**

#### **Situational Theory of Leadership**

This theory suggests that leadership effectiveness is a function of various aspects of the leadership style. Fiedler (1996) developed the contingency model of leadership effectiveness. Leadership style is measured by the Least Preferred Co-worker Scale (LPC), an instrument developed by Fiedler that assesses the degree of positive or negative feelings held by a person towards someone with whom he or she least prefers to work.

Fielder proposes three factors which determine how favourable a leader's environment is, or the degree of situational favorableness. Leader-member relations refer to the degree of confidence, trust, and respect the followers have in their leader. Task structure refers to the extent to which the tasks that the followers are engaged in are structured. Position power refers to the power inherent in the leadership position. Generally, greater authority equals greater

position power. These three factors determine how favourable the situation is for the leader. Good leader-member relations, high task structure, and strong position power may influence recruitment and selection in the organization while poor relations, low degree of structure and weak position power represent the least favourable situation.

Fielder (1996) contends that a permissive, more lenient (relationship-oriented) style is best when the situation is moderately favourable or moderately unfavourable to recruitment and selection. Fielder is not particularly optimistic that leaders can be trained successfully to change their preferred leadership style. He sees changing the favourableness of the situation as a better alternative. This theory supports leadership style variable by suggesting that when leaders can recognize the situations in which they are most successful, they can then begin to modify their own situations in recruitment and selection in the organizations.

### **The Resource Based View Theory**

The Resource Based View suggests that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals. According to the Resource Based View, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage, (Barney, 2011). Boxall (2009) reveals that firms which recruit and retain exceptional individuals have the capability of generating human capital advantage.

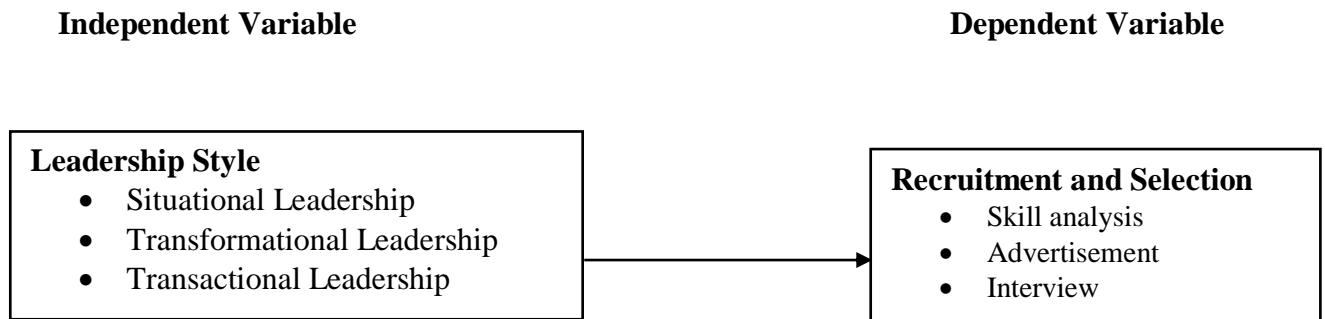
The former results from employing people with competitively valuable knowledge and skills, much of it tacit. The latter, however, follows from the establishment of difficult to imitate, highly evolved processes within the firm, such as cross-departmental cooperation and executive development. The use of the human resource management systems are necessary for firms to gain a competitive advantage as also argued by Sparrow et al., (2002) that, technology and capital can be acquired by most firms any time, for a price, but it is not easy to acquire a ready pool of highly qualified and motivated employees.

Thus, in order to be differentiated, the companies need to be very careful with the recruitment and selection process. The Service State Corporations HR practices would therefore need to emphasize “selecting highly skilled individuals” but not be unethically practices. Corporations should consider recruitment as a key tool to achieve the overall business goal because according to Boxall and Purcell (2014), the new employee is always active, ready to learn new things and easy to adapt to the new environment.

It is better for them to find the right person directly from the recruitment process than having them trained later because training and development can be quite costly. This is one case of how the HR strategy fits with the competitive strategy. Catano *et al.*, (2010) stress that, employers must aspire to hire applicants who possess the knowledge, skills, abilities or other attributes (KSAOs) required to successfully performing the job most effectively. This theory supports recruitment and selection variable by arguing that, recruitment, screening and selection procedures should yield the best qualified candidates within the context of agreed upon equity programs.

**CONCEPTUAL FRAMEWORK**

Figure 1 shows the conceptual framework.



**Figure 1: Conceptual Framework**

**Source: Researcher (2021)**

The Service State Corporations are headed by the chairman of the board and chief executive is the secretary of the board. The role of the board chairman and CEO should be separated to allow the board to make independent, responsible decisions, particularly on issues such as recruitment and selection, management performance and compensation (Cherono, 2015; Jacobs, Mbeba & Harrington, 2016). When the CEO is left alone to make decision as the Chairman, it will be difficult to distinguish between the management and boards’ power thus negatively affecting the Service State Corporations mandate. Having an effective leader can mean the difference between success and failure for a business. Fielder (1996) pointed out that there are two important inferences of the study. First, how well a leader performs is a result of a highly complex interaction between individual’s behaviour and elements of the situation in which he or she operates. A leader’s knowledge, abilities, and behavioral style are important in this interaction, as is the extent to which the leader is able to influence recruitment and



selection. Second, the necessary KSAs for leadership are learned, and training can be devised to develop these.

In the 1960s another psychologist, Fredric Herzberg, examined sources of worker satisfaction and dissatisfaction (Herzberg, 1959). He cited achievement, responsibility, advancement, and growth as job satisfier's factors that motivate workers. He also proposed that leadership style is other aspects of the job environment called job maintenance factors company policy, supervision, working conditions, interpersonal relations, salary and benefits contribute to the desired level of worker satisfaction, although these factors rarely motivate workers.

Over time, leadership began to be viewed more as result of social influences and relationships, with attention focused on the types and styles of leadership. Two types of leadership behaviors are seen as most influential in this leader-follower relationship: the initiation of structures and consideration of capacities of subordinates, (Hersey & Blanchard, 2014). The local community level conceptualization of leadership can be better understood by considering two types of leaders within it: transactional and transformational leaders. Gardner (2015) simply distinguishes the two by explaining that transactional leadership accepts the current structure as it is and transformational leadership renews. Transactional leadership is defined through tangible compensation for a job done by an individual.

According to Ekwoaba *et al.* (2015) recruitment and selection have become essential in organizations because individuals need to be attracted on a timely basis, in sufficient numbers and with appropriate qualifications". The quality of employees you hire depends on an effective recruitment and selection strategy. Selection bias and discrimination based on age, sex, marital status, ethnic origin, religious preference, sexual preference or disabilities are also challenges facing organizations like Service State Corporation in obtaining adequate and trained staff.

Dressler (2015) found in his study that recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of the workers. It frequently forms an important part of the work of human resource managers or designated specialists within work organizations. However, and importantly, recruitment and selection decisions are often for good reason taken by non-specialists, by the line managers. Recruitment and selection also have an important role to play in ensuring worker performance and positive organizational outcomes.

Recruitment and selection had the capacity to form a key part of the process of managing and leading people as a routine part of organizational life, it is suggested here that recruitment and selection has become ever more important as organizations increasingly regard their workforce as a source of competitive advantage. Of course, not all employers engage with this proposition even at the rhetorical level. However, there is evidence of increased interest in the utilization of employee selection methods which are valid, reliable and fair.

## **EMPIRICAL REVIEW**

### **Leadership Style**

Dess and Jason (2001) suggest that in business strategy implementation the involvement of line managers in the entire staffing process (i.e., drafting of job descriptions, setting selection criteria and being on the panel of recruitment) is vital for ensuring recruitment and selection to meet business needs. In other words, the line managers are the owner of the recruitment and selection process along with HR playing a facilitator role.

Scholars have argued that other key issues and controversies run through analyses of human resource management and recruitment and selection: efficiency, control, and the difficulty of orienting practice towards social justice are often cited. The first two problematic, as Burton, (2001) notes, have been central to the management of people for as long as managers have been present in organizations. The latter is also common across all organizations, but is a particular academic and policy concern for smaller or growing organizations.

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### **Recruitment and Selection**

Smith *et al.*, (2008) argued that the more effectively the recruitment stage is carried out, the less important the actual selection process becomes. When an organization makes the decision to fill an existing vacancy through recruitment, the first stage in the process involves conducting a comprehensive job analysis. This may already have been conducted through the human resource planning process, particularly where recruitment is a relatively frequent occurrence. Once a job analysis has been conducted, the organization has a clear indication of the particular requirements of the job, where that job fits into the overall organization structure, and can then begin the process of recruitment to attract suitable candidates for the particular vacancy.

A study by Johnston (2009) analyzed that for every job in the organization, a thorough job analysis, which includes the job description and job specification, is necessary and based on this, an appropriate selection criteria is vital. The job description provides indications of the duties to be undertaken, and the job specification usually prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job. Miyake (2002) indicated that while advertising for job vacancies, applicants were sometimes recruited by word of mouth, through existing employees. Besides being cheaper, the “grapevine” finds employees who stay longer (low voluntary turnover) and who are less likely to be dismissed (low involuntary turnover).

Miyake emphasized that people recruited by word of mouth stay longer because they have a clearer idea of what the job really involves. The study reviewed five studies in which average labor turnover of those recruited by advertising was 51 percent. The labor turnover for spontaneous applicants was 37 per cent and turnover for applicants recommended by existing employees was 30 percent. One hypothesis proposed to account for this was the “best information” hypothesis. It was argued that people who were suggested by other employees were better and more realistically informed about the job than those who applied through newspapers and agencies. Thus, they were in a better position to assess their own suitability. Better informed candidates are likely to have a more realistic view of the job, culture of the organization and job prospects.

## **RESEARCH METHODOLOGY**

The study employed descriptive research which was used to investigate the influence of legal framework on recruitment and selection in Service State Corporations. Kothari (2015) describes it as tool which is more than collection of data and it involves measure, classification, analysis and interpretation. Both qualitative and quantitative approaches was used to analyze data. This study adopted positivism philosophy to uncover the truth about how things are at least what we focus on. The positivism philosophy was preferred because, the study involved both quantitative and qualitative approach to investigate a phenomenon. The study targeted 250 executives of Service State Corporations who included chairmen of the board, board members, chief executives and human resource managers. According to ROK (2015) out of the total established State Corporations, 25 of them belong to the service based category. The Service oriented category of State Corporations was of interest to this study since locally and globally, organizations in service sectors tend to recruit more due to the expansion.

The study used Yamane's formula of sample size with a margin error of 5% and confidence coefficient of 95%, the calculation from a population of 250 executives of Service State Corporations came up with 154 executives from all the 25 Service State Corporations. The study used questionnaire to collect primary data. The questionnaire contained both closed-ended and open-ended questions where the respondents had alternative answers to choose from. The questionnaires were administered through drop off and pick up later method (DOPU), this technique was an effective means to reduce potential no-response bias through increased response rate. The data was coded and entered into a spread sheet and was analysed using quantitate techniques so as to gather as much information as possible regarding recruitment and selection. The data was then be presented using tables and charts. Descriptive statistics specifically measures of central tendency (percentages and frequencies) was analysed using the aid of Statistical Package for Social Science (26.0 version). This offers extensive data handling capabilities and numerous statistical analysis routines that can analyse small to very large amounts of data statistics (Obure, 2012). Data analysis involves uncovering underlying structures, extracting important variables, detecting any anomalies and testing any underlying assumptions.

## **FINDINGS AND DISCUSSION**

The response rate for the study was established in order to ascertain the representation and the quality of responses for conclusion of the study. A total of one hundred and fifty four (154)

questionnaires were distributed to the sampled 154 respondents made up of chairmen of board, board members, chief executive officers and Human resource managers. Out of these, one hundred thirty three (133) questionnaires were dully filled and returned translating to a response rate of 86.4% (Table 4.1). This response rate was way above the conventionally acceptable rate for surveys. In earlier studies such as Baruch and Holtom, (2008) stated that the average response rate for empirical studies is 65% of the sample.

Respondent demographic characteristics results revealed that majority of the respondents were of age between 51-60 years old who accounted for 50% of the respondents, 35% of the respondent were of aged between 41-50 years with only 15% of the respondents indicating that they were aged below 40 years. Majority (56.39%) of the respondents were male, while the rest (43.61%) were females, implying that most of the employees of Service State Corporation in Kenya are males. Though the employees in the Service State Corporation are skewed to males, it does not violate the gender based policy enshrined in the constitution which stipulates that none of the gender should be more than one third.

In terms of work experience, majority (48.9%) of the respondents had worked for the Service State Corporation for a period of between of 6-10 years, it was also established that 1.5% of the respondents had worked for more than 30 years within the selected State Corporations in Kenya. The study established that majority of the respondents (80%) had degree level of education, 17% had certificates/diploma and only 3% had others as level of education. This implies that the state corporation had a homogenous pool of staff though skewed towards bachelor holders. Most (53%) of the Service State Corporations were found to have been established between 1931-1960, the study found that 38% of the corporations were established between the years of 1961 and 1990, while 9% of the corporations were found to have been established after 1990. The results imply that most of the service corporations in Kenya were established way before independence. Finally, the study found that more than half (55%) of the Service State Corporations had between 0-1000 employees.

**Descriptive Results**

**Leadership Style**

The study sought to find out how leadership style influence recruitment and selection in Service State Corporations in Kenya. A Likert scale of (*ED=Extremely Disagree, D= Disagree, DK= Don't Know, A=Agree, EA=Extremely Agree*) was used and the mean response rate from the respondents was calculated. The descriptive statistics on leadership style are presented in Table 1.

**Table 1: Descriptive Statistics of Leadership Style**

<b>Statement</b>	<b>ED</b>	<b>D</b>	<b>DK</b>	<b>A</b>	<b>EA</b>	<b>Mean</b>	<b>Std. Dev.</b>
Situational leaders depend on the environment to utilize their style of leadership	6%	3%	8%	77%	6%	3.96	0.335
Transformational leaders have integrity to motivate people with a shared vision of the future, and they communicate well	4%	4%	7%	58%	27%	4.27	0.446
Transactional leaders accept the structure and make decision on when, how and who to recruit in service state corporations.	2%	5%	19%	59%	16%	3.97	0.59
All leaderships are involved in the exercise of recruitment and selection process in service state corporations.	8%	15%	43%	26%	8%	3.13	1.018
In service state corporations all leaders participate in recruitment and selection process.	14%	35%	5%	42%	4%	2.68	1.177
Tribalism and nepotism play a major role on recruitment and selection in service state corporations	2%	14%	40%	36%	8%	3.37	0.83
Leaders are final determinant of candidates to be recruited in the service state corporations.	8%	46%	16%	4%	26%	2.94	1.375
<b>Average</b>						<b>3.474</b>	<b>0.824</b>

**Source: Field Data, 2021**

Based on the results, the respondents differed on situational leaders depend on the environment to utilize their style of leadership by a standard deviation of 0.335 but on average majority (mean =3.96≈4.00) agreed on the same. This was accounted by majority of about 77% who

agreed that situational leaders depend on the environment to utilize their style of leadership. Moreover, majority 58% of the respondents agreed that transformational leaders have integrity to motivate people with a shared vision of the future, and they communicate well. It was important to note that transactional leaders accept the structure and make decision on when, how and who to recruit in Service State Corporations since majority (mean =3.97≈4.00) agreed. In addition, majority 43 % don't know that all leaderships are involved in the exercise of recruitment and selection process in service state corporations while 42% agreed that in service state corporations all leaders participate in recruitment and selection process. Moreover, the findings revealed that majority 40% don't know that the Tribalism and nepotism play a major role on recruitment and selection in Service State Corporations in Kenya. Though, the respondents differed on the statement that leaders are final determinant of candidates to be recruited in the service state corporations accounted for by standard deviation of 1.177 majority did not know on the same (mean =2.68 ≈3.00). On overall majority (mean = 3.474, standard deviation = 0.824) of the respondents agreed that leadership style had effect on recruitment and selection at state corporations in Kenya.

**Recruitment and Selection**

The dependent variable of the study was recruitment and selection. The descriptive statistics on recruitment and selection are presented in Table 2.

**Table 2: Descriptive Statistics on Recruitment and Selection**

Statement	ED	D	DK	A	EA	Mean	Std. Dev.
Comprehensive job analysis is the first stage in recruitment and selection process in service state corporation.	5%	46%	42%	0%	8%	3.02	1.170
Service State Corporations find it necessary to analysis the job before filling an existing vacancy.	5%	34%	22%	33%	6%	3.01	1.067
Job analysis includes the job description and job specification that fit the overall organizational structure.	2%	10%	22%	56%	11%	3.62	0.884
Service State Corporations advertise for job vacancies through newspapers and	5%	44%	28%	17%	6%	2.752	1.003

agencies to attract many applicants							
Sometimes applicants are recruitment by word mouth through existing employees in Service State Corporations.	0%	43%	19%	23%	15%	3.105	1.123
Service State Corporations conduct interviews to pick the best candidates for the job.	5%	60%	20%	4%	12%	2.586	1.067
Interviews test applicants competence and personalities	20%	31%	0%	46%	4%	2.835	1.298
<b>Average</b>						<b>2.99</b>	<b>1.087</b>

**Source: Field Data, 2021**

As depicted in Table 2, the respondents differed on comprehensive job analysis is the first stage in recruitment and selection process in service state corporation by a standard deviation of 1.170 but on average majority (mean =3.02≈3.00) disagreed. This was accounted by majority of about 46% who disagreed that comprehensive job analysis is the first stage in recruitment and selection process in Service State Corporation. Moreover, majority 34% of the respondents disagreed that Service State Corporations find it necessary to analysis the job before filling an existing vacancy. It was important to note that Job analysis includes the job description and job specification that fit the overall organizational structure since majority (mean =3.62≈4.00) agreed.

In addition, majority 44 % disagreed that Service State Corporations advertise for job vacancies through newspapers and agencies to attract many applicants while 43 % disagreed that Sometimes applicants are recruitment by word mouth through existing employees in Service State Corporations. Moreover, the findings revealed that majority 60% disagreed that Service State Corporations conduct interviews to pick the best candidates for the job. Though, the respondents differed on statement that Interviews test applicants competence and personalities accounted for by standard deviation of 1.298 majority did not know on the same (mean =2.835≈3.00). On overall majority (mean = 2.99, standard deviation = 1.087) of the respondents didn't know the practice of this statements by state corporation during recruitment and selection.

The respondents were also asked to indicate the extent to which they believed job analysis was able to determine human resource planning process, particularly where recruitment and selection was a relatively frequent occurrence in the organization. Their responses were



presented in Figure 4.13. The results show that 39.10% of the respondents believed it was to a high extent, another 39.10% of the respondents believed the job analysis was able to determine human resource planning process to moderate extent, while 21.8% of the respondents were of the opinion that job analysis was able to determine human resource planning process to a low extent.

### Correlation Analysis

Correlation analysis was conducted to ascertain the association between leadership style and recruitment and selection. The results for the correlation in the study are as presented on Table 3.

**Table 3: Correlation Matrix**

		Recruitment and Selection	Leadership Style
Recruitment and Selection	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Leadership Style	Pearson Correlation	.671**	1.000
	Sig. (2-tailed)	0.000	

\*\* Correlation is significant at the 0.01 level (2-tailed).

**Source: Field Data, 2021**

The results in Table 3 show that that there was a strong positive and significant association between leadership style and recruitment and selection of employees in Service State Corporation in Kenya ( $r=0.671$ ,  $p<0.05$ ).

### 4.3 Regression Analysis

#### Influence of Leadership Style on Recruitment and Selection

A regression analysis was conducted determine the statistical influence of leadership style on recruitment and selection and also the relationship between leadership style and recruitment and selection. The regression summary model on leadership style and recruitment and selection is presented in Table 4.

**Table 4: Model Summary for Legal Framework**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.671a	0.450	0.446	0.41823

a Predictors: (Constant), Leadership Style

**Source: Field Data, 2021**

The results show that the coefficient of determination (R squared) is 0.450 and adjusted R squared of 0.446 at 95% significance level. The R squared of 0.450 implies that leadership style as a variable explains 45.0% of the variation in recruitment and selection of employees in Service State Corporation in Kenya. The adjusted R squared of 0.446 depicts that leadership style in exclusion of the constant variable explains the variation in recruitment and selection by 44.6 % .The remaining 55.0% of the variation in the dependent variable can be explained by other factors which were not part of the current study.

**Table 5: ANOVA for Leadership Style**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	17.061	1	17.061	97.541	.000 <sup>b</sup>
	Residual	20.815	131	0.175		
	Total	37.876	132			

a. Dependent Variable: Recruitment and Selection

b. Predictors: (Constant), Leadership Style

**Source: Field Data, 2021**

ANOVA results in Table 5 show that show that the model was statistically significant in explaining the influence of leadership style on recruitment and selection of employees in Service State Corporation in Kenya and it is indicated by a p-value of 0.000<0.05. Table 6 shows the regression coefficient results.

**Table 6: Regression Coefficients for Leadership Style**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	1.517	0.301		5.048	0.000
	Leadership Style	0.696	0.07	0.671	9.876	0.000

a. Dependent Variable: Recruitment and Selection

**Source: Field Data, 2021**

$$Y = 1.517 + 0.696X$$

Where

Y = Recruitment and Selection

X = Leadership Style

The regression coefficient results in Table 6 show that there is a positive and statistically significant relationship between leadership style and recruitment and selection of employees in Service State Corporation in Kenya ( $\beta = .696$ ,  $p = .000 < .05$ ). This implies that a unit change in leadership style results into an improvement in recruitment and selection of employees in Service State Corporation in Kenya by 0.696 units.

### **HYPOTHESIS TESTING**

*H<sub>0</sub>: Leadership style has no statistically significant influence on recruitment and selection in Service State Corporations in Kenya.*

The hypothesis was tested by using a linear regression model and determined using p-value and t-statistic. The acceptance/rejection criterion was that, if the p-value is less than .05, H<sub>0</sub> is rejected; however, if  $p > 0.05$ , then H<sub>0</sub> is not rejected, hence adopted. So the null hypothesis was that leadership style has no statistically significant influence on recruitment and selection in Service State Corporations in Kenya. The results showed that the p-value was less than 0.05. This was supported by a calculated t-statistic of 2.418 which was greater than the critical t-statistic of 1.96. The null hypothesis was therefore rejected and the alternative hypothesis adopted that, leadership style has significant influence on recruitment and selection in service state corporations in Kenya.

### **5.0 Conclusion**

This study concludes that all leaderships are involved in the exercise of recruitment and selection process in service state corporations. Based on the correlation and regression analysis results, the study concludes that leadership style significantly influences recruitment and selection of employees in Service State Corporation in Kenya, leadership style has significant influence on recruitment and selection in service state corporations in Kenya. The study also concludes that how well a leader performs is a result of a highly complex interaction between individual's behavior and elements of the situation in which he or she operates. A leader's knowledge, abilities, and behavioral style are important in this interaction, as is the extent to

which the leader is able to influence recruitment and selection. The necessary KSAs for leadership are learned, and training can be devised to develop these. The findings also find out a positive significant relationship between leadership style and recruitment and selection. This implies that for acquire good leaders who will intern bring good leadership in the organization, then through recruitment and selection process should be carried out.

The study also concludes that when recruiting and selecting new employees it is the leader's responsibility to closely manage tasks such as job descriptions, interviews and the final selection of candidates. Taking the time to personally select new employees can have two major benefits: firstly, it will give you control over the type of person you want in the organization only by personally interviewing candidates and reviewing their documents will you get a true understanding of their abilities and experience. Also, putting aside a considerable amount of time to finding and interviewing new recruits the most important strategic assets in the organization.

Finally, the study concludes leadership style is an important aspect in recruitment and selection because a team leader is an individual who offers instruction and guidance to a line-up, for the purpose of reaching a specific target. A front-runner has to know the strengths and weaknesses of his team members so that he can take the necessary measures to keep his team members motivated. A pathfinder serves various roles in an organization. He not only communicates the instruction to the team member, but also listen to their feedback. Nobody can replace his role, when it comes to executing the recruitment process. An organization needs a competent leader to manage its day to day operation effectively. Improving in leadership style for the state corporations also increases efficiency in recruitment and selection process. Strengthening the legal framework for these organization also improves the recruitment and selection process.

## **6.0 Recommendation**

The study recommend that the leadership of state corporations in Kenya should embrace talent management as a recruitment and selection strategy. The organizations should have in house career development programs to develop their employees, encourage personal growth and development and engage their employees. It the state corporations wish to benefit in terms of building a positive organization and consequently retain talent, interventions employed in the organizations should take into account recruitment and selection as it contributes to the enhancement of work-life and the wellbeing of employees of the government. The study further recommends to the management of state corporations in Kenya that they should review their

previous and current recruitment and selection sources, to see what has been the most effective. This is to make sure they are employing individuals with the right knowledge, skills and abilities in order to work towards the organizations objectives.

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