
**INFLUENCE OF RECRUTMENT AND SELECTION ON
ORGANIZATIONAL PERFORMANCE IN EDUCATION BASED STATE
CORPORATIONS IN KENYA**

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Abstract

The importance of talent management in Education Based State Corporations in Kenya is ensuring that the corporations are future oriented and that means that they have to have competent skills in place for them to be able to grow and perform in the future that is increasingly competitive and unpredictable, but not to wait for future challenges before attempting to solve them through deliberate talent management programmes. The specific objective of this study was to establish the influence of recruitment and selection on organizational performance in Education Based State Corporations in Kenya. The target population comprised of Senior Managers of the four selected education-based State Corporations; this group was chosen because talent management and organizational performance decisions are made at these levels. The study population was 180 respondents. The respondents were the Departmental and Divisional Heads, and Human Resource Managers in the Education Based State Corporations. For data analysis, descriptive and inferential statistics were used. The SPSS Version 27 software was used for data analysis. Descriptive survey was used as the research design. Data was presented in the form of figures, charts and tables. A self-administered questionnaire was used as the main method of collecting data. The findings revealed that R squared was 0.616 and an adjusted R squared of 0.606 showing that recruitment

and selection explained 61.6% of the variations in organizational performance. The regression coefficient results revealed that recruitment and selection had a positive and significant influence on organizational performance in education based state corporations in Kenya ($\beta = .308$, $p = .000 < .05$). The study found that leadership practices had a moderating effect on the relationship between recruitment and selection.

Key Words: *Education Based State Corporations, Leadership Practices, Organizational Performance, Recruitment, Selection and Talent.*

1.0 Introduction

This study endeavors to put forth the basis of the influence of recruitment and selection on organizational performance in those organizations which are education based in Kenya. The Organizations selected for the study were Kenya National Examinations Council (KNEC), Kenya Institute of Curriculum Development (KICD), Kenya Literature Bureau (KLB) and The Jomo Kenyatta Foundation (JKF). The study looks at the global, regional and local viewpoints of talent management.

1.1 Statement of the Problem

In 2018 a report of the Republic of Kenya by Kenya ICT Action Network established that the Kenya Broadcasting Corporation (KBC) had lost 410 highly skilled and talented employees to the local and international competitors between 2005 and 2016 (Kimani, 2019). In March, 2016 the Government of Kenya decided that it is time to act and change the Kenya National Examinations Council, and restore its credibility. This was after years of seemingly unending examination leakages reported all over the country. These leakages happened both at the primary and secondary examinations levels. The government decided to send home the entire Board of the Kenya National Examinations Council with immediate effect and nine of its top officials including the Chief Executive were arrested immediately. (Njuguna, 2016). These bold statements marked the need for urgent reforms at the Government Education Based State Corporations. Talent management is critical in addressing the current low standards that have been witnessed in some of these education based state corporations for the last five or so years

The logic behind talent management is based on the fact that business is run by people, they are the ones who create value by using corporate assets to create products and services that people need. The implication here is that the better the people an organization has the better it will perform and this is the rationale behind talent management to attract, develop, and utilize the best brains to get superior business results (Tonga, 2007). In order to redeem the public sector from poor performance and mismanagement, the Kenya Government initiated reform programmes which targeted both the civil service and state corporations. The reforms recommended the re-organization and re-structuring of all the state owned enterprises to make them competitive and generate revenue.

Talent Management in Education Based State Corporations is important in that for these organizations to be able to perform and deliver their mandates they must enhance their efforts to properly harness talented employees in their organizations. This is what has not been happening in these Education Based State Corporations. The importance of talent management in Education Based State Corporations in Kenya is ensuring that the corporations are future oriented and that means that they have to have competent skills in place for them to be able to grow and perform in the future that is increasingly competitive and unpredictable; Past reviews on talent management in Kenya on organizational performance did not touch on talent management but on other human resource practices. The loss of talented staff and failure to be competitive does not reflect well on organizations which the Government has heavily invested in terms of manpower and other critical resources. This study seeks to fill the existing research gap and provide a better understanding through empirical evidence of the influence of recruitment and selection on organizational performance in education-based state corporations.

1.2 Objectives of the Study

This study was guided by both general and specific objectives.

1.2.1 The General Objective

To establish the influence of Talent Management on Organizational Performance in Education Based State Corporations in Kenya is the general objective of this study.

1.2.2 Specific Objectives

- i. To establish the influence of recruitment and selection on organizational performance in Education-Based State Corporations in Kenya.

1.3 Research Hypotheses

H_{a1}: There is significant effect of recruitment and selection on organizational performance in Education-Based State Corporations in Kenya.

2.1 Theoretical Review

A theoretical framework is a collection of interrelated ideas based on theories. It attempts to clarify why things are the way they are based on theories. It is a general assumption about nature and phenomenon (Tromp, 2006). A theory goes beyond mere supposition, guesswork, or hearsay. A theory is defined as a framework of explaining phenomena by stating constructs and the laws that inter-relate these constructs to each other. A construct is a concept, abstraction or idea drawn from the abstract (Mugenda, 2011).

Talent Management has evolved over the past decade or so and various scholars have attempted to define and explain talent management using various models. Some of the theories that have been propounded by different scholars are the Resource-based View, Human Capital Theory Organizational Support Theory, Built-to-Change Theory, Fiedler's Contingency Model and

Vroom's Expectancy Theory. The Resource Based View developed by Jay Barney in 1991, maintains that it is critical for organizations to invest in human which is a value created resource for organizations because in the long run it provides sustainable competitive advantage and high performance. It is crucial to deploy people correctly according to their areas of expertise in order to achieve strategic objectives in the long term and survive in a cut-throat environment (Pinar & Yener, 2006). This theory supports the variable recruitment and selection in the study.

2.2. Empirical Review

Talent Management and organizational performance are issues, which are becoming quite critical in today's organizational operations. State Corporations are organizations formed and owned by the government to provide services to the citizens. Education Based State Corporations are operating today in an environment of high competition and public expectations, particularly since the New Kenya Constitution of 2010, which gave citizens to demand their rights to good service from public organizations.

Business Management Review of 2013 reported that Kenya faces the challenge of inadequate talent. The challenges include hiring, retaining and motivating professional talent. As an example, early retirement and attrition leads to lack of qualified staff since there are no qualified personnel to fill these positions (Kagwiria, 2014). State owned Corporations in Kenya have been faced with a number of challenges which include low staff morale and motivation which have been major problems facing Kenyan State Corporations leading to loss of qualified personnel (Tetty, 2006). Despite these challenges, State owned Corporations still have to play a major role in the production and creation of wealth in Kenya, which are crucial in enhancing national development (Wario, 2012). The most critical problems are hiring, retaining, training and motivation of professional talent in a situation where there is already critical shortage of human talent. These problems affect all kinds of areas whether professional or non-professional. That being the case, talent management becomes more critical to ensure the competitiveness of an organization in the short and long term (Athanne, 2012).

In Kenya, a good number of state corporations have not upheld the concept of talent management and therefore face many challenges related to recruitment and selection of talented staff. The increasing customer expectations, corporate obligations and responsibilities necessitate a continuous review of the services being offered by state corporations to meet the ever changing user needs. This therefore calls for the development of talent management programmes in order to help in recruitment and selection of talented staff that could play a significant role in the process of improvement of quality of public service delivery (Murungi, 2012).

2.3 Conceptual Framework

Conceptual framework explores the relationship between the independent and dependent variables. (Tonga, 2007). The Conceptual Framework here under illustrates the perceived link between the independent variable which is talent management and the dependent variable which is organizational performance. The variables considered to influence organizational performance in

this study were attaining of targets, productivity, competitive advantage, and job satisfaction (Tonga,2007).The independent variable component was recruitment and selection (Armstrong, 2011). This relationship is presented in the Conceptual Framework in Fig. 2.1 below.

Independent Variables

Dependent Variable

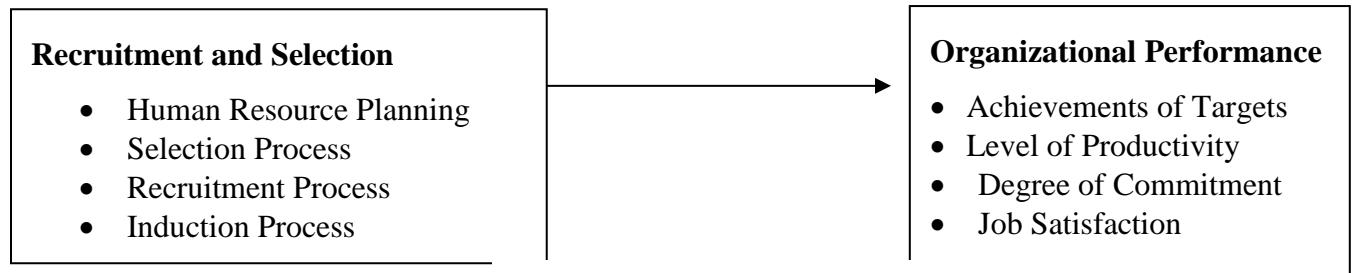


Figure 2.1: Conceptual Framework

3.0 Results and Discussions

3.1 Discussion of the Results

This section deals with the research findings and discussion based on the objective and hypothesis of the study.

Table 3.1. Results for Recruitment and Selection

Statement	Factor Loading
There is a Human Resource Plan in the organization.	0.649
The selection process in the organization is transparent	0.578
Recruitment process in the organization is fair and straight forward.	0.537
After recruitment the new staff are taken through an induction process.	0.616
The organization encourages staff to apply for positions advertised internally.	0.577
Staff are given priority during the short listing of candidates	0.556
Employees are usually informed before positions are advertised.	0.651

Source: Field Data, 2021

3.2.1 Recruitment and Selection on Organizational Performance

The objective of the study was to establish the influence of recruitment and selection on organizational performance in Education Based State Corporations in Kenya. The Likert scale used for the purpose of rating the statements were **HD= Highly Disagree, D= Disagree, NC= No Comment, A=Agree and HA=Highly Agree**

Table 3.2: Descriptive Statistics on Recruitment and Selection

Statement	HD	D	NC	A	HA	Mean	Std. Dev.	
There is a Human Resource Plan in the organization.	1.9	%	1.3%	3.8%	78.1%	15%	4.03	0.639
The selection process in the organization is transparent	1.3	%	1.3%	9.4%	76.3%	11.9%	3.96	0.613
Recruitment process in the organization is fair and straight forward.	0.6	%	4%	11.9%	73.1%	10%	3.88	0.661
After recruitment the new staff are taken through an induction process.	0.6	%	2.5%	1.9%	74.4%	20.6%	4.12	0.608
The organization encourages staff to apply for positions advertised internally.	2.5	%	1.9%	5.0%	74.4%	16.3%	4.00	0.718
Staff are given priority during the short listing of candidates	7.5	%	6.3%	11.9%	68.1%	6.3%	3.59	0.973
Employees are usually informed before positions are advertised.	6.9	%	15.6%	9.4%	60.0%	8.1%	3.47	1.069
Average						3.864	0.754	

The descriptive statistics results showed that the respondents differed on response that there is a Human Resource Plan in the organization by a standard deviation of 0.639 but on average majority (mean =4.03≈4.00) agreed. This was accounted by majority of about 78.1% who agreed that there is a Human Resource Plan in the organization. Moreover, majority 76.3% of the respondents agreed that the selection process in the organization is transparent. It was important to note that the Recruitment process in the organization is fair and straight forward since majority (mean =3.88≈4.00) agreed.

In addition, majority 74.4 % agreed that after recruitment the new staff are taken through an induction process in the organization while 74.4 % agreed that the organization encourages staff to apply for positions advertised internally. Moreover, the findings revealed that majority 68.1% agreed that you do not have to be related to somebody by family or tribe to be employed in service in state corporations. Though, the respondents differed on the statement that employees are usually informed before positions are advertised by standard deviation of 1.069 majority had no comment on the same (mean =3.47≈3.00).

Overall majority (mean = 3.864, standard deviation = 0.754) of the respondents agreed that recruitment and selection had effect on organization performance in state corporations in Kenya.

Majority of the respondents were of the opinion that the organizations should advertise online, involve external expertise and be transparent when recruiting for new employees. Majority also indicated that their organizations should increase induction process by one week to provide adequate time for induction so that they improve induction process.

Table 3.3: ANOVA of Recruitment and Selection

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.978	1	14.978	87.884	.000
	Residual	26.928	158	.170		
	Total	41.906	159			

a. Dependent Variable: Organization Performance

b. Predictors: (Constant), Recruitment and Selection

The results show that the model was statistically significant in explaining the influence of recruitment and selection on organizational performance in education based state corporations in Kenya and it is indicated by a p-value of $0.000 < 0.05$.

Table 3.4: Coefficient of Recruitment and Selection

Model		Unstandardized Coefficients		Standardized t Coefficients	Sig.
		B	Std. Error		
1	(Constant)	1.556	.256	6.080	.014
	Recruitment and selection	.595	.064	.598	.002

a. Dependent Variable: Organization Performance

$$Y = 1.556 + 0.595x_1$$

Where

Y=Organizational Performance

X₁=Recruitment and Selection

The regression coefficient on Table 3.4 show that there is a positive and statistically significant relationship between recruitment and selection and organizational performance ($\beta = .595$, $p = .002 < .05$). This implies that a unit change in recruitment and selection leads to an improvement in organizational performance by 0.595 units.

Table 3.5: Regression of Coefficients

Model		Unstandardized Coefficients		Standardized T Coefficients	Sig.
		B	Std. Error		
	(Constant)	0.756	0.215	3.519	0.001
	Recruitment and selection	0.308	0.061	0.31	0.000

a. Dependent Variable: Organization Performance

The regression model therefore became;

$$Y = 0.756 + 0.308X_1 + 0.020X_2 + 0.294X_3 + 0.199X_4$$

Where:

Y = Organizational Performance, X₁= Recruitment and Selection

The regression coefficient results in Table 3.5 show that there is a positive and statistically significant relationship between recruitment and selection and organizational performance ($\beta = .595$, $p = .002 < .05$). This implies that a unit change in recruitment and selection leads to an improvement in organizational performance. These results are consistent with the assertion by Flemming and Wilson (2013) that organizations need to get the people with the right attitudes and skills to succeed and in recruitment and selection the acquisition work flow follows requisition process, sourcing, application process, screening and interviewing, acquisition, employment offers, and then regrets.

The results show that the coefficient of determination of (R squared) was 0.357 implying that 35.7 % of the variation in organizational performance in education based state corporations in Kenya can be explained by recruitment and selection. The adjusted R squared of 0.353 depicts that all the recruitment and selection in exclusion of the constant variable explained the variation in organizational performance by 35.3%. The R shows the correlation coefficient of the combined effects of mapping skills, $R = 0.509$ shows that there is a strong positive relationship between organizational performance and recruitment and selection.

Table 3.6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.598 ^a	.357	.353	.413

The standard error of estimate (0.413) shows the average deviation of the independent variables from the line of best fit.

Table 3.7 Correlation Matrix

		Organization Performance	Recruitment and selection
Organization Performance	Pearson Correlation	1.000	
	Sig. (2-tailed)		1.000
Recruitment and selection		0.598	1.000

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

Correlation analysis is a statistical method used to evaluate the strength of relationship between two quantitative variables. A high correlation means that two or more variables have a strong relationship with each other, while a weak correlation means that the variables are hardly related. In this study, correlation analysis was conducted to ascertain the association between the study variable of recruitment and selection and organizational performance. The results showed that recruitment and selection and organizational performance are positive and significantly associated ($r=0.598$, $p<0.05$)

Correlation analysis was conducted to assess the nature and the strength of the association between recruitment and selection and organizational performance and the results revealed that recruitment and selection and organizational performance are positive and significantly associated ($r=0.598$, $p<0.05$). Regression analysis results revealed a positive and statistically significant relationship between recruitment and selection and organizational performance ($\beta=0.595$, $p=0.002<0.05$) implying that a unit change in recruitment and selection leads to an improvement in organizational performance by 0.595 units. The hypothesis testing results revealed that there is significant influence of selection and recruitment on organizational performance in Education Based State Corporations in Kenya.

4.0 Conclusion of the Study

From the analysis of data, the following specific conclusions were made based on the results of the tests done on the variable

H₁: There is significant influence of selection and recruitment on organizational performance in Education Based State Corporations in Kenya. The alternative hypothesis was not rejected; therefore, there is significant influence of recruitment and selection on organizational performance in Education Based State Corporations

5.0 Recommendations

After the study carried out in the four Education Based State Corporations in Kenya, the study makes the following recommendations for each of the organizations.

5.1 Kenya National Examinations Council

Whereas there were no major issues on contracting obligations and financial position, there are critical Human Resource aspects in recruitment and selection that need to be addressed such as the duration of induction which need to be increased to a longer period for new employees to be able to be fully inducted.

5.2 Kenya Institute of Curriculum Development

For the period 2013 to 2016 the contracting performance and financial performance were rated positively at 68.5%. It is the issues affecting employees directly such as recruitment and selection that need to be looked at keenly. Respondents felt that there is need for the organization to inform employees about existing positions before there are externally advertised.

5.3 Kenya Literature Bureau

The respondents rated the financial stability at Kenya Literature Bureau as good. However, in the area of recruitment and selection there is more work to be done to meet the expectations of employees. Respondents strongly felt that the recruitment process at the Organization need to be more transparent

5.4 The Jomo Kenyatta Foundation

From the analysis of the study it was quite clear that the organization's contractual obligations and its financial base is sound..However, like the other three sister organizations, the elements of recruitment and selection must be aggressively pursued for the employees to benefit more. Respondents were of the strong view that the organization should involve external expertise in their recruitment process.

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