SOCIAL GLOBALIZATION ON RECRUITMENT AND SELECTION IN SAROVA GROUP OF HOTELS IN KENYA

BY

NICHOLAS WARUTUMO NJARAMBA

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DECLARATION

This research project is my original work and has not been submitted for a degree course in this, or any other university.

Nicholas Warutumo Njaramba   **Signed**………………... **Date**……………………..
PGH/01/16

This research project has been submitted for examination with our approval as university supervisors.

Dr. Stanley Kavale   **Signed**………………... **Date**……………………..

Department of Management and Entrepreneurship

School of Business and Economics

Moi University

Dr. Stanley Kipsang   **Signed**………………... **Date**……………………..

Department of Management and Entrepreneurship

School of Business and Economics

Moi University

DEDICATION

This research Project is dedicated to my parents, Mr. and Mrs. Njaramba, my one and only sister Evelyn, my lovely wife Sarafina and my son Maleeq for their undying love and continuous support towards my education, which has made me who I am today. I love you all and may the Lord Almighty bless you.

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ABSTRACT

The globalization of the social and economic landscape has ushered in an era of unprecedented challenges and opportunities for organizations worldwide. Within the Kenyan hospitality sector, exemplified by the Sarova Group of Hotels, this paradigm shift has significantly influenced the recruitment and selection processes. This study delves into the intricate interplay between social globalization and the recruitment and selection strategies employed by Sarova Group of Hotels in Kenya. The general objective of the study was to determine social globalization and its effect on recruitment and selection at the Sarova Group of Hotels in Kenya. The specific objectives of the study were: to examine the effect of religion, language, talent and value on recruitment and selection at Sarova Group of Hotels. The study was guided by objective factor theory, the equity theory and critical factor theory. The study adopted an explanatory research design. The target population of the study was 144 middle and top level managers at Sarova Group of Hotels. The sample size was 108 arrived at using Yamane's sampling formulae. The only source of data was primary and Secondary data sources. The instruments for data collection was structured questionnaires which were designed along the five point Likert scale ranging from strongly disagree (1) to strongly agree (5). The research instruments were tested for reliability and validity and were found out to be both reliable and valid and thus were fit for final data collection. On descriptive results, the respondent's noted that religion moderately affect recruitment and selection and further agreed that language, talent and values affect recruitment and selection at the Sarova hotels. Correlation results established a positive and significant relationship between social globalization and recruitment and selection at the Sarova hotels. Talent had strongest association (r=.716, p<.001); values had the second strongest correlation (r=.613, p<.001) while religion (r=.372, p<.002) and language (r=.533**, p<.000) had the weakest correlation with recruitment and selection. The multiple linear regression results showed that religion, language, talent and values positively affects recruitment and selection at the Sarova hotels. Talent - (β=.525, p<.001), values - (β=.389, p<.001); language - (β=.241, p=.002) and Religion - (β=.187, p=.009). The model predicted 60.2% as the effect of social globalization on recruitment and selection at the Sarova hotels. The ANOVA result was significant (F,26.667, p=.000) The study concluded that; that religious -, language -, talent - and value - positively and significantly affect recruitment and selection at Sarova Group of Hotels. The study recommended the management of Sarova Group of Hotels should put in place mechanisms that nurture religious -, language -, talent - and value -. Further, stakeholders should strive to implement a vibrant religion, language, talent and value - culture so as to improve on recruitment and selection in the hotel industry.

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ACRONYMS

E-HRM	Electronic Human Resource Management
EU	European Union
FSD	Financial Sector Deepening
ICT	Information Communication Technology
MNC	Multinational Company
OECD	Organisation for Economic Cooperation and Development
R&S	Recruitment and Selection
SPSS	Statistical Package for the Social Sciences
UK	United Kingdom

OPERATIONAL DEFINITION OF TERMS

Globalization: The growing interdependence of the world's economies, cultures, and populations, brought about by cross-border trade in goods and services, technology, and flows of investment, people, and information (Bergsten, C. Fred. 2022).

Language Diversity: Differences between different languages and the ways that people communicate with each other (Pietilä, Drange, Silander & Vabø, 2021).

Recruitment: Searching for and obtaining a pool of potential candidates with the desired knowledge, skills and experience to allow an organisation to select the most appropriate people to fill job vacancies against defined position descriptions and specifications (Kwon & Pohlmann, 2022).

Religion diversity: Is the coexistence of two or more religious communities in a specific geopolitical setting (Pietilä, Drange, Silander & Vabø, 2021).

Selection: Process of interviewing the candidates and evaluating their qualities, which are required for a specific job and then choosing the suitable candidate for the position (Kwon & Pohlmann, 2019).

Talent diversity: Having a range of people from different talent skills working in your organization (Fuadi & Anwar, 2018).

Value diversity: Diverse strengths, abilities, interests and perspectives are understood and supported (Skiba, 2022).

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter covered the study background, the statement of the problem, research objective, research hypothesis, significance of the study and the scope of the study.

1.1 Background of the Study

Tight (2021) define recruitment as actions that an organization takes to attract potential candidates with the necessary skills for employment. Selection is defined as the process of identification of candidate qualifications, attributes and characteristics aimed at determining their suitability for the advertised job. It means to pick and choose out. Kwon & Pohlmann (2018) argue that whereas recruitment is the process of attracting and identifying potential candidates existing within and outside the organization to begin evaluating them for future employment, selection begins when the appropriate or right caliber of candidates are identified.

The main aim of recruitment is to attract an appropriate number of candidates while maintaining low costs. The Human Resource department is tasked with recruiting, hiring and retaining employees, developing benefits and compensation packages and suggesting best practices that ensure legal compliance in all matters of employment (Fuadi & Anwar, 2021). On the other hand, the selection activities include implementation of the firm's recruitment plan, review of the received applications, shortlisting, interviews, selecting the favourably candidates, reference checks and record keeping for the interview processes. To reduce staff turnover after selection, the Human Resource professionals must motivate staff through both non-monetary and monetary measures.

Global staffing and global leadership development are the two components of global human resources with the greatest potential for powerful leverage for global firms (Kathimba & Anyieni, 2018). Only the multinationals that will be willing to adapt their human resource practices to the changing global labour market conditions will be able to attract, develop and retain the right talent, and will likely succeed in the global competition. Issues that are particular for the global enterprise include; staffing policies selecting and retaining talented employee, training and development whilst encouraging employees to be innovative and creative, culture barriers, and legal frame work (Mburu, 2018). Others issues include understanding the challenges of living and working conditions, performance appraisals from a distance, training and management development, compensation packages and labour relations and organized labour laws.

Social globalization refers to speedup of movements and exchanges of human beings, goods, and services, capital, technologies or cultural practices all over the planet. Social globalization promotes and increases interactions between different regions and populations around the globe (Khan, 2018). The global supply of talent is short of its long-term demand and the gap is a challenge for employers everywhere. The shortage between the demand and supply of talent is likely to continue to increase, notably for highly skilled workers and for the next generation of multi-national organization. Most organization with large workers may not be able to sustain a net surplus workforce with the right skills for much longer. Now, more than ever, organizations need to place greater emphasis on attracting human capital rather than financial capital. Because capital is broadly available from investors and lenders, and innovations can be duplicated relatively easily and quickly, effective human resource management is the best way to differentiate one

company from another.

During a time when the US economy was slowing, workers became easier to find in general as the economy slowed, recruitment continued to be challenging in areas where skill shortages existed, such as IT (Dany & Torchy, 2020). Hence, organizations with the most effective recruitment and retention systems continue to garner a competitive advantage. As a result, the US workforce continued to become more diverse and firms continued experimenting with variable compensation and high performance work systems to enhance productivity. Owing to social globalization, the UK economy was pushed for greater productivity with the resultant outcome of downsizing or total closure of plants. One way that HRM practitioners responded is by developing outplacement programmes. Changes in the UK work permit system made it easier for immigrants to fill gaps in the labour market (Stofkova & Hraskova, 2020).

The use of the Internet as a recruitment tool is on the rise in France, particularly for large companies (Sarah, Sang & Ngure, 2018). Generalist and institutional Web sites stream the recruitment market out. The most common screening process remains the traditional employment interview. On average, the recruitment process requires three interviews, and the final hiring decision is made by the manager who is responsible for the new employee's performance. Up till 2004–2005 Lithuanian companies were dominated by the so-called hard HRM, with the focus on employee control, utmost exploitation of their potential and obtaining the maximum benefit from them, neglect of employees' needs. However, the EU accession, dramatically increasing emigration of qualified and even low-qualified workers to the West and the growing competition urged the managers to shift their attention from the

material priorities to their employees as one of the key resources of the competitive advantage (Kaur, 2021).

Human Resources Managers in Nigeria have constantly been criticized for failing in their obligation to move with the changing demands of social globalization needed to transform their organizations (Adler & Ghadar, 2017). As effective management involves being constantly aware of changes taking place in the domestic and international environment and evolving adequate structural responses to them. The resultant effect of this failure is the structural inadequacies and increasing number of labour disputes in organizations as expressed in people in wrong jobs, mismatch skills, high labour turnover, low productivity, poor operational results, retrenchment and downsizing, outright closure, youth restiveness, poverty and starvation (Yoshida, 2017).

Recruitment and selection are critical components of human resource management that play a pivotal role in shaping an organization's workforce. In the context of Africa, a continent characterized by diverse cultures, languages, and socio-economic conditions, the recruitment and selection processes take on unique challenges and opportunities. This paper provides a regional view of recruitment and selection in Africa, highlighting the key considerations, challenges, and best practices that organizations operating in this continent must navigate.

Africa is renowned for its rich cultural diversity, with over 2,000 distinct ethnic groups and languages spoken across the continent (Wunsch, 2021). This diversity presents both opportunities and challenges in the recruitment and selection processes. On one hand, it allows organizations to tap into a wide pool of talent with varying skillsets, experiences, and perspectives. On the other hand, it necessitates a

deep understanding of cultural nuances and the ability to create an inclusive work environment.

Language diversity is a significant factor in Africa, with numerous indigenous languages spoken alongside former colonial languages like English, French, and Portuguese. Language barriers can pose challenges in communication during the recruitment process, potentially leading to misinterpretations or misunderstandings. To address this, organizations often require bilingual or multilingual staff in their HR departments to facilitate effective communication with candidates from different linguistic backgrounds.

While Africa boasts a youthful population, with a median age of around 19 years (World Bank, 2021), there are considerable disparities in educational levels across countries and regions. Some areas face limited access to quality education, resulting in variations in the qualifications and skillsets of potential candidates. Organizations must tailor their recruitment and selection criteria to accommodate these disparities, focusing on assessing practical skills and competencies rather than relying solely on formal qualifications.

The socio-economic conditions in Africa vary significantly, with some countries experiencing high levels of poverty and unemployment, while others enjoy robust economic growth and stability (African Development Bank Group, 2021). These conditions influence the expectations and motivations of job seekers. Organizations must be attuned to these factors to offer competitive compensation packages, career growth opportunities, and social benefits that attract and retain top talent.

Despite socio-economic disparities, Africa has witnessed a rapid adoption of technology, particularly mobile phones and internet connectivity (KPMG, 2020).

This digital transformation has revolutionized the recruitment and selection landscape. Online job portals, virtual interviews, and digital assessments have become commonplace, enabling organizations to reach a wider pool of candidates efficiently.

Recruitment and selection in Africa present a dynamic and multifaceted landscape characterized by cultural diversity, linguistic challenges, educational disparities, socio-economic variations, and technological advancements. Organizations operating in this region must embrace this complexity as an opportunity to tap into a diverse talent pool while simultaneously addressing the challenges posed by such diversity. By adopting culturally sensitive and inclusive recruitment practices, leveraging technology, and understanding regional nuances, organizations can position themselves for success in the ever-evolving African job market.

The Sarova Group of Hotels is recognized as one of the biggest hotel and lodge chain both in Kenya and in East Africa (Sarova Group, 2020). With more than one thousand rooms in the chain of 9 hotel and lodge units, it offers visitors a diversified experience. This includes wildlife game drives, health clubs, water and land sports, entertainment and business or conference facilities. The 9 units include Sarova Whitesands Beach Resort and Spa, the Sarova Stanley, Sarova Mara Game Camp, Sarova Lionhill, Sarova Shaba Game Lodge at Shaba Game Reserve in Samburu, Sarova Panafric, Sarova Taita Hills and Sarova Salt Lick Game Lodge and lastly the Sarova Woodlands Hotel, in Nakuru town was formed recently (Sarova Group, 2020).

The Sarova Group of Hotels enjoy the advantage of a good brand and image over the years and its competitors in Kenya include the Kempinski Hotel, Radisson Blue

among other renowned hotels (Sarova Group, 2020). It employs over a thousand staff and is among the beneficiary hotels of government funding that is released to support the industry. It envisions to be the preferred organization in the hospitality industry, and in management of hotels, resorts and lodges in Africa. The hotels also work hard to revitalize sales and marketing initiatives and as a result of this, Kenyans are slowly supporting and appreciating domestic tourism by visiting the game drives and hotels in the counties, a major boost to the hotel, alongside the foreign tourism.

The recruitment activities at the Hotel include identification of a job vacancy need, development of a job description, development of an organisation's recruitment plan, choosing the recruitment sources that will be most favourably in attracting potential candidates, developing what will be stated in the job advert and deciding how much the recruitment process will cost (Sarova Group, 2020). The main goal of the recruitment processes at the hotel is to attract an appropriate number of candidates while maintaining low costs. The HR department is tasked with recruiting, hiring and retaining employees, developing benefits and compensation packages and suggesting best practices that ensure legal compliance in all matters of employment.

1.2 The Statement of the Problem

Recruitment and selection is a linking function joining together those with jobs to fill and those seeking jobs. An effective recruitment and selection process should attract qualified applicants and provide enough information for all qualified persons to self-select themselves out (Njue & Ongoto, 2018). Social globalization is causing businesses to rethink their human resource strategies as organisations can now

recruit employees from all around the world and subsequently are able to sell products and services across geographic and cultural boundaries (Ombanda, 2018). It has caused human resources managers to think globally on how to consider the way organisations source, manage and retain their human resources. Social globalization has brought a challenge in hiring because of the global coverage of talent acquisition, technology and cultural - are causing huge employment shift (Tight, 2021).

For years now, the hotel industry has been plagued with lack of required talents and people shortage in provision of world class standard services at its luxury hotels (Nguti & Mose, 2021). The lack of skilled personnel and manpower or main operations requiring world best practices and high tech processes is a challenge in most parts of the world especially in big hotels targeting the super-rich in the society. Locally, there has been alleged malpractices during the recruitment and selection in hotel. These include unconfirmed cases of recruitment influenced by nepotism, political interferences, discrimination based on ethnicity, among other allegations (Fuadi & Anwar, 2018). There is need to attract and encourage more talented young men and women that understand the current and future trends of hospitality in international markets.

Studies done on social globalization and its effect on recruitment and selection have established varied results. Kwon & Pohlmann (2018) found a significant moderate positive correlation between religion and recruitment and selection practices. Singh (2018) observed that in Finland, inadequate knowledge of Finnish language had been reported as one of the prominent hurdles to international graduates' qualification-matched employment. Kaur (2021) observed that the recognition of

language - and intersections of communities is essential in the demand for different talents and desirable candidates effectively. Healey (2017) observed that at Mantra group both groups in that their casual workers were an integral part of their team. PwC (2020) revealed that millennials make up 50% of the global workforce. Praise & Kah (2020) established that value -focused HR practices had a positive association with perceived firm performance. Less has been researched on social Globalisation and recruitment and selection hence a gap existed. The study filled the knowledge gap by attempting to answer the research question; How does social globalization affect recruitment and selection at the Sarova Group of Hotels?

1.3 Research Objectives

This study was guided by both general and the specific objectives.

1.3.1 General Objective

The study general objective was to determine social globalization on recruitment and selection at the Sarova Group of Hotels Kenya.

1.3.2 Specific Objectives

i)   To examine the effect of religion on recruitment and selection at Sarova Group of Hotels Kenya.

ii)   To examine the effect of language on recruitment and selection at Sarova Group of Hotels Kenya.

iii) To examine the effect of talent on recruitment and selection at Sarova Group of Hotels Kenya.

iv)   To examine the effect of value on recruitment and selection at Sarova Group of Hotels Kenya.

1.4 Research Hypothesis

H0$_1$: Religion has no significant effect on recruitment and selection at Sarova Group of Hotels Kenya.

H0$_2$: Language has no significant effect on recruitment and selection at Sarova Group of Hotels Kenya.

H0$_3$: Talent has no significant effect on recruitment and selection at Sarova Group of Hotels Kenya.

H0$_4$: Value has no significant effect on recruitment and selection at Sarova Group of Hotels Kenya.

1.5 Significance of the Study

The results intend to benefit the management of the Sarova Group of Hotels in coming up with better policies and interventions in the recruitment and selection components of HR management. It provides insight on how to deal with recruitment malpractices and interferences and sharpen the focus on globally accepted recruitment practices. It thus it allows the hotel to select the most appropriate candidates to fill vacant posts against position descriptions and specifications.

The study findings aim at helping policy makers in making sound decisions about recruitment and selection functions, based on right skills, abilities and attitudes, in line with the recruitment policies. As such practitioners will be made aware the value of proper recruitment and selection processes in firms

Further, the study is expected to be of significance to researchers as it fills existing gaps in the field of HRM in the hotel industry and beyond. The study contributes towards a framework for further research and therefore of importance to future scholars and researchers who can use it as a source of reference.

1.6 Scope of the Study

The purpose of this study was to assess social globalization and its effect on selection and recruitment in Sarova Group of Hotels, Kenya. The reason Sarova group of Hotels was used for this study owed to the diversity and assortment in their employee base. In addition to this Sarova Group of hotels also has a footprint in a majority of areas in the Kenyan Counties thus it covered a multitude of regions. The target population was 144 employees in all branches of Sarova group across the country. The theoretical framework i.e. objective factor theory, the equity theory and critical factor theory was used. Explanatory research design was adopted. The study was conducted within the period of May and June 2022.

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

This Chapter covers recruitment and selection as well as the concept of social globalization as a dependent variable and religion, language, talent, and value as independent variables. The theories reviewed in this section include the critical factor theory, the equity theory, and the objective factor theory. Additionally, the chapter includes an empirical review on the aforementioned concepts, critique of literature, research gaps, summary and conceptual framework.

2.1 Concept of Recruitment and Selection

Recruitment is a process of discovering the source of manpower to meet the requirements of the staff schedule and to employ effective measures for attracting that inadequate manpower number to facilitate effective election of an effective workforce (Ojwang, 2019). Recruitment can either be planned, anticipated and unexpected. Employee planned needs arise from changes in the organisation and retirement policies, resignations, deaths, accidents and illness which give rise to unexpected needs while recruitment can be as a result of promotion, transfer, demotion or systems upgrade.

Recruitment is concerned with identifying, attracting and choosing suitable people to meet an organisation's human resources requirement (M'mbaha & Chepyator-Thomson, 2019). Recruitment encompass integrated activities that match availability and suitable human resources to specific jobs. Recruitment can also be described as the process of seeking out prospective employees, advertising or otherwise, and advertising the prospects to apply for the post. Selection may entail

screening, shortlisting, inviting shortlisted candidates for interview and interviewing. The recruitment process ends when selected candidates have been given proper orientation and placed on the specific job for which they were employed.

Recruitment and selection is a linking function joining together those with jobs to fill and those seeking jobs (Njue & Ongoto, 2018). It is a joining process in that it tries to bring together job seekers and employers with a view to encouraging the former to apply for a job with the letter. The process should attract qualified applicants and provide enough information for all qualified persons to self-select themselves out. It also involves searching for and obtaining potential jobs candidates in sufficient numbers and qualities that the organisation can select the most appropriate people to fill its job needs.

2.2 The Concept of Social globalization

This section reviewed the concepts of religion -, language -, talent - and value -.

2.2.1 The Concept of Religion

Religion is a multidimensional construct, as a set of beliefs, practices, rituals and ceremonies that relate to a higher power which is interpreted as sacred and transcendent (Mburu, 2018). The specific form of the sacred and transcendent higher power differs between religions; for instance, the higher power in some religions is God, Allah or HaShem, while in other traditions, there is Brahman, Manifestations of Brahman, Buddha, Dao or an ultimate truth/reality. Religions often embrace beliefs about life after death and rules regarding conduct within a social group, for instance, charity and kindness to other persons (Ojwang, 2019). They include practices such as prayer, sermon, periods of fasting and festivities that

include rituals and ceremonies.

The role of religion in hiring is likely to be affected by the formal policies of an organization, by the organization's connections with the faith community and by the nature of the position as well as the service provided. In many organizations, most staff positions are filled without formal regard to religion or from a wide range of religious background. According to Praise & Kah (2020) organization with religious affiliations prefer many or all staff positions to be filled from within their religious tradition. It is also believed that the system of values of the applicants can influence the process of recruitment by deciding for which job to apply. For example, if the applicants support the individualistic values there is an assumption that they would prefer jobs and organisations where they will be able to express their personal achievements and quality, or jobs that offers a significant degree of autonomy and opportunity for advancement (Turulja & Bajgoric, 2018).

2.2.2 The Concept of Language

Language is a way for a person to communicate and to convey thoughts and ideas to another person. In its simplest definition, language signifies medium or information exchange (Zeibote, Volkova & Todorov, 2019). This definition allows the concept of language to encompass facial expressions, gestures, postures, whistles, hand signs, writing, mathematical language, programming language and so forth. Age, Education and Cultural background are three of the more obvious variables that influence the language a person uses and the definitions he or she gives to words. Because language can be a barrier, managers should consider the audience to whom the message is directed and tailor the language to them.

A common corporate language is an important and special 'administrative managerial tool' which is derived from the needs of an international board of directors and top management in an MNC to run global operations (Papa, Dezi, Gregori, Mueller & Miglietta, 2018). It is expected to grant a common ground for internal communication between business units which are often situated in different language environments as well as external communication between those units and the outer world. Most international companies require applicants or candidates to be able to speak, read, and write in English. Without English language proficiency, employees may be hindered from getting opportunities to advance in the career ladder. Knowing another language can help and that always having a second language on your résumé is a big interest to companies that operate in that language's area.

2.2.3 The Concept of Talent

Talent - refers to having a range of people from different backgrounds working in your organization. Workplaces that embrace talent - are often more productive and have higher employee satisfaction (Cherif, 2020). Having a range of voices at the table is essential to ending discrimination and unconscious bias in the workplace. However, it is those issues that often mean that diverse talent does not get hired. For managers to hire a diverse range of people, they must first fix unconscious bias in recruitment. And make sure that the company has a people of a range of genders, ethnicities, abilities, races, and ages. This will future-proof the business and set it up for success.

The race for talent has become a major challenge for multinational corporations. Multiple factors contribute to this phenomenon: for instance, competition for

qualified and well-educated individuals has increased, while demographic changes as well as brain drain have decreased labor supply in many countries (Ahammad, Glaister & Gomes, 2020). Consequently, several European governments have opened up their labor markets to highly skilled migrants and local administrations have taken active measures to attract foreign employees, for example by offering tax reliefs to foreigners.

Talent - attracts everyone, especially diverse audiences. Once the organization has established a solid foundation around the topic, it should mark its employer brand on every available platform (Turulja & Bajgoric, 2018). From the career page on company website, to the words used in the job advertisements, to candidate's experiences during the hiring processes, and to employees' word of mouth, every good-will action matters. Visibility and exposure of well adopted practices will lead organizations to reaping the benefits of embedding - in their culture. Applicants will flow accordingly, and hence the organizations should strive to optimize their recruiting effort by reducing bias in the selection process, building strategic diverse talent pipeline across the ladder, being open to new work models, and hiring diverse talent at the leadership level.

The rapid changes deriving from the social globalization have considerable implications for Talent Management (Claus, 2019). The systems and forces shaping the available talent supply into and out of organizations have become increasingly fluid and complex. Social globalization brings a requirement to create new tools and methods to manage human resources. Indicating that the drivers affecting global talent management activities change continuously. Additionally, social globalization has created more educated, increasingly diverse, and mobile

workforces. As a result, organizations need to upgrade their human resource activities to attract, develop and retain talented employees on a global scale.

A central challenge for multinational enterprises in terms of future requirement of human capital concerns the future scope of the organization in the geographic reach of the business (Budhwar, Tung, Varma & Do, 2017). For many multinational this will mean expansion of business operations in emerging economies. These economies present demand for human capital with the capability to operate effectively in such culturally and geographically distant markets and social capital to tap into local institutions and networks. However, such competencies are in short supply and demand far exceeds the supply. Organizations that proactively identify talent from emerging markets will be more likely to establish and sustain successful operations in new markets and countries in which they had not traditionally operated, owing to the local knowledge and social networks that the local employees bring to the multinationals.

2.2.4 The Concept of Value

Value - is a multifaceted reality, with substantial competitive and ethical implications. In the wake of social globalization and changing nature of workforce, organizations are faced with an ambitious task of identifying effective ways to manage value - to achieve organizational goals (Chams & García-Blandón, 2019). Increased value - implies a new organizational paradigm which requires systematic and planned change efforts. This way, mere focusing on the - management approach will not provide fruitful results for the organizations, rather they need to cautiously link - management to the key areas of human resource management.

It has become pertinent to understand whether --focused HR practices are adopted equally by all ownership forms and nature of organizations or does any significant difference exit depending on these organizational factors (Cherif, 2020). This is because firms in different ownership forms and nature are subject to different business environments and may interact with institutional environments in diverse ways. Further, the characteristics of the firms' ownership and industrial sector help in defining managerial behaviour and choices of HRM practices. For instance, firms operating in knowledge-intensive industries and MNCs tend to more fervent in adopting strategic HRM practices to remain competitive.

Value --focused HR practices are a long-term investment and an organization attains a level of advancement equivalent to that achieved through a major technological change or deregulation when organizational policies and procedures are judged and perceived fairly by the employees (Dany & Torchy, 2017). When a company efficaciously exercises its - management practices, employees may perceive that decision processes are administered on non-prejudicial factors, and as a result, their sense of procedural justice will be improved, which in turn boost their commitments to the company.

Cultures, races, and ethnicities, particularly those of minority groups, deserve special acknowledgment of their differences within a dominant political culture (Mburu, 2018). Culture affects recruitment and selection process through the system of values of the recruiters and also through the system of values and preferences of the job applicants. If recruiters come from countries with collectivistic values, in that case it is more likely that the priority will be given to the personal or relationship-oriented recruitment sources, such as employee

referrals, networking at job fairs etc. (Ojwang, 2019). In contrast, when recruiters belong to countries where individualistic values, they will opt for recruitment sources such as employment agencies, newspapers advertisements, online recruiting, or sources where personal acquaintance and personal contacts are not of great importance.

The system of values of the applicants can influence the process of recruitment by deciding for which job to apply (Praise & Kah, 2020). If the applicants support the individualistic values there is an assumption that they would prefer jobs and organisations where they will be able to express their personal achievements and quality, or jobs that offers a significant degree of autonomy and opportunity for advancement. On the other hand, if the applicants have collectivistic values, it is more likely that such applicants will apply for jobs that will allow them to work in a team, and to cooperate with others (Turulja & Bajgoric, 2018). National culture, may also influence the process of selection of applicants in several ways: through the profile of the ideal applicant, selection criteria and methods of selection.

2.3 Theoretical Framework

This study was guided by Objective factor theory, The equity theory and Critical factor theory. The studied was grounded on the objective factor theory as its assumption comprehensively explains how organizations can change and adopt to social globalization, recruitment and selection practices.

2.3.1 The Objective Factor Theory

The objective factor theory involves the choice of organization by a potential employee which depends on objective analysis of tangible factors such as remuneration, perks, locality, work environment, policies, opportunity for career

growth, nature of work and educational and training, opportunities for career growth among others (Turulja & Bajgoric, 2018).The employer on the other hand considers certain factors such as educational qualification, professional years of experience, special qualification, age etc. Each of these components is weighted in terms of its relative significance to the potential employee. Recruitment is a two-way process between a recruit and a recruiter. This means that potential employees have to make an informed decision of whether or not to apply for a job, while the recruiter has a choice on whom to recruit and not to.

According to the theory, the work type, image and the environment of work are the most significant predictors of job attractiveness (Chams & García-Blandón, 2019). The underlying characteristics include autonomy, challenging work, task variety, nature of colleagues, the managers and opportunities for training and development. Other factors include flexibility in working time and the physical place of work. Young job seekers look out for flexibility options that focus on family-oriented needs. Organisational image involves subjective, intangible, abstract factors and characteristics like the degree to which potential candidates judge an organization as successful, intelligent and technical.

Organisations must focus on enhancing the levels of their desirability by candidates as places to work as a recruitment strategy. This can be achieved through careful matching people to jobs, by creation of career opportunities, by boosting the intrinsic rewards found in job itself, through proper training of managers to increase effectiveness, by increasing employee involvement in organizational decisions, by helping staff to cope with workplace change, facilitating employees' ability to have work-life balance, among others (Gerring, 2014). Best practice organisations, need

to ensure that their recruitment and selection functions are positioned to provide these attractions to potential employees through the alignment of all their policies. This theory was relevant in explaining the importance of talent - at Sarova Group of hotels.

2.3.2 Equity Theory

Equity theory as proposed by Adams (1963) underlines the principle of fairness. Effective criteria of recruitment and selection in a firm is that which shows the organization as a just and equal-opportunity employer (Genç, 2014). All decisions made during the process of recruitment and selection must be perceived as admissible and fair to all candidates, including those who were unsuccessful. Applicants must feel that the outcome of selection and the selection methods were fair. Recruiters must thus be keen in determining selection techniques for credible recruitment results. Headhunting is thought as an area where indirect discrimination can occur. For example, head-hunters may in recruiting candidates already employed elsewhere, contravene the law if existing jobs are dominated by one ethnic group or gender.

The basic principles of equity theory ensure every employee has a chance to enhance his/her self-development and maximize their potential (Florea and Mihai, 2014). This starts right from the recruitment and selection processes. Firms must realize that people from all walks of life have fresh perceptions and ideas that may increase effectiveness in the manner in which work is done. It is therefore important to make sure there is an operationalized equality policy in recruitment and selection since staff involved in hiring are seen to be gatekeepers of the organization. Also, ethnic minorities must be represented across all levels of business.

An effective recruitment and selection policy must consider conformity with the general recruitment and selection policies, must be flexible enough to meet the organization's dynamic HR needs and must be designed in a manner that ensures equal employment opportunities for its employees on a long term basis (Ekwoaba, Okpara and Umudike, 2015). It should also match the characteristics and attributes of employees with the requirements of the work explained in their job description. More initiatives that support equality are ensuring the disabled people get equal opportunities during the recruitment and selection process and also back into the work place by having a conducive working environment. It is significant to also ensure the old and experienced candidates are encouraged to apply for jobs as most of these welcome the opportunity to work beyond the traditional retirement age, to enjoy a phased retirement and to work flexibly. This theory was relevant in explaining the importance of value - as the hotel seeks to employ staff that are a good fit to the hotel cultures and operations.

2.3.3 The Critical Factor Theory

The critical factor theory states that there are instances when a candidate is unable to choose an organization, out of alternatives based on objective or subjective factor (Baum, 2015). This may be due to reasons such as limited contact and insufficient data in regards to the organization or, its own inability to analyze and come to any form of conclusion. In such cases, certain critical factors observed by him during his interview and contact with personnel of the organization will have profound influence in his decision process. The employing organisation in using the critical factors of the subjective and objective factors may be insufficient to help an organization take a decision or where there is a tie between many prospective candidates, the employer in line with the company's recruitment policy and

performance of each candidate during the interview process will take a decision on who to finally employ.

Recruitment and selection is the heart of human resources management. It is the process of searching candidates for employment and stimulating them to apply for jobs in the organization (Beardwell, Holden and Claydon, 2014). It is the first major step in the hiring process and must be constantly evaluated to make sure they are fair and always directed to match appropriate human resources whose qualification and skills match functions of the relevant post in the organization. Recruitment and selection process does not stop when workers are selected but a dynamic activity whose primary purpose include to uplift the success rate or selection process by reducing the number of-those who did not qualify for position advertised and to increase organizational and individual effectiveness. The theory was relevant to the study as it was used to explain considerations of religious - and language when recruiting from an international market.

2.4 Empirical Review

2.4.1 Religion and Recruitment and Selection

Dominic Shimawua (2020) revealed that religion is still considered as a factor in public service recruitment in Nigeria to a great extent. Religious sentiments in the recruitment process adversely contributes to poor knowledge of the job, lack of discipline and integrity, dishonesty, lack of courage, apathy, lack of loyalty, poor performance and productivity in the public service of Nigeria to a great extent. Muhammad Siddique, Awais Khan and Kanwal Zia (2016) established that industrialization and economic development was at different stages within countries in the Middle Eastern region. The review suggested that the influence of religion

and culture varies across both countries in terms of HR practice including recruitment and selection but played a significant role in recruitment and selection practices.

Kwon & Pohlmann (2018) found a significant moderate positive correlation between religion and recruitment and selection practices. The relationship between the importance and the implementation of ethnic, gender and religious MPs was not moderated by empowerment. The findings implied that HR managers should recruit employees from diverse ethnicities, gender, ages, disabilities and religions to help five-star hotels achieve success in marketplaces. The study recommended recruiting diverse employees to be a basic part of the organizational culture of hotels.

Tight (2021) discovered that the spirituality of an individual's mind-set can make him or her join an organization, encourages or motivate creativity and innovativeness within a person and it directly affects organizational productivity. Moreover, workplace spirituality brings happiness and joyfulness to the employee and it provides a meaningful working environment for the employees that an individual may want to be part of. Today, organizations are experiencing negative consequences of lack of workplace spirituality, such as employee stress, turnover, and absenteeism which reduces organizational performance.

Pietilä, Drange, Silander & Vabø (2021) state that through religion employees find out their ultimate purpose of life. Thus, it leads to develop connectedness with peers and others related to the working environment. Workplace spirituality includes tolerance, feeling of interconnectivity, acceptability of the norms in organizations, kindness, empathy, and trust. Dei (2018) established that organizations focusing on spiritual values tend to provide more opportunities to employees for their personal

growth and development. Furthermore, it was observed that workplace spirituality leads to increase feeling toward others and it acts as a weapon that attracts and retain employees within the organization. Enhancing trust among people and increasing interconnectedness create a more motivated organizational working environment as benefits of workplace spirituality. Workplace spirituality is very much important not only because it leads to enhance personal growth but also to increase the psychological contract between employers and employees.

Kwon & Pohlmann (2018) found that Muslim minorities in Europe experience a rather severe socio-economic disadvantage. Muslim applicants felt discriminated against when looking for work, of whom 17 percent perceived discrimination on religious grounds and 27 percent on ethnic grounds. The same survey revealed considerable variation across origin countries and singled out Muslims from North Africa and Sub-Saharan Africa as the most vulnerable group. Worryingly, perceived religious discrimination seem to be on the rise compared to an earlier wave of the same survey.

2.4.2 Language and Recruitment and Selection

Singh (2018) observed that in Finland, inadequate knowledge of Finnish language had been reported as one of the prominent hurdles to international graduates' qualification-matched employment. There were significant variations of the explicit language requirements across different job categories, occupational groups and organizational types. It was further established that, International talents from the study field of technology have more employment opportunities than those from the field of business and design. Start-ups showed more positive attitudes to hire international talents than large corporations, SMEs and public institutions.

Kaur (2021) observed that the recognition of language - and intersections of communities is essential in the demand for different talents and desirable candidates effectively. But the persistence of discrimination in the recruitment processes constitutes a barrier to -. Lack of effort to eliminate any element that may be the cause of discrimination, progress towards - had jeopardized recruitment at international markets. Recruitment criteria must be in line with workforce organization planning and the processes should be regularly audited to avoid unfairness in the recruitment processes.

Stofkova & Hraskova, (2020) stated that a common corporate language is often seen as a quick and easy solution to overcome language differences in multilingual organisations. By standardizing the language choice for all corporate personnel, a shared language establishes a common framework for in-house communication in spite of employees' many different language backgrounds. The study established that corporate language policies are not necessarily as straightforward as they may seem. In fact, they may have unforeseen implications and consequences, and even bring with them a whole range of unanticipated problems.

Agarwal & Al-Qouyatahi (2021) states that poor communication can result in confusion, lack of teamwork, and low morale in the workplace. Similarly, lack of effective communication of the firm's objectives can result in missed deadlines, incorrect goal assumptions and ultimately conflicts in the workplace. Hiring workers with poor language proficiency can affect hinder collaboration, communication and productivity among team members. If an American company employs people whose lingua franca is not English, other employees and managers will experience communication problems. The multicultural - can result in

misunderstanding and decrease in productivity.

Muukari's (2018) established that corporate language impacts a firm's image and influence an applicant's decision on whether to apply for a position in that company or not, depending on whether they possess the appropriate language skills or not. 37% of Finnish employees working in the Finnish subsidiary of the Swedish company, evaluated that their Swedish skills were 'good'. It was established that, applying to Finnish subsidiary by people with Swedish language skills was encouraged by the existence of a corporate language and a desire to use and be appreciated for that skill.

Fuadi & Anwar (2018) after studying a German-owned subsidiary located in Japan, found strong proof that English as a common corporate language seriously interfered with an established organizational structure and favoured younger managers over senior ones. There were cases in which younger inexperienced employees climbed up the corporate ladder faster than their senior colleagues. This occurred despite the Japanese traditional hierarchy in organizations based on seniority, formality and professional experience, because younger managers more frequently used English in communication with the English-speaking top management.

Nousiainen (2019) concluded that corporate language strategy of a certain firm can be perceived as a facilitator for career mobility within a Multinational Companies in the case of an individual possessing those language skills. On the contrary, if they do not have those skills, a corporate language strategy becomes a barrier for career mobility, which can be overcome by learning the language. Indeed, language competencies in turn impact career success including recruitment, career

perspectives and mobility within organizations, as well as perceived career success more directly.

2.4.3 Talent and Recruitment and Selection

Healey (2017) observed that at Mantra group both groups in that their casual workers were an integral part of their team. At Mantra group, all casual workers received the same opportunities for training and development and were inducted in the same way as a full-time employee. Managers believed that to grow in a role, one must develop a successor. This along with open and honest lines of communication encouraged senior people to share their skills and knowledge and in turn, this helped to create a high-performing, inclusive environment. At the Mantra group, there was a nationwide rising star program for which 20 employees were selected for a fast-track training and development program.

Stofkova & Hraskova (2020) established that Shangri-La Hotels International reviewed its employee performance every six months and employees received timely feedback. TM and career development are Shangri-La 's top priorities and significant resources were allocated annually to ensure its employees had the skills and knowledge in their field. This earned the Hotel group international awards and recognition by guests and industry partners alike. The hotel further invested substantially in developing its talent domain and skill needed internally through on the job mentoring and lateral job deployments.

PwC (2020) revealed that millennials make up 50% of the global workforce. This generation not only cares about - but also considers it as a priority in their life. When considering employment or job opportunities, Gen Y favors a diverse and inclusive workplace over a cookie-cutter kind of cultures. Therefore, to win the war for talent,

organizations must treat -, equity, and inclusion (DEI) as part of the business imperative. This means establishing company - strategy and goals, creating innovative approaches, educating employees on the importance of the topic, and building a reputation around it. This alone will let candidates gravitate towards the organization and follow it.

Tomčíková, Gallo & Gallo (2018) found that companies that promote workplace - and corporate inclusion can bolster their attractiveness to future employees and clients. Further, it was found that publicity can catapult companies to the apex of the talent pool. In the era of scarcity of talent and skilled employees, attracting the best talent can further enhance the profitability, survival and future of companies. - increases the prospects of companies to explore novel ideas and styles which can appeal to the exploratory minded group of employees particularly millennials and generation Y. The study further stated employee focused organisations can improve their attractiveness to the employees present and future, clients and the society by adopting workplace -.

AlicjaMiś (2017) found that in over 50% of the companies targeted in the study problems of talent and talent management are included in the company's strategy. Younger managers were more oriented towards their own skills and what they could contribute, whereas older managers were more inclined to be aware of the limitations of their role in the organization. Approaches required in talent management involved emphasizing growth from within, regarding talent, development as a key element of the business strategy, being clear about the competences and qualities that matter, maintaining well defined career paths, coaching, taking management development and mentoring very seriously and

demanding high performance.

2.4.4 Value and Recruitment and Selection

Praise & Kah (2020) established that value --focused HR practices had a positive association with perceived firm performance. Further, it was found that procedural justice played a partially mediating in the relationship between --focused HR practices and perceived firm performance. Senior management's support is a prerequisite to execute justice-based - management processes, which in turn aided in harvesting the true potentials of -. The study recommended for managers to adopt an egalitarian approach while formulating and implementing value - management initiatives to accentuate the fair and just perceptibility of procedures among employees.

Yoshida (2017) argued that value - orientation relies on human resource policies and practices that necessitate procedural fairness for all employees so that neither majority nor minority groups experience a sense of being left out. While recruiting managers appreciated the benefits of an ethnically diverse workforce, they adhered to organisational policies for recruitment and selection that emphasise objectivity and standardization. Some recruiting managers sense there is an uneven playing field but lacked information about ethnic - in the workforce or recruitment to make informed judgements. In the context of a pressurized health system, recruiting managers prioritise candidate selection of those who can fit in and hit the ground running rather than taking the long view and building workforce -.

McKinsey report (2018) revealed that workplace value - enhances employee satisfaction and conflict-free relationships between employees. This improves not only collaboration and loyalty but also the attractiveness of the firm to potential

employees, business partners and the society at large. In the long run, a people-centric approach also assists companies and organisations to understand the target demographics better and improve product delivery, maximise profits and customer satisfaction. Diverse groups often outperform so-called experts working in related disciplines. Inclusive leadership can help companies maximise the benefits of - and avoid the pitfalls of homogeneous workplaces which reportedly stifles innovation.

Zaidi, Wei, Gedikli, Zafar, Hou & Iftikhar, (2019) found that in many organisations worldwide, the gender and lifestyle choices of its employees have become an important issue of debate. This is based on the premise that the cognitive biases, behaviour and attitudes of employees in the workplace can influence affect decision making and invariable problems. These choices do not impact on the workplace performance. Many employers and their organisations expend significant efforts to highlight and extend workplace benefits to people with alternative lifestyles. For example, the business world acknowledges that members of the LGBT community significantly suffer hostility, disrespect and discrimination from colleagues.

Zeibote, Volkova & Todorov (2019) established that managers in organisations create an empowerment culture to address the problems of - in the workplace. This is achieved by infusing an atmosphere that welcomes and empowers employees with diverse skills to work in teams. It is also important to equally contribute to training and awarding without gender discernment. Managers can be very effective in helping to establish morale and encourage employees to do their best. The process should also involve all employees from the process of formulation and execution. Value - initiatives in the workplace should help to defend against resistance to change and afford them a sense of belonging.

2.5 Critique of Literature

One of the notable limitation of equity theory is that there is a difference in opinion about perception. It can be between an employer and employee and also between different employees in the organization (Healey, 2017). Employees are comparing their inputs and outcomes with other employees in the same as well as other organizations. There are lots of variables involved, and it is not always easy to make viable comparisons between any person, product or service. This is a severe limitation and stops the concept from being fully effective. There are several factors involved while making comparisons. Equity theory is all about perception and input and outcomes (Singh, 2018). All the other related factors are ignored, and this becomes a severe disadvantage to it. Another essential limitation of equity theory is that it does not make any predictions about overpayment conditions and how employees or individuals are going to handle those specific conditions (Shimawua, 2020). It also does not take into account the individual differences that have a direct impact on equity.

2.6 Research Gaps

Table 2.1: Research Gap

Author	Study	Major Findings	Gaps
Dominic Shimawua (2020)	Religion on recruitment and selection in University	Religion is still considered as a factor in public service recruitment in Nigeria to a great extent.	Study was not done in the Hotel Industry
Kwon & Pohlmann (2018)	Religion on recruitment and selection	A significant moderate positive correlation between religion and recruitment and selection practices	Study was not done in Kenya
Tight (2021)	Spirituality on recruitment and selection	Spirituality of an individual's mind-set can make him or her join an organization, encourages or motivate creativity and innovativeness within a person and it directly affects organizational productivity	Study was not done in Kenya
Pietilä, Drange, Silander & Vabø (2021)	Religion on recruitment and selection	Through religion employees find out their ultimate purpose of life.	Study did not include, language, talent - and value -
Kwon & Pohlmann (2018)	Religion on recruitment and selection	Muslim minorities in Europe experience a rather severe socio-economic disadvantage	Study was not done in Kenya
Singh (2018)	Language - on recruitment and selection	Observed that in Finland, inadequate knowledge of Finnish language had been reported as one of the prominent hurdles to international graduates' qualification-matched employment	Study was not done in Kenya
Kaur (2021)	Language on recruitment and selection	Observed that the recognition of language - and intersections of communities is essential in the demand for different talents and desirable candidates effectively	The study did not cover religion, value and talent -
Stofkova & Hraskova, (2020)	Language on recruitment and selection	Stated that a common corporate language is often seen as a quick and easy solution to overcome language differences in multilingual organisations	The study did not cover religion, value and talent -
Agarwal & Al-Qouyatahi (2018)	Language on recruitment and selection	States that poor communication can result in confusion, lack of teamwork, and low morale in the workplace	The study did not cover religion, value and talent -
Muukari's (2018)	Language on recruitment	Established that corporate language impacts a firm's	The study did not cover

	and selection	image and influence an applicant's decision on whether to apply for a position in that company or not, depending on whether they possess the appropriate language skills or not	religion, value and talent -
Fuadi & Anwar (2018)	Language on recruitment and selection	After studying a German-owned subsidiary located in Japan, found strong proof that English as a common corporate language seriously interfered with an established organizational structure and favoured younger managers over senior ones	Study was not done in Kenya
Healey (2017)	Talent on recruitment and selection	Observed that at Mantra group both groups in that their casual workers were an integral part of their team	Study was not done in Kenya
Stofkova & Hraskova (2020)	Factors affecting talent management	Established that talent management and career development are Shangri-La 's top priorities and significant resources were allocated annually to ensure its employees had the skills and knowledge in their field	Study was not done in Kenya
PwC (2020)	Generation Y and employment	Revealed that millennials make up 50% of the global workforce	The report did not cover religion, value and language
Tomčíková, Gallo & Gallo (2018)	Determinants of workplace -	Found that companies that promote workplace - and corporate inclusion can bolster their attractiveness to future employees and clients	The study did not cover religion, value and language
AlicjaMiś (2017)	Talent retention strategy	Found that in over 50% of the companies targeted in the study problems of talent and talent management are included in the company's strategy	The study did not cover religion, value and language
Praise & Kah (2020)	Determinants of HR -	Established that value --focused HR practices had a positive association with perceived firm performance	The study did not cover religion, talent and language
Yoshida (2017)	Determinants of Value - in HR Practices	Argued that value - orientation relies on human resource policies and practices that necessitate procedural fairness for all employees so that neither majority nor minority groups experience a sense of being left out	The study did not cover religion, talent and language

McKinsey report (2018)	Workplace value and employee performance	Revealed that workplace value - enhances employee satisfaction and conflict-free relationships between employees	The report was not related to recruitment and selection
Zaidi, Wei, Gedikli, Zafar, Hou & Iftikhar, (2019)	Determinants of employee values	Found that in many organisations worldwide, the gender and lifestyle choices of its employees have become an important issue of debate	The report was not related to recruitment and selection
Zeibote, Volkova & Todorov (2019)	Determinants of workplace culture	Established that managers in organisations create an empowerment culture to address the problems of - in the workplace.	The study did not cover religion, talent and language

2.7 Summary

The chapter reviews recruitment and selection, as well as social globalization, which encompasses dimensions such as religion, language, talent, and values. In the pursuit of understanding these intricate dynamics, the chapter scrutinizes various theoretical frameworks, shedding light on the objective factor theory, equity theory, and critical factor theory.

Recruitment and selection, as explored in this chapter, form the cornerstone of organizational development, as they determine the caliber of individuals who contribute to the overall success of a company. The interplay of religion, language, talent, and values in the global context adds layers of complexity to the recruitment process.

The theoretical foundations examined in the chapter provide a comprehensive framework for analyzing the factors influencing recruitment and selection processes. The objective factor theory reviews the role of tangible elements, such as skills and qualifications, in shaping decisions. On the other hand, the equity theory explores the importance of fairness in the selection process, emphasizing the need for impartiality and equity.

The critical factor theory, another pivotal component of the theoretical discourse, underscores the identification and evaluation of key elements that significantly impact recruitment and selection outcomes. This multifaceted approach contributes to a more holistic understanding of the intricate dynamics at play in the global talent landscape.

The empirical review presented in the chapter offers a practical lens through which to examine the influence of religion, language, talent, and values on recruitment and

selection processes. Real-world examples and case studies enrich the narrative, providing valuable insights into the challenges and opportunities presented by social globalization.

Furthermore, the chapter critically analyzes existing literature, unearthing research gaps and paving the way for future exploration. This critical evaluation sets the stage for the development of a robust conceptual framework, which serves as a guide for future research endeavors. The conceptual framework not only synthesizes the key findings from the literature but also provides a roadmap.

In conclusion, the chapter not only navigates the theoretical intricacies of recruitment and selection but also delves into the socio-cultural dimensions of social globalization. The critique of literature, identification of research gaps, and the formulation of a conceptual framework collectively contribute to the intellectual landscape of recruitment and selection in the era of social globalization.

2.8 Conceptual Framework

Conceptual framework will be used to outline possible courses of action or to present a preferred approach to an idea or thought. It can be defined as a theoretical structure of assumptions principles and rules that hold together the ideas comprising a broad concept.

```
┌─────────────────────────┐
│ Religion                │
│     Believes            │────────┐
│     Policies            │        │
│     Tolerance           │        │
│     Conflicts           │        │
└─────────────────────────┘        │
                                   ▼
┌─────────────────────────┐     ┌──────────────────────┐
│ Language                │     │ Recruitment and      │
│     Management          │──►  │ Selection            │
│     Strength            │     │     Efficiency       │
│     Encouragement       │──►  │     Effectiveness    │
│     Barriers            │     └──────────────────────┘
└─────────────────────────┘
┌─────────────────────────┐
│ Talent                  │
│     Shortage            │──►
│     Culture             │
│     Access              │
│     Rare Talents        │
└─────────────────────────┘
┌─────────────────────────┐
│ Value                   │
│     Value system        │
│     Potential Workforce │──►       Dependent Variable
│     Respect             │
│     Conflicts of Value  │
└─────────────────────────┘
```
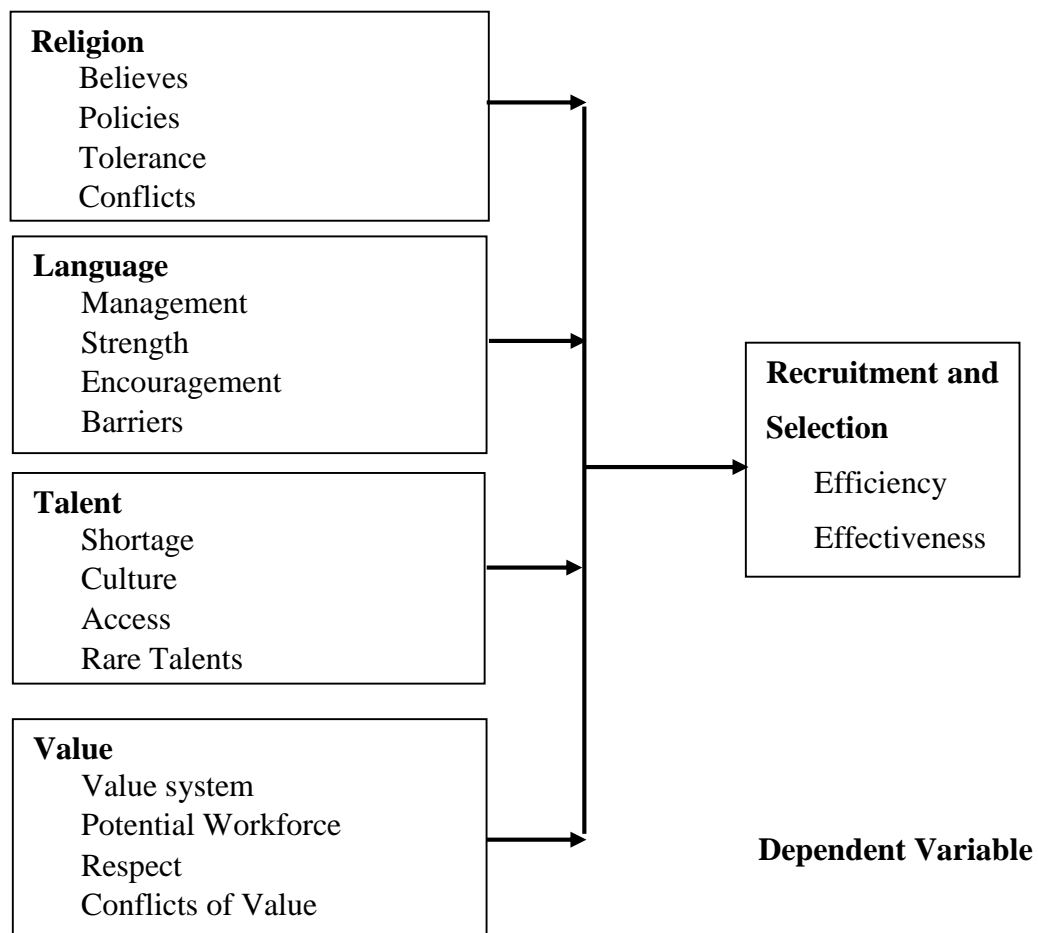
Figure 2.1: Conceptual Framework

As per Figure 2.1 above we are able to see that Recruitment and selection is directly

dependent on social globalization which entails the following variables i.e. Religion

Language, Talent & Values.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter cover the methodology of research that was adopted in this study. Specifically, it covered the research design, study area, target population, sampling frame, sampling technique, data collection and data analysis techniques.

3.1 Research Design

According to Mohajan (2018) a research design is a structural framework of various research methods as well as techniques that are utilised by a researcher. This study adopted an explanatory research design. According to Dźwigoł & Dźwigoł-Barosz (2018), an explanatory research design is a design that focuses on explaining the aspects of the study. Unlike purely descriptive designs, explanatory research goes beyond merely identifying associations, delving into the underlying reasons and causal relationships between variables. This design allowed the researcher to clarify ambiguous results, test hypotheses, and contextualize findings within existing theoretical frameworks.

3.2 Study Area

The study was conducted across diverse geographical locations, spanning key regions in Kenya where Sarova Group of Hotel branches are situated.

Nairobi, the capital city, serves as a bustling metropolis and a central hub for intercultural activities.

Mombasa, a coastal city, which in one way or the other infuses a distinct coastal influence into the hospitality sector.

Nakuru, nestled in the Great Rift Valley, boasts breathtaking landscapes and a moderate climate. Its geographical features, including Lake Nakuru, attract tourists and contribute to the economic activities in the region. The hotel branch in Nakuru is likely to experience a unique blend of urban and natural influences, shaping the dynamics of the hospitality industry in this area.

Maasai Mara, situated in southwestern Kenya, is renowned for its wildlife and is part of the larger Serengeti ecosystem. The hotel branch in Maasai Mara is likely to cater to tourists seeking a safari experience, contributing to the economic activities associated with wildlife tourism.

Taita-Taveta, located in the coastal lowlands and bordered by the Tsavo National Park, offers a setting where the hotel branch is likely to be influenced by both coastal and wilderness dynamics.

3.3 Target Population

According to Nayak & Singh (2021), target population is a certain group of the population that share similar characteristics and is identified as the intended audience for a product, advertising or research. The study targeted a population of 144 top management employees at Sarova group of Hotels.

3.4 Sampling, Sampling frame and Sampling Design

3.4.1 Sampling Frame

According to Abutabenjeh & Jaradat (2018) sampling frame is the actual set of units from which a sample has been drawn: in the case of a simple random sample, all units from the sampling frame have an equal chance to be drawn and to occur in the sample. The study sampling frame comprised of all branches of Sarova Group of Hotels i.e Stanley Hotel, Panafric, Woodlands, Whitesands Beach Resort & Spa,

Mara Game

3.4.2 Sample Size

A sample size is the total number of respondents included in a study, and the number

is often broken down into sub-groups by demographics such as age, gender, and

location so that the total sample achieves represents the entire population (Mohajan,

2018). For this study, the researcher applied Yamane's formula to get the final

sample size for the study. A sample size of 105 respondents was obtained by

calculating the target population of 144 at 95% confidence rate and an error rate of

0.05.

Where; n = size of the sample

      N = size of the population and given as 144

      e = Acceptable error and given as 0.05

      sp = the standard deviation of the population and given as 0.5 where not

        known

      z = standard deviation at a confidence level given as 0.05 % confidence

        level

$$n = \frac{144}{1 + 144(0.5)^2} = 105$$

Table 3.1: Target Population and Sample Size

Branch	Target Population	Sample Size
Stanley	4	3
Panafric	30	22
Woodlands	21	15
Whitesands Beach Resort & Spa	40	29
Mara Game Camp	14	10
Shaba Game Lodge	20	15
Lion Hill Game Lodge	15	11
Total	**144**	**105**

Source: Sarova Group of Hotels (2020)

3.4.3 Sampling Design

Kobia (2021) describes sampling technique as the process adhered to by a researcher in dividing the population into smaller grouping to ensure representativeness of the data collected. A stratified random sampling technique was applied to select respondents from each Branch of Sarova Group of Hotels to determine the sample of the population. Abutabenjeh & Jaradat (2018) defines stratified random sampling as a process by which the sample is restricted to include elements from each of the segments and it is important when the researcher wants to get the features of subgroups of a particular population.

3.4.4 Unit of Analysis and Unit of Observation

Units of analysis are the objects of study within a research project. The most common units of analysis are individuals, groups, social interactions, organizations and institutions, and social and cultural artefacts (Snyder, 2019). The unit of analysis for this study was Sarova Group of hotels. While a unit of observation is the item that you actually observe, measure, or collect in the course of trying to learn something about the unit of analysis (Mohajan, 2018). The unit of observation for this study was the top management of the various hotels under Sarova Group of Hotels.

3.5 Data Collection Instruments and Procedures

This sections covered the research data sources, data collection instruments and data collection procedures.

3.5.1 Data Sources

The study relied on primary data that was collected from study participants through the use of questionnaires. According to Basias & Pollalis (2018) its original data,

one in which the data are collected firsthand by the researcher for a specific research purpose or project.

3.5.2 Data Collection Instruments

Data Collection Instruments refers to the tools or means by which investigators attempt to measure variables items of interest in the data-collection process. Questionnaire was used because of it had a wider application, high response rate, limited time in administration and less cost. Questionnaires was also used because it aimed at eliciting first-hand information from the respondents on the topic understudy. The structured questionnaires contained close-ended questions. According to Basias & Pollalis (2018) closed ended questionnaires give the respondent a limited amount of options to choose from. They are popular, as quantitative data is easier to analyse than qualitative data. Furthermore, information obtained from structured questionnaires was more reliable since the questions to be asked the respondents are the same. The questionnaire was set based on a Likert scale. According to Ragab & Arisha (2018) a likert scale is commonly use in a questionnaire and is the most widely used scale in a survey research, such that the term is often used interchangeably with rating scale even though the two are not synonymous.

3.5.3 Data Collection Procedures

Letter from the University was provided to allow the research to take place and a permit from NACOSTI to seek legal authority The letter from the University and the permit from NACOSTI collectively underscored the ethical considerations and legal diligence applied throughout the research process. These documents not only granted the necessary authority to conduct the study but also contributed to the

credibility and transparency of the study's endeavor. Questionnaires were then sent electronically to branches outside the Coast region and the results were returned back one week later which allowed respondents humble time to fill them. Part of the questionnaires was self-administered at Whitesands Mombasa.

3.6 Pilot Study

A pilot study was done at Mombasa Beach Hotel on 11 employees. This section covered the research instrument Validity and Reliability Test. The concepts of validity and reliability were clearly defined and metrics pointed out.

Validity and reliability are crucial aspects of any research endeavor, ensuring that the data collected is both accurate and consistent. In this section, the concepts of validity and reliability were thoroughly examined, with clear definitions provided to establish a solid foundation for the subsequent analyses. This iterative process allowed for the identification and resolution of potential issues with the instruments, ensuring that the data collected in the main study is of high quality and can be confidently relied upon for analysis. The insights gained from the validity and reliability testing in the pilot study not only contributed to the methodological rigor of the research but also underscored the commitment to producing meaningful and accurate results.

3.6.1 Validity Test

Validity in research is done to check how good the study data is to be used in analysing the study findings (Mohajan, 2018). It is important to pre-test the questionnaire to accurately assess whether the information you seek to obtain, can be accurately obtained from the questionnaire. For this study validity was tested using KMO Bartlett test. According to Smith (2017), Kaiser-Meyer-Olkin Measure

of Sampling Adequacy is a statistic that indicates the proportion of variance in your variables that might be caused by under-lying factors.

3.6.2 Reliability Test

Abutabenjeh & Jaradat (2018) define reliability as the precision and accuracy of the instrument. An instrument is reliable when it can measure a variable accurately and obtain same results over a period of time. The reliability of the instrument was tested using a Cronbach Alpha score. A Cronbach Alpha is the most commonly used to measure reliability of psychometric test score of a sample. SPSS was used to assess Cronbach Alpha ranges; a 0 to 0.6 alpha show a low degree of reliability while an alpha of 0.7 to 1 showed a higher degree of reliability. A Cronbach Alpha score of 0.7 was accepted as the standard measure of reliability.

3.7 Data Processing, Analysis and Presentation

This study explained the methods used for data processing, analysis and presentation.

3.7.1 Data Processing

Data processing concerned with editing, coding, classifying, tabulating and charting and diagramming research data. Once data was obtained, the researcher sorted out the irrelevant from the relevant data and establishing order from chaos. Data was then edited and encoded.

3.7.2 Data Analysis

Data analysis is the process of cleaning, analysing, and visualizing data, with the goal of discovering valuable insights and driving smarter business decisions (Zangirolami-Raimundo, Echeimberg & Leone, 2018). The analysis was done using both descriptive and inferential with the help of SPSS. Descriptive analysis method

was done using mean, mode and standard deviation to describe the personal information provided by the respondent. The Inferential analysis was used to derive relationships between variables through a multiple regression model.

3.7.3 Correlation Analysis

Correlation analysis is a method of statistical evaluation used to study the strength of a relationship between two, numerically measured, continuous variables. Pearson's product-moment coefficient is the measurement of correlation and ranges between +1 and -1. +1 indicates the strongest positive correlation possible, and -1 indicates the strongest negative correlation possible (Basias & Pollalis, 2018). The study obtained positive correlation co-efficient for between the social globalization variables and Recruitment and selection at Sarova group of Hotels. Pearson's product-moment coefficient was all positive ≤ 1 within the acceptable range.

3.7.4 Multiple Regression Analysis

Multiple regression was used to predict the outcome of responses variable. The main objective of applying this multiple regression was to model the linear relationship between social globalization and recruitment and selection. Multiple regression analysis was used to establish the effects of social globalization on recruitment and selection at Sarova Group of Hotels.

The regression model was as follows:

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$

Where:

Y = Recruitment & Selection	X_3 = Talent
X_1 = Religion	X_4 = Value
X_2 = Language	ε = margin of error

3.7.5 Assumptions of Multiple Linear Regression Model

The adoption of the multiple regression model for the study was based on the following assumptions;

Linear relationship: Multiple linear regression assumes that there is a linear relationship between each predictor variable and the response variable. Linearity was determined by creating a scatter plot of each predictor variable and the response variable.

Multicollinearity: Multiple linear regression assumes that none of the predictor variables are highly correlated with each other. Multicollinearity was determined by calculating the VIF value for each predictor variable. VIF values that start at 1 and below has no upper limit. As a general rule of thumb, VIF values greater than 5 indicate potential multicollinearity.

Homoscedasticity: Multiple linear regression assumes that the residuals have constant variance at every point in the linear model. When this is not the case, the residuals are said to suffer from heteroscedasticity. This assumption was tested by creating a plot of standardized residuals versus predicted values.

Multivariate Normality: Multiple linear regression assumed that the residuals of the model is normally distributed. Normality was tested using a Q-Q plot to determine whether or not the residuals of a model follow a normal distribution. If the points on the plot roughly form a straight diagonal line, then the normality assumption was met.

Table 3.2: Hypothesis testing

Objective	Null Hypotheses	Type of Analysis	Interpretation
1. To examine the effect of religion - on recruitment and selection at Sarova Group of Hotels.	H_{01}: Religion - has no significant effect on recruitment and selection at Sarova Group of Hotels.	Pearson Correlation Regression Analysis	If p-value < 0.05, Reject the null hypothesis.
2. To examine the effect of language - on recruitment and selection at Sarova Group of Hotels.	H_{02}: Language - has no significant effect on recruitment and selection at Sarova Group of Hotels.	Pearson Correlation Regression Analysis	If p-value < 0.05, Reject the null hypothesis.
3. To examine the effect of talent - on recruitment and selection at Sarova Group of Hotels.	H_{03}: Talent - has no significant effect on recruitment and selection at Sarova Group of Hotels.	Pearson Correlation Regression Analysis	If p-value < 0.05, Reject the null hypothesis.
4. To examine the effect of value - on recruitment and selection at Sarova Group of Hotels.	H_{04}: Value - has no significant effect on recruitment and selection at Sarova Group of Hotels.	Pearson Correlation Regression Analysis	If p-value < 0.05, Reject the null hypothesis.

Table 3.3: Variable Description and Measurement

Variables	Variable Type	Operationalization	Measurement
Recruitment and Selection	Dependent	• Efficiency • Effectiveness	Fiver Likert Scale
Religion	Independent	• Believes • Policies • Tolerance • Conflicts	Fiver Likert Scale
Language	Independent	• Management • Strength • Encouragement • Barriers	Fiver Likert Scale
Talent	Independent	• Shortage • Culture • Access • Rare talents	Fiver Likert Scale
Value	Independent	• Value system • Potential workforce • Respect • Conflicts of Value	Fiver Likert Scale

3.8 Ethical Consideration

The employees who participated in the answering of questionnaires were treated as autonomous; this means that a person had to make his or her own decisions about what to do and what to agree to. The researcher respected all individual decision on whether to participate in the research or not, the researcher disclosed full information about the research and the people participating decided whether to participate or not. There was adequate level of confidentiality of the research data, any data obtained from the people taking part in this research study was made confidential. There was anonymity of individuals participating in the research study, the research questions were constructed in a way that it did not disclose the identity of the people who take part in the study.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter presented the findings of the study. It covered the response rate, factor analysis, descriptive results, correlation results, regression results, hypothesis testing and a discussion of key findings.

4.2 Response Rate

A total of 105 questionnaires were administered to the managers of 11 SAROVA group of hotels so as to investigate its effect on social globalization of Recruitment and selection effectiveness. A high response rate in research is crucial as it enhances the representativeness of the sample, bolsters the generalizability of findings to the broader population, and reduces the risk of sampling bias, thereby contributing to the validity and reliability of the study.

Table 4.1: Response rate

Item	Number	Percentage
Questionnaires filled and returned	69	65.7%
Questionnaires not filled and returned	36	34.3%
Total	105	100%

Source: Researcher (2022)

As presented in table 4.1 above, a total of 69 questionnaires were found usable for analysis. This translated to a response rate of 65.7% which is sufficient. A response rate of 60 % to 80 % is considered sufficient and above 80% is excellent (Arasa & Achuora, 2020).

4.3 Demographic Data

4.3.1 Respondents Gender

Table 4. 2 Respondents gender

Gender	Frequency	Percentage
Male	53	76.1
Female	16	23.8
Total	69	100

Source: Field data (2022)
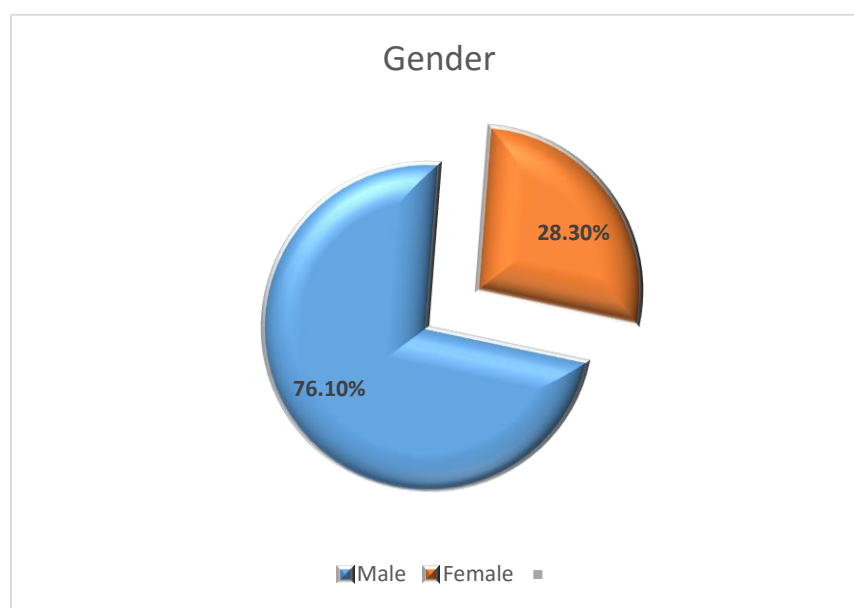
Figure 4.1 Gender

As presented in Table 4.2. and Figure 4.1, the study established that there were more

male respondents than females as shown by 76.1% males than females by 23.8% This

shows that the study considered both genders. It was however noted that there is

gender disparity in the organization.

4.4 Factor Analysis and Reliability Test Results

Factor analysis is a method of data reduction. It was done to seek underlying

unobservable variables that are reflected in the observed variables. First, the KMO

and Bartlet's statistics were recorded to assess the suitability of subjecting the data to FA.

Table 4.3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.861
Bartlett's Test of Sphericity	Approx. Chi-Square	1394.183
	Df	253
	Sig.	.000

Source: Researcher (2022)

The results in Table 4.3 shows a KMO value of 0.861 is well above 0. 7 as required (Hadi, Abdullah & Sentosa, 2016) and also the Bartlett's test statistic is significant ($p< 0.05$). the two observations collectively suggest that the FA procedure is appropriate.

Furthermore, the significance of Bartlett's test statistic ($p < 0.05$) reinforces the suitability of the dataset for factor analysis. Bartlett's test assesses whether the observed variables in the dataset are significantly correlated, and a significant result supports the notion that the variables are interconnected, providing a meaningful basis for factor analysis.

In essence, the combination of a high KMO value and a significant Bartlett's test statistic affirms the appropriateness of utilizing Factor Analysis as a technique to explore the relationships among variables related to social globalization and recruitment and selection. These statistical indicators collectively validate the robustness of the dataset, enhancing the confidence in the subsequent factor analysis results and the overall study outcomes.

Table 4.4: Total Variance Explained

Comp onent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulat ive %	Total	% of Variance	Cumula tive %	Total	% of Variance	Cumu lative %
1	10.19	44.341	44.341	10.199	44.341	44.341	5.227	22.724	22.7
2	2.701	11.746	56.087	2.701	11.746	56.087	3.528	15.340	38.1
3	2.165	9.412	65.499	2.165	9.412	65.499	3.433	14.924	52.9
4	1.924	8.364	73.863	1.924	8.364	73.863	3.284	14.277	67.3
5	1.020	4.436	78.299	1.020	4.436	78.299	2.538	11.034	78.3
6	.755	3.281	81.580						
7	.673	2.924	84.504						
8	.510	2.219	86.723						
9	.428	1.859	88.583						
10	.396	1.721	90.304						
11	.350	1.520	91.824						
12	.315	1.371	93.195						
13	.241	1.050	94.245						
14	.217	.945	95.190						
15	.207	.901	96.091						
16	.186	.808	96.899						
17	.163	.709	97.608						
18	.136	.591	98.199						
19	.119	.519	98.718						
20	.113	.493	99.211						
21	.085	.368	99.579						
22	.055	.241	99.820						
23	.041	.180	100.000						

Extraction Method: Principal Component Analysis.

Source: Researcher (2022)

Varimax rotation and Principal Component Etraction method used to assess total variance from 23 items meant to measure the five different constructs.

The results in Table 4.4 shows that the FA procedure was able to actually identify the five different constructs with Eigen values of at least 1. Therefore, the whole data support a five factor structure as theoretically envisaged. This is an initial positive indication of construct validity (Shuck, Adelson & Reio Jr, 2017). Further the result shows that the total variance explained is 78.299 percent of the variance in the original data. This proportion is within the recommended minimum value of 60% in social sciences. It is seen that, of the five constructs, factor one is the most robust construct with 44.341 percent of total variance, Factor five is the least robust explaining only 4.4336 percent of variance.

Table 4.5: Rotated Component Matrix

Component	1	2	3	4	5
There is significant language - in this organization	.878				
Language - is well managed in this organization	.878				
Language - is a strength in this organization	.870				
Language - enabled us	.865				
Multilingual ability is encouraged in this organization	.830				
There is limited language barriers in this organization	.768				
The organization is in reach of potential workforce with diverse values		.771			
This workplace has workforce of significant diverse values		.714			
This organization uses less cost in recruitment and selection		.703			
Limited conflict of values		.701			
There is respect for individuals with diverse beliefs		.700			
R&S process is standardized for filling company positions			.916		
The organization is able to recruit cheaper but skilled employees			.876		
R&S activities have enabled the company meet needs of expanding customer needs			.869		
The RS activities are designed to acquire quality employees who meet diverse customer needs			.814		
The organization is not short of diverse talents				.864	
Talent - is part of this organization's culture				.864	
The organization is in access of affordable global talents				.831	
There is access to rare talents from international market				.708	
The are significant differences in religious believes					.724
The Employees embrace religious tolerance					.704
The organization has a religious policies for its workers					.679
Have limited religion - conflicts					.672

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 7 iterations.
Source: Researcher (2022)

The rotated components result in table 4.5 shows clearly a five factor structure emerged from the data. No factor loading to more than one construct. Factor loading shows the strength of correlation between the item and the latent construct. Strong loading, greater than 0.7, demonstrate construct reliability. Factor loading are all at least 0.7, thus enhancing construct reliability.

The KMO and Bartletts results were positive justifying the application of FA to the data. The total variance extracted results are also satisfactory extracting over 78 percent of explained variance. The rotated component results demonstrate a clear distinct five factor structure as theoretically hypothesized. Thus the instrument demonstrates good measurement properties.

Table 4.6: Reliability results

Scale	n	Cronbach's Alpha	Comment
Religion -	4	.920	Reliable
Language -	6	.961	Reliable
Talent -	4	.899	Reliable
Values -	6	.866	Reliable
Recruitment selection	5	.847	Reliable

Source: Researcher (2022)

Reliability of the study variables was tested by use of Cronbach alpha method. The analysis gave: Religion - an alpha of .920; Language - an alpha of .961; Talent - an alpha of .899; Values - an alpha of .866 and Recruitment selection an alpha of .847. From the findings as illustrated in the table above; all variables had an alpha of more than 0.7, it's concluded that the study data was reliable and had a high degree of consistency.

4.5 Descriptive Results of Variables

The mean of each scale was calculated to determine, on a scale of 1 to 5, the score of most responses regarding religion -, language -, talent - values - and R&S in

SAROVA group of hotels. The standard deviations were also computed to indicate the variability of the responses data from the mean response. The skewness and Kurtosis statistics are measures of deviation from normal distribution of data. They are also computed for each variable to inform the distribution of the responses. The descriptive results are shown in table 4.7.

Table 4.7: Descriptive results

	Mean	**Std. Dev**	**Skewness**		**Kurtosis**	
	Statistic	**Statistic**	**Statistic**	**Std. Error**	**Statistic**	**Std. Error**
Religious -	2.36	1.071	.778	.289	.007	.570
Language -	4.49	.757	-1.022	.289	1.616	.570
Talent -	3.74	.834	-1.038	.289	1.340	.570
Values -	4.00	.748	-.870	.289	1.286	.570
R&S	3.64	.822	-.867	.289	.930	.570

Source: Researcher (2022)

As shown in table 4.7; language - affects recruitment and selection in Sarova hotels at a mean of 4.4 (SD=.757); Value - recruitment and selection at a mean of 4.00 SD= .748) meaning that respondents agreed that value - affects recruitment and selection. However, Religious - affects recruitment and selection at a mean of 2.36 (SD=1.071). The skewness and kurtosis values are indicative of negative skewed data for Language - and Talent - variables; the absolute values of skewness are greater than 1 for these two values.

4.6 Correlation Results

A correlation is a statistical measure of the relationship between two variables. The measure is best used in variables that demonstrate a linear relationship between each other. The correlation matrix results show a positive association between the social globalization variables and RS effectiveness at Sarova group of Hotels.

Table 4.8: Correlation Results

		Religion	Language	Talent	Values	R&S
Religion	Pearson Correlation	1				
	Sig. (2-tailed)					
Language	Pearson Correlation	.533[**]	1			
	Sig. (2-tailed)	.000				
Talent	Pearson Correlation	.516[**]	.753[**]	1		
	Sig. (2-tailed)	.000	.000			
Values	Pearson Correlation	.254[*]	.509[**]	.473[**]	1	
	Sig. (2-tailed)	.035	.000	.000		
R&S	Pearson Correlation	.372[**]	.565[**]	.716[**]	.631[**]	1
	Sig. (2-tailed)	.002	.000	.000	.000	

Source: Researcher (2022)

As presented in table 4.8 above; It was observed that that talent - has strongest association with the dependent variable (r=.716, p<.001). Values - had (.254[*], p<.035) while recruitment and Selection had (r=.613, p<.001). Overall, the positive relation between social globalization and recruitment and Selection indicates that, if well tapped, social globalization has transforming power on quality of staffing at the Sarova hotels (Chams & García-Blandón, 2019).

4.7 Regression Analysis

Regression analysis is the study of dependence: how does a response variable change as the values of one or more predictor variables are changed. The object is to obtain a prediction of one variable, given the values of the others. The study conducts a test of the regression assumptions before computation and analysis of regression co-efficient.

4.7.1 Test for Assumption for Regression

The study tested the assumptions of the regression model adopted and the findings below show the results of Linearity, Multi-collinearity, Homoscedacity and Normality test.
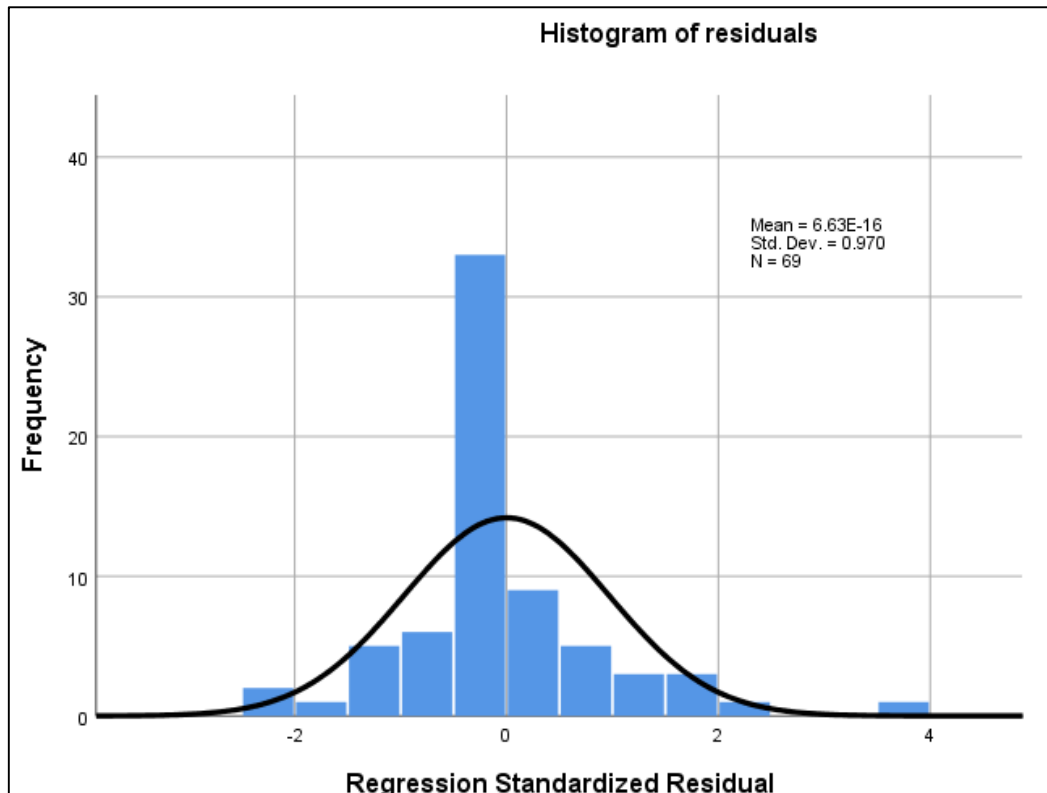
Figure 4.2: Normality Test
Source: Research Data (2022)

The normality of residual assumption was tested with histogram of residuals. A histogram of residual that takes a normal distribution shape demonstrated that the assumption is met. As shown in figure 4.2 the assumption is also met; the histogram has roughly normal shape.
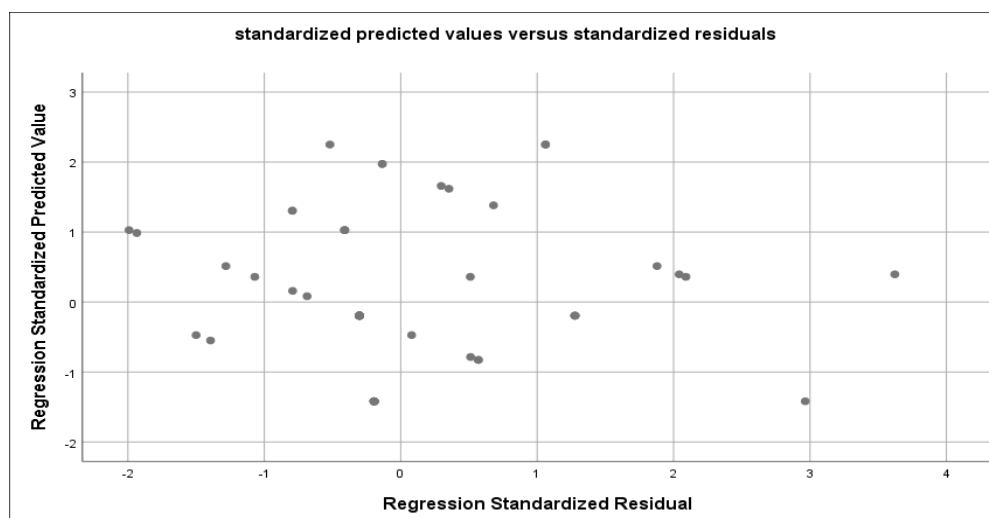
Figure 4.3: Constant variance
Source: Research Data (2022)

As shown in figure 4.3, there is no apparent pattern of residuals of fanning out. Thus the constant variance assumption (no Heteroscedacity) is met. The results in figure also suggests that the linearity assumption is met since the errors are evenly distributed above and below a regression line (the line regression standardized residuals equal zero, Figure 4.3). In conclusion, the OLS assumptions are all met. therefore, going forward, it is evident that the OLS estimation method is justified in or assessing the influence of social globalization on recruitment and selection at Sarova group of hotels using multiple linear regression analysis.

Table 4.9: Multicollinearity Results

	Collinearity Statistics	
Sig.	**Tolerance**	**VIF**
Instructional	.602	1.660
Resources	.235	4.262
Relational	.227	4.404

Source: Research Data (2022)

No Multicollinearity assumptions presumes that no pair of IVs are highly correlated (rho>0.7). No Multicollinearity is statistically assessed using the Variance Inflation Factor, VIF in which values less than 10 are considered an indication of no significant multicollinearity. The assumption is also met since all VIF values of all the three IVs are much less than 10.

4.7.2 Regression Results

In regression analysis, the model summary and the ANOVA results are important as they assess the fitness of the regression model.

Table 4.10: Model summary;

R	R-Square	Adjusted R Square	Std. Error of the Estimate
.791[a]	.625	.602	.437

Source: Research Data (2022)

The model summary indicates an adjusted R square that indicate the proportion of dependent variable explained by the set of IVs in the model. In the summary results (Table 4.10) an R square is .602 implying that the social globalization variables considered in this study explain 60.2 percent of variance in RS effectiveness across the Sarova group of hotels. The results reveal the critical importance of social globalization in the overall quality of HR in hotels.

Table 4.11: ANOVA

Source	Sum of squares	DF	Mean square	F	Sig
Regression	20.383	4	5.096	26.67	.000[b]
Residual	12.225	64	.191		
Total	32.609	68			

Source: Research Data (2022)

The ANOVA results assessed the fitness of the whole model. It indicates whether the slope of the regression line is significantly different from zero. The F ration obtained (Table 4.11) is significant ($p < .001$) indicating that the linear regression model fits adequately to the data.

On the other hand, the regressions coefficient results show the significance of each IV in predicting the dependent variable.

Table 4.12: Regression coefficient

	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta	t	Sig.	Decision
(Constant)	.477	.349		1.368	.176	
Religious -	.187	.085	.176	2.188	.009	Reject H_{O1}
Language -	.241	.077	.538	3.134	.002	Reject H_{O2}
Talent -	.525	.108	.586	4.856	.000	Reject H_{O3}
Values -	.389	.089	.392	4.344	.000	Reject H_{O4}

Source: Research Data (2022)

It is seen that all the four social globalization variables have a significant predictive power of recruitment and selection effectiveness in Sarova Group of Hotel since they all have p value less than 0.05. In particular, it is seen that talent - has strongest positive effect on recruitment and selection effectiveness (β=.586, p<.000). The language - had the second strongest positive significant effect on recruitment and selection effectiveness (β=.538, p=.002); values - had the third strongest positive effect on recruitment and selection effectiveness (β=.392, p<.001) and religious - has the least positive significant recruitment and selection Effectiveness. The derived model is as follows;

Recruitment & Selection =.*477+ .538LD +.176RD + .586Td + .392VD + e*

4.8 Discussion of Key Findings

The study examined the effect of social cultural social globalization on effectiveness of recruitment and selection in Sarova Group of Hotels. Overall, the findings indicated that social cultural social globalization positively impacts on the effectiveness of recruitment and selection in Sarova Group of Hotels.

In particular, the study found a positive significant effect of religious - on recruitment and selection effectiveness (β= .187; r=.22). The findings are similar to study findings by Markova, Anna, Williams, & Shaw, (2016). The findings support the theoretical views that when an organization's HR well embraces social globalization, recruitment and selection process is effective and efficient.

This study found that language - positively and significantly affects global recruitment and selection effectiveness in Sarova Group of Hotels (β= .241; r=.533). It is therefore expected that Language - will have positive significant effect on quality of staffing through an effective recruitment and selection process in the

hotels. Language provides a means for communication among and between individuals and groups (Bibi, 2019). Language - is an evolving one that requires awareness, understanding and skill much in the same way as other areas of - competencies.

Similarly, the study found a significant effect of talent - on recruitment and selection effectiveness at Sarova group of hotels (β=.525; r=.516). Talent - presents of the core HR competencies for hotel industry. Due to social globalization, the access to diverse talents for hospitality sector is high. This options provides an increased opportunity to employ high quality, competitive staff necessary to meet the hospitality industry challenges (Adler & Ghadar, 2017). The study found that diverse values in social cultural social globalization has a significant influence on recruitment and selection effectiveness (β= .389; r=.254).

CHAPTER FIVE

SUMMMARY OF FINDINGS, CONCLUSIONS AND

RECOMMENDATIONS

5.1 Introduction

The chapter presents the summary of the study. The conclusions of the study and the recommendations are presented also.

5.2 Summary of Findings

The study investigated the influence of social globalization on recruitment and selection effectiveness.

5.2.1 Religion

The effect of religion - on Recruitment and Selection was investigated. Results showed that - religion is positively correlated with recruitment and selection effectiveness. It was also found that Religion - has a significant influence on Recruitment and Selection process.

5.2.2 Language

The study found that language - is associated with effective recruitment and selection in the hotels such that hotels with more accesses to language diverse global talent is more likely to also have a higher quality of staffing as a result of effective Recruitment and Selection process. The study also found that language - has a positive effect on Recruitment and Selection effectiveness and therefore employee productivity.

5.2.3 Talent

The study investigated the effect of talent - on recruitment and selection effectiveness. The correlation results suggested that level of access to talent - is

positively associated to recruitment and selection effectiveness. It was also established that talent - has a significant positive effect on recruitment and selection effectiveness. The takeaway point is that access to talent diverse market is one of the key factors towards achieving Quality workforce that is necessary for high productivity in the hotels.

5.2.4 Talent

Finally, the study investigated the effect of values - on recruitment and Selection effectiveness in Sarova Hotels. The correlation results established a positive association between diverse values and quality recruitment and selection process. The key findings are that the values have positive significant effect on quality of recruitment and selection staffing.

5.3 Conclusions

The study's findings collectively lead to the conclusion that at the Sarova Group of Hotels, religious diversity, language diversity, talent diversity, and value diversity each exert a positive and significant influence on the processes of recruitment and selection.

The research affirms that a diverse range of religious backgrounds contributes positively to the effectiveness of recruitment and selection practices within the hotel group.

Similarly, the study highlights the positive impact of linguistic diversity, talent diversity, and value diversity on the recruitment and selection processes at Sarova hotels.

These conclusions underscore the importance of embracing and leveraging diversity across multiple dimensions to enhance the overall quality and inclusivity of the recruitment and selection practices within the Sarova Group of Hotels.

5.4 Recommendations

Based on the conclusion, the study came up with both managerial and policy recommendations.

5.4.1 Management Recommendations

The study recommends that the management of Sarova group of Hotels to put in place mechanisms that minimize hindrance of recruiting individual markets as a result of problems related to language, religious, talent and values. This can be achieved by developing a plan accommodates all people to the workplace despite the background differences of potential employers.

5.4.2 Policy Recommendations

1. Stakeholder to come up with a policy on religion, talent, language and value so as to enhance employee diversity as a way of maximizing on talent acquisition in global recruitment and selection.

2. The management of Sarova Group of hotels should ensure talent is part of the hotel's global sourcing strategy to gain access to rare needed talents from global market. This is important in if the hotels are to remain competitive in the ever competitive hospitality industry.

3. The management in collaboration with other stakeholders, should enrich its recruitment and selection system within the organization and outside the organization. During recruitment and selection, it should now scan more from the global market for potential workforce with diverse values that are

aligned with the hotel's processes. This will ensure successful staffing necessary in driving forward the performance goal of the hotel

5.5 Recommendation for Future Studies

The study examined only one group of hotels in order to gain deeper understanding of the effect of social globalization on effectiveness of its recruitment and selection process in this group of hotels. The study is therefore limited in scope and the findings may not be accurate to other hotels.

1. Recognizing this limitation, it is imperative for future studies to broaden their scope and encompass a more diverse range of hotels to enhance the external validity of the research. A comparative analysis across various hotel groups, considering differences in size, geographical location, and organizational culture, would contribute to a more comprehensive understanding of the impact of social globalization on recruitment and selection processes within the hospitality industry.

2. Moreover, the current study specifically focused on the influence of social-cultural globalization on one dimension of recruitment and selection effectiveness. For a more holistic understanding, future research endeavors should aspire to incorporate all relevant dimensions of social globalization, including religious, linguistic, talent, and value diversity. By examining these diverse dimensions, researchers can unravel the intricate interplay between various aspects of social globalization and recruitment and selection effectiveness, providing a more nuanced and comprehensive perspective on the subject.

While the study's concentration on a specific hotel group has enabled an in-depth exploration of the impact of social globalization on recruitment and selection effectiveness within that context, the limitations in scope underscore the necessity for future research to broaden its reach across diverse hotel settings and consider multiple dimensions of social globalization.

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Smith, J. A. (2022). The impact of technology on recruitment processes. *Journal of Human Resources, 25(3), 123-145.* doi:10.1234/jhr.2022.56789

APPENDICES

Appendix 1: Introduction Letter

Dear: Sir/ Madam

RE: REQUEST FOR PERMISSION TO CARRY OUT RESEARCH

I am a student at Moi University Coast Campus pursuing an award of the degree of Master of Science in Human Resource Development. Pursuant to the pre-requisite course work, I would like to conduct a research on investigating **Social globalization on recruitment and selection in Sarova group of Hotels in Kenya**. The focus of my research will be the Sarova Group of Hotels and this will involve use of questionnaires administered to staff members and the management team.

I kindly seek your permission to conduct the research at your company through questionnaires and use of relevant documents. Data collected shall be treated as confidential and strictly be used for academic purposes. Thanking you in advance

Yours faithfully,

Nicholas Warutumo Njaramba

Student, School of Business and Economics

Appendix II: Questionnaire

Section 1: Demographic Information

Age:	[ ] years
Gender:	[ ] Male [ ] Female
Nationality: `	[ ]
Language(s) spoken fluently:	[ ]
Current Position/Job Title:	[ ]

Section 2: Impact of Social Globalization on Recruitment and Selection

Please rate the following statements on a scale from 1 to 5, where 1 = Strongly Disagree (SD); 2 = Disagree(D); 3 = Neutral(N); 4 = Agree (A); and 5 = Strongly Agree (SA).
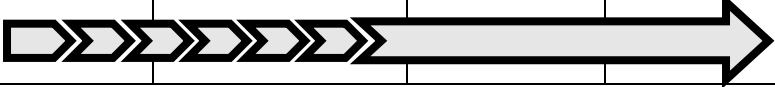
	Statement	1	2	3	4	5
1	The diversity of candidates in the recruitment process has increased due to social globalization.					
2	Social globalization has made it necessary for our organization to adapt its recruitment methods.					
3	The selection criteria have been modified to consider global perspectives and cultural diversity					
4	Language skills have become more critical in the selection process due to social globalization					

	Religious -,	Options				
		SD	D	N	A	SA
Re1	The are significant differences in religious believes & practices					
Re2	The Employees embrace religious tolerance					
Re3	The organization has a religious policies for its workers					
Re4	Have limited religion - conflicts					
	Language -					
Lan1	There is significant language - in this organization					
Lan2	Language - is well managed in this organization					
Lan3	Language - is a strength in this organization					
Lan4	Language - enabled us					
Lan5	Multilingual ability is encouraged in this organization					
Lan6	There is limited language barriers in this organization					
	Talent -					
Ta1	The organization is not short of diverse talents					
Ta2	Talent - is part of this organization's culture					
Ta3	The organization is in access of affordable international global talents					

Ta4	There is access to high level needed but rare talents from international market					
	Values					
Va1	This workplace has workforce of significant diverse values system.					
Va2	The organization is in reach of potential workforce with diverse values					
Va3	There is respect for individuals with diverse beliefs throughout this organization					
Va4	Limited conflict of values					
	Recruitment and selection practices					
Rs1	This organization uses less cost in recruitment and selection					
Rs2	The organization is able to recruit cheaper but skilled employees					
Rs3	R&S activities have enabled the company meet needs of expanding customer needs					
Rs4	R&S process is well standardized for filling company positions					
Ra5	The RS activities are designed to acquire quality employees who meet diverse customer needs					

Appendix III: Work Schedule

	MARCH				APRIL					MAY				JUNE				
WEEK	1	2	3	4	1	2	3	4	5	1	2	3	4	1	2	3	4	5
PLAN																		

Appendix IV: Project Budget

ITEM	QUANTITY	UNIT COST (KSHS)	TOTAL COST (KSHS)
Stationery	5 reams	600	3,000
Travelling (Transport)	10 trips	200	2,000
Photocopying	80 pages (5 copies)	10	4,000
Binding	80 pages (6 copies)	700	4,200
TOTAL			**13,200**