

**EFFECT OF EMPLOYEE RECRUITMENT AND SELECTION ON THE PERFORMANCE OF PARASTATALS IN KENYA**

**Julius Ochieng Olayo**

Jomo Kenyatta University of Agriculture and Technology (JKUAT)

**Dr. Alice N. Simiyu**

Jomo Kenyatta University of Agriculture and Technology (JKUAT)

**Prof. Elegwa Mukulu**

Jomo Kenyatta University of Agriculture and Technology (JKUAT)

**CITATION:** Olayo, J., O., Simiyu, A., N., Mukulu, E. (2017). Effect of Employee Recruitment And Selection On the Performance Of Parastatals In Kenya .  
*International Journal of Strategic Management* . Vol. 6 (7) pp 13 – 23.

## **ABSTRACT**

As globalization and competition becomes a real phenomenon, there is more emphasis to link strategy and organization performance. To compete effectively, organizations must adopt ways

of enhancing their competitive advantage and profitability. This study sought to examine the effect of employee recruitment and

s

election on the performance of parastatals in Kenya.

The study adopted a descriptive survey design with both quantitative and qualitative approaches. A population of 9600 was targeted in 32 purely commercial parastatals in Kenya. A sample of 240 respondents was selected from 10 parastatals using cluster random sampling technique. Cluster sampling allows study of parastatals in the clusters as they are involved in different businesses. The respondents included

CEOs, senior managers, supervisors and other staff in each of these parastatals.

Primary data was obtained from the respondents through self-administered questionnaires and interviews.

Questionnaires were administered through drop and pick later method.

Interviews were conducted by use of an interview guide. Data was analyzed using both descriptive and inferential statistics with the use of

Statistical Package for Social Science (SPSS version 22).

Descriptive including mean scores, standard deviations, percentages and frequency distribution were computed to describe the characteristics of the variables of interest in the study. Inferential statistics like linear regression technique was used to establish the nature and magnitude of the relationships between the variables. T

he results were presented in tables and figures (graphs and pie charts).

The quality of new recruits depends upon an organization's recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the calibre of candidates attracted. From the analysis, recruitment and selection is of prime importance to organizations in order to get the best of employees. Recruitment and selection of employees to a greater extent determines the performance of an institution and it is of great importance if institutions want to achieve their goals. The study concludes that there were recruitment and selection policies in the parastatals however they were faced by a lot of challenges due to corruption, nepotism and tribalism. The respondents felt that the procedures and policies were for records purposes and this could have led to deteriorating performance due to incompetent employees being absorbed in the parastatals. The study therefore recommends that all applicants should be treated fairly and issues of favouritism should be avoided while selecting applicants.

**Key Words:** *Recruitment, Selection, Performance, Parastatals*

[Full Text PDF Format](#)