



ROLE OF RECRUITMENT AND SELECTION STRATEGIES ON RETENTION OF NON-ACADEMIC STAFF AT JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE & TECHNOLOGY (JOOUST), KENYA

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ABSTRACT

This study focused on the Role of recruitment and selection strategies on retention of non-academic staff at Jaramogi Oginga Odinga University of Science and Technology (JOUST). The study was anchored on Human Capital Theory. A descriptive survey design was adopted, with JOUST being the focus university. The target population of this study was 240 non-academic staff. Stratified random sampling was used to collect useful information from 150 non-academic staff in Jaramogi Oginga Odinga University employed on permanent and pensionable terms. The sample size of this study was 150 respondents. In this study structured questionnaires were used to collect data from the respondents. The questionnaires were distributed through drop and pick later method to help increase response rate. Descriptive statistics and inferential statistics were used in this study to analyze quantitative data, which were obtained from the close ended questions. Descriptive statistics used in this study included mean, standard deviation, percentages and frequencies. The study established that there was a positive relationship between recruitment and selection and employee retention at Jaramogi Oginga Odinga University. Therefore, recruitment and selection strategies significantly influence employee retention. This study therefore recommended that staff recruitment and selection policies in JOUST should be improved so as to attract more professional non-academic staff.

Key Words: Recruitment, Selection, Employee Retention

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INTRODUCTION

In the recent decades, HR management has changed dramatically. Initially, it was an administrative function which focused on day-to-day responsibilities. Due to the change in labor market conditions and new ways of doing business there is need for strategic Human resource planning that include both recruitment and retention of the top performers. In today's business environment, the retention of valuable employees becomes an enormously significant strategy for human resources management (Waleed, 2011).

According to Armstrong (2010) the word strategy has entered the field of management more recently. Initially, the word strategy was used to mean what a manager does to offset actual or potential action of competitors. HRMS is the overall plan which is used to deploy resources to establish a favorable position. Strategic Human Resource Management Practice is the process of developing Human resource strategic plan. This is done by assessing the organizations current environment, its vision and mission statements followed by implementation, monitoring and evaluation of the HR strategic plan Armstrong (2010). A mission statement is

HRMS includes a variety of activities which includes staffing needs, recruitment and training. It involves future oriented process that requires developing and implementing HR programs. These programs should address and solve business problems and contribute directly to major long term business objectives (Dimba, 2014). Human resource management strategies include;

Employee Retention (ER) is the ability of an organization to hold on to highly performing employees. According to Shivaraja and Vijayakumara (2015), employee retention is defined

Employee retention is the strategic planning practice at the level of the senior management. Michael, (2010) confirms that employee retention

and turnover in higher learning institutions in South Africa were influenced by intrinsic and extrinsic factors. These were training and development, work environment, reward management, challenging opportunities and job security. Ruth, (2011) examined the influence of human resource policies on employee retention at Hass Petroleum in Nairobi, Kenya and found out that training, promotions and reward policies have a greater influence in determining retention rate. It is observed that retention programs of human resource policies in an organization should be operational. Shimanyi, (2015) defines employee retention as the ability to hold on to top performing the employees whom you may want to keep for a longer period of time than your competitors.

Non- academic staffs are employees within the academic environment but whose job is not teaching. They serve in managerial and service oriented areas of university administration. Since the 1970s/1980s, scholars have documented a revolution in management Baltaru, (2018). In Australian universities, the term Non-academic staff has been replaced by the term "professional staffs". According to Graham and Regan, (2016) in exploring the contribution of professional staff to students' outcomes in Australia and UK, the study provides a qualitative investigation into what the non- academic staffs contribute. Furthermore, the study recommends management to motivate their employees if they have to realize better performance and retention.

JOOUST is one of the 32 public universities in Kenya. It the successor of Bondo University College which was established by the Government of Kenya as a constituent College of Maseno University through a Legal Order No. 56 of 11th May 2009. JOOUST was then chartered in the year 2013. It is situated in Bondo town, within Siaya County in Nyanza on Bondo - Usenge Road. The University is a premier institution of higher learning offering relevant and quality market driven academic programmes for steering socio economic development. JOOUST is strategically located at the Serene beaches of Lake Victoria and

focuses on the Kenya's cultural heritage through the utilization of the vast natural resources for academic advancement and research purposes for improving socio-economic status of the community. It has a total workforce of 598 of whom 240 are non-academic staff who fall nearly in all the departments.

Statement of the Problem

Most organizations' success depends on how well the HR department formulates and implements its strategies. HR leaders in the present global market are involved in making decisions. They are expected to participate in the team that makes strategies. However, HR professionals in many organizations have been sidelined in functional strategic planning. This has lowered performance and failure to maintain its good standing with other competitive institutions. One of the challenges facing JOOUST is high competition by the upcoming private and public universities. These competitors target experienced staff and this in turn becomes too costly to the university. With the introduction of two layers of Government in Kenya, most non-academic staff opted for secondment and transferring their services to these county Government. It was reported that in 2016, 28% of the academic and non-academic staff left public universities to county Government. Some of the reasons attributed to this include and not limited to poor working environment, lack of training and development, compensation package, lack of career development strategies, employee relations and leadership styles. Retaining of non-academic staff at JOOUST is a major challenge in the HR department. This is evidenced by a high rate of turnover experienced yearly. This means therefore; the HR department has to make advertisements, recruitment and selection more often. The university non-academic staffs have been striking frequently demanding for promotion, poor working conditions, compensation and training. These factors make skilled employees in public universities to move

out in search for better rewards. It is on this basis that the researcher investigated on the role of recruitment and selection strategies on retention of non-academic staff at JOOUST.

Research Objectives

The objective of the study was to analyze the role of recruitment and selection strategies on retention of non-academic staff at JOOUST, in Kenya.

Research Hypotheses

H₀₁: There is no significant influence between recruitment strategies and retention of non-academic staff at JOOUST.

LITERATURE REVIEW

Theoretical Review

Human Capital Theory

Human capital theory was developed by Smith, (1776) and later re-invigorated by Schultz, (1961) who postulates that training and education are a form of investment in human beings. The belief underlying this theory is that training creates assets in the form of knowledge and skills. Schultz argues that training through seminars, workshops, conferences and by having a good working environment makes employees acquire skills. Wandaka and Mutua, (2016) on the role of human resource management function on implementation of change among county Governments adopted human capital theory to explain employee relations practices on change management.

According to Buta (2015) the researcher adopted human capital theory to explain how human resource management improves organizational development plans. This theory explains commitment in terms of organizational context in several ways; knowledge of employees from training, creating an adaptive environment of organizational cultures that encourages individual and organizational learning. The study of Almendarez (2011) on human capital theory argued that human resource management had various implications for educational development in New York.

A study carried out by Wamuuru, (2016) adopted human capital theory in studying the role of human resource practices in Public Service Sector. In the study it was found that human capital theory had a positive influence on the relationship between human resources and performance through reward and training and working conditions. This study will assess SHRP determinants with an underlying assumption that human capital is most important. Therefore, retention of non-academic staff is crucial in our Universities in providing customer satisfaction. The human capital theory is relevant to this study since it regards human beings who are employees of the organization as an investment. It focuses on factors which can affect improvement of human skills and talent.

Empirical Review

Recruitment and selection strategies

According to Ofori and Aryeetey (2011), recruitment is the process whereby an organization creates a pool of competent individuals to apply for employment within an organization. The recruitment policy is standard across the globe but only differs in terms of the process used. It can also be defined as the process of finding and engaging the people an organization needs. It involves searching for and obtaining qualified applicants for the organization to fill existing job openings. Mamuli and Onyango (2017), point out that recruitment and retention should be embraced and be handled well. Recruitment is responsible for acquiring qualified employees into the organization while retention is responsible for retaining competent staff.

Selection is the part of the recruitment process concerned with deciding which applicants or candidates should be appointed to jobs (Beardwell & Claydon, 2007). For recruitment to become strategic, human resource practitioners must determine and find whom to recruit, where to recruit, what resources to use in recruitment (the web, newspapers, head-hunting, and on-campus), when to recruit and what message to

communicate (Breugh & Starke, 2000). The main goal of strategic recruitment and selection is about finding the best recruitment sources, hiring the best talents and keeping the organization competitive on the job market and retain its best employees. This process helps to set and achieve the right limits.

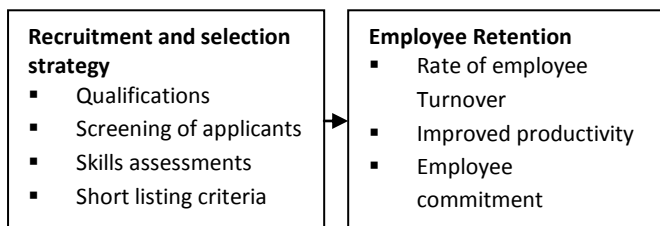
How organizations recruit and give orientation in the first days on the job becomes of great importance to keeping employees over a long period of time. Good employee retention is in part a result of a good "fit" between a company's workplace culture, its way of doing business and the qualities that it espouses as valuable and the interests, character, and motivations of the individuals that exist within it. In terms of recruitment, companies should therefore put an emphasis on not only evaluating formal qualifications, job-relevant technical ability, etc., but also more general types of qualifications and dispositions on the part of the recruit.

Staw (1980) suggests that allowing both parties to the employment contract to make informed decisions can help to ensure that the right hiring decision is made. Of course, the underlying assumption in the literature is that the cost of recruitment will more than compensate for the costs associated with unwanted turnover; naturally each company must also engage in making such calculations. Many companies place great trust in candidates referred to them by members of their own firm, and some even support this process by awarding bonuses to employees who refer a candidate who eventually gets hired by the company (Milman, 2003).

Finally, providing a good initial orientation to the newly-hired employee can not only help to effectively integrate that person into the workplace but can also help to make the new person feel welcome and provide him or her information about how to cope with the demands of the workplace, and any possible problems that may arise. These can be important elements of the socialization process, and some companies spend two weeks or more on orientation, during which they provide information about the company, its values, structure, goals,

objectives, clients, customs, and history (Foundation for Enterprise Development, 1994).

Conceptual Framework



Independent Variable **Dependent Variable**

Figure 1: Conceptual Framework

Source: Author (2019)

METHODOLOGY

This study adopted a descriptive survey research design. Descriptive research design is the tool used by researchers to optimize the validity of the research findings (Buns & Grove, 2001). The study of the research was descriptive in that it sought to get opinions of respective respondents about Influence of SHRMP and its relationship to employee retention. Kothari and Garg, (2014) Quantitative approaches were used. Quantitative approaches collect data by use of numbers. The target population was 240 non-teaching staff of JOOUST. Quantitative analysis is a research approach whereby data is collected using

numbers. Descriptive statistics was used to present quantitative data. Quantitative data was analyzed by use of Person correlation analysis

FINDINGS

Descriptive Analysis

Descriptive analysis comprised of percentage, frequency, mean and standard deviation. Mean is a measure of central tendency used to describe the most typical value in a set of values. Standard deviation (SDV) shows how far the distribution is from the mean. The respondents were expected to state the level of their agreement from SA-strongly agree (5), A-Agree (4), N-Neutral (3), D-Disagree (2) to SD-Strongly disagree (1).

Recruitment and selection and Employee Retention

Recruitment and selection employees were a major Human resource management strategy in ensuring that an organization attracted the best talents. It was aimed at ensuring that the positions vacant were filled by the candidates who were qualified with skills to perform their duties. Right selection led to high retention rate. The study therefore sought to find out the extent to which recruitment and selection was practiced JOOUST to influence employee retention. The findings were as tabulated below;

Table 1: Recruitment and selection and retention of Non-academic employees

No Recruitment & Selection		SA	A	N	D	SD	Mean	SDV
1.	Recruitment and selection systems in my university are highly scientific and rigorous	33%	25%	20%	22%	0%	3.69	1.15
2.	My university has standardized tests used during selection	16%	14%	15%	31%	24%	2.67	1.40
3.	My university involves line involves line managers in selection process	10%	20%	18%	42%	10%	2.78	1.17
4.	Selection system in our Organization selects those having desired knowledge, skills and attitudes	9%	15%	7%	54%	15%	2.49	1.18
Overall							2.91	1.23

Table 1 showed that recruitment and selection systems followed in JOOUST were scientific and rigorous with 33% strongly agreed and 25% agreed with a mean of 3.69. The organization involved line managers and HR managers in selection of employees partially with a mean of

2.65. The respondents agreed that valid and standardized tests were used when required in the selection process partially (2.78) and selection system in the university selected those having the desired knowledge, skills and attitudes (2.49). The respondents indicated that the top management

influenced the recruitment and selection process in the firm and therefore a standard criterion was, to a limited extent, employed. The overall mean of 2.91 implied that non-academic staffs were neutral on recruitment and selection strategies used in JOOUST. However, there was great

deviation from neutral as indicated by a standard deviation of 1.23.

Employee Retention

Finally, the study sought to establish the level of employee Retention at JOOUST.

Table 2: Employee Retention

	No. Employee Retention	SA	A	N	D	SD	Mean	SDV
1.	I plan to work in this university for as long as possible	0%	68%	32%	0%	0.0%	2.32	.469
2.	I would not like to leave this job	0%	50%	50%	0.0%	0.0%	2.50	.503
3.	I am searching for an alternative job elsewhere	0%	60%	19%	21.0%	0.0%	2.61	.815
4.	I work here because so far I don't have an alternative employer	0%	64%	36%	0.0%	0.0%	2.36	.482
5.	I am committed to working in this university for better outputs	3.0%	34%	28%	35.0%	0.0%	2.95	.903
Overall							2.45	0.567

From Table 2, 68% of the respondents agreed that they plan to work in their university for as long as possible. Half of the respondents agreed that they would not like to leave their current job while 60% agreed that they are searching for an alternative job elsewhere. The results also revealed that they work in their current place because so far I don't have

an alternative employer as shown by 64.0%. Lastly, only 37% confirmed that they are committed to working in this university for better outputs. The overall mean of 2.45 postulates that non-academic staffs were neutral on employee retention among non-academic staff in JOOUST. There was small deviation from neutral as shown by 0.567.

Inferential Analysis

Table 3: Regression Results for recruitment strategies

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.652 ^a	.426	.420	.15893	1.844	
a. Predictors: (Constant), Recruitment and Selection						
b. Dependent Variable: Retention						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.835	1	1.835	72.636	.000 ^b
	Residual	2.475	98	.025		
	Total	4.310	99			
a. Dependent Variable: Retention						
b. Predictors: (Constant), Recruitment and selection						

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.321	.016		271.865	.000
Recruitment & selection	.136	.016	.652	8.523	.000

a. Dependent Variable: Retention

The Table 3 indicated the model summary. From the findings, R was 0.652, R square was 0.426 and adjusted R square was 0.420. An R square of 0.426 implied that 42.6% of changes in retention of employees at JOOUST are explained by the recruitment and selection strategies. The increase is statistically significant ($p < 0.05$) with $P = 0.000$. The ANOVA also indicated that the F statistic jointly explained the variation in the variables used in the regression model. In the hypothesis criteria, the study was to reject H_{01} if $B = 0$. From the results in Table 3, the correlation between the mean of recruitment strategies and mean of employee retention had a beta term $B_1 = 0.136$ at $P = 0.000$. The study therefore rejects the null hypothesis and concludes that recruitment strategies have a statistically significant positive influence on employee retention in JOOUST. This finding concurs with Cho, Woods, Jang and Erdem (2006) revealed that correlation between employee performance and recruitment and selection were highly significant. Mokaya, Mukhweso and Njuguna (2015) established that all the three independent variables (recruitment sources, recruitment policies, recruitment message) had positive relationship with the dependent variable (employee retention) though weaker. Saviour, Yao and Kafui (2017) revealed that recruitment and selection of employees to a greater extent determines the performance of an organization and it is of great importance if organizations want to achieve their goals.

H_{01} : There was no significant influence between recruitment and selecting strategies on retention of non-academic staff at JOOUST.

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In the hypothesis criteria, the study was to reject H_{01} if $B_1 \neq 0$. From the, the correlation between the mean of recruitment strategies and mean of employee retention had a beta term $B_1 = 0.038$ at $P = 0.035$. The study therefore rejected the null hypothesis and concluded that recruitment strategies had a statistically significant positive influence on employee retention in JOOUST.

CONCLUSIONS

From the findings, it was concluded that the recruitment and selection criteria used at JOOUST was not scientific and was marred with corruption, canvassing and corruption, although the process significantly influenced employee performance to a tune of 55.5%.

RECOMMENDATIONS

The study recommended that JOOUST should ensure that the process of recruitment and selection of employees is fair, transparent and free from canvassing, nepotism and corruption.

Suggestions for Further Research

The study recommended that further studies be done to investigate the influence recruitment and selection practices among private universities in Kenya, the role of the government in standardization of human resource management practices among firms both in the private and public sector, the effect of strategic human resource management practices on employee retention among other institutions of higher learning in Kenya. Studies should also be conducted to find out the challenges facing the retention of employees in both Private and public Universities in Kenya.

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