



SCHOOL OF MANAGEMENT AND LEADERSHIP

**FACTORS AFFECTING EMPLOYEE RECRUITMENT AND SELECTION AT
NATIONAL IRRIGATION AUTHORITY**

BY

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR DIPLOMA IN HUMAN RESOURCE, SCHOOL OF
MANAGEMENT AND LEDEARSHIP, THE MANAGEMENT UNIVERSITY OF
AFRICA**

MAY 2023

DECLARATION

By the Candidate

This project is my original work and has not been presented for a Diploma in any other institution.

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DATE

By Supervisor

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

NAME:

DATE

DEDICATION

This research is dedicated to my Family members. I dedicate it to my Parents who struggled to bring me up and ensure I access education. I also dedicate this project to my siblings.

ACKNOWLEDGEMENT

First and foremost, I give all the glory to God the giver of wisdom and knowledge and the source of my strength for granting me the mental and physical endurance to prepare this project. Secondly, profound appreciation goes my supervisor who provided me guidance on the critical pillars of this research. Their insightful suggestions, timely comments and encouragement throughout the entire research process were invaluable.

ABSTRACT

Recruiting and selecting employees is one of the most important tasks for any organization. It is a process that begins with identifying the need for a new employee, continues with the recruitment of qualified candidates, and ends with the selection of the best employee for the job. The goal of the recruitment and selection process is to identify and hire the most qualified and suitable candidate to fill a job opening. The purpose of this study was to analyse factors affecting employee recruitment and Selection at National Irrigation Authority, Kenya. Specific objectives were to determine the influence of skill requirements, candidate qualifications, education requirements and selection policy on selection of employees at National Irrigation Authority. This study was anchored on on Attraction-Selection-Retention Model and Cognitive Ability Model. The study adopted explanatory research design and the target population was 723 staff at National Irrigation Authority. In this study both stratified and simple random sampling techniques was employed to determine the sample proportion. Additionally, this study took 20% sample from each of the strata, giving a total of one hundred and forty six (146) employees taken as respondents. The researcher collected data by use of questionnaire and face-to-face interviews. The findings showed that employee recruitment and selection is a critical process in organizations. Furthermore, the study findings showed that skill requirements, candidate qualification, education requirements and selection policies are critical factors of employee recruitment and selection. This study recommended that organizations should formulate effective methods of assessing employee skills and also device best ways of scrutinizing candidate's qualification. Similarly, employers should set the appropriate education requirements for their open positions and should also create a comprehensive selection policy that outlines the recruitment and selection criteria for potential employees.

TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
ABSTRACT.....	v
TABLE OF CONTENTS.....	vi
CHAPTER ONE	ix
INTRODUCTION.....	1
1.1 Background of the study	1
1.2 Statement of the Problem	4
1.3 Objectives of the study.....	5
1.3.1 General Objective	5
1.3.2 Specific Objectives	5
1.4 Research Questions.....	5
1.5 Significance of the study.....	6
1.6 Scope of the study.....	6
1.7 Chapter Summary	6
CHAPTER TWO.....	7
LITERATURE REVIEW	7
2.0 Introduction	7
2.1 Theoretical literature Review	7
2.1.1 Attraction-Selection-Retention (ASR) Model.....	8
2.1.2 Cognitive Ability Model (CAM)	9
2.2 Empirical literature review	11
2.2.1 Influence of Skill requirements on Recruitment and Selection of employees	13
2.2.2 Influence of candidate qualification on Recruitment and Selection of employees	14
2.2.3 Influence of Education requirement on Recruitment and Selection of employees	15

2.2.4 Influence of Selection policy on Recruitment and Selection of employees.....	16
2.3 Summary and Research Gaps.....	17
2.4 Conceptual framework.....	18
2.5 Operationalization of variables	19
CHAPTER THREE	20
RESEARCH DESIGN AND METHODOLOGY.....	20
3.0 Introduction	20
3.1 Research Design	20
3.2 Target population.....	20
3.3 Sample and sampling Technique.....	21
3.4 Data Instruments.....	22
3.5 Pilot Study.....	22
3.5.1 Reliability of research Instruments	22
3.5.2 Validity of research Instruments.....	23
3.6 Data collection procedure	23
3.7 Data analysis and Presentation	23
3.8 Ethical Considerations	24
CHAPTER FOUR	25
DATA ANALYSIS DISCUSSION OF FINDINGS.....	25
4.0 Introduction	25
4.1 Presentation of Research findings	25
4.2 Demographic information.....	25
4.2.1 Gender representation	25
4.2.2 Age distribution	26
4.2.3 Highest academic level	26
4.2.4 Work experience	27
4.3 Descriptive analysis	28

4.3.1 Skill requirements and selection of employees	28
4.3.2 Candidate qualification and selection of employees	29
4.3.3 Education requirements and selection of employees	30
4.3.4 Selection policy and employee selection	32
4.4 Correlation analysis	33
4.5 Limitation of the study.....	35
CHAPTER FIVE.....	36
SUMMARY, CONCLUSION AND RECOMMENDATIONS	36
5.0 Introduction	36
5.1 Summary of the Findings.....	36
5.2 Recommendations	38
5.3 Conclusion.....	39
REFERENCES.....	40
APPENDICES.....	46
APPENDIX I: INTRODUCTION LETTER	46
APPENDIX II: QUESTIONNAIRE	47
APPENDIX III: TIME SCHEDULE.....	52
APPENDIX IV: BUDGET	53

LIST OF TABLES

Table 2.1 - Operationalization of variables	19
Table 3.1 – Target Population.....	21
Table 3.2 – Sampling size.....	21
Table 4.1 – Response rate.....	25
Table 4.2 – Gender proportion.....	26
Table 4.3 – Work experience	27
Table 4.4 – Skill requirements	29
Table 4.5 – Candidate qualification	30
Table 4.6 – Education requirements.....	31
Table 4.7 – Selection policy.....	33
Table 4.8 – Correlation matrix.....	34

LIST OF FIGURES

Figure 2.1 – Conceptual framework.....	18
Figure 4.1 – Age distribution	26
Figure 4.2 – Academic qualification	27

LIST OF ABBREVIATIONS AND ACRONYMS

HR	–	Human Resource
HRM	–	Human Resource
SHRM	-	Society for Human Resource Management
SPSS	–	Statistical Package for Social Scientists

OPERATIONAL DEFINITIONS OF TERMS

Candidate qualification - This is the process of evaluating potential job applicants to determine if they possess the necessary skills, qualities, education, and experience to be successful in the job.

Education requirements – This is the minimum level of education that an applicant must have in order to be considered for a job. The requirements may include a certain degree or certification, a specific number of years of completed study, or additional assessments.

Employee selection – This is the process of sourcing, screening, interviewing, selecting, and on-boarding new employees. The process typically consists of job announcements, job descriptions, recruitment, candidate screening, testing, interviewing, background checks, and orientation for new hires.

Selection Policy - This is a document that outlines the process for selecting new employees; it describes the recruiting and screening methods used to identify qualified job candidates, the criteria that will be used to assess applicants, and the guidelines that will be followed before making an offer of employment.

Skill requirement - This is the measurement by which personnel managers evaluate whether or not a job applicant has the knowledge, experience, and qualifications required to perform the duties of a particular job.

CHAPTER ONE

INTRODUCTION

This chapter highlights the background of the study. It entails the background, statement of the problem; objective of the study; research questions; significance and scope of study.

1.1 Background of the study

Human Resource Management (HRM) is the essential function of organizations. Among the human resource practises, recruitment and selection is the basic function where employees enter the organizations. Employee recruitment is the process of finding, screening, and hiring new employees for an organization (Jones, 2021). The process of recruiting personnel can be complex, as it involves not only finding the right person for the job, but also making sure they are a good fit for the organizational culture and values. Many organizations have developed sophisticated recruitment strategies and processes to ensure they are recruiting the best talent for the job (Greener, 2020). Recruitment is an essential part of any organization's success, as it ensures that the right individuals are hired to fill the positions needed to achieve organizational goals and objectives.

On the other hand, selection is the process of choosing an appropriate candidate among the job applicants. Selection system starts after the completion of the recruitment process. Employee selection is the process of selecting individuals from a pool of applicants to fill a job vacancy (Davidson, 2019). The selection process typically begins with the identification of job requirements and the creation of interview questions and other assessment tools to evaluate the applicants. The selection process also includes background checks and reference checks, and can vary depending on the type of job and industry (Dessler, 2016). Usually, recruitment and selection is an important exercise that is taken seriously by organizations.

Employee recruitment and selection has been an important part of the human resources process since the beginning of organized labor in the late 19th century (Rosenfeld & Wilson, 2011). Over the years, the practice of recruiting and selecting employees has evolved to become an increasingly sophisticated process. As the workforce has become more diverse and competitive, employers have sought out more sophisticated methods of selecting job

candidates (DeVaro & Rogers, 2018). This has included the use of psychological tests, interviews, and background checks to ensure that job applicants are well-suited for the role they are applying for. Additionally, employers have increasingly sought to ensure that the recruitment and selection process is fair and unbiased (Abele, 2010). This includes the implementation of anti-discrimination policies and procedures, as well as the use of objective criteria for evaluating job candidates.

Today, employee recruitment and selection is an important process for any organization as it helps to ensure that the right people are hired for the right job. Factors that can affect the recruitment and selection process include the organization's goals and objectives, the type of role being filled, the skills and experience required for the job, and the organization's budget and timeline (Wang, Chen, & Chen, 2017). In addition, the current labor market conditions, the availability of qualified candidates, and the organization's selection criteria can all have an impact on the recruitment and selection process (Liu & She, 2018). Furthermore, the organization's culture and the type of recruitment and selection methods used can also play a role in ensuring a successful outcome (Wang *et al.*, 2017). Thus, it is important for employers to consider these factors when planning and executing a recruitment and selection process.

Employee recruitment and selection is a critical process for U.S. organizations, as it allows for the selection of the best-qualified applicants for open positions (DeNisi & Murphy, 1990). The process of recruiting and selecting employees usually involves the development of job descriptions, advertising open positions, conducting interviews, and evaluating candidates (Harrison, 2019). According to an article by Zhang and Li (2015), the Chinese government has been actively promoting and encouraging the development of human resources since the early 1980s. This has led to a shift in the recruitment process, where companies pay more attention to the individual qualities and skills of potential employees.

Employee recruitment and selection in African countries is a complex process that is often impacted by cultural and economic differences (Juma & Mwirigi, 2019). Cultural and economic factors can have a significant influence on the selection and recruitment process, as they may affect the selection criteria, the type of recruitment process used, and the way interviews are conducted (Kinyanjui, 2016). For example, in some countries, preference is given to candidates with more education and experience, while in other countries, preference

may be given to candidates who are perceived to have the right cultural background (Juma & Mwirigi, 2019). Additionally, employers in Africa may use different methods of recruitment and selection such as online job postings, job fairs, radio advertisements, or word-of-mouth referrals (Kinyanjui, 2016).

Monday (2015) emphasized that selection is the process of choosing from a group of applicants those applicants who can suit best for a particular position in the organization. Noe, Hollenbeck, Gerhart and Wright (2016) said that selection is the process by which companies decide on an individual who will be allowed into organizations or not. Stone (2018) argued that selection is the process of choosing from the available candidates the individual predicted to be the most likely to perform successfully in the job. The selection and recruitment of employees have a correlation with the performance of the recruited employees.

Employee performance is the measure of how well an employee performs a given task or job. It is typically evaluated through a combination of various assessment techniques including performance appraisals, employee feedback, and objective measures of job performance (Darling, 2018). Performance evaluation is an important tool for managers and organizations because it provides a way to monitor and improve employee performance and overall organizational performance. Performance management also helps to identify areas for improvement, recognize and reward employees for outstanding performance, and create a culture of accountability and continuous improvement (Dalessandro & Ferris, 2020).

Employee performance can be assessed in terms of job skills, competencies, and qualities such as productivity, attitude, and punctuality (McNamara, 2018). Performance can also be measured in terms of results achieved and goals met (Hanson, 2019). Performance reviews are often used to assess an employee's performance and identify areas for improvement. According to Green, Wiese & Hees (2016), employee performance can be improved by focusing on three main areas: individual performance, team performance, and organizational performance. For individual performance, organizations should focus on effective recruitment and selection systems, improving the skills and knowledge of their employees, as well as their motivation levels (Gonzalez-Roma, & Peiro, 2016).

Thus, recruiting and selecting the right employees for a given job is a key factor in ensuring good employee performance. According to the Society for Human Resource Management (SHRM, 2018), Recruiting and selecting the right employees for the right positions—and then managing those employees—are critical for organizational success. By carefully selecting employees for particular job roles, organizations can ensure that employees have the right qualifications, experience and skills to perform their jobs effectively. Furthermore, by selecting the right employees and providing them with the necessary training, organizations can maximize employee performance (SHRM, 2018). This study will focus on examining factors affecting recruitment and selection of employees at National Irrigation Authority

1.2 Statement of the Problem

In order to remain relevant and competitive, National Irrigation Authority has undertaken various HRM practices. The basic HRM practices undertaken by National Irrigation Authority include recruitment and selection of skilled employees. Like other government organizations, it needs to achieve their desired goals/objectives. However, this can only be possible if employees perform and produce results. By improving recruitment and selection procedures, National Irrigation Authority aims to: obtain and retain skilled employees, train and develop employees by providing continuous development opportunities, ensure that people are valued and rewarded for the work they do by coming up with attractive rewards system and to have the desired level of staff.

In recent years, National Irrigation Authority had been facing employee performance challenges. This was attributed to the fact that they were not able to achieve their desired results. According to the National Irrigation Authority of Kenya (NIA, 2018), the total area irrigated by the NIA is 29%, similarly, the average annual yield from irrigated farming is 44% nationally. Additionally, the number of registered farmers using NIA irrigation services stand at 31% while total number of completed and ongoing NIA schemes has increased by 8.8% since 2011 (NIA, 2018). This is an indication that the National Irrigation Authority is performing dismally and may be attributed to employee factors as well as other factors.

This has resulted in National Irrigation Authority undertaking major appointments of staff at different levels following a new structure developed to align performance to its strategy in the

last two years. This represents significant costs in terms of replacement and training of new staff. Productivity was also affected when replacements were done. National Irrigation Authority has a selection policy but just like most public corporations, there are a number of factors that determines success of recruitment and selection process.

There is therefore a need to evaluate factors affecting recruitment and selection system for the purpose of improvement as this will reduce losses in terms of time and cost. There is also need for a systematic recruitment and selection approach to minimize cases of rushed decisions that end up with recruiting and selecting unsuitable staff for some positions. It is against this background that the study seeks to evaluate the factors affecting recruitment and selection at National Irrigation Authority.

1.3 Objectives of the study

1.3.1 General Objective

To analyse factors affecting employee recruitment and Selection at National Irrigation Authority, Kenya;

1.3.2 Specific Objectives

- i. To determine the influence of skill requirements on selection of employees at National Irrigation Authority
- ii. To establish whether candidate qualifications influence selection of employees at National Irrigation Authority
- iii. To determine the influence of education requirements on employee selection at National Irrigation Authority
- iv. To establish the role of selection policy on selection of employees at National Irrigation Authority

1.4 Research Questions

- i. To what extent do skill requirements influence selection of employees at National Irrigation Authority?

- ii. To what extent does candidate qualification influence selection of employees at National Irrigation Authority?
- iii. To what extent do education requirements influence employee selection at National Irrigation Authority?
- iv. Does selection policy influence selection of employees at National Irrigation Authority?

1.5 Significance of the study

The finding of the study will be of great importance to the management of National Irrigation Authority, as they will understand the factors that influence employee recruitment and selection. The management of National Irrigation Authority will get better understanding of the employee selection in their organization and this will offer them an insight on how well to improve the selection system in the organization. The study findings will be of significance to policy makers in the field of Human Resource as they will be enlightened on the employee recruitment and selection system, this will also assist them when designing policies to assist organizations when selecting and recruiting employees. The findings will also assist the organizations acting appropriately in aligning to the employee recruitment and selection systems that will improve National Irrigation Authority.

1.6 Scope of the study

The study targeted the employee of National Irrigation Authority in Nairobi from where the sample size of the study was selected. The target population was staff at National Irrigation Authority in Nairobi. The study was carried out within three-months from March 2023 to May 2023.

1.7 Chapter Summary

This chapter provided the introduction and the background of the study. The sections that were discussed in this chapter are: background of the study, statement of the problem, objectives of the study, research questions, significance and scope of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter provides a review of literature from various sources on concepts of employee recruitment and selection, theoretical review, empirical literature on factors influencing employee recruitment and selection, literature gaps to be filled by the study, and the conceptual framework.

2.1 Theoretical literature Review

Employee recruitment and selection are important processes in any organization. Recruitment involves attracting qualified individuals to fill vacant positions and involves a wide range of activities, such as job analysis, advertising, interviewing, and testing (Lepak, 2017). Selection, on the other hand, involves making decisions about which candidates are most suitable for the job and who should be hired (Dessler, 2017). Through these processes, organizations can ensure that they have the most qualified and suitable employees to help them achieve their goals. Recruitment and selection are often seen as a single process, but they are, in fact, two distinct activities. Recruitment is the initial process of identifying and attracting suitable candidates for a role.

This involves looking at the job requirements and advertising for suitable candidates. Selection is the process of choosing the right candidate for the role, based on their skills, experience, and qualifications. This involves assessing the candidates and assessing their suitability for the job. Both recruitment and selection are essential parts of the human resource management process. They are used to ensure that the organization has the right number of people with the right skills, experience, and qualifications. They also help organizations to ensure that they hire the right people for the right roles and that they comply with employment laws and regulations (Dessler, 2017).

Employee recruitment and selection involves identifying, attracting, and selecting appropriate candidates to fill job vacancies. The process has two main objectives: (1) to find a person who has the qualifications, skills, and knowledge needed to do the job, and (2) to ensure that the

person is a good fit for the organization's culture (Dessler, 2018). To achieve these objectives, employers use a variety of methods, such as job postings, advertising, interviews, assessments, and background checks. The recruitment and selection process is also important from a legal standpoint. Employers must ensure that their selection processes comply with relevant laws and regulations (Rao, 2017). It is important for employers to ensure that their selection processes comply with legal requirements and are designed to identify and select the best possible candidates. This study is ground on Attraction-Selection-Retention Model and Cognitive Ability Model as explained below.

2.1.1 Attraction-Selection-Retention (ASR) Model

The Attraction-Selection-Retention model is a framework first proposed by Donald L. Brown in 1976, and has since been expanded upon by numerous other researchers in the fields of organizational behavior, human resources, and industrial psychology (Brown, 1976). The model provides understanding on how organizations identify, hire, and keep talent. The model proposes that organizations first attract potential applicants by developing a favorable image, then select appropriate employees through a rigorous selection process, and finally, retain those employees through rewards and recognition (Duchon, Ployhart & Schmitt, 2006).

This model suggests that a successful recruitment and selection process should include three distinct stages: attract, select, and retain. It proposes that organizations should actively attract the best-fit candidates to their organization, select the most suitable among them, and then create an environment that encourages them to stay. The model is a framework developed to explain how organizations select, attract, and retain employees. This model provides a useful explanatory tool for understanding the process of employee selection. It also provides insight into the factors that affect employee selection in organizations. The model suggests that a number of factors determine which employees are ultimately selected for positions within a company. The process includes attraction, selection, and retention of employees. First, organizations create job postings and use recruitment strategies to attract potential employees. This includes things like advertising the job, creating a job description, and interviewing candidates.

Second, organizations use selection criteria to determine which candidates are best suited for the job. This may include skills and abilities, experience, and personality traits. Organizations also use tests and assessments to evaluate potential employees. Finally, organizations use retention strategies to maintain the desired level of employee satisfaction and commitment. This includes providing competitive compensation and benefits, offering training and development opportunities, and creating a positive work environment. The Attraction-Selection-Retention Model provides insight into the factors that can affect employee selection in organizations. By understanding this model, organizations can better design recruitment and selection processes that are tailored to their specific needs.

The ASR Model is a comprehensive framework for studying the factors that influence employee selection. However, several gaps in the model need to be addressed. First, the model does not adequately address the importance of context. While it takes into account the role of selection criteria, it fails to consider how the same criteria may vary depending on the specific industry or workplace. Furthermore, the model does not account for other external factors such as regional and national economic conditions, which can have a significant impact on the selection process. Second, the model does not account for the impact of employee retention on selection.

While it is important to determine the factors that influence employee selection, it is equally important to understand how those factors impact employee retention. In particular, the model does not consider how certain selection criteria, such as skill sets, may influence job satisfaction and employee retention. Finally, the model does not consider the role of technology in the selection process. With the advent of new technologies, such as artificial intelligence and predictive analytics, the selection process has become increasingly automated. However, the ASR Model does not take into account how these technologies may influence the selection process.

2.1.2 Cognitive Ability Model (CAM)

The Cognitive Ability Model (CAM) was introduced by Robert J. Sternberg in 1985 and has since been applied to a variety of domains, such as education, work, and mental health (Sternberg, 1985). The model is a cognitive theory that emphasizes the role of cognitive

processes in the development and maintenance of a wide variety of psychological phenomena (e.g., psychological functioning and behavior). The CAM is comprised of three main components: cognitive processes, cognitive abilities, and cognitive states. Cognitive processes refer to the mental processes that are involved in acquiring and manipulating information. Cognitive abilities refer to the capacity to use cognitive processes in order to reason, remember, understand, and solve problems. Cognitive states refer to the mental states that are associated with the use of cognitive processes. According to Sternberg (1985), the cognitive ability model emphasizes the importance of cognitive processes and cognitive abilities in mediating behavior.

It also suggests a number of ways in which cognitive processes, abilities, and states interact with one another. This model has been used to explain various psychological phenomena, such as problem solving, memory, and decision-making. This model suggests that cognitive ability is the most important factor when selecting candidates. The cognitive ability model suggests that organizations should select potential employees based on their cognitive ability, such as their problem-solving skills, critical thinking skills, and ability to learn new tasks quickly. Cognitive Ability Model is a widely used framework to evaluate an individual's capacity to think and make decisions. This model has been used in many different areas of study, including employee selection in organizations. The CAM looks at the individual's capacity to understand and process information, to solve problems, and to make decisions. It also takes into account the individual's knowledge and experience, as well as the individual's ability to remember and recall information. CAM is often used as a basis for measuring cognitive ability in order to assess the potential of individuals for various roles within an organization.

For example, the CAM can be used to measure the cognitive ability of potential employees who are being evaluated for selection and placement. This model can be used to identify those who have the potential to succeed in a specific role and to evaluate the likelihood that they will be able to perform their duties effectively. The CAM can also be used to study the factors that may be influencing the selection and placement of employees in organizations. For example, the model can be used to identify the most important traits and abilities that are associated with successful job performance, as well as the factors that may be preventing

certain individuals from being hired. This information can be used to inform the selection and placement process, as well as to develop strategies and policies that will increase the chances of successful job placements.

The Cognitive Ability Model (CAM) is a popular model for predicting job performance in the selection process. Despite its popularity, several gaps can hinder its efficacy in explaining factors affecting employee selection. First, the model only considers cognitive ability. While cognitive ability is an important factor in determining job performance, other factors such as personality, experience, and motivation should also be taken into consideration. Second, the model is based on a fixed set of criteria, which can be difficult to generalize to different types of jobs. For example, the criteria may vary depending on the type of job, and this can make it difficult to accurately assess an individual's suitability. Third, the model does not account for the impact of external factors, such as the organizational culture and environment, which can influence the performance of an employee. Finally, the model does not take into account the impact of diversity on employee selection. Diversity can be an important factor in determining an individual's suitability for a job, and the model does not consider this.

2.2 Empirical literature review

The concept of employee recruitment and selection in organizations is an integral part of the human resource management process (Leopold & Harris, 2017). Employee recruitment is the process of sourcing and attracting qualified candidates to fill available job positions within an organization. This process includes activities such as job postings, job fairs, online job postings, and other methods for sourcing potential employees. Selection is the process of evaluating and selecting the best-qualified candidate for a job based on their qualifications, skills, and experience (Towers, 2017). This involves activities such as interviewing and assessing candidates, conducting background checks, and analyzing the results of any tests or assessments. The recruitment and selection process is critical for organizations, as it helps ensure that they are able to attract, evaluate, and select suitable employees who will be able to contribute to their organizational goals (Leopold & Harris, 2017).

The recruitment and selection of employees is an essential process for any organization, as it determines the quality of staff and the overall success of the organization (Baird, 2012). By

conducting a thorough recruitment and selection process, organizations are able to identify the best-qualified candidates and select those who will best contribute to the organization's goals and objectives. Recruiting and selecting the right employees can also help reduce turnover and increase employee retention, resulting in cost savings. Furthermore, recruiting and selecting employees with the appropriate skills and abilities can help organizations stay competitive and improve their overall performance (Singh & Kumar, 2016).

In addition, employee recruitment and selection is a critical process for organizations to ensure they are able to hire and retain the right individuals with the necessary skills to meet organizational objectives (Lussier & Hendon, 2015). Recruiting and selecting the right employees can help organizations save time and money, improve efficiency, and increase employee morale and job satisfaction (McHenry & Lebreton, 2017). Through effective recruitment and selection practices, organizations can ensure they are identifying, interviewing, and hiring individuals who are well-suited to the organization and its mission. Ultimately, effective recruitment and selection practices are key to the success of any organization.

Employee recruitment and selection are two critical processes in the success of any organization. A successful recruitment and selection process can help an organization to attract the right talent and retain them for a longer period of time (Rajasekar, 2017). Several factors can influence the recruitment and selection process in an organization. These include organizational culture, job requirements, job market, availability of resources, and legal issues. Organizational culture plays an important role in employee recruitment and selection (Gopinath *et al.*, 2015). It reflects the values, beliefs, and practices of the organization and can influence the recruitment and selection process.

Organizations should ensure that their culture matches the values, beliefs, and goals of potential employees so that they are more likely to be attracted to the organization. The job requirements of an organization can also affect the recruitment and selection process (Rajasekar, 2017). Organizations should ensure that they are clear about the requirements of the job and the qualifications needed for it so that they can attract the right kind of talent. Factors such as age, gender, nationality, and educational qualifications of employees can all affect the recruitment and selection process (Kasim, Al-Ismaili, & Al-Busaidi, 2017).

Additionally, the organization's recruitment and selection policies and procedures can also play a significant role in the recruitment and selection process. Organizational recruitment and selection procedures are important because they provide a consistent and fair approach to the hiring process and ensure that all applicants receive equal consideration (Al-Shaibani & Al-Shihi, 2013). Organizations must also consider the labor market when recruiting and selecting employees, as this can have a significant effect on the number and type of applicants. For example, if there is a shortage of a certain type of employee in the labor market, organizations may have difficulty finding suitable candidates.

Organizational culture is another important factor that affects recruitment and selection. Organizations should strive to create a culture of openness and acceptance in order to attract and retain the best employees. Furthermore, organizations should ensure that their selection criteria are aligned with the organization's mission and values. This will ensure that the organization is able to attract and select the most suitable candidates for the organization (Kasim *et al.*, 2017). Finally, the recruitment and selection process should also be effective and efficient. The organization should ensure that the recruitment and selection process is streamlined and effective, as this will ensure that the organization is able to select the right people for the right positions in a timely manner.

Additionally, the organization should ensure that the recruitment and selection process is carried out in a fair and unbiased manner. In conclusion, employee recruitment and selection are important processes for any organization. Organizations should be aware of the various factors that can affect the recruitment and selection process, such as the labor market, organizational culture, and the organization's recruitment and selection policies and procedures. Additionally, organizations should strive to ensure that their recruitment and selection process is effective and efficient, and carried out in a fair and unbiased manner.

2.2.1 Influence of Skill requirements on Recruitment and Selection of employees

Employee recruitment and selection is an important process for organizations as it helps them to identify and hire the best talent to meet their organizational goals and objectives (Adler, 2012). One of the most important factors that must be considered when recruiting and selecting employees is their skill requirement. Skills are the abilities to perform tasks

effectively and efficiently. Organizations must assess the skill requirement of potential candidates to ensure that they have the required skills to fulfill the job requirements. This helps organizations to identify candidates who can contribute to achieving the organization's goals and objectives. It also helps to reduce the time and cost associated with employee recruitment and selection.

In addition, skill requirement plays a crucial role in the evaluation of job applicants. Organizations can use the skill requirement to identify the best-suited candidate for the job role. The skill requirement helps to evaluate the applicants' skills and abilities and compare them to the required skills for the job role (Cascio, 2013). Finally, skill requirement is also important in the development of employees. Organizations can use the skill requirement to determine the types of training and development activities to provide to their employees. This helps to ensure that employees have the necessary skills to perform their job duties effectively and efficiently (Adler, 2012). In conclusion, skill requirement is an important factor in employee recruitment and selection. It helps organizations to identify the best-suited candidates for the job, evaluate job applicants and develop employees.

2.2.2 Influence of candidate qualification on Recruitment and Selection of employees

Candidate qualification and availability as a factor in employee recruitment and selection in organizations is an important consideration for many employers. Candidate qualifications can have a significant influence on the selection of employees. Qualifications provide employers with an assessment of the candidate's knowledge, skills and abilities, allowing them to make informed decisions about who to hire. Qualifications can also demonstrate a commitment to professional development, which can indicate a potential employee's level of ambition and motivation. Qualifications can also provide employers with a better understanding of the candidate's experience and expertise, which can help to determine whether a candidate is a good fit for the company and the role.

According to Truong and Nguyen (2018), qualification and availability of candidates is a significant factor in the success of the recruitment and selection process. The authors note that organizations need to consider the availability of potential candidates when making hiring decisions, as it can lead to higher rates of success in recruiting and selecting the right

candidate for the job. Additionally, they point out that the availability of suitable candidates can also influence the organization's decision-making process, as it can provide insight into the potential skills and qualifications of the candidate (Truong & Nguyen, 2018). In a separate study, Sharma et al. (2019) found that availability of candidates is a critical factor in the recruitment and selection process. The authors emphasize that it is important to consider the availability of potential candidates before making a final hiring decision, as it can lead to better outcomes in terms of selecting the right person for the job.

They also note that the availability of suitable candidates can influence the overall selection process, as it can provide insight into the potential skills and qualifications of the candidate (Sharma *et al.*, 2019). Overall, it is clear from the studies that candidate availability is an important factor to consider when recruiting and selecting employees. Organizations need to ensure that they are aware of the availability of potential candidates before making a final hiring decision, as it can lead to better outcomes in terms of selecting the right person for the job.

2.2.3 Influence of Education requirement on Recruitment and Selection of employees

Employee recruitment and selection is a crucial aspect of the Human Resource Management (HRM) process. According to Varma, (2019), the education requirement is an important factor when it comes to employee recruitment and selection in organizations. Education requirements enable organizations to generate potential candidate pools that meet the educational qualifications needed for the job position. As such, organizations can efficiently narrow down their search criteria and find the most qualified candidate for the job. Moreover, having educational requirements in place allows organizations to ensure that their job applicants possess the necessary skills, knowledge, and abilities to successfully perform the job. Additionally, having an education requirement in place can also help organizations meet their compliance and equal opportunity requirements, as applicants with the same educational qualifications are given equal consideration in the recruitment process (Varma, 2019).

According to Anbari, (2020), education requirements may also signal to job applicants the level of commitment and competency that the organization expects from its employees. This can help to attract more qualified and experienced job candidates and help to establish a

higher standard for the quality of work in the organization. In conclusion, having education requirements in place for an organization's employee recruitment and selection process can be beneficial for both the organization and the job applicants. It can help organizations narrow down their search criteria and find the most qualified candidate for the job, while also helping to ensure that their employees possess the necessary skills, knowledge, and abilities to successfully perform their job.

2.2.4 Influence of Selection policy on Recruitment and Selection of employees

Recent empirical research has focused on the selection policy as a factor in employee recruitment and selection in organizations (Jaiswal, Sharma, & Singh, 2016). Nguyen and Ho (2017) found that selection policies, which are designed to attract and retain employees with the right skills and qualifications, are important for the overall success of an organization. Specifically, the authors found that the selection policy should include factors such as job descriptions and criteria for selection, assessment of candidates, and appropriate hiring and recruitment strategies.

Additionally, the authors found that selection policies that are well developed could aid in the attraction and retention of qualified and experienced employees. Jaiswal *et al.* (2016) also examined the role of selection policies in employee recruitment and selection. The authors found that selection policies should incorporate factors such as selection criteria, recruitment and selection methods, and assessment of candidates. They also found that selection policies should be designed to minimize bias and ensure that the best-suited candidate is chosen for the job. Furthermore, they determined that the selection policy should be part of the organizational strategy and should be regularly updated and evaluated. Overall, the empirical evidence suggests that selection policies play an important role in employee recruitment and selection processes. Specifically, the evidence suggests that selection policies should be designed to attract and retain qualified and experienced employees, and those they should incorporate factors such as job descriptions and criteria for selection, assessment of candidates, and appropriate hiring and recruitment strategies.

2.3 Summary and Research Gaps

Studies on employee recruitment and selection have highlighted a range of factors influencing recruitment and selection decisions in organizations. Factors found to be influential include organizational culture, job requirements, labor market structure, diversity initiatives, and technological advances (Bhatnagar & Sharma, 2019; Girard & Greer, 2020). Additionally, recruitment strategies, selection criteria, and the recruitment process have been identified as important components of recruitment and selection. Research has found that organizational culture has a significant impact on recruitment and selection decisions (Jaiswal *et al.* (2016); Anbari, (2020); (Truong & Nguyen, 2018); (Sharma *et al.*, 2019). Organizations with positive organizational HR policies are more likely to attract and select high-quality employees (Bhatnagar & Sharma, 2019).

Additionally, job requirements, such as educational qualifications and work experience, have been found to be important in recruitment and selection decisions (Girard & Greer, 2020). The labor market structure, including the availability of skilled workers, also plays an important role in recruitment and selection (Bhatnagar & Sharma, 2019). Research has also found that diversity initiatives are important in influencing recruitment and selection decisions. Organizations that prioritize diversity in their recruitment and selection processes are more likely to attract and select a diverse workforce (Girard & Greer, 2020). Lastly, technological advances in recruitment, such as the use of online job boards and applicant tracking systems, have been found to significantly affect the recruitment and selection process (Bhatnagar & Sharma, 2019).

Overall, the research on factors influencing employee recruitment and selection in organizations has revealed that a range of factors influence recruitment and selection decisions. However, still other factors have not been studied, posing a literature gap that requires to be studied. Consequently, this study is needed to explore the main factors that influence recruitment and selection decisions at public organizations in Kenya, particularly National Irrigation Authority.

2.4 Conceptual framework

After theoretical review and elaborate literature review, a conceptual framework is coined to show variables involved in the study. A conceptual framework is an illustration that shows particular variables in this study connect with each other. In this study, independent variables are recruitment and selection factors, which include; skill requirements, candidate qualification, education requirements and selection policy, while independent variable is employee recruitment and selection. Below is a diagrammatic illustration of a conceptual framework for this study.

Recruitment and selection factors

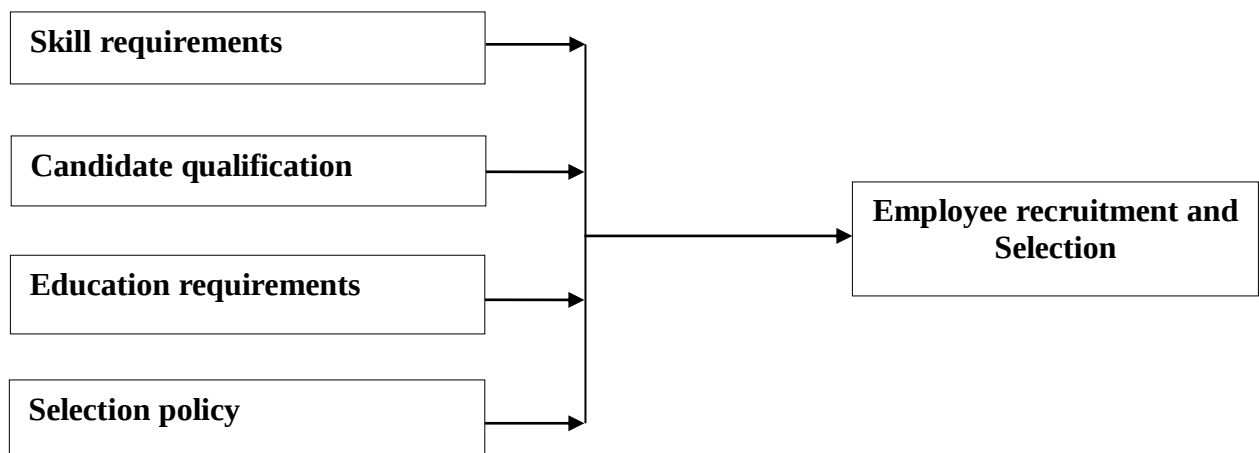


Figure 2.1 – Conceptual framework

Source: (Author, 2023)

2.5 Operationalization of variables

Table 2.1 - Operationalization of variables

Objectives	Variable	Source of data	Measurement style
To determine the influence of skill requirements on recruitment and selection of employees at National Irrigation Authority	Skill requirement	Primary; use of Questionnaires	Ordinal and Nominal scales
To establish whether candidate availability influence recruitment and selection of employees at National Irrigation Authority	Candidate availability	Primary; use of Questionnaires	Ordinal and Nominal scales
To determine the influence of education requirements on employee recruitment and selection at National Irrigation Authority	Education requirement	Primary; use of Questionnaires	Ordinal and Nominal scales
To establish the role of selection policy on recruitment and selection of employees at National Irrigation Authority	Selection policy	Primary; use of Questionnaires	Ordinal and Nominal scales

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter focused on the research design, location of the study, study population, sampling size and sampling procedures, data collection instruments, methods that will be used in the analysis of data.

3.1 Research Design

According to Kothari (2004) research design is a plan for collecting and utilizing data so that the desired information can be obtained with sufficient precision or so that the hypothesis can be tested properly. This study adopted explanatory research design. This design was more appropriate as it enables respondents to give their relevant information on the issues of interest to the study (Cooper & Schindler, 2011). This research design adopted enables the researcher to observe the respondents in their natural setting without manipulating their environment.

3.2 Target population

Target population is a well defined or set of people, services, elements, and events, group of things or households that are being investigated (Mugenda and Mugenda 2003). Population refers to the total collection of all the elements about which the researcher wishes to make inference (Cooper and Schindler, 2011). Therefore, the target population of this study comprised of staff at National Irrigation Authority (NIA). More specifically, the employees working in various levels of management was the center of focus in providing data for this study. According to HR records at NIA, there are seven hundred and twenty three (723) employees, working at three levels of management as shown in table 3.1 below.

Table 3.1 – Target Population

Sno.	Management levels	Employee population
1.	Top level	80
2.	Middle level	182
3.	Lower level	461
	Total	723

Source: (NIA, 2023)

3.3 Sample and sampling Technique

Sampling is the procedure of selecting a part of the population on which research is to be conducted, which ensures that conclusions from the study can be generalized to the entire population (Oso & Onen, 2005). In this study, both stratified and simple, random sampling techniques was employed to determine the sample proportion. First, the sample frame was categorized into strata; which in this case are upper, middle and lower levels of management. Thereafter, selection of the samples was done using simple random technique. In addition, by adopting Mugenda & Mugenda, (2003) formula, which states that a *sample* size of 10-50% is acceptable, thus, this study took 20% sample from each of the strata, giving one hundred and forty six (146) employees taken as respondents in this study as shown in table 3.2 below.

Table 3.2 – Sampling size

Sno.	STRATA	Target population (N)	Sample ratio	Sample (s)
1.	Top level	80	0.2	16
2.	Middle level	182	0.2	37
3.	Lower level	461	0.2	93
	Total	723		146

Source: (NIA, 2023)

3.4 Data Instruments

The researcher collected data by use of questionnaire and face-to-face interviews. For quantitative data, a structured questionnaire with open and closed ended questions was designed to seek information from all the sampled staff at NIB. Through the structured questionnaire, the researcher was able to contact large numbers of people quickly, easily and efficiently using hand delivery or online questionnaire. Questionnaires are relatively quick and easy to prepare code and interpret, especially in the case of closed questions (Cooper & Schindler, 2011).

For qualitative data, the researcher organized for in-depth interviews with the heads of department at NIB, since they could help give more elaborate and concrete information, discover how different groups think and feel about the issues at hand and why they hold certain opinions and to suggest potential solutions to problems identified. Questionnaires and interview guides were pre-tested before distribution to respondents.

3.5 Pilot Study

A pilot study was carried out before actual data collection. The fundamental purpose of conducting a pilot study is to examine the feasibility of an approach that is intended to ultimately be used in a larger scale study. The researcher piloted the instrument with twenty (20) employees who were not be part of the sample to determine validity and reliability of data instruments. The purpose of this pilot study was to enable the researcher to improve on the validity and reliability of the data collecting instruments and to familiarize with their administration. Usually, piloting provides a check on the feasibility of the proposed procedure for coding data and shows up flaws and ambiguities in the instruments of data collection.

3.5.1 Reliability of research Instruments

According to (Cochran, 2012), reliability refers to consistency of a measuring instrument that is the extent to which a measuring instrument contains variable error. Through piloting, questionnaires were distributed to ten respondents who were not part of the sample. Cronbach's Alpha test was carried out to test reliability of the instrument; the results showed coefficients above 0.7, which showed that the instrument is reliable.

3.5.2 Validity of research Instruments

According to McCready (2012) validity is the degree to which a measuring instrument measures what it is supposed to measure. Some questions may unclear and ambiguous and therefore, questionnaire testing is necessary to identify and eliminate such problems. Validity therefore has to do with how accurately; the data obtained in the study represent the variables of the study. Validity of the instrument was adhered right from the design stage. Valuable contribution from the researcher, supervisors and relevant academic staff was taken into consideration to determine the validity of research instruments.

3.6 Data collection procedure

Data collection was achieved through a drop and pick method. The researcher physically distributed the questionnaire to the respondents and follow up completion of the same to ensure they are completed and returned back. The respondents were given a period of one week to complete filling the questionnaire. Meanwhile, the researcher herself administered interviews to the heads of department at NIBs for more insights on the subject under study.

3.7 Data analysis and Presentation

In this study, both qualitative and quantitative data analysis methodologies were adopted due to the nature of the study. With the use of Statistical Package for Social Sciences (SPSS) version 21.0, analytical tool, data analysis was carried out by use of descriptive statistical approaches; which will include; mean and standard deviations. Similarly, in order to determine the relationship between study variables, correlation analysis was adopted. Correlation test helped to determine the relationship that exists between study variables.

On the other hand qualitative data was analyzed using narrative analysis approach. This involved the reformulation of stories presented by respondents taking into account context of each case and different experiences of each respondent. Specifically, the raw data was captured by recording the responses during interview sessions. Thereafter, data reduction exercise was carried out to develop sense of usable data and general categories created. Consequently, short narratives based on actual responses were formulated; this was guided by the objectives of the study.

3.8 Ethical Considerations

This study observed all ethical considerations of practice and procedures that comply with issues regarding confidentiality, privacy and prior informed consent discussed below:

3.8.1 Informed consent

The researcher obtained introductory letter from MUA to ensure all concerned authorities are informed about the intention of the study. Additionally, all the respondents were informed of the purpose of the study requested to sign consent note to be assured of the highest level of confidentiality for any information provided.

3.8.2 Voluntary Participation

The researcher explained the purpose of the research to potential participants and she was transparent about how their data will be used. More so, participants were asked to participate voluntarily and that participants were free to withdraw from the study at any time without consequence.

3.8.3 Confidentiality/Anonymity

The researcher ensured that all the participants remain anonymous and provide a pseudonym to protect their identity.

3.8.4 Privacy

The researcher ensured that all research protocols are in place to protect participant privacy and prevent unauthorized access to data. Research data was stored securely in a secure environment, such as a password-protected computer or encrypted storage device, and that access can only be granted to authorize users.

3.8.5 Plagiarism

The researcher also gave due credit to authors from whom they source materials in order to avoid plagiarism. All bibliographies and references were provided at the end of the project.

CHAPTER FOUR

DATA ANALYSIS DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents the research findings and reporting according to the four objectives of the study outlined in chapter one. It begins with demographic representation, descriptive statistics and correlation analysis. The results of the analysis were presented using tables and charts.

4.1 Presentation of Research findings

The researcher distributed 146 questionnaires and only 140 were returned representing 95.8%. However, 6 of the questionnaires representing 4.2% were not returned by the respondents due to their busy schedule. Table 4.1 shows the detail representation response rate. Usually, a response rate of 70% and above is ideal for a study since it is an excellent representation of the population to avoid biasness.

Table 4.1 – Response rate

S/no		Frequency	Percentage (%)
1	Responded Questionnaires	140	95.8%
2	Non-responded Questionnaires	6	4.2%
Total		146	100.0%

Source: (Survey, 2023)

4.2 Demographic information

4.2.1 Gender representation

The respondents were asked to state their gender. The findings revealed that majority of them 73(52.1%) were female while 67(47.9%) were male. Thus, this study gave equal representation to both genders to avoid biasness as shown in figure 4.2 below.

Table 4.2 – Gender proportion

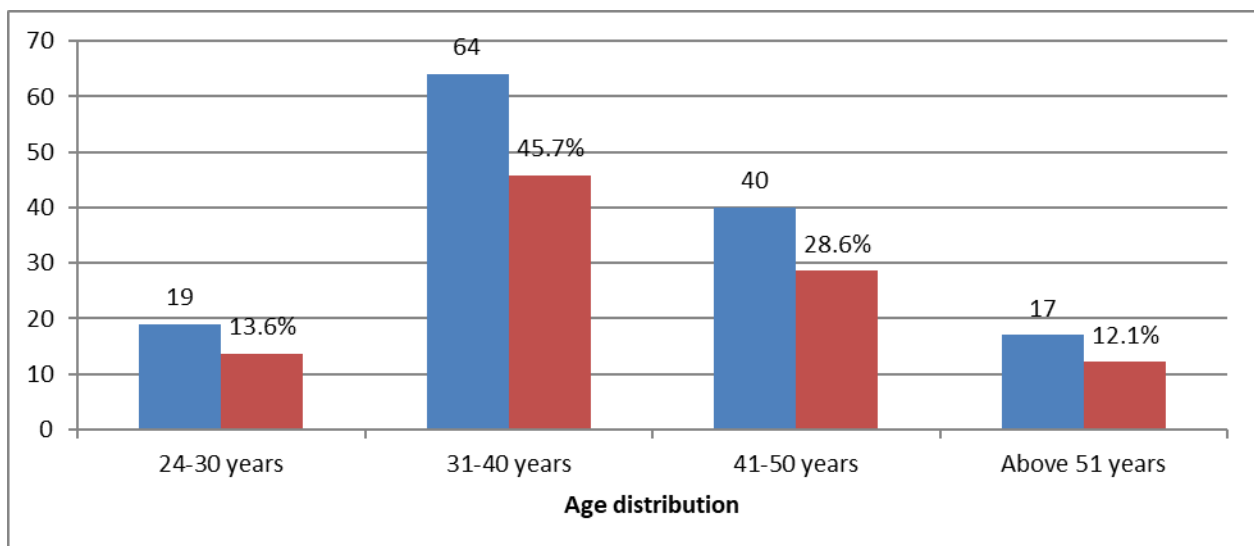
	Frequency	Percentage (%)
Male	67	47.9
Female	73	52.1
Total	140	100.0

Source: (Survey, 2023)

4.2.2 Age distribution

The respondents were also asked to give their age bracket. The findings showed that majority of them 64(45.7%) were between 31-40 years, followed by 40(28.6%) between 41-50 years, while 19(13.6%) has age bracket between 24-30 years and a few 17(12.1%) were above 51 years as shown in figure 4.1 below.

Figure 4.1 – Age distribution



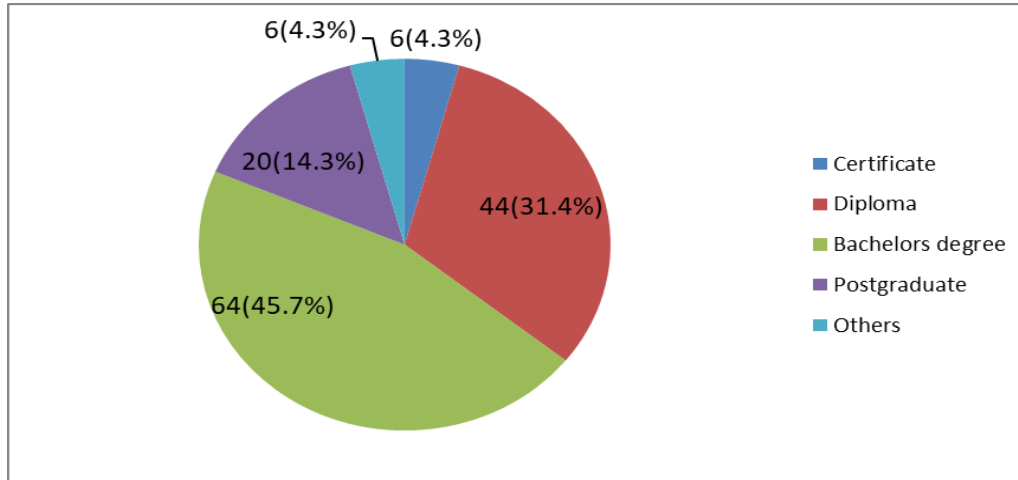
Source: (Survey, 2023)

4.2.3 Highest academic level

The researcher sought to determine the level of education for all the respondents, majority of them 64(45.7%) had Bachelor's degree, while 44(31.4%) had Diplomas, 20(14.3%) had postgraduate degrees, while a few 6(4.3%) had certificates and other trainings as shown in

figure 4.2. This implies that most of the respondents were knowledgeable enough to provide the required data/information relating to the variables under study.

Figure 4.2 – Academic qualification



Source: (Survey, 2023)

4.2.4 Work experience

Furthermore, this study established work experience of respondents by showing the duration that respondents have worked at NIB. The findings showed that most respondents 44(31.4%) have work experience of 11-15 years, while 39(27.9%) have work experience of 6-10 years, 25(17.9%) have worked for a period between 15-20 years, 17(12.1%) have experience of over 20 years and a few 15(10.7%) have work experience of less than 5 years as shown in table 4.3 below.

Table 4.3 – Work experience

	Frequency	Percentage (%)
Less than 5 years	15	10.7
6-10 years	39	27.9
11-15 years	44	31.4
15-20 years	25	17.9
Above 20 years	17	12.1
Total	140	100.0

Source: (Survey, 2023)

4.3 Descriptive analysis

4.3.1 Skill requirements and selection of employees

Skill requirements entails the process of defining the skills necessary for a job position, assessing the skills of potential employees, and then selecting the most qualified candidate for the position. The first objective of this study was to determine the influence of skill requirements on selection of employees at National Irrigation Authority. The findings revealed that irrigation authority consider technical skills; specific abilities, knowledge and experience required in a job when recruiting and selection employees (Mean=4.0, Std dev.=0.8), and also consider communication skills i.e. ability by a candidate to express himself clearly and effectively (Mean=4.2, Std dev.=0.7). Additionally, when selecting employees, the organization looks at consider interpersonal skills; i.e. the ability to build relationships and interact with others (Mean=4.0, Std dev.=1.0), leadership skills (Mean=3.9, Std dev.=1.0) and problem solving skills (Mean=3.8, Std dev.=1.0). In general, it was established that skill requirements one factor that is considered while recruiting and selecting employees at National Irrigation authority (Mean aggregate=4.0, Std dev.=0.9) as shown in table 4.4 below.

This implies that skill requirement is important in the selection of employees because it ensures that the right people are hired for the right job. It enables employers to identify the specific skills, abilities and knowledge that are needed to effectively perform the job. Having employees with the necessary skills ensures that tasks are completed efficiently and accurately, and it helps to maintain a high level of customer satisfaction. The right skills also help to reduce training costs, as employees who already possess the necessary knowledge and abilities can be employed without having to go through extensive training. Additionally, skill requirements provide a way for employers to assess the qualifications of potential employees and ensure that they are the best fit for the position.

Table 4.4 – Skill requirements

	Mean	Std. Dev.	Min	Max	Sample (N)
During selection, we consider technical skills; specific abilities, knowledge and experience required in a job	4.0	.8	1.0	5.0	140
We consider communication skills i.e. ability by a candidate to express himself clearly and effectively	4.2	.7	1.0	5.0	140
We consider interpersonal skills; ability to build relationships and interact with others	4.0	1.0	1.0	5.0	140
We consider leadership skills; ability to lead and motivate a team towards a common goal	3.9	1.0	1.0	5.0	140
We look for problem solving skills; abilities to identify problems and develop solutions	3.8	1.0	1.0	5.0	140
Aggregate Mean & Std Dev.	4.0	.9			

Source: (Survey, 2023)

4.3.2 Candidate qualification and selection of employees

Candidate qualification involves assessing the qualifications of job applicants, selecting the most qualified candidate for the position, and helping the new hire transition into their new role. The second objective of this study was to establish whether candidate qualifications influence selection of employees at National Irrigation Authority. The findings showed that National irrigation authority consider education and training as insight into candidate's knowledge and skill set (Mean=3.8, Std dev.=1.2), and that they check on professional experience to show candidate's ability to tackle work assignments (Mean=4.4, Std dev.=1.3) and also the level of motivation and enthusiasm that a candidate has on the position and the organization (Mean=3.9, Std dev.=0.9). It was also found that they consider candidates who fit in with their existing organizational culture (Mean=3.7, Std dev.=0.9) and who demonstrate a professional attitude, appearance and demeanor (Mean=4.1, Std dev.=0.9) as shown in table 4.5 below.

This implies that candidate qualification is important in the selection of employees because it helps employers identify the most qualified candidates who are best suited to the job.

Qualifications provide employers with evidence of a candidate's knowledge, skills and experience, which can help make sure that the right person is hired for the job. Qualifications also provide employers with an objective way to compare candidates and make sure that the right candidate is chosen. Finally, qualifications can give employers assurance that the candidate can contribute to the success of the organization.

Table 4.5 – Candidate qualification

	Mean	Std. Dev.	Min	Max	Sample (N)
We consider education and training to insight into candidate's knowledge base and skill set	3.8	1.2	1.0	5.0	140
We check on professional experience to show candidate's ability to tackle work assignments	4.4	1.3	1.0	5.0	140
We also look for candidates motivation and enthusiasm about the position and the organization	3.9	.9	1.0	5.0	140
We look for candidates who fit in with their existing organizational culture	3.7	.9	1.0	5.0	140
We look for candidate who demonstrate a professional attitude, appearance and demeanor	4.1	.9	1.0	5.0	140
Aggregate Mean & Std Dev.	3.8	1.0			

Source: (Survey, 2023)

4.3.3 Education requirements and selection of employees

Education requirements refer to the process of determining which job candidates will be hired based on their education and job skills. The third objective of this study was to determine the influence of education requirements on employee selection at National Irrigation Authority. The findings showed that level of education that an applicant possesses is considered when evaluating candidates (Mean=4.0, Std dev.=1.2), and that professional requirements and qualifications are often considered when hiring for specific roles (Mean=4.1, Std dev.=1.3) and also candidates are required to possess certain level of technical proficiency e.g. computer

skills (Mean=4.2, Std dev.=1.2). Similarly, the study revealed that relevant work experience is often considered important requirement during selection process (Mean=4.0, Std dev.=1.2) and that soft skills are often considered important in the selection process (Mean=4.3, Std dev.=1.1). In general, education requirement is an important factor to be considered during selection of employees (Mean aggregate=4.1, Std Dev.=1.2) as elaborated below.

The finding in this study reveals that an education requirement in the selection of employees is important because they indicate the candidate's level of knowledge and experience. Education requirements provide employers with an indication of the candidate's ability to think critically, solve problems, and understand complex concepts. Additionally, education requirements can help employers to identify candidates who have the potential to contribute to the organization's success. Education can also provide evidence of the candidate's commitment to learning, as well as demonstrate their capacity for growth and development. Finally, education requirements can help employers to ensure that their workforce is up-to-date with the latest industry standards and trends.

Table 4.6 – Education requirements

	Mean	Std. Dev.	Min	Max	Sample (N)
The level of education that an applicant possesses is considered when evaluating candidates	4.0	1.2	1.0	5.0	140
Professional requirements and qualifications are often considered when hiring for specific roles	4.1	1.3	1.0	5.0	140
We require applicants to possess certain level of technical proficiency e.g. computer skills	4.2	1.2	1.0	5.0	140
Relevant work experience is often considered important requirement in the selection process	4.0	1.2	1.0	5.0	140
Soft skills are often considered important in the selection process	4.3	1.1	1.0	5.0	140
Aggregate Mean & Std Dev.	4.1	1.2			

Source: (Survey, 2023)

4.3.4 Selection policy and employee selection

Selection policy is a set of guidelines and procedures that employers use to identify, evaluate, and select the most qualified candidate to fill a vacant position. The fourth objective of this study was to establish the role of selection policy on selection of employees at National Irrigation Authority. The findings revealed that National Irrigation Authority has selection policy that ensure that all candidates are evaluated and selected in a fair and impartial manner (Mean=4.1, Std dev.=0.9) and that this selection policy require applicants to meet certain qualifications for the position and the qualification must be job related (Mean=4.2, Std dev.=0.8).

Furthermore, it was established that the selection policy require a thorough job analysis to ensure that all essential job tasks are identified and selection process is based on essential tasks (Mean=4.1, Std dev.=0.7) and also require that the recruitment process be conducted in a consistent and fair manner (Mean=4.4, Std dev.=0.9) and that it outlines the type of interviews that should be conducted and criteria to evaluate a candidate (Mean=4.0, Std dev.=1.0). Overall, the study revealed that selection policy is very important aspect that guide effectiveness of recruitment and selection of employees (Mean aggregate=4.2, Std Dev.=0.9) as elaborated in table 4.7 below.

This study therefore, revealed that selection policies are important in recruitment and selection of employees because they provide clear guidelines for employers and potential employees to follow throughout the hiring process. Having a selection policy in place can help employers make consistent and fair decisions about who to hire and who not to hire. It can also help employers avoid potential legal issues, such as discrimination in the recruitment process. Additionally, selection policies can help employers make sure they are hiring the right candidate for the job, with the skills and experience necessary to do the job effectively. By having a well-defined selection policy in place, employers can ensure they are making the best hiring decisions in order to ensure they have a successful and productive workforce.

Table 4.7 – Selection policy

	Mean	Std. Dev.	Min	Max	Sample (N)
Our selection policy ensure that all candidates are evaluated and selected in a fair and impartial manner	4.1	.9	1.0	5.0	140
Our selection policy require applicants to meet certain qualifications for the position and the qualification must be job related	4.2	.8	1.0	5.0	140
Our selection policy require a thorough job analysis to ensure that all essential job tasks are identified and selection process is based on essential tasks	4.1	.7	1.0	5.0	140
Our selection policy require that the recruitment process be conducted in a consistent and fair manner	4.4	.9	1.0	5.0	140
Our selection policy outlines the type of interviews that should be conducted and criteria to evaluate a candidate	4.0	1.0	1.0	5.0	140
Aggregate Mean & Std Dev.	4.2	.9			

Source: (Survey, 2023)

4.4 Correlation analysis

The study sought to determine the relationships that exist between employee selection factors and effectiveness of recruitment and selection process at National Irrigation Authority. The findings showed that there is a weak significant positive relationship between skill requirements and recruitment and selection of employees (Pearson's $r=0.304$, $p<0.000$). Similarly, the findings showed that candidate qualification has strong positive significant relationship with recruitment and selection of employees (Pearson's $r=0.791$, $p<0.013$). Similarly, education requirement showed a strong positive significant relationship with recruitment and selection of employees (Pearson's $r=0.841$, $p<0.029$)

and finally, selection policy showed a moderate positive significant relationship with recruitment and selection of employees (Pearson's $r=0.501$, $p<0.000$) as presented in table 4.8 below.

This implies that, the more organizations consider skill requirements, candidate qualifications, educations requirements and adhere to selection policy, the more they perfect employee recruitment and selection process. It helps to ensure that the organization has the right mix of skills and qualities to meet the needs of the organization. A successful selection process can lead to increased productivity, improved customer service, and a better overall organizational culture. Additionally, it can help to reduce turnover and save the organization money in the long run. By making sure the right people are hired for the right positions, organizations can ensure that their employees are motivated, well trained, and capable of performing their duties.

Table 4.8 – Correlation matrix

		Skill requirements	Candidate qualifications	Education requirements	Selection policy	Employee recruitment and selection
Skill requirements	Pearson Correlation Sig. (2-tailed) N	1 140				
Candidate qualifications	Pearson Correlation Sig. (2-tailed) N	.390** .000 140	1 140			
Education requirements	Pearson Correlation Sig. (2-tailed) N	.001 .992 140	.101 .237 140	1 140		
Selection policy	Pearson Correlation Sig. (2-tailed) N	.371** .000 140	.246** .003 140	.228** .007 140	1 140	
Employee recruitment and selection	Pearson Correlation Sig. (2-tailed) N	.304** .000 140	.791 .013 140	.841 .029 140	.501** .000 140	1 140

**. Correlation is significant at the 0.05 level (2-tailed).

Source: (Survey, 2023)

4.5 Limitation of the study

The respondents were cautious in providing information due to the sensitivity and suspicion normally associated with any kind of a research study. This was resolved by assuring the respondents of utmost confidentiality and disclosing the academic purpose and intention of the study. Some respondents were not able to provide relevant information while completing the questionnaires while others took unnecessarily too much time to complete them hence imparting on the timelines of the study. This was solved by encouraging them to provide relevant information and asking them to complete the questionnaires within reasonable time.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This section of the study summarizes the findings, draws conclusions and gives recommendations based on the findings of the study.

5.1 Summary of the Findings

Employee selection is a critical process for any organization as it helps in finding the most suitable employees for the job. It enables organizations to hire people who have the necessary skills, knowledge and abilities to successfully fulfill the job requirements. The process also helps employers to identify potential candidates for future roles within the organization. It ensures that the organization is able to hire the most suitable person for the job, which helps to minimize costly mistakes associated with hiring the wrong person. The selection process can also help the organization to achieve its goals and objectives by ensuring that the right person is in the right job. The main objective of this study was to analyse factors affecting employee recruitment and Selection at National Irrigation Authority, Kenya.

The first objective was to determine the influence of skill requirements on selection of employees at National Irrigation Authority. The findings revealed that construction authority consider technical skills; specific abilities, knowledge and experience required in a job when recruiting and selection employees, and consider communication skills i.e. ability by a candidate to express himself clearly and effectively. Furthermore, the organization consider interpersonal skills; i.e. the ability to build relationships and interact with others when recruiting employees. In addition, leadership skills and problem solving skills are considered during employee selection process. In general, it was established that skill requirements is an important factor in recruiting and selecting employees at National Construction authority. Correlation results showed that there is a weak significant positive relationship between skill requirements and recruitment and selection of employees (Pearson's $r = 0.304$, $p < 0.000$).

The second objective of this study was to establish whether candidate qualifications influence selection of employees at National Irrigation Authority. The findings showed that National construction authority considers education and training as insight into candidate's knowledge and skill set and that they check on professional experience to show candidate's ability to tackle work assignments and the level of motivation and enthusiasm that a candidate has on the position and the organization. It was further found that the organization consider candidates who fit in with their existing organizational culture and who demonstrate a professional attitude, appearance and demeanor. Correlation results showed that candidate qualification has strong positive significant relationship with recruitment and selection of employees (Pearson's $r=0.791$, $p<0.013$).

The third objective of this study was to determine the influence of education requirements on employee selection at National Irrigation Authority. The findings showed that level of education that an applicant possesses is considered when evaluating candidates in the organization, and that professional requirements and qualifications are often considered when hiring for specific roles and also candidates are required to possess certain level of technical proficiency e.g. computer skills. Similarly, the study revealed that relevant work experience is often considered important requirement during selection process and that soft skills are often considered important in the selection process. Overall, education requirement is an important factor that has to be considered during selection of employees. Correlation results revealed that education requirement showed a strong positive significant relationship with recruitment and selection of employees (Pearson's $r=0.841$, $p<0.029$).

The fourth objective of this study was to establish the role of selection policy on selection of employees at National Irrigation Authority. The findings revealed that National Irrigation Authority has selection policy that ensure that all candidates are evaluated and selected in a fair and impartial manner and that this selection policy require applicants to meet certain qualifications for the position and the qualification must be job related. Furthermore, it was established that the selection policy require a thorough job analysis to ensure that all essential job tasks are identified and selection process is based on essential tasks and also require that the recruitment process be conducted in a consistent and fair manner, and it outlines the type of interviews that should be conducted and criteria to evaluate a candidate. Overall, the study

revealed that selection policy is very important aspect that guides effectiveness of recruitment and selection of employees. Correlation results showed that selection policy has moderate positive significant relationship with recruitment and selection of employees (Pearson's $r=0.501$, $p<0.000$).

5.2 Recommendations

These are recommendations emanating from this study:

First, Organizations should formulate effective methods of assessing employee skills. This could include developing assessments that better measure the skills needed for a particular job, or implementing a skills-based recruitment process that focuses on the skills required for the job. Additionally, organizations should consider the use of technology such as artificial intelligence and machine learning to automate and streamline the recruitment and selection process. Alternatively, organizations should consider additional ways of measuring the skills of potential employees, such as using personality tests, aptitude tests, and work samples.

Secondly, this study recommends that employers should come up with effective ways of scrutinizing candidate's qualification. This should include an evaluation of the candidate's qualifications, experience and skills in relation to the job requirements. Furthermore, employers should ensure that they have a system in place to verify the qualifications of applicants to ensure accuracy and legitimacy. Additionally, it is important to ensure that the qualifications of the successful candidate match the job requirements.

Thirdly, this study recommends that employers should set the appropriate education requirements for their open positions. This is to ensure that they are selecting the right candidates for the job based on their education and other qualifications, not just their education level. Organizations should evaluate their recruitment and selection processes regularly to identify potential areas of improvement to ensure they are selecting the best candidates for their open positions.

Fourth, this study recommends that employers should create a comprehensive selection policy that outlines the recruitment and selection criteria for potential employees. This policy should include the criteria for interviewing, assessing, and evaluating candidates. Additionally,

employers should ensure that their selection policies are regularly reviewed and updated to ensure they are current and meeting the needs of the organization. Finally, employers should ensure that their selection policy is communicated to all potential candidates and that the process is transparent and fair.

5.3 Conclusion

This study has concluded that employee recruitment and selection is a critical process in organizations, as it is essential for businesses to secure the right talent in order to meet their goals and objectives. A successful recruitment and selection process helps organizations to maximize their productivity and improve their overall performance. Thus, organizations must prioritize the recruitment and selection process to ensure the best possible results.

Furthermore, the study findings showed that the critical role of skill requirements, candidate qualification, education requirements and selection policies in employee selection could not be overstated. It revealed that these are important factors that determine effective recruitment and selection of employees in organizations. These aspects are essential for the successful selection of highly qualified and suitable employees, who are capable of meeting the specific needs of the organization. Therefore, organizations need to carefully consider these factors when making any hiring decisions.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

My name is Gladys Wanjiru a student at The Management University of Africa, pursuing a Diploma Course in Human Resource Management. I am conducting research on '**Factors affecting Employee Recruitment and Selection at National Irrigation Authority, Kenya**'. I am currently collecting data to allow me complete this study. Data obtained in this study will be used purely for academic purposes and not for any other purpose. Kindly, answer the questions below.

Yours sincerely,

KAGUARA WANJIRU GLADYS

APPENDIX II: QUESTIONNAIRE

Please tick your options where applicable.

SECTION ONE: DEMOGRAPHIC CHARACTERISTICS

1. What is your work designation?.....

2. Gender:
Male ☐ Female ☐

3. Age bracket
Less than 24years ☐
24 –30 years ☐
31 –40 years ☐
41 –50 years ☐
51 –55 years ☐
Over 5 years ☐

4. Highest academic
Certificate ☐
Diploma ☐
Bachelor's Degree ☐
Postgraduate ☐
Other (please specify)

5. Indicate your working experience
Less than 5 years ☐
6-10 years ☐
11-15 years ☐
15 years and above ☐

SECTION TWO: FACTORS AFFECTING EMPLOYEE RECRUITMENT AND SELECTION

A.SKILL REQUIREMENT

Kindly indicate your level of agreement on how skill requirement influences employee selection in your organization. Use the scale: 1= Strongly disagree; 2= Disagree; 3= Neutral; 4 = Agree; 5= Strongly agree.

Skill requirement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
During selection, we consider technical skills; specific abilities, knowledge and experience required in a job					
We consider communication skills i.e. ability by a candidate to express himself clearly and effectively					
We consider interpersonal skills; ability to build relationships and interact with others					
We consider leadership skills; ability to lead and motivate a team towards a common goal					
We look for problem solving skills; abilities to identify problems and develop solutions					

B.CANDIDATE QUALIFICATION

Kindly indicate your level of agreement on how candidate qualification influences employee selection in your organization. Use the scale: 1= Strongly disagree; 2= Disagree; 3= Neutral; 4 = Agree; 5= Strongly agree.

Candidate qualification	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
We consider education and training to insight into candidate's knowledge base and skill set					
We check on professional experience to show candidate's					

ability to tackle work assignments					
We also look for candidates motivation and enthusiasm about the position and the organization					
We look for candidates who fit in with their existing organizational culture					
We look for candidate who demonstrate a professional attitude, appearance and demeanor					

C. EDUCATION REQUIREMENT

Kindly indicate your level of agreement on how education requirements influence employee selection in your organization. Use the scale: 1= Strongly disagree; 2= Disagree; 3= Neutral; 4 = Agree; 5= Strongly agree.

Education requirements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The level of education that an applicant possesses is considered when evaluating candidates					
Professional requirements and qualifications are often considered when hiring for specific roles					
We require applicants to possess certain level of technical proficiency e.g. computer skills					
Relevant work experience is often considered important requirement in the selection process					
Soft skills are often considered important in the selection process					

D. SELECTION POLICY

Kindly indicate your level of agreement on how education requirements influence employee selection in your organization. Use the scale: 1= Strongly disagree; 2= Disagree; 3= Neutral; 4 = Agree; 5= Strongly agree.

Selection policy	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Our selection policy ensure that all candidates are evaluated and selected in a fair and impartial manner					
Our selection policy require applicants to meet certain qualifications for the position and the qualification must be job related					
Our selection policy require a thorough job analysis to ensure that all essential job tasks are identified and selection process is based on essential tasks					
Our selection policy require that the recruitment process be conducted in a consistent and fair manner					
Our selection policy outlines the type of interviews that should be conducted and criteria to evaluate a candidate					

E: RECRUITMENT AND SELECTION OF EMPLOYEES

Kindly indicate your level of agreement with the following attributes of Employee recruitment and selection at National Irrigation Authority. Use the scale: 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5= strongly agree.

Performance measures statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Our firm has an efficient and effective employee recruitment and selection criteria					
We provide clear job description to allow potential applicants to assess their qualifications and suitability to the role					
We develop effective job postings to ensure that the right candidates are attracted to the role					

Screening and assessment of candidate is done in a transparent and fair manner					
We offer On-boarding to ensure that new hires are quickly integrated into their roles and are productive in their positions					
We utilize the right recruitment channels to ensure that the best possible candidates are attracted to the role/position					

=====End=====

APPENDIX III: TIME SCHEDULE

Phase	Description	Number of weeks								
		1	2	3	4	5	6	7	8	9
1	Data collection									
2	Data analysis									
3	Result writing									
4	Report writing									
5	Compiling and Presentation									
6	Submission									

APPENDIX IV: BUDGET

ITEM	COST (KSHS.)
1. Proposal Development	
a. Printing of 53 pages@ ksh. 10	530.00
b. Reproduction 6 copies@ ksh 108	954.00
c. Binding 6 copies @ KShs 50	300.00
d. Travelling expenses and subsistence	4,000.00
e. Miscellaneous expenses	7,000.00
2. Data collection	
a. Books and reading material	5,000.00
b. Data collection, analysis and computer runtime	8,000.00
c. Photocopying	2100.00
GRAND TOTAL	27,884.00