

**FACTORS DETERMINING EFFECTIVE EMPLOYEE SELECTION IN
STATE CORPORATIONS IN KENYA: A CASE OF THE
KENYA POWER AND LIGHTING COMPANY, PLC**

**BY
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DECLARATION

Declaration by the Candidate

This research thesis is my original work and has not been presented for a degree in any University. No part of this work may be reproduced without the prior written permission of the author and /or Moi University.

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DEDICATION

I dedicate my work to my best friend and dearest sister, Ruffina Ndinda who inspired me to take this program though she never lived to see the dream come true. She was a great inspiration to me in all areas of life.

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ABSTRACT

The Kenya Power & Lighting Company, PLC (KPLC) is a Company that transmits, distributes and retails electricity to customers throughout Kenya. In the recent past the organization experienced challenges in relation to employee performance, which led to two major staff reshuffles between 2014 and 2018 in an effort to find the right fit to serve the business need. Hiring employees with the right talent is key to any organization's performance. The study therefore, sought to evaluate the factors influencing employee selection at KPLC. KPLC is a Government organization with both Public and Private Ownership providing a more representative institution. The objectives of the study were: to evaluate the need for special skills requirement in employee selection; to determine the impact of work experience in employee selection; to establish the effect of remuneration in employee selection and to examine the processes used in employee selection. This research was anchored on the Person-Organization Fit Theory (2011) by Tomoki Sekiguchi, which emphasised on the extent to which a person and the Organization share relationship/similar characteristics to meet each other's needs. This study used a mixed research method approach. The target population of the study was 4,472 staff of KPLC where stratified random sampling technique was used to select a sample size of 125. The sample size was determined based on the Cochran's formulae. A pre-test and validation of the questionnaire was done before administering to the sampled group. Correlation and regression analysis were conducted at 95% confidence level and 5% significance level. The findings showed that there was a strong positive significant relationship between skill requirements, work experience, remuneration, processes and employee selection, as is indicated by the following parameters (Pearson's $r=0.994$, $p<0.000$), (Pearson's $r=0.988$, $p<0.000$), (Pearson's $r=0.973$, $p<0.000$) and (Pearson's $r=0.987$, $p<0.000$). From regression test, when all other factors are held constant, skill requirement, work experience, remuneration and processes improves employee selection by 91.1%, ($\beta = .911$); 22.8%, ($\beta = .228$); 26.5%, ($\beta = .265$) and 11.9%, ($\beta = .119$) respectively. Conclusively, the adjusted R^2 value was 0.890, implying that skill requirements, work experience, remuneration and processes account for 89.0% of the variance in employee selection. Hypothesis testing revealed that three of the stated null hypothesis i.e., skill requirements, work experience, remuneration have significant influence on employee selection ($P=0.000<0.05$), while the selection processes was proved to have no significant influence on employee selection, ($P=0.136>0.05$). This study recommends that KPLC should improve and strengthen the recruitment and selection procedure through formulation of policies and regulatory frameworks to guide recruitment and selection process, and by factoring such evaluation criteria as work experience, skill requirement and remuneration.

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ABBREVIATIONS AND ACRONYMS

CVs	:	Curriculum Vitae
HR	:	Human Resource
HRM	:	Human Resource Management
KP	:	Kenya Power
KPLC	:	Kenya Power and Lighting Company
NACOSTI	:	National Commission for Science, Technology and Innovation
P-O	:	Person-Organization
SPSS	:	Statistical package for Social Science
USA	:	United States of America

OPERATIONAL DEFINITION OF TERMS

Best Practices	A method, technique or standard that has been generally accepted as superior to any other alternative because it produces results that are superior to those achieved by other means.
Determinant	An aspect or element which is a factor for consideration
Effective Selection System	A consistent process that ensures the organization hires the right talent by ensuring use of best practices and valid tools while considering certain key factors.
Remuneration	It is the total compensation that an employee receives in exchange for the services they perform for their employer. Typically, this consists of monetary rewards, also referred to as wage or salary.
System	Scheme/Order
Valid Tools	Ways to filter through candidates' pool and get the best during employee selection.
Work Experience	Work experience is considered as any skills, knowledge or experience than individual gains while working in a specific occupation or field.

CHAPTER ONE

INTRODUCTION TO THE STUDY

1.0 Overview

This chapter highlights the subject of research giving its basis, need and significance discussed under the statement of the problem; objective of the study; hypothesis; justification; significance; scope of study and limitations of the study.

1.1 Background to the Study

Human resource management is the essential function of organizations. Among the Human resource practises selection is the basic function where employees enter the organizations. Selection is the process of choosing an appropriate candidate among the job applicants. Selection system starts after the completion of the recruitment process. Many of the researchers argue that, selection policies should be ethical for the organizations to be sustainable in the competitive environment (Armstrong, 2016).

Employee selection is the process by which the most efficient and qualified employee is selected to occupy the post away from nepotism and favoritism, nepotism. The selection of employees depending on their qualifications and experiences that suit their aspirations is not the end for the managements but the performance of these employees shall be followed up as they shall be trained and empowered to reach a level in which they can take decisions relating to their jobs without refereeing to their managers. By selecting right candidates for the required job, organizations will also save time and money.

Proper screening of candidates takes place during selection procedure. All the potential candidates who apply for the given job are tested. While it has always had the capacity to form a key part of the process of managing and leading people as a

routine part of organizational life, it is suggested selection has become ever more important as organizations increasingly regard their workforce as a source of competitive advantage (Dorra & Al sabag, 2015). Employee selection is typically defined as the practices aimed at separating from a pool of applicants who have appropriate knowledge, skills and ability to perform the job well (Gatewood, Field & Barrick, 2015).

It is the process that helps to differentiate the applicants' qualifications in order to identify those with a greater element of likelihood success in a job. Monday (2015) emphasized that selection is the process of choosing from a group of applicants those applicants who can suit best for a particular position in the organization. Noe, Hollenbeck, Gerhart and Wright (2016) said that selection is the process by which companies decide on an individual who will be allowed into organizations or not. Stone (2018) argued that selection is the process choosing from the available candidates the individual predicted to be the most likely to perform successfully in the job.

Daniels, Erickson and Dlik (2016) affirmed that it is often claimed that selection of workers occurs not only just to replace departing employees or to add the workforce but it also rather aims to put in place workers who can perform at a high level and who can demonstrate high work commitment. Gatewood, Field and Barrick (2018) determined that human resource selection is the process of collecting and evaluating information about the individual in order to extend the offer of employment, they further said that the process is performed under legal and environmental constraints and finally addresses the future interest of the organization and of the individual.

Mathis and Jackson (2015) commented that the selection process is concerned with choosing qualified candidates to fill in the jobs available in the organization. Khan

(2018) argued that the objective of selection is to pick the right candidates who meet the job and organization requirements well. Snell and Bohlander (2015) stated that selection is a process of choosing candidates with relevant qualifications to fill in the existing or projected job openings; that, it is the process of choosing the person(s) from a pool of potential candidates who meet the requirement of the vacancies identified in the organization. Fisher et al., (2019) mentioned that a good employee's selection system can add effectiveness to the overall performance of the organization. Schreuder and Coetzee (2015) highlighted an increase in the use of technology in recruitment and selection process.

Moreover, Khan (2018) emphasized the importance of selection process by stating that mismatch between the candidate and job can cost the organization a great amount of money, time and energy. Thang and Quang (2018) emphasized that by selecting the required candidates to fill in the vacant positions in respective departments then the line managers can help to achieve a better fit between the job and the candidate. Armstrong (2016), stated that the reliability of an employee selection instrument, such as a test, is the extent to which the instrument is a consistent measure of something. An intelligence test is said to be reliable, if the same person's scores do not vary greatly when the test is taken several times.

The higher the reliability, the more confidence can be placed in the measurement method. Usually, the instrument is more reliable if it is longer. The instrument used must also be internally consistent to be considered reliable, which is a good predictor of success for the job performance in question. It should be noted that the criterion used to predict performance or success is a proxy of actual performance. Since good job performance is usually a combination of many factors (quality of work, quantity

of work) a criterion such as a supervisory rating is a proxy for the real measure, job success or performance.

Various writers and scholars in economics, accounting, and organizational behavior literatures predicts that when it is difficult to align incentives by on output, aligning preferences through employee selection may provide a useful alternative Moreover, there is considerable evidence that organizations devote significant resources to employee selection in settings where it is difficult to contract on output (Dessler, 2016). Harris, Brewster and Sparrow (2017) pointed out that the decision to use selection methods differ from country to country and region to region, they further emphasized that such decision is dictated by labour legislation and the source of recruitment that might be available within or outside the organization.

Anderson, Lieven, Van Dam and Ryan, (2019) pointed that during recent years there are more support for a multi-level fit for selection sources and techniques to appoint the desired applicant. Kristof-Brow, Jansen and Colbert (2017) said that cognitive ability tests, unstructured interviews and value inventories could be the best techniques to assess the respective fit type. Gatewood *et al.*, (2015) narrated that typical selection techniques involve direct evaluation of applicants through a series of structured or unstructured interviews, testing such as psychometric test, personality test, intelligence test, background and resume checks, 'trial' periods aiming to measure on-the-job performance or situational judgment tests.

Beardwell and Wright (2019) suggested a systematic approach to recruitment and selection that includes defining vacancies, attracting applicants, assessing candidates and making decisions. Armstrong (2016) insisted that recruitment and selection require that organization to use various methods or techniques of selecting the right candidate that reflects the culture and value of the organization. The Kenya Power

requires heavy investment of money to get the right people to do the right job. Induction and training costs are also high. If the right types of people are not identified, it will lead to huge loss to the employer in terms of money, time and effort. Therefore, it is essential that these institutions devise a suitable selection procedure. Absenteeism and employee turnover are the important problems which are often faced by this department. The intensity of these problems can be reduced if in the future all selections are made carefully. Whenever unsuitable employees are appointed, the efficiency of the organization will go down and especially the quality of education and other services. Such employees will shirk work and absent themselves from work more often. They may also be compelled to leave their jobs. If this happens, all the expenses incurred on the selection and training of such employees will go to waste (Robbins, 2017). This study seeks to evaluate the determinants of the employee selection of the Kenya Power.

1.1.1 Kenya Power and Lighting Company (KPLC)

The Kenya Power and Lighting Company PLC (Kenya Power) owns and operates most of the electricity transmission and distribution system in the country and sells electricity to over 8 million as at end of June 2020. The Company's vision is to be Kenya's energy solutions provider of choice by providing quality and reliable service to power people for better lives and enable the country's socio-economic development in a sustainable manner. Kenya Power's key mandate is to plan for sufficient electricity generation and transmission capacity to meet demand; build and maintain the power distribution and transmission network and retail electricity to its customers (Kenya Power, 2021).

Studying the factors that determine employee selection at KPLC is not just a prudent choice but a critical necessity for several compelling reasons. First and foremost, KPLC, like any other organization, relies heavily on its workforce to achieve its strategic objectives. The quality of its employees profoundly impacts the company's performance and success in a highly competitive and evolving industry. Secondly, KPLC has previously faced challenges related to employee performance, leading to significant costs in terms of recruitment, training, and operational disruptions.

By identifying the key factors affecting employee selection, KPLC can optimize its hiring processes to minimize these costs, boost efficiency, and enhance overall productivity. Moreover, in the absence of concrete evidence regarding the effectiveness of their current selection techniques, this study provides data-driven insights, helping KPLC make informed decisions about its human resource practices. Ultimately, this study is a proactive step towards ensuring KPLC's competitiveness, cost-effectiveness, and alignment with its long-term strategic goals.

1.2 Statement of the Problem

In the face of significant shifts in the global economy, Kenya Power and Lighting Company (KPLC) recognizes the necessity to adapt and compete effectively. Among the core Human Resource Management (HRM) practices, employee selection emerges as a linchpin. Just like any other organization, KPLC aspires to achieve its strategic goals, and the pivotal factor enabling this is the performance and results delivered by its workforce. Through meticulous employee selection processes, KPLC actively seeks to secure and retain highly skilled personnel, foster continuous development opportunities, implement an enticing rewards system that acknowledges their contributions, and maintain an optimal staff level – all of which are crucial elements

in the pursuit of competitiveness and relevance in the ever-evolving global economic landscape.

Between 2014 and 2018, Kenya Power and Lighting Company (KPLC) grappled with persistent employee performance challenges, which, in turn, hindered the achievement of their desired outcomes. The consequent need for KPLC to revamp its workforce became evident, leading to significant hiring efforts and organizational restructuring aimed at aligning performance with the company's strategic objectives over the past two years. However, these transformations incurred substantial costs, both in terms of replacing existing personnel and providing necessary training for the newly recruited staff. Such transitions also introduced disruptions in productivity.

While KPLC maintains an existing selection policy, akin to many public corporations, there is a glaring absence of concrete evidence demonstrating the relative effectiveness of their employee selection techniques. This knowledge gap highlights a pressing need to evaluate the current employee selection process, with the primary objective of enhancing its efficiency. This improvement, in turn, promises a reduction in the losses sustained in terms of both time and expenditure.

Additionally, adopting a systematic selection approach is imperative to minimize instances of hasty decisions that often result in the recruitment and selection of unsuitable candidates for specific positions. To address these challenges and improve their selection processes, the study sought to investigate the factors that influence employee selection at KPLC. By systematically evaluating these factors, KPLC aims to enhance its selection procedures, optimize workforce performance, and ultimately align its human resource practices with the organization's strategic goals. The study represents a proactive step toward bolstering KPLC's competitiveness and reducing

operational costs, while simultaneously ensuring that it recruits and retains the most qualified individuals for various roles within the organization.

1.3 Objective of the Study

1.3.1 General Objective of the Study

The general objective of the study was to evaluate factors that determine employees selection at Kenya Power.

1.3.2 Specific Objectives

The study was guided by the following specific objectives:

- i. To evaluate the need for special skills requirement in employee selection at Kenya Power;
- ii. To determine the impact of work experience in employee selection at Kenya Power
- iii. To establish the effect of remuneration in employee selection at Kenya Power
- iv. To examine the processes used in employee selection at Kenya Power

1.4 Research Hypotheses

The study sought to test the following research hypothesis:

H₀₁: Skill requirement has no significant influence on employee selection at Kenya Power

H₀₂: Work experience has no significant influence on employee selection at Kenya Power

H₀₃: Remuneration has no significant influence on employee selection at Kenya Power

H₀₄: Processes has no significant influence on employee selection at Kenya Power

1.5 Justification of the Study

Human Resource Management is an essential function in organizations as employees are the most invaluable asset for an organization to meet its business goals. It is therefore of great importance to hire the right talent/skill from start.

This will ensure the organization's performance is of high standards and enable it to remain relevant and competitive. Kenya Power has an existing recruitment and selection system but just like most public corporations, there is no hard evidence on the comparative effectiveness of selection techniques.

Considering the role, the Company plays in the economy, it is definitely important to ensure that Kenya Power gets it right on human resource. This study sought to evaluate the employee selection of the Kenya Power and bring knowledge which will help enhance the selection system to achieve effectiveness.

1.6 Significance of the Study

The finding of the study will be of great importance to the management of Kenya Power as they will understand the importance of an effective employee selection. The management of Kenya Power will get better understanding of the employee selection in their organization and this will offer them an insight on how well to improve the selection system in the organization. The study findings will be of significance to policy makers in the field of Human Resource as they will be enlightened on the employee selection, this will also assist them when designing policies to assist organizations when selecting and recruiting employees. The findings will also assist the organizations taking appropriate measures in aligning to the employee selections that will improve the Kenya Power.

1.7 Scope of Study

The study sought to evaluate the employee selection at Kenya Power. The study targeted the employee of Kenya Power in Nairobi from where the sample size of the study was selected. The study was carried out within four-months from July, 2022 to October, 2022.

1.8 Limitations of the Study

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

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

The literature review provides the reader with an explanation of the theoretical rationale of the problem being studied as well as what research has already been done and how the findings relate to the problem at hand. The main purpose of the literature review is to avoid unnecessary or intentional duplication of materials already covered. The literature was reviewed from, working papers, journals, books, reports, periodicals and internet sources.

2.2 Theoretical Framework

2.2.1 Theory of Person-Organization Fit and Person-Job Fit

Tomoki (2016), came up with the theory of person-organization fit and person-job fit in employee selection. Person-organization fit refers to the compatibility between a person and the organization, emphasizing the extent to which a person and the organization share similar characteristics and/or meet each other's needs. According to Edwards (2016), person-job fit refers to the match between the abilities of a person and the demands of a job or the desires of a person and attributes of a job. Judge and Ferris (2017) noted that in employee selection research, P-O fit can be conceptualized as the match between an applicant and broader organizational attributes).

Practitioners contend that P-O fit is the key to maintaining the flexible and committed workforce that is necessary in a competitive business environment and tight labor market. While studies agree on the importance of P-O fit, there is an ongoing debate in the literature regarding the operationalization of this construct. Kristof's extensive review of P-O fit literature identified four different operationalization of P-O fit. The first centers upon measuring similarity between fundamental characteristics of people

and organizations. The second is goal congruence with organizational leaders or peers. According to Johnson (2013), bimodal prediction theory the most fundamental challenge concern in selection is term bimodal prediction.

Core assumptions in the predictivist paradigm in selection have been founded upon the relative stability of the job role being recruited for, against which the suitability of applicants is then evaluated. Rapidly changing organizational structures, flexible forms of work organization, team-based structures, newly created jobs, and increasingly unpredictable future scenarios in organizations have all added immeasurably to job instability. In essence, the stability of the criterion space being selected for has, in many organizations and for many job families, been undermined. Formerly, selection concentrated upon merely bimodal conceptualization of fit person job fit.

Increasingly, they will first have to predict the likely composition of a job role, and only then begin to consider issues of person job fit such as bimodal prediction; (Herriot & Anderson, 2017). Howard (2014) noted that this term differs from its use in a statistical sense. Bimodal does not refer to a split distribution upon a quantitative scale. Rather, bimodal prediction refers specifically to the need to first predict the likely components of a changeable work role, and only then being able to address issues of person work role fit. Given these sweeping and relatively rapid environmental changes, it has perhaps been inevitable that research and practice in selection has taken some time to catch back.

Only recently have methods of future-oriented job analysis begun to be developed and used; questions over the relevance of longer-term predictive validity studies have been raised; emergent constructs such as innovation potential, flexibility, adaptability, openness to change, and trainability for future job skills have come to the fore in

selection; and research adopting a bimodal conceptualization of selection systems has begun to emerge but these are initial responses to these challenges (Chan, 2015).

Against the historic backdrop of an impressive selection, research of predictivist paradigm, have much to do and to respond in a professional and evidence-based manner to the challenges of bimodal prediction. Further signs that selection research has been making tangible advance in this regard stem from proposed models of job performance on the one hand and the expansion of conceptualizations of the criterion space to include organizational citizenship behavior and pro-social behavior as positive patterns of work behavior, and counterproductive behaviors as the opposite (Motowidlo, 2013).

2.2.2 Principal-Agent Theory

According to Gibbons (2014) the principal-agent theory has been the central to much of the work in economics, and they have been especially useful in understanding employment relationships. A considerable amount of research has been directed at understanding and addressing the inherent moral hazard problem associated with employment in principal-agent frameworks the incentives for individual employees to pursue their own interests at the expense of those of their employer. Virtually all that research focuses on economic governance schemes that provide incentives to induce employees to act in the interests of their employers.

Morduch (2014) noted that the theory defines the appropriate selection of potential employees, performance, monitoring and conclude with economic rewards and in some cases punishments to motivate employees. The theory has been adopted by employment agencies as one of the agency-based models. This has been most extensively used in the context of executive employment where the agents have considerable control over their performance and where the effects of their

performance can be readily observed, albeit at the firm-level. It is found that agency models have been used somewhat less for understanding production or hourly employment where job performance may be less within the control of the individual (more paced by machines or supervisors) and where individual performance may be more difficult to measure.

There is another way to address the moral hazard problems associated with principal-agent frameworks in employment selection. However, the approach relies on heterogeneity across employees in their abilities; specifically, their interest in working hard, that is sometimes included under the heading of unobserved human capital. Under this view, some job applicants are simply better workers than others (Nagin *et al.*, 2017).

Specifically, they may be willing to work harder for the same rates of pay and/or are less inclined to shirk their responsibilities, requiring less monitoring and supervision as a result. The complication for the firm is first that while the applicants know their own capabilities, it is difficult for the employer, short of hiring them, to tell.

Hence the unobserved problem. Second, applicants who are not hard workers may have an incentive to pretend that they are, especially if regimes of low monitoring make it easier for them to shirk and if the jobs pay premiums of the kind that might be associated with having better workers (Ichinowski *et al.*, 2017). According to Lynch & Black (2013), the theory of principal agent is used to provide solutions to moral hazard problems from this perspective often rely on self-selection: Potential applicants typically sort themselves out across opportunities such that those who lack the unobserved human capital associated with hard work do not apply for jobs that will require it while those that have it do. The complication with extending these models more broadly is that they require reasonably unique and sometimes

complicated reward structures to create the separating equilibrium that attracts hard workers and scares away lazy ones, such as piece rate systems or back-loaded compensation where workers have to demonstrate their performance in advance of the reward.

2.3 Empirical Review

2.3.1 Special Skills on Employee selection

Skills and knowledge gained by the employees from the previous work that they have done are positively associated with the positive employee's productivity, job satisfaction as well as self-efficiency which is a contributor to the enhanced job and organisational performance. Evidently, the study by Globalforce (2016) indicated that experienced employees possess beliefs that are internalized, values as well as unique job expectation to their occupation which result in effective socialization. As a result, such employees are in a better position to perform in a better and enhanced way than inexperienced employees because they have no prior experience to a work situation that they face. It is estimated by Globalforce (2016) that a single employee has an average of 7-10 employers in their work lifetime.

This work experience has mainly been required by hiring organizations where each employer requires employees to have worked in a similar work environment but in a different organization for a specific period of time. For instance, Tesco is one of the companies that have a work policy that requires employees to have prior work experience. In fact, for employees to be hired in a supervision level of management, they must have relevant work experience in the same field from the organization or in a different organization. According to Al-Dujaili (2017), the argument of Tesco in hiring experienced workers is because corollary to a more mobile workforce is the

employment of more experienced workers. The organization looks at what they gain from hiring more experienced workers.

In Tesco, the management believes that by hiring more experienced workers, they are able to get diverse knowledge that enables employees to be more innovative, enhancing their performance and the overall performance of the organization. Further, it is noted by Al-Dujaili (2017), that when the company is hiring expatriate managers, the company gets employees who are very experienced at the management levels. The reason for this is to have experienced management who can be able to deal with the work challenges, job dissatisfactions considering the challenges that the expatriate managers faces in the foreign country and deliver results by the end of the day.

Mohamed (2018) found out that graduate recruitment has become one of the tough challenges for an increasing number of employers who have realized that the future of their organizations depends on the recruitment and selection of the best among an increasing number of graduates in different disciplines from a wider range of higher education institutions. The methods of graduate recruitment and selection used in the UK seem to vary according to organizational size and the number of graduates required, but the process has generally become more rigorous and sophisticated as competition to obtain graduates has increased. There has been a move from job-related to person-related methods of recruitment and selection, such as the use of the internet and assessment centres. Graduate employers are more interested in the attitude and personality of applicants than in the type or level of qualifications acquired.

Raybould & Sheedy (2015) conducted a research to find out whether graduates are equipped with right skills in the employability stakes. The study found out that there are transferable skills that employers like to see in a graduate and these can vary

according to type of role. In general graduates are keen to develop their skills further. The emphasis on skills by employers varies depending on the type of job roles to be carried out within an organization. However, there has been some consensus of opinion on the importance of transferable or employability skills for employees particularly for those in management positions. These skills refer to certain personal abilities of an individual, which can be taken from one job role to another, used within any profession and at any stage of their career.

Follet (2015) defined management as the art of getting things done through people. One can also think of management functionally, as the action of measuring a quantity on a regular basis and of adjusting some initial plan; or as the action taken to reach one's intended goal. A reactive management style clearly is a desirable skill set for a manager to have. By quickly solving problems they are able to get the people and machine quickly back to work and productive again. However, it's not the best style. Managers should concentrate on improving their ability in predictive management as well predictive management focuses on reducing the number of problems that require reactive management.

Management in all business and government organization activity is simply the act of getting people together to accomplish desired goals. Management comprises planning, organizing, staffing, leading or directing and controlling an organization effort for the purpose of accomplishing a goal. Resourcing economic passes, the deployment and manipulation of human resources, financial resources, technological resources and natural resources management is often included as a factor of production along with machine, materials and money (Thomas, 2014).

According to Follet (2015), many managers believe that their job is to resolve problems that arise while that is true; it is only the lesser part of the job. More importantly, a manager's job is to prevent problems as they occur, and predictive management, which tries to prevent many problems from arising in the first place. Reactive management deals with problems as they come up. It is a management style that is much admired for its ability to quickly analyze the problem, and find its root cause rather than getting lost in the symptoms, they are able to think up many possible solutions, some proven and some new, and select the best choice. They are equally quick at implementing the solution to resolve the problem. Corruption is a potential danger to organization especially in cases where there is lack of transparency and accountability.

Based on Bloemer, (2017), the presence of corruption is most obvious in the functions of procurement of goods. It hampers effective and efficient service delivery. The most often cited management issues can be summarized as, reoccurrence of gaps between policies and their implementation reflected in poor performance, declining faith of customers over organizations capabilities to deliver goods and services, increased irregularities and corruption absence of value-based, administrative and management practices weak management institutions, despite the abilities shown by the leaders in bringing management observed through low commitment to implementation include low service-orientation on the part of employees.

Absence of performance oriented work culture, characterized by; inefficiency, less accountability and transparency and unethical practices, this has been so "taken for granted" that if someone behaves with professional competence and integrity in the way that is often desired ideally is the odd-guy in the team and is prone to attack of those who are gradually known as less competent, non-performers and unethical ones

(Bloemer, 2017). According to Peter *et al*, (2013) most organization require employees that can mobilize the organization's talents in pursuit of the organization's objectives, develop a culture that considers change as an opportunity rather than a threat, regularly re-invent the organization, effectively plan and implement change and develop networks and alliance rather than administer the status quo.

In the relatively stable, tall, hierarchical and bureaucratic organization of environment, managers have to do the right things within the well-defined existing procedures and boundaries. The predictable and stable nature of the environment reduces the need for mobilizing the organizations capability flexibility, creativity and innovativeness. The environment has changed radically and to succeed organizations and their managers need to behave differently in today's environment, managers are required to continuously transform the organization, develop a strong relationship with both internal and external stakeholders, operate in horizontal rather vertical chains and across cultural divides, empower employees and develop network and alliances.

Since organizations can be viewed as systems, management can also be defined as action, including design, to facilitate the production of useful outcomes from a system. This view opens the opportunity to 'manage' oneself, a pre-requisite to attempting to manage others (Arthur, 2017). In for profit work, management has its primary function the satisfaction of a range of stakeholders. This typically involves making a profit for the shareholders, creating valued products at a reasonable cost for customers and providing rewarding employment opportunities for employees. In most models of management or governance, shareholders vote for the board of directors, and the board then hives senior management. Some organizations have experimented

with other methods such as employee voting models of selecting or reviewing managers; but this occurs only very rarely (Taylor, 2015).

2.3.2 Work Experience on Employee selection

Work experience of employees has a high likelihood to accumulate work experience from the different or multiple organizations, which brings about an advantage to the organization that experienced employees' works in. Hiring employees who are experienced is a natural outcome of career partner as noted by Dokko, Wilk and Rothbard (2014). Work experience is not only occupational but is also industry-specific rather than the firm-specific and leads to improvement of the employee's job-related outcomes which as a result impacts the performance of the organization.

For instance, IRDA (2016) noted that employee's work experience has a direct relationship with the quality of services they offer, employee's stability, seriousness in work attitude, reduced negative work behaviour like absenteeism and nature of judgement which may lead to the improved performance of an organisation. It is suggested by the theory of human capital that, the difference between the job performances reflects the variances in the endowments of human capital and factors like the amount of time invested in a particular occupation or industry (Hsiung & Wang, 2017).

Locally, the trend is similar as the global and the regional context, every HR manager wants employees who have relevant work experience. According to Dragoni *et al.* (2016), the reason for this is because such employees have high levels of conscientiousness which is positively related to the motivation achievement, which is further related to the enhancement of individual adaptability. Conscientiousness is a personal characteristic that relates with time efficiency, active problem solving, and organizing skills, hence lower levels of vulnerability to stresses which are work

related (Bipp, 2015). Evidently, companies such as banks have been found to hire employees who have previous work experience in critical parts in order to ensure that efficiency and quality of customer service are maintained.

For instance, for any employee to work at the management levels of Kenya Commercial Banks (KCB), they are required to have prior working experience in the same level as the one they are seeking employment position. The company believes that hiring experienced employees is better than inexperienced ones because such employees are able to easily adapt to the new work environment and also bring new work knowledge which enhances the performance of the company. Further, in critical positions such as the auditing, finance, and credit control departments, Al-Dujaili (2017) indicated that the bank hires experienced employees who can innovate solutions when faced with problems and are not vulnerable to work stress. Thus, it is evident that work experience is positively related to the desired outcomes of the organization such as efficiency and effectiveness in the processes as well as the quality of products and services.

Employees under conditions that are stressful tend to direct their attention to well-learned and familiar tasks, which arouses the employee's capacity allowing them to deal with the stressful job situation as found out from the study by Assocham (2017). In fact, Assocham (2017) established that employee's work experience does not only reduce depression and hostile behavior, but it goes beyond to reduce other related stressors in the workplace such as the work-family conflicts that might emerge. In addition, relatedness and amount of work experience possessed by the employees show the congruence at the present work as supported by Bipp (2015).

Further, the study by Costanza *et al.*, (2017) noted that experienced employees have internalized values, beliefs as well as job expectations that are unique in their job

occupations and results in effective socialization. It is also noted in this study that employees with prior work experience assess their work in a more realistic manner and surround people with the ability to compensate for their weaknesses when building teams, which increase their employee selection. In the light of these empirical findings, it is evident that relationship exists between employee selection and employee work experience.

Nonetheless, although it is expected that there would be a positive relationship between employee prior work experience and the employee selection, the study by Dokko *et al.*, (2014) indicated that extant literature makes it complex. It was identified by the researcher that the absence of transfer of relevant skills and knowledge among the experienced workers creates a negative relationship between experience and employee selection. This is what was found as the destructive or harmful job experience. However, the study by Dokko (2014) which investigated the relationship between work experience and employee selection among the UK firms in the hospitality industry ignored the benefits that are associated with the work experience. According to the researchers, the call centre executives who were the sample population carry rigidities caused by schemas and scripts from their former similar employer.

Nonetheless, because the call centres are very repetitive and routinized and as such, Dragoni *et al.*, (2016) indicate that such schemas and scripts should be carried to the next employer to facilitate employee selection. In a study similar to Dokko *et al.*, (2014), carried out in Ghana hospitality industry, Hsiung and Wang (2017) observed that there is a non-significant long-term relationship existing between previous work experience and employee selection. According to the author, employee intrinsic motivation is created through autonomous job situation, and thus, considering that the

jobs of the call centre executives especially in the hospitality industry and the jobs of people in the hospitality industry, in general, are closely monitored, there is a dissatisfaction that is caused by the autonomy-seeking experienced employees.

Further, individual factors such as beliefs about self-efficacy and learning abilities are other factors that are expected to affect the extent of the relationship between work experience and employee current employee selection. Indeed, Uppal and Mishra (2013) found out that in an academic setting, specific personality traits that an individual hold have a significant interactive effect on the relationship between the work experience and the academic performance. Therefore, considering that employee work experience can build or destroy the organization, the organization must find the right experience.

However, Deloitte, (2016) indicates that establishing the right experience has been a fundamental question that an organization must ask i.e. how do we find the right employee operating environment and how would that help deliver great results? Once this question is well answered, then the organization would go ahead looking for the right employee transformative experience. To do this, the job leaders must build, design and maintain the right work experience they need in the organization so that the sum of the employees' perception across the team, division or organization encourages and produces the best people (Morgan, 2015).

The study carried out by Githinji (2014), on the importance of employee's skills and capabilities learned from the previous work experience identified that there was a relationship between employee selection and employee work experience. However, the ability of the employee to adapt depends on their willingness to adjust their behaviours on the basis of the change in the environment which enhance employee selection (Githinji, 2014). This research found out that there is a very strong

relationship between work experience and employee performance but the effectiveness lies in the strong relationship that also exists between personal characteristics and adaptability.

Finally, according to holistic learning theory put forward by Dragoni et al. (2016), individual personality traits like emotions, intellect, desires as well as intuitions and imaginations to gather are essential for effective learning and performance. From this research, we explored the effect of prior work experience on employee selection. The individual difference is captured through the personality traits such as experience and openness to use knowledge and capacity learned from the former employer. However, we can further look at how employee work experience influences the employee intention to stay in the organization in the next section.

2.3.3 Remuneration on Employee selection

Remuneration is the total compensation that an employee receives in exchange for the service they perform for their employer. Typically, this consists of monetary rewards, also referred to as wage or salary. A number of complementary benefits, however, are increasingly popular remuneration mechanisms. There are policies which provide a procedure when dealing with employee's remuneration; these policies seek to approve remuneration incentives to eligible employees to assist in the attraction and retention of skilled staff (McCarthy, 2016).

In addition to employee selection practices, remuneration (in the form of bonuses, piece rates, and other compensation directly linked to individual performance) has been widely acknowledged in the accounting and economics literature to resolve information asymmetry problems by encouraging high ability individuals to self-select into the firm (Dohmen & Falk, 2016). However, empirical research has yet to examine if firms tend to use these two systems together, or if they tradeoff between

investment in employee selection and investment in remuneration, as they are both costly solutions to the same control problem.

Remuneration is a costly solution to information asymmetry in the hiring process for two reasons: the performance effect of remuneration reverses once the incentives are taken away, and remuneration discourages self-selection into the firm based on personal characteristics not necessarily related to job performance. Therefore, it would benefit the employer to offer remuneration contracts only when they expect to have the greatest marginal return to those contracts. Firms that are rigorous in their employee selection practices have already identified goal congruent applicants: those who will work hard toward the firm's goals with or without extrinsic motivators such as remuneration (Dohmen & Falk, 2016). Therefore, the marginal return to remuneration contracts is lower for firms that are rigorous in their employee selection practices.

Recent analytical work in economics and accounting show that investment in employee selection and remuneration are optimally used separately. Akerlof and Kranton (2015) develop an analytical model in which the goal congruent employee identifies with the firm. As such, she gains utility by working toward the interests of the firm, and loses utility when her actions conflict with the firm goals. Therefore, firms who hire goal congruent employees (as identified in the employee selection process) will have less need for remuneration structures: their employees will exert high-level effort even without extrinsic rewards. Similarly, Heinle et al., (2017) find that in a single task setting, the optimal incentive weights are decreasing in the extent to which the employee identifies with the firm. These arguments would indicate that firms should tradeoff between investment in employee selection and use of remuneration.

On the other hand, remuneration may be considered as an additional employee selection tool, so firms that invest heavily in employee selection would also use remuneration. The self-selection effect of remuneration systems has been widely acknowledged in the accounting and economics literature (Banker et al., 2016). Indeed, in the same work where Akerlof and Kranton (2015) propose an analytic model where firms tradeoff between employee selection and remuneration, they suggest that the overwhelming success of a remuneration plan at Lincoln Electric is due to the high goal congruence of its employees.

Armstrong (2016), states that for any company to succeed in her objective her human resource should be compensated. Remuneration is pay or salary, typically monetary payment for service rendered. A salary is a form of periodic payment from employer to employee which may be specific in an employment contract. Money provides the means to achieve a number of different ends. It's a powerful force linked directly or indirectly to the satisfaction of many other needs. Pay is a dominant factor in the choice of employer and consideration of pay seems most powerful binding people to their present jobs.

According to Dessler (2016) remuneration is compensation. He refers to all forms of pay or reward going to employees arising from their employment. It has two main components, direct financial payment in form of wages, salaries, incentives, commissions and bonuses and indirect payments in the form of financial benefits like employee paid insurance and vacations. When financial needs are met, employees will be satisfied and vice versa. Doubts have been cast by Herzberg *et al.*, (1959) on the effectiveness of money because, they claimed, while the lack of it can cause dissatisfaction, its provision does not result in lasting satisfaction. There is something in this, especially for people on fixed salaries or rates of pay who do not benefit

directly from an incentive scheme. They may feel good when they get an increase; apart from the extra money, it is a highly tangible form of recognition and an effective means of helping people to feel that they are valued.

Offering monetary compensation in the form of commission alone or commission in addition to salary rather than simply a fixed salary is intended to create a strong incentive for employees to invest maximum effort into their work. Common industries where commission is used include car sales, property sale, insurance broking and many other sales jobs. This is a way for firms to solve the principle-agent problem by attempting to realign employee's interests with those of the firm. Commission rates are generally based upon the achievement of specific targets which have been agreed between the management and the sales person in question (Jobber, 2013). Harris *et al.*, (2013) described reward and remuneration as performance related pay. They said every employee believes and most experts believe that pay and reward are an important part of an organizations human resource management. In most organizations, piece work is more common thus employees get paid for the number of units they produce or the amount of product they harvest.

However, there is a growing discussion here, which concerns the purpose of this performance related pay system. Their argument is that pay should be linked to performance because that is what organizations need and it is fair, but what is seen as fair varies between national cultures. Implementing a pay for performance system has been shown to resolve organizational problems because it aligns the preferences of firms and employees. In addition, creating a pay for performance system serves as a sorting mechanism to identify and attract the most capable employees. This type of system has shown that individual pay incentives significantly improve productivity. Pay for performance systems have further been proven to have two advantages for

organizations: attracting more high-quality employees and motivating employees to exert more effort at their jobs. There is some risk involved with pay for performance systems, and the incentive effects of the system may negatively impact risk-averse employees since they have a fear of failure under this plan.

According to Mullins (2015) reward is something that increases the frequency of an employee's action to an obvious desired outcome to improve employee's retention in the company. Numerous studies and surveys have documented that money is not always the primary motivator for employees. Recognize your people frequently for their good work and they will reciprocate by high retention rate because they are satisfied. Finally, if employee selection practices are used to identify *ex ante* goal congruence, they also identify intrinsic motivation. When an employee's own goals are aligned with those of the firm, they will be intrinsically motivated to work hard toward the firm's (their own) goals.

Motivation crowding theory examines the interaction between remuneration (extrinsic rewards) and intrinsic motivation, providing evidence that remuneration has a negative effect on the performance of intrinsically motivated employees, calling this a 'crowding out' effect (Ellingsen & Johannesson, 2018; Gneezy *et al.*, 2016). The crowding out effect can occur through two mechanisms. Remuneration can be viewed as a negative signal regarding the desirability of the job task itself, or as a signal regarding the firm's lack of trust or confidence in the employee. First, remuneration can affect the employee's intrinsic motivation toward their specific job if the provision of remuneration is viewed as a signal that the job is undesirable. Benabou and Tirole (2013) develop an analytical model of intrinsic and extrinsic rewards. They find that when the firm has private information about the job, remuneration will signal

to the employee that the job is particularly onerous, and intrinsic motivation to exert effort will be lost.

Second, remuneration has a crowding out effect on intrinsic motivation in that it affects the employee's perception of the firm itself (Cardinaels & Yin 2013; Christ, Sedatole, & Towry 2017). A remuneration contract signals a lack of trust by the firm, where the firm assumes an employee will not be productive without extrinsic rewards.⁵ While purely self-interested employees are less likely to react negatively to this signal (since the lack of trust was, in fact, warranted), remuneration will hinder motivation of employees that value trust and other social influences. Therefore, to the extent that effort in the employee selection process can identify goal congruent and intrinsically motivated employees, the association between effort in employee selection and performance should be lower when remuneration contracts are used. That is, while employee selection practices are positively associated with employee performance because they allow the firm to identify and hire intrinsically motivated employees, the association between employee selection and performance should then be weaker in the presence of remuneration contracts.

2.3.4 Processes on Employee selection

The selection methods available to HR professionals can be characterized along a continuum that ranges from more traditional methods of interviews, application forms and references, through to more sophisticated techniques that encapsulate aptitude tests, assessment centres, work samples, psychological testing, and so forth. The degree to which a selection technique is perceived as effective and perhaps sophisticated is determined by its reliability and validity (Hunter and Hunter, 1984; Muchinski, 2016). Evidence also reveals that the choice of selection methods is inherently linked to the job category in question. Curriculum vitae (CVs) and cover

letters are used to shortlist candidates for interviews (Stewart & Knowles, 2015). However, it is widely held that application form as a discrete selection tool is open to misinterpretation, particularly where applicants portray a false persona (Muchinski, 2016).

Evidence further reveals the wide use of presentations and reference checks as selection devices (Stewart & Knowles, 2015; Heraty & Morley, 2013). However, it has been shown that referees who like a particular candidate tend to write longer and more complimentary references (Dobson, 2014; Reilly & Chao, 2017). According to Ahmad *et al.*, (2017), the selection processes vary widely and there is no standard methodology that meets all circumstances equally well. There are a several factors that need to be taken into account in making the right choice of method. Firstly, create a level playing field where candidates are drawn both from inside and outside the agency. Secondly, match the criteria in the selection process to the characteristics of the job (e.g. good 'people skills' are not necessarily reflected in good academic qualifications; 'years of experience' may mask a lack of up to date technical knowledge).

Thirdly, avoid 'cultural' stereotyping-decision makers who can be inclined to favour people who share their own personal lifestyle and values and place these ahead of a candidate's likely competence in the job and fit within the organisation as a whole. Lastly, avoid 'fads' in selection techniques, there are many highly doubtful and often expensive techniques being touted as the new best thing in staff selection, these can range from 'graphology' to 'paintball contests'. Even in the more traditional areas of psychometric testing and assessment there can be quite unreliable results if too much weight is placed on them (Ahmad *et al.*, 2017).

Harris, Brewster and Sparrow (2017) pointed out that the decision to use selection methods differ from country to country and region to region, they further emphasized that such decision is dictated by labour legislation and the source of recruitment that might be available within or outside the organization. Anderson, Lieven, Van Dam and Ryan, (2019) pointed that during recent years there are more support for a multi-level fit for selection sources and techniques to appoint the desired applicant. Kristof-Brow, Jansen and Colbert (2017) said that cognitive ability tests, unstructured interviews and value inventories could be the best techniques to assess the respective fit type.

Gatewood *et al.*, (2015) narrated that typical selection techniques involve direct evaluation of applicants through a series of structured or unstructured interviews, testing such as psychometric test, personality test, intelligence test, background and resume checks, trial periods aiming to measure on-the-job performance or situational judgment tests. Beardwell and Wright (2019) suggested a systematic approach to recruitment and selection that includes defining vacancies, attracting applicants, assessing candidates and making decisions. Armstrong (2016) insisted that recruitment and selection require that organization to use various methods or techniques of selecting the right candidate that reflects the culture and value of the organization.

Robertson and Hammersley (2015) found a knowledge-intensive firm used intelligence and personality tests as the main selection tools before interviews, whilst the main reason for rejecting candidates was because of their bad fit' with the organization. Jones, Shultz and Chapman (2016) said that human resource management theories emphasize more on techniques of recruitment and selection and outline the benefits of using interviews, assessment and psychometric examinations

on employee selection process. Lieven, Dam and Anderson (2017) commented that an increasing number of organizations are using now other methods such as telephone interviews, assessment center and online testing. They further emphasized that labor market shortages have promoted a concern for the organizations' image and the treatment of applicants during recruitment and selection process.

Cook and Cripps (2015) stated that more and more qualifications are manipulated that increases the difficulty of the selection process. Branine (2018) said that companies are increasingly viewing video conferencing as something very important and more useful as face-to-face interviews. Sackett and Lievens (2018) commented that application blank, interviews, and reference check are the most popular techniques used in the selection process by many organizations when incorporated into assessment centre. Burton (2016) studied recruitment and selection in the United States of America and found that approximately 25 percent of the respondent organizations conduct validation studies on their selection methods.

Selecting the right candidate with the required leadership ability and skills and experience, flexibility to adopt changes, ability to shift attitudes and behaviors based on the situation demand, able to create successful partnerships and work well in the team is becoming more daunting process (Davidson, 2019). This is due to the emerging fact that the global labor market is becoming tighter with respect to required talent and this complexity is increased with the focus increase on equal opportunities and increase on employment legislation (Taylor, 2015). There was also a need to consider cultural and sometimes religious differences into selecting suitable candidates for employment (Torrington, Hall & Taylor, 2018).

Lockyer and Scholarios (2019) in a study done on selected hotel staff which considered the nature of best practice for recruitment and selection found that there is

reliance on 79 informal methods particularly in smaller hotels, larger hotels and chain hotels in which structured procedures such as references, application forms and panel interviews are used but these methods were found to be inadequate for dealing with recruitment and quality problems. Anderson and Witvliet (2018) said that interviews are the most frequently used selection technique. Flanagan and Finger (2015) argued that the purpose of the first-round interview is to determine the applicant's compatibility and suitability in relation to their future job performance and it enables the interviewer to obtain and interpret facts that can then be compared with the attributes determined for the ideal applicant. CIPD (2016) reported that 56 percent of organizations use interview method of selection.

Moreover, Wilk and Cappelli (2013) stated that in many organizations around the world employment interview is one of the best and most frequent methods used to assess candidates for employment. Among organizational decision-makers, interviews have been found to be the most preferred assessment method used by many supervisors and human resources practitioners (Lievens, Highhouse, & De Corte, 2015). Another approach that could be considered when talking about quality of selected employees is the one mentioned by Jennifer (2016). He said that People choose to join organizations and organizations choose to hire individuals on the basis of already-formed characteristics.

According to traditional views, selection systems assess job-related characteristics, such as past experience, intelligence, knowledge, skills and abilities, and greater selectivity leads to such desirable outcomes as high performance (for organizations) and satisfaction (for organization members). Jennifer mentioned also that selection systems may also serve the subtle function of selecting individuals whose values are compatible with organizational values and screening out those whose values are

incompatible. Although little direct evidence exists, it is known that selection in organizations is based on such non-job-related criteria as attractiveness and goal orientation and interpersonal skills, that the use of face-to-face interviews persists despite their low predictive validity, that a top criterion for choosing recruiters is their enthusiasm for the company rather than their ability to make good hiring decisions, and that few organizations train recruiters to select candidates systematically on the basis of ability or predicted performance.

Rather than focusing on job-related criteria, selection appears to be based on such socially based criteria as personal chemistry, values, and personality traits and, possibly, on how closely recruits' preferences match organizational values. As a selection method, agencies perceive interviews to be the easiest, quickest and cheapest method (Stewart & Knowles, 2015). Some agencies tend to use a series of interviews to clarify whether the candidate possesses the qualities he/she mentioned in the application or resume and also to assess whether he/she is the right person. Evidence reveals the use of scoring systems during interviews when more than one person assesses candidates. However, agencies do not always depend solely on the interview performance; they use tests to support the interview (Stewart & Knowles, 2015).

When choosing a selection process it is important to consider such issues as fairness, cost and acceptability to candidates. The interview is a feature of most, if not all, selection processes and is a central feature of inter-departmental promotion schemes. In recent years, with a move towards greater use of competitive merit based promotions, the interview has become a much more common feature of promotion schemes within Departments. However, in many cases, especially if there are large numbers of candidates (e.g. an internal promotion scheme attracting very high

numbers of applicants), it may be necessary to consider using additional selection techniques/tools before the interview to assist with decision making (Torrington 2015).

Following an advertisement which has attracted a high quality candidate pool, attention turns to implementing a selection system that can effectively eliminate less suitable candidates. Provision of accurate and relevant information about the job is essential. This should result in a degree of self-selection by potential applicants on whether to proceed with an application or to withdraw. On-line technology can be a valuable tool in facilitating this. On-line screening questionnaires may help candidates determine for themselves whether they have appropriate competencies, skills and knowledge for the position. Preparing a shortlist from the applications received must be a rigorous and highly disciplined process. Members of a short-listing board should be properly briefed and prepared for the task to ensure consistency of approach in rating candidates. The entire process should be documented carefully in order to defend decisions taken and provide feedback to candidates (Heraty & Morley, 2013).

2.4 Conceptual Framework

After theoretical review and elaborate literature review, a conceptual framework was coined to show variables involved in the study. A conceptual framework is an illustration that shows particular variables in this study connect with each other. In this study, the independent variable were; special skill requirements, work experience, remuneration and processes. The dependent variable was employee selection as showed in diagram below.

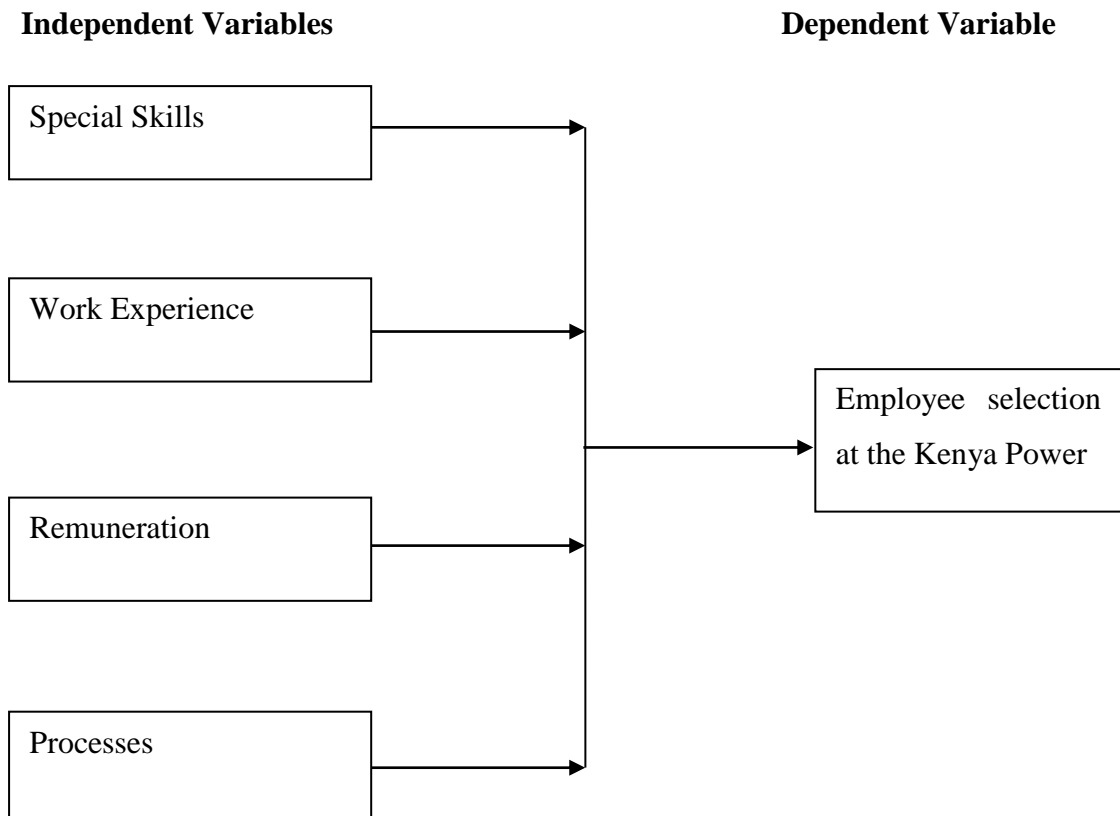


Figure 2.1: Conceptual Framework

Source: Author (2022)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter sets out various stages and phases that were followed in the collection, measurement and analysis of data. Specifically, the following subsections were included; research design, target population, data collection instruments, data collection procedures and the data analysis.

3.2 Research Design

A research design is the plan for selecting the sources and types of information to be used to answer the research question. It is a framework for specifying the relationships among the study's variables as well as a blue print that outlines each procedure from the hypothesis to the analysis of data (Kerlinger, 2017). The study adopted a descriptive survey design. Creswell and Clark (2013) suggest that a descriptive research design deals with the what, how and who of a phenomenon which is the concern for this study. This claim was later echoed by Berg (2013), who argued that a descriptive survey research is intended to produce statistical information and allows a room for generalizability and flexibility of the findings.

This research design is thus most appropriate since the objective of the study is evaluating the selection system used in selecting candidates at Kenya Power. Descriptive survey is a technique of gathering information by questioning those individuals who are the object of the research and belonging to a representative sample, through a standardized questioning procedure with the aim of studying relationships between variables at a time (Saunders *et al.*, 2017).

3.3 Target Population

According to Ngechu (2014) target population is a well-defined or specified set of people, group of things, households, firms, services, elements or events which are being investigated. Target population should suit a certain specification, which the research is studying and the population should be homogenous. The target population for this study was employees of Kenya Power within Nairobi. Mugenda and Mugenda, (2017) explains that the target population should have some observable characteristics, to which the research intends to generalize the results of the study. For purpose of this study the target population was categorized on permanent terms of employment, 3 years' contract and temporary (6 months' contract) middle. The study population composed of 4,472 members of staff in different employment levels currently working at Kenya Power offices in Nairobi.

Table 3.1 - Target Population

Regions	Permanent	Contract	Temporary	Total
Nairobi North	608	63	173	844
Nairobi South	528	88	211	827
Nairobi West	562	87	259	908
Central Office	1,420	215	258	1,893
Total				4,472

Source: Kenya Power and Lighting Company Limited Human Resource Records (2019)

3.4 Sampling Frame

A sampling frame is a comprehensive list of all sampling units, from which a sample can be selected, (Kombo & Tromp, 2016). Sampling frame was the list of 4,472 from

which 125 employees working in all departments and sections at Kenya Power offices in Nairobi were sampled.

3.5 Sample Size and Sampling Technique

Ngechu (2014) emphasizes the importance of selecting a representative sample by use of a sampling frame. From the sampling frame, the required number of subjects, respondents, elements or firms is selected in order to make a sample. Stratified random sampling technique will be used to select the sample using Cochran's formula to determine the ideal sample size. According to Deming (2015) stratified random sampling technique produce estimates of overall population parameters with greater precision and ensures a more representative sample is derived from a relatively homogeneous population.

Stratification aims to reduce standard error by providing some control over variance. From each stratum the study will use simple random sampling to select 125 respondents from Permanent, Contract and Temporary categories, respectively. According to Mugenda and Mugenda (2017), a representative sample is one that represents at least 10% to 50% of the population of interest. Random sampling frequently minimizes the sampling error in the population. This in turn increases the precision of any estimation methods used (Cooper & Schindler, 2017).

3.5.1 Sample Size

Using the Cochran's Formulae for Determining Sample Size, which is specified below, the corresponding sample size.

$$n_0 = \frac{Z^2 pq}{e^2}$$

Where

n_0 is the sample size,

Z^2 is the abscissa of the normal curve that cuts off an area α at the tails; $(1 - \alpha)$ equals the desired confidence level, 95%);

e is the desired level of precision,

p is the estimated proportion of an attribute that is present in the population, and q is $1-p$.

The value for Z is found in statistical tables which contain the area under the normal curve. e.g $Z = 1.96$ for 95 % level of confidence

Table 3.2 - Sample Size Distribution

Regions	Permanent	Contract	Temporary	Total
Nairobi North	17	2	5	24
Nairobi South	15	2	6	23
Nairobi West	16	2	7	25
Central Office	40	6	7	53
				125

3.6 Operational Definition of Variables

Selecting the best employees upfront is so critical and this is the reason this study evaluated the determinants to ensure an effective selection system for Kenya Power as follows:

Table 3.3 - Operational Definition of Variables

No.	Variable	Indicator	Measure	Method of Analysis
1.	Effective Selection System Dependent	Understanding the job – traits that maps successful performance Consistent Process - best means to measure traits Valid tools - relevant selection tools (Questionnaires) Trained HR staff - those involved in selection Monitoring process - continuous improvement (Reviews of the best selection practices)	Likert Scale	Descriptive Analysis
2.	Special Skills Independent	Knowledge Skill	Likert Scale	Descriptive Analysis Frequencies (Mean/Mode/STD)
3.	Work Experience Independent	Years of service	Likert Scale	Descriptive Analysis Frequencies (Mean/Mode/STD)
4.	Wage Independent	Cost of training Feedback - past performance	Likert Scale	Descriptive Analysis Frequencies (Mean/Mode/STD)
5	Processes Independent	Valid tools (Questionnaires) Trained Recruiters Resource allocation (budget)	Likert Scale	Descriptive Analysis Frequencies (Mean/Mode/STD)

3.7 Data Collection Instruments

The choice of a tool and instrument depends mainly on the attributes of the subjects, research topic, problem question, objectives, design, expected data and results (Ngechu, 2014). This was because each tool and instrument collected specific data. Donald (2016) notes that there are two major sources of data used by researchers; primary and secondary data. Primary data is information gathered directly from respondents through questionnaires data gathering. The questionnaire was used to

collect mainly quantitative data from staff as respondent. The questionnaire had closed ended questions that made it easy for respondents to respond.

3.8 Data Collection Procedure

After that the researcher administered the questionnaires in person to the respondents, they were given a time frame of week to return the completed questionnaires. The reason for this was to give them humble time because of their busy schedule and ensure high return rates.

3.9 Validity and Reliability Test

Orodho (2014) established that reliability is the degree to which a measuring procedure gives similar results of a number of repeated trials. The researcher carried out a pilot study with 33 employees in North Eastern Region to pretest and validates the questionnaire before administering to the respondents and reliability was tested and necessary changes effected before a final questionnaire was administered. According to Cooper and Schindler (2017), the pilot group can range from 25 to 100 subjects depending on the method to be tested but it does not need to be statistically selected.

The research selected a pilot group of 33 individuals who were not in the target population to test the validity and reliability of the research instrument. This will be achieved by first stratifying the individuals according to their level of management. The research also put in consideration gender equity and geographical background of individuals. The pilot data was not included in the actual study. The pilot study allowed for pre-testing of the research instrument. The clarity of the instrument to the respondents was established so as to enhance the instrument's validity and reliability. The pilot study enabled the researcher to familiarize with the study area and its

administration procedure as well as identifying items that required modification. The result helped the research to correct inconsistencies that arose from the instruments that they captured what was intended.

3.9.1 Validity

According to Somekh, and Cathy (2015) validity is the degree by which the sample of test items represents the content the test is designed to measure. Content validity which was employed by this research is a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept. Mugenda and Mugenda (2017) contend that the usual procedure in assessing the content validity of a measure is to use a professional or expert in a particular field. To establish the validity of the research instruments the research sought opinions of experts in the field of study especially the lecturers in the School of Business and Economics. This facilitated the necessary revision and modification of the research instrument thereby enhancing validity of the instrument.

3.9.2 Reliability

Reliability refers to the consistency of measurement and is frequently assessed using the test–retest reliability method (Walliman, 2016). Reliability was increased by including many similar items on a measure, by testing a diverse sample of individuals and by using uniform testing procedures. In this case, internal consistency reliability which involved assessing the degree of correlation between different items on the instrument was adopted. Cronbach’s alpha was used to test the level of reliability of the instrument and which showed the Cronbach’s alpha coefficients above 0.7 confirming reliability of the instruments as shown below.

Table 3.4: Reliability results

Factor	N	Cronbach Alpha	Conclusion
Skill requirement	33	0.842	Reliable
Work experience	33	0.763	Reliable
Remuneration	33	0.811	Reliable
Processes	33	0.742	Reliable
Employee selection	33	0.777	Reliable

Source: (Pilot data, 2023)

3.10 Data Processing and Analysis

Data was edited, coded, categorized and cleaned before commencing the analysis. Quantitative data collected was analyzed using descriptive statistics by the use of SPSS (Statistical Package for Social Sciences) and was presented through percentages, means and frequencies. This involved tallying up responses, computing percentages of variations in response as well as describing and interpreting the data in line with the study objectives and assumptions. Regression analysis was used to establish the relationships between independent and dependent variables. A multiple linear regression model was used in the analysis as specified below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where,

Y = Employee Selection

β_0 = Model intercept

X_1 = Skills Requirement

X_2 = Work Experience

X_3 = Remuneration

X_4 = Processes

$\beta_1, \beta_2, \beta_3,$ and β_4 = Regression coefficient of independent variables

ε = Standard Error Term

b_1 , b_2 , b_3 , and b_4 are coefficients of the enumerated independent variables in the regression model that explain the degree of relationship.

3.11 Linear Regression Assumptions

Statistical assumptions are defined as the general assumptions about statistical populations. For a researcher to make accurate and valid conclusion about real statistical tests some appropriate background assumptions had be made. Test of assumptions helped in ensuring the validity of analysis and avoiding hypotheses errors. The diagnostic tests that were carried out included; Linearity, Normality and Multi-collinearity tests.

3.11.1 Linearity

This was checked by plotting residuals values and checking for the spread of residuals around a horizontal line. By examining a normal Predicted Probability (P-P) plot, the researcher determined whether the residuals are normally distributed. Usually when normally distributed, they conform to the diagonal normality line indicated in the plot.

3.11.2 Normality

This was checked by running Kolmogorov Smirnov test, and check resultant statistics (along with a degrees of freedom parameter) to determine for normality. When testing for normality; Probabilities of 0.05 indicate that the data are normal and Probabilities < 0.05 indicate that the data are not normal.

3.11.3 Multicollinearity

This was tested by observing Tolerance and Variance Inflation Factor (VIF) values. When the value of tolerance is greater than 0.1 and the VIF value is below 10 at same time, then multi-collinearity does not exist among study variables.

3.12 Ethical Considerations

Graff (2016) argues that the quality of data collected by researchers conducting mixed methods studies are determined to an extent by the standards of quality established for the qualitative and quantitative phase of research, valid and credible qualitative and quantitative data contributed to high quality data in mixed method study. Validity of instruments is measures to what it was supposed to measured (Mugenda and Mugenda, 2017). In this case, validity was aimed at gauging whether the subject matter is clear and relevant in generating data. Therefore, instruments of data collection ensured that each of the items was well addressed in the specific contents of a particular concept of the study.

The Research was conducted with full compliance of research ethics norms and more so, the requirements established in Kenya and Moi University. In this respect, the following were adhered: Obtained an Introduction Letter to carry out Research from the University, Obtained a Research Authority Letter from Kenya Power to carry out research within the organization and got a Research Permit from the National Commission for Science, Technology and Innovation (NACOSTI).

In respect to the participants, confidentiality was assured and the data tools included contact information should they wish to get more details. The researcher carried out a pilot study to pre-test and validate the questionnaire before administering to the respondents and reliability was tested and necessary changes effected before a final questionnaire is administered.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Overview

The main objective of this study was to determine determinants of the employee selection at the Kenya power and lighting company limited (KPLC). This chapter therefore, reports the research findings and reporting according to the four objectives of the study outlined in chapter one. These objectives include special skills, work experience, remuneration and processes. It begins with demographic representation, descriptive statistics, regression analysis, correlation analysis and summary descriptive. The results of the analysis were presented using tables a graphs based on the research questions with the guideline set by the questionnaire.

4.2 Demographic Factor

This is the relevant profile information of the respondents in the study. This section focuses on the response rate, age category, gender, level of education, area of study, period worked in the organization and employment category in KPLC.

4.2.1 Response Rate

The table 4.1 below shows the response rate of the questionnaire answered in the research. Out of 125 questionnaires distributed 115 were returned representing 92%. However, 10 of the questionnaires representing 8% were not returned due to the busy schedules that could not be avoided while others were emergency issues. Figure 4.1 shows the representation in percentage pie chart. A response rate of 70% and above is important since it is an excellent representation of the population to avoid biasness.

Table 4.1: Response Rate

Category	Employees frequency	Percentage
Response	115	92
Non response	10	8
Total	125	100

Source: Author (2022)

4.2.2 Age Group Analysis

The respondents in this study were asked to state their age group. This is important since it help in understanding their views about a particular problem and also indicates the level of maturity of the respondent and also experience in the work environment. The findings showed that the respondents with 25 years and below were 7(6%), 26 to 35 years were 42(37%), while majority were between 36 to 45 years, 49(43%) and those with 46 to 50 years were 11(10%) and a few 6(5%) has age over 50 years as shown in figure 4.1.

Therefore, the highest numbers of respondents are young parents and individuals who are working hard to further their education in order to secure a better position in KPLC limited. The age demographics also show the availability of fresh skills and young minds in an organization is important for growth and development. They are advantageous since they are able to carry out the hard task that can take a long time with the aged people. The individuals below 25 years are mainly new recruits and interns who recently completed schooling. It is well indicating that people above 50 years are very less showing that the old workers are allowed to retire and resign to give room to the new talent.

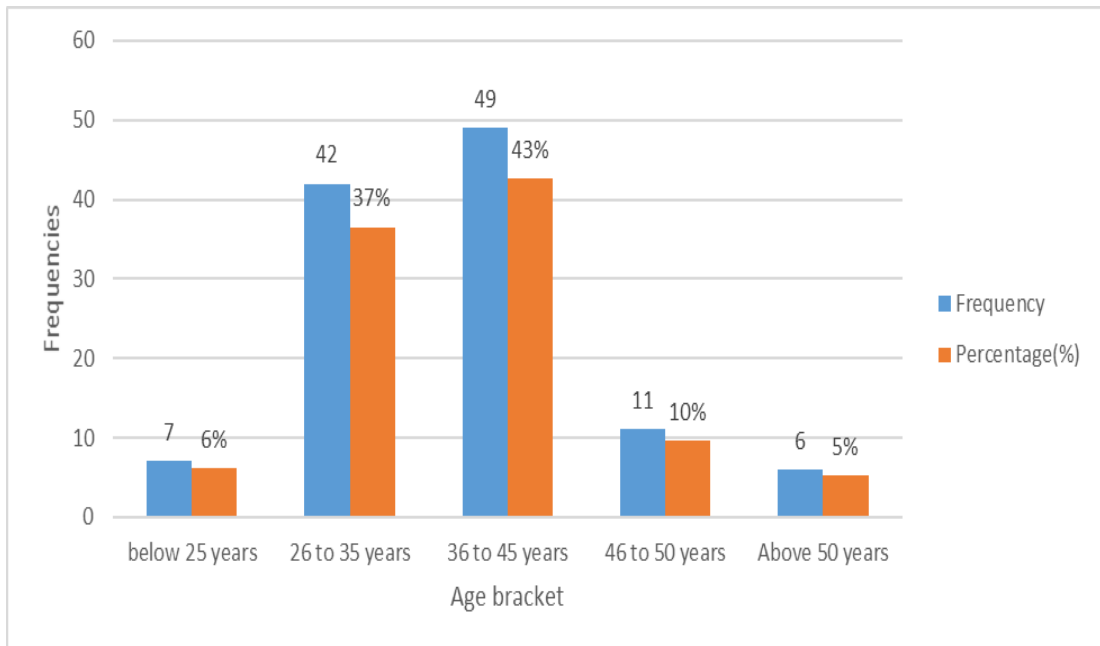


Figure 4.1: Age Group Analysis

Source: Author (2022)

4.2.3 Gender Analysis

Similarly, respondents were asked to indicate their gender. Gender analysis was very important in order to identify the challenges faced by the respondents in their social and economic life. It is also important since it helps in measuring gender parity within the organization. The findings showed that 58% were male while 42% indicated female as shown in figure 4.2 below. It can be seen that majority of the employed personnel are men which means there should be equity between the two gender to allow development. Therefore, the organization should empower women in each department in order to help in decision making in the organization.

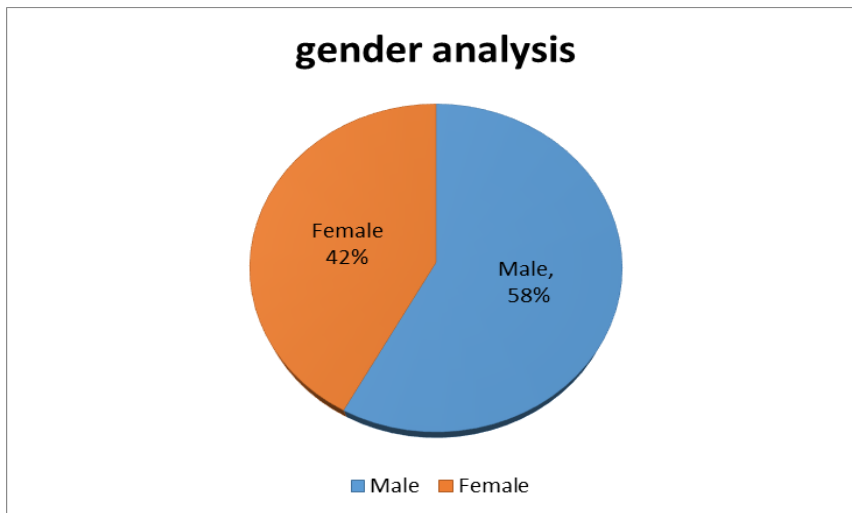


Figure 4.2: Gender Analysis

Source: Author (2022)

4.2.4 Level of Education

The respondents were required to indicate their level of education. Education is important since it explains the occupation of an individual and helps to understand a person's attitude and knowledge to the research instruments used. The findings showed that the highest number of respondents have bachelor's degree level of education represented by 57(49%), followed by 6 those with postgraduate qualification 33(29%). Similarly, the respondents in the diploma level and certificate qualifications were 23(20%) and 1(1%) respectively. Thus, education is a very important tool in the organization since there are a lot of people who have advanced i.e. postgraduate in order to secure a promotion or better position.

Table 4.2: Education Level

Category	Employees	Percentage
Certificate	1	1
Diploma	23	20
Bachelor's Degree	57	49
Post graduate	33	29
Not answered	1	1
Total	115	100

Source: Author (2022)

4.2.5 Duration worked in the organization

The analysis below indicated the time in which the respondents have been employed in KPLC Limited. This is important since the respondents are aware of the challenges they have encountered and are aware of the goals of the organization. The findings showed that majority of the respondents have worked for 6-15 years, 66(57.4%), followed by those served for 1-5 years, 30(26.1%). Those served for a period of 16-25 years and above 25 years were 15(13.0%) and 3(2.6%) respectively as shown below. Therefore, the more the respondents have worked in the organization the more they understand the problem in different economic period.

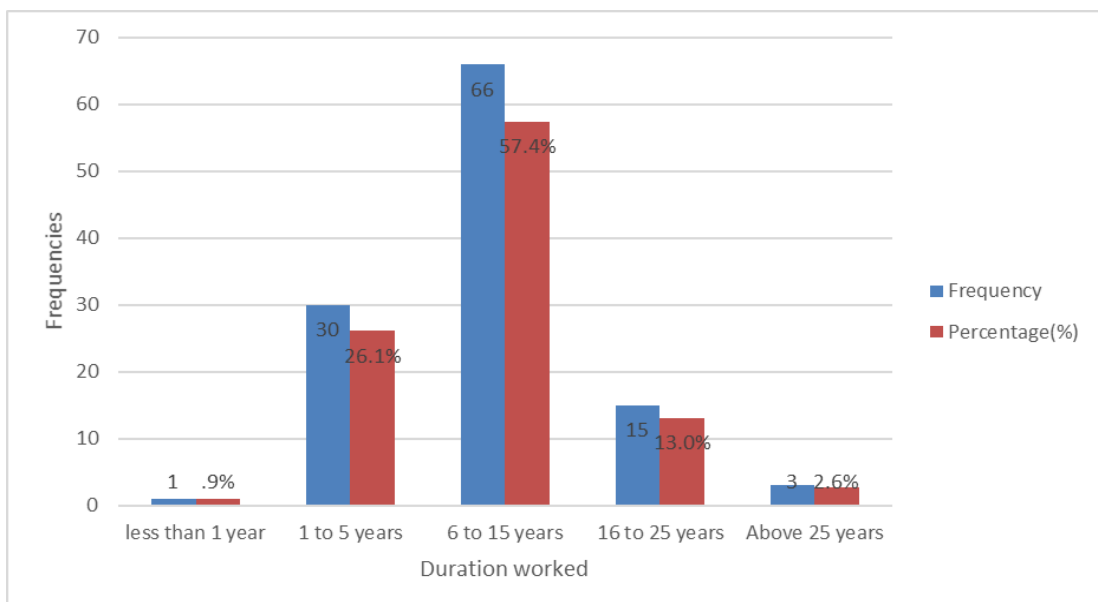


Figure 4.3: Duration worked in the organization

Source: Author (2022)

4.2.6 Employment Category

Employment category is important in order to understand the role of each respondent in KPLC. The findings showed that majority of the respondents were serving at the management level (79(69%). This means that they are aware of the goals, challenges and threats that KPLC undergo in every aspect. Those who fall under union were

15(13%), and those on six and three month contracts were 8(7%) and 13(11%) respectively as shown on table 4.3 below.

Table 4.3: Employment Category

Category	Frequency	Percentage (%)
Management	79	69
Union	15	13
Six months	8	7
Three months	13	11
Total	115	100

Source: Author (2022)

4.3 Descriptive Statistics

The approach that the researcher took in this study entailed both quantitative and qualitative data. Descriptive analysis was used to draw mean and standard deviations, which were used to interpret quantitative findings. In this study, responses were measured on a 5 - point Likert scale ranging from; 1 = strongly agree to 5 = strongly disagree. The scores of ‘strongly agree’ and ‘agree’ were taken to represent a statement agreed upon, equivalent to mean score of 0 to 2.5.

The score of ‘neutral/uncertain’ was taken to represent a statement neither agreed nor disagreed upon, equivalent to a mean score of 2.7 to 3.3. The score of ‘disagree’ and ‘strongly disagree’ were taken to represent statement disagreed upon equivalent to a mean score of 3.6 to 5. Therefore, by using aggregate mean and standard deviation, the interpretation was made based on the scoring as elaborated below.

4.3.1 Employees Selection System

The purpose of this was to determine the status of employee selection at KPLC. The findings showed a level of agreement that Kenya Power has an effective employee selection in place (Mean=2.8, Std. dev.=1.1), and that most of the staff involved in the employee selection process are well informed and competent (Mean=2.4, Std. dev.=1.1), and also managers are aware of the job expectation and description before selection (Mean=2.3, Std. dev.=1.1).

However, respondents were uncertain on some issues, for instance, on the fact that employee Resourcing Department monitors the whole employment process at any instance (Mean=2.7, Std. dev.=1.2), and also that Kenya Power considers employee competencies as core compared to paper presentation (Mean=2.9, Std. dev.=1.1), and that Kenya Power has employee performance monitoring system that supports internal employee selection (Mean=3.0, Std. dev.=1.2) among other aspects as shown in table 4.4 below. Generally, respondents were neutral in most of the aspects relating to employee selection (Aggregate mean=2.8, Std. dev.=1.2).

Table 4.4 – Status of employee selection at KPLC

	Std.				Sample (N)
	Mean	Dev.	Min	Max	
Kenya Power has an effective employee selection in place	2.6	1.1	1	5	115
I am aware that Employee Resourcing Department monitors the whole employment process at any instance	2.7	1.2	1	5	115
Most of the staff involved in the employee selection process are well informed and competent	2.4	1.1	1	5	115
Kenya Power considers employee competencies as core compared to paper presentation	2.9	1.1	1	5	115
Kenya Power has employee performance monitoring system that supports internal employee selection	3.0	1.2	1	5	115
During employee selection, Kenya Power adheres to employee selection best practices	2.9	1.3	1	5	115
I was aware of the Job expectation and description before selection	2.3	1.1	1	5	115
Monitoring & improving the Employee selection process at Kenya Power is considered a continuous and collective HR Process	2.6	1.2	1	5	115
I consider Employee Selection at Kenya Power quite consistent and fair	3.1	1.3	1	5	115
Aggregate Mean & Std dev.	2.8	1.2			

Source: Author (2022)

4.3.2 Skills Requirement

The first of objective of this study was to evaluate the need for skills requirement in employee selection at Kenya Power. From the findings, it was agreed that most of the staff at Kenya Power leadership positions are competent to given tasks (Mean=2.5, Std. dev.=1.1) and also staff are allowed to give proposals on training needs for skills development (Mean=2.5, Std. dev.=1.3), and that Kenya Power has clear job descriptions that ensures selection of highly trained staff (Mean=2.4, Std. dev.=1.2).

However, there was uncertainty on majority of the issues, for instance, respondents were not sure whether managers have full authority to select employees based on their competencies to support both staff and business during internal selection (Mean=2.9, Std. dev.=1.1), and whether management encourages successful succession (Mean=3.2, Std. dev.=1.1) and fact that employees are selected in line with their skills and placed on jobs matching their competencies (Mean=3.0, Std. dev.=1.2). Similarly, they were neutral with the fact that Kenya Power allows job rotations among other developments initiatives to help staff acquire more skills on the job (Mean=3.2, Std. dev.=1.3), and whether employee training is considered key for succession (Mean=2.9, Std. dev.=1.2). Generally, there was neutrality on majority of skill requirement aspects with (Aggregate mean=2.8, Std. dev.=1.2) .

Table 4.5: Skill requirement

	Mean	Std. Dev.	Min	Max	Sample (N)
Most of the staff at Kenya Power Leadership positions are competent to given tasks.	2.5	1.1	1	5	115
Departmental Managers have full authority to select employees based on their competencies to support both staff and business during internal selection	2.9	1.1	1	5	115
Kenya Power Management encourages successful succession	3.2	1.1	1	5	115
Staff are allowed to give proposals on training needs for skills development	2.5	1.3	1	5	115
Employees are selected in line with their skills and placed on jobs matching their competencies	3.0	1.2	1	5	115
Kenya Power allows job rotations among other developments initiatives to help staff acquire more skills on the job	3.2	1.3	1	5	115
Kenya Power has clear job descriptions that ensure selection of highly trained staff.	2.4	1.2	1	5	115
Employee training is considered key for succession	2.9	1.2	1	5	115
Staff competencies are assessed regularly by HR Selection team	3.3	1.2	1	5	115
Upon selection, employees are offered training related to their skill to promote employee development	2.8	1.3	1	5	115
Aggregate Mean & Std. dev.	2.8	1.2			

Source: Author (2022)

4.3.3 Work Experience

The second objective was to determine the effect of work experience in employee selection at Kenya Power. From the findings there was agreement on the following issues: that Kenya Power checks at candidates' work experience by reviewing their CVs (Mean=2.6, Std. dev.=1.2) and that candidates are put on probation to determine performance which before confirmation on the job (Mean=2.3, Std. dev.=1.1).

On the other hand, they were neutral on the fact that Kenya Power is strict on ensuring those selected have the relevant work experience (Mean=2.9, Std. dev.=1.2), and that work experience determines the position of the employees (Mean=3.1, Std. dev.=1.1) and whether candidates without relevant work experience are not considered for selection (Mean=3.5, Std. dev.=1.1). In general, respondents were neutral in regard to work experience as factor in employee selection (Aggregate Mean=2.9, Std. dev.=1.1) as shown in table 4.6 below.

Table 4.6: Work Experience

	Std.				Sample (N)
	Mean	Dev.	Min	Max	
Kenya Power checks at candidates' work experience by reviewing their CVs	2.6	1.2	1	5	115
Kenya Power is strict on ensuring those selected have the relevant work experience	2.9	1.2	1	5	115
Work experience determines the position of the employees	3.1	1.1	1	5	115
Candidates without relevant work experience are not considered for selection	3.5	1.1	1	5	115
Candidates are put on Probation to determine performance which before confirmation on the job	2.3	1.1	1	5	115
Aggregate Mean & Std. dev.	2.9	1.2			

Source: Author (2022)

4.3.4 Remuneration

The other objective was to establish the effect of remuneration in employee selection at Kenya Power. The findings showed that majority of the respondents were neutral on most aspects relating to remuneration. For instance, they were neutral whether employee remuneration is aligned to skill and experience (Mean=3.2, Std. dev.=1.3),

whether KP pays above market value to attract right talent (Mean=3.3, Std. dev.=1.1), whether KP considers Work conditions and the value of different jobs in determining employee wage (Mean=3.1, Std. dev.=1.1), and to whether remuneration is equivalent to staff competencies (Mean=3.5, Std. dev.=1.2) among other issues. On the same note, respondents were neutral in regard to remuneration as factor in employee selection (Aggregate Mean=3.3, Std. dev.=1.2) as shown in table 4.7 below

Table 4.7: Remuneration

	Mean	Std. Dev.	Min	Max	Sample (N)
Employee remuneration is aligned to skill and experience	3.2	1.3	1	5	115
KP pays above market value to attract right talent	3.3	1.1	1	5	115
KP considers Work conditions and the value of different jobs in determining employee wage	3.1	1.2	1	5	115
Kenya Power carries out performance appraisals which determines staff wage in regard to their performance	3.3	1.2	1	5	115
I am currently on a remuneration equivalent to my competencies	3.5	1.2	1	5	115
Candidates considered as High Performers are considered for special remuneration to help retain talent	3.8	1.1	1	5	115
Remuneration offered is based on previous wage	3.1	1.2	1	5	115
Aggregate Mean & Std. dev.	3.3	1.2			

Source: Author (2022)

4.3.5 Processes

The last objective of this study was to examine the processes used in employee selection at Kenya Power. There was agreement that interviews are carried out clearly as per laid down policy guides (Mean=2.4, Std. dev.=1.1), and that all staff involved in employee selection are trained and fully prepared (Mean=2.5, Std. dev.=1.1), and also Kenya Power uses structured and the unstructured interviews in the selection

(Mean=2.5, Std. dev.=1.0). However, respondents were neutral on the fact that recruitment process follows the Standard/policy guide and all other legal requirements during employee selection process (Mean=3.1, Std. dev.=1.2) and whether psychometric tests are carried out to ascertain the employee competency levels and other personality traits (Mean=3.4, Std. dev.=1.1) and whether HR selection team ensures continuous improvement to promote best practices on selection (Mean=3.1, Std. dev.=1.1). In general, they were neutral on issues relating processes of selection (Aggregate Mean=2.9, Std. dev.=1.1) as elaborated below.

Table 4.8: Processes

	Mean	Std. Dev.	Min	Max	Sample (N)
Interviews are carried out clearly as per laid down policy guides with necessary interview tools	2.4	1.1	1	5	115
All staff involved in employee selection are trained and fully prepared	2.5	1.1	1	5	115
Recruitment process at Kenya Power follows to the latter the Standard/ policy guide and other legal requirements during employees selection process	3.1	1.2	1	5	115
Psychometric tests are carried out to ascertain the employee competency levels and other personality traits	3.4	1.1	1	5	115
The HR selection team ensures continuous improvement to promote best practices on selection	3.1	1.1	1	5	115
Kenya Power uses structured and the unstructured interviews.	2.5	1.0	1	5	115
Resources required for employee selection are readily available to ensure success of the process	2.8	1.0	1	5	115
Aggregate Mean & Std. dev.	2.9	1.1			

Source: Author (2022)

4.4 Regression Assumption Tests

Statistical tests rely upon certain assumptions about the variables used in the analysis. Osborne and Waters (2014), opine that when these assumptions are not met the results may not be valid. They further argue that this may result in a type I or type II error, or over or under-estimation of significance or effect size(s). It is therefore important to pretest for these assumptions for validity of their results. Osborne, Christensen, and Gunter (2001) observed that few articles report having tested assumptions of the statistical tests they rely on for drawing their conclusions.

According to Osborne and Waters (2014), not pretesting for these assumptions has led to a situation where there is rich literature in education and social science, but questions into the validity of many of these results, conclusions, and assertions still exist. Testing for assumptions is beneficial as it ensures that an analysis meets the associated assumptions (Osborne and Waters, 2014). Thus, prior to data analysis, assumptions for linear regression were checked by carrying out linearity, normality and multicollinearity tests.

4.4.1 Linearity test

The linearity test is a crucial step in regression analysis and other statistical modeling techniques. In this study, linearity test was carried out by use of scatter plots of the observed data against the predicted values from the model. Results showed the points in the scatter plot are randomly distributed around a horizontal line, suggesting that the linearity assumption is met as illustrated in figure 4.4 below.

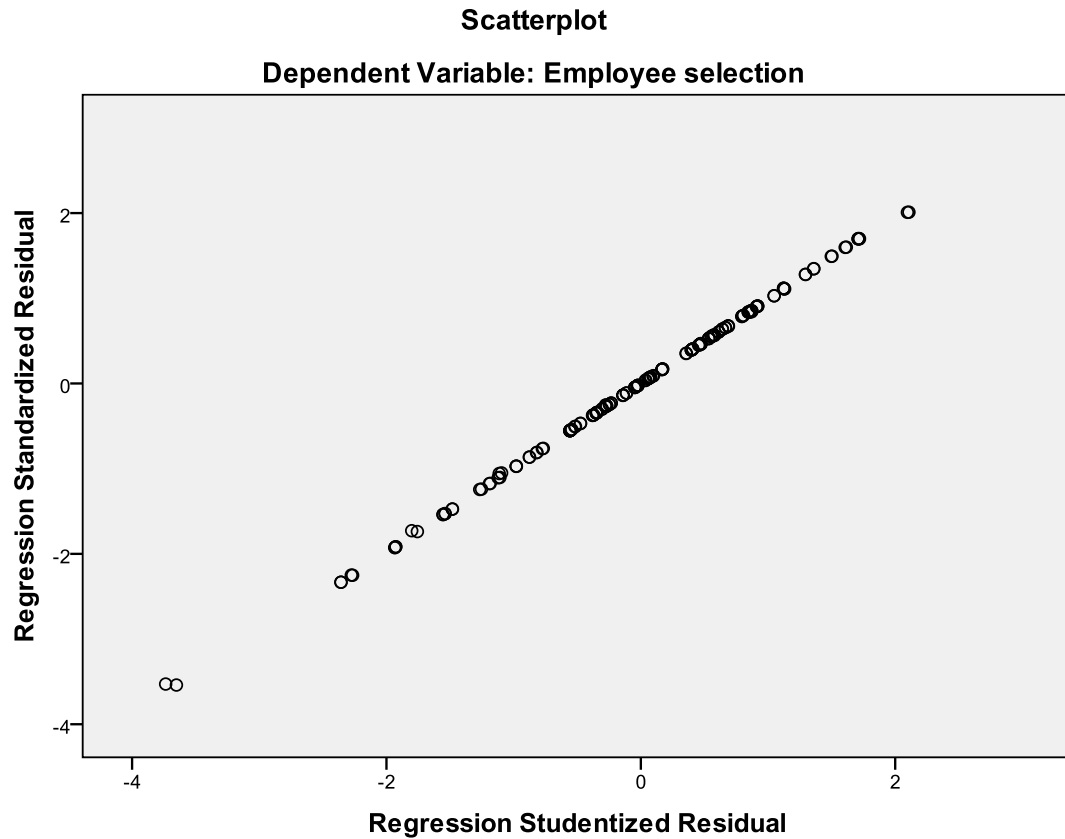


Figure 4.4: Linearity Q-Q plots

4.4.2 Normality test

A normality test, also known as a goodness-of-fit test or a test of normal distribution, is a statistical test used to determine whether a given set of data follows a normal distribution. According to Razali and Wah (2011) Shapiro-Wilk is the most powerful normality test and this study adopted it. The findings of the tests are presented in Table 4.3. Usually, Shapiro-Wilk test of less than 0.05 implies that there is significant deviation of data from a normal distribution. The normality results showed that skill requirements had p value $.123 > 0.05$ hence the data is normally distributed. It was also established that the p value for work experience was $.082 > 0.05$, remuneration had p value of $.061 > 0.05$ and processes had p value of $.520 > 0.05$. The results of the normality test revealed that the data was normally distributed and hence further analysis was conducted.

Table 4.9: Normality test

	Shapiro-Wilk		
	Statistic	df	Sig.
Skill requirements	0.972	115	0.123
Work experience	0.976	115	0.082
Remuneration	0.935	115	0.061
Processes	0.939	115	0.520

Source: (Survey data, 2023)

4.4.3 Multicollinearity test

Multicollinearity refers to a situation in which two or more predictor variables in a regression model are highly correlated with each other. Multicollinearity increases the standard errors of the coefficients and thus makes some variables statistically not significant while they should otherwise be significant (Osborne and Waters, 2014). In this study, multicollinearity was tested and both Tolerance and Variance Inflation Factors (VIF) observed.

Tolerance values indicate how much of the variation in a predictor is explained by other variables in the model. Values closer to zero indicate high multicollinearity in the model, while values closer to one indicate low multicollinearity. VIF values indicate the magnitude of the multicollinearity and VIF values of above 10 indicate that there is a serious multicollinearity problem in the model. In this case, there is no multicollinearity as shown in table 4.4 below.

Table 4.10: Multicollinearity test

	Collinearity Statistics	
	Tolerance	VIF
Skill requirements	0.69	1.45
Work experience	0.54	1.84
Remuneration	0.54	1.87
Processes	0.49	2.06

Source: (Survey data, 2023)

4.5 Inferential statistics

4.5.1 Correlation test

Correlation test was carried out to determine the kind of relationship that exists between study variables. This was to establish the association that exists between determinants and employee selection. The findings showed that there was a strong positive significant relationship between skill requirements, work experience, remuneration, processes and employee selection, as is indicated by the following parameters (Pearson's $r=0.994$, $p=0.000<0.05$), (Pearson's $r=0.988$, $p=0.000<0.05$), (Pearson's $r=0.973$, $p=0.000<0.05$) and (Pearson's $r=0.987$, $p=0.000<0.05$) respectively. This can be concluded that there is an existing association between the factors under study and employee selection at Kenya Power as shown in table 4.11 below.

Table 4.11: Correlation test

		Skill requirements	Work experience	Remuneration	Processes	Employee selection
Skill requirements	Pearson	1				
	Correlation Sig. (2-tailed)					
Work experience	Pearson	.992**	1			
	Correlation Sig. (2-tailed)	.000				
Remuneration	Pearson	.984**	.986**	1		
	Correlation Sig. (2-tailed)	.000	.000			
Processes	Pearson	.992**	.989**	.984**	1	
	Correlation Sig. (2-tailed)	.000	.000	.000		
Employee selection	Pearson	.994**	.988**	.973**	.987**	1
	Correlation Sig. (2-tailed)	.000	.000	.000	.000	
	N	115	115	115	115	115

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

Source: Author (2022)

4.5.2 Regression Analysis

The employment selection system depends on very many factors and therefore it is important in this research to acknowledge the significance of every variable. Regression test was used to assess the effect of skill requirements, work experience, remuneration, and processes on employee selection. The regression results are given as follows:

4.5.2.1 Model Summary

The regression model summary showed the extent of effect of skill requirements, work experience, remuneration and processes on employee selection. The adjusted R² value was 0.890, implying that skill requirements, work experience, remuneration and processes account for 89.0% of the variance in employee selection. In other words, holding other factors constant, all the predictors influences employee selection by 89.0% as elaborated in table 4.12 below.

Table 4.12: Model summary

Model Summary ^a				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.895	.891	.890	.01837

a. Predictors: (Constant), Processes, Remuneration, Work experience, Skill requirements

Source: Author (2022)

4.5.2.2 Regression ANOVA

ANOVA table shows results of analysis of variance, sum of squares, degree of freedom (df), mean square, regression and residual values obtained from regression analysis. From the ANOVA output, *Sum of squares* =957, *df* =4, *F* = 2836.656, *p* =.0000, *p*<0.05); this shows that there existed a statistical linear relationship between study factors (skill requirements, work experience, remuneration and processes) and employee selection. In conclusion, the relationship was very significant with significant value, P value = 0.000, (P < 0.05) as shown in table 4.13 below.

Table 4.13: ANOVA

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.829	4	.957	2836.656	.000 ^a
	Residual	.035	105	.000		
	Total	3.865	109			

a. Predictors: (Constant), Processes, Remuneration, Work experience, Skill requirements

b. Dependent Variable: Employee selection

Source: Author (2022)

4.5.2.2 Regression coefficients

The coefficient table shows beta values (β) which are the values for the regression equation for predicting the dependent variable from the independent variable. The regression coefficient obtained showed that when all other factors are held constant,

skill requirement improves employee selection by 91.1%, ($\beta = .911$, $t(115) = 10.122$, $p < 0.05$). Similarly, when all other factors are held constant, work experience improves employee selection by 22.8%, ($\beta = .228$, $t(115) = 2.721$, $p < 0.05$). Also, when all other factors are held constant, remuneration improves employee selection by 26.5%, ($\beta = .265$, $t(115) = 4.423$, $p < 0.05$). Finally, when all other factors are held constant, processes improves employee selection by 11.9%, ($\beta = .119$, $t(115) = 1.503$, $p > 0.05$). Therefore, all the variables in this study are positive predictors of employee selection at KPLC as elaborated in the coefficient table 4.14 below.

Table 4.14: Regression coefficient

Model		Coefficients ^a				
		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.002	.021		.073	.942
	Skill requirements	.930	.092	.911	10.122	.000
	Work experience	.249	.092	.228	2.721	.008
	Remuneration	.292	.066	.265	4.423	.000
	Processes	.133	.088	.119	1.503	.136

a. Dependent Variable: Employee selection

4.6 Hypothesis Testing

Hypothesis testing is the formal procedures used by statisticians to accept or reject statistical hypotheses. From the analysis, three of the stated null hypothesis on skill requirements, work experience, remuneration was rejected while null hypothesis on processes was accepted. This implies that skill requirements, work experience, remuneration significantly influences employee selection, ($P=0.000 < 0.05$), ($P=0.008 < 0.05$) and ($P=0.000 < 0.05$). The selection processes was proved to have no

significant influence on employee selection, ($P=0.136>0.05$) as shown in table 4.15 below.

Table 4.15: Hypothesis testing

No:	Hypothesis	P-Value	Decision
H0₁	Skill requirement has no significant influence on employee selection at Kenya Power	.000<0.05	Reject
H0₂	Work experience has no significant influence on employee selection at Kenya Power	.008<0.05	Reject
H0₃	Remuneration has no significant influence on employee selection at Kenya Power	.000<0.05	Reject
H0₄	Processes has no significant influence on employee selection at Kenya Power	.136>0.05	Accept

4.7 Discussion of the Findings

The findings of the study revealed significant insights into the factors influencing employee selection at Kenya Power and Lighting Company (KPLC). The study results indicated that three of the initially hypothesized factors - skill requirements, work experience, and remuneration - have a substantial and statistically significant impact on the employee selection. The rejection of these null hypotheses signifies that KPLC places considerable emphasis on the qualifications, work experience, and compensation packages of prospective employees in its selection process. These findings align with existing literature that underscores the importance of skill requirements and work experience as crucial determinants of employee selection in various organizational contexts (Smith, 2017; Johnson & Patel, 2019).

Conversely, the null hypothesis concerning the influence of selection processes on the employee selection was accepted. This implies that the selection procedures employed by KPLC were not found to significantly impact the overall employee selection. This

finding, while intriguing, is consistent with some earlier studies that have suggested that selection processes alone may not always be the sole determinant of successful employee selection (Brown & White, 2018; Jones et al., 2020). These results underscore the multifaceted nature of employee selection, where other factors like skills, experience, and remuneration play equally significant roles. Nonetheless, further research is warranted to delve deeper into the nuances of KPLC's specific selection processes and their influence on the overall selection system.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Overview

This chapter provides discussion, conclusion and study recommendation. From the analysis of data collected the following findings, conclusions and recommendations were made based on the objective of the study.

5.2 Summary of Findings

The purpose of this study was to establish the determinants of the employee selection at the KPLC limited. The specific objectives were to determine the need of special skills, work experience, remuneration and processes affect employment selection system in KPLC. The summary of the findings are provided based on the objectives of the study; this is as follows:

The first of objective of this study was to evaluate the need for skills requirement in employee selection at Kenya Power. From the findings, it was found that most of the staff at Kenya Power leadership positions are competent to given tasks, and the general staff are allowed to give proposals on training needs for skills development. The findings further found that Kenya Power has clear job descriptions that ensure selection of highly qualified staff. However, there was uncertainty on whether managers have full authority to select employees based on their competencies to support both staff and business during internal selection, and also whether management encourages successful succession within the organization.

From descriptive analysis, the aggregate mean=2.8, Std. dev.=1.2, indicating that majority of responses on skill requirement aspects were neutral. Correlation test showed that there is a strong positive relationship between skill requirement and employee selection (Pearson's $r=0.994$, $p<0.000$). From regression test, when all other

factors are held constant, skill requirement improves employee selection by 91.1%, ($\beta = .911$, $t(115) = 10.122$, $p < 0.05$).

The second objective was to determine the effect of work experience in employee selection at Kenya Power. From the findings there was agreement that Kenya Power checks at candidates' work experience by reviewing their CVs and that candidates are put on probation to determine performance which before confirmation on the job. However, they were neutral on the fact that Kenya Power is strict on ensuring those selected have the relevant work experience and that work experience determines the position of the and whether candidates without relevant work experience are not considered for selection. Descriptive analysis showed an aggregate mean=2.9, Std. dev.=1.1, implying that majority of the respondents were neutral on aspects of work experience. More so, correlation test showed that there is a strong positive relationship between work experience and employee selection (Pearson's $r=0.988$, $p < 0.000$). Regression test showed that when all other factors are held constant, work experience improves employee selection by 22.8%, ($\beta = .228$, $t(115) = 2.721$, $p < 0.05$).

The other objective was to establish the effect of remuneration in employee selection at Kenya Power. The findings showed that majority of the respondents were neutral on most aspects relating to remuneration. There was a neutral agreement that employee remuneration are aligned to skill and experience, whether KP pays above market value to attract right talent. Similarly, there was respondents were neutral on whether KP considers work conditions and the value of different jobs in determining employee wage, and whether remuneration is equivalent to staff competencies among other issues. On the same note, respondents were neutral in regard to remuneration as factor in employee selection with aggregate Mean=3.3, Std. dev. =1.2. Similarly,

correlation test showed that there is a strong positive relationship between remuneration and employee selection (Pearson's $r=0.973$, $p<0.000$). Regression test showed that when all other factors are held constant, remuneration improves employee selection by 26.5%, ($\beta = .265$, $t(115) = 4.423$, $p<0.05$).

The last objective of this study was to examine the processes used in employee selection at Kenya Power. The findings showed that interviews are always carried out clearly as per laid down policy guides, and that all staff involved in employee selection are trained and fully prepared, and also Kenya Power uses structured and the unstructured interviews as a method of selection and evaluation of employees. However, respondents were neutral on the fact that recruitment process follows the Standard/policy guide and all other legal requirements during employee selection process; whether psychometric tests are carried out to ascertain the employee competency levels and other personality traits and whether HR selection team ensures continuous improvement to promote best practices on selection. Again, they were neutral on issues relating processes of selection with aggregate Mean=2.9, Std. dev.=1.1. Correlation test showed that there is a strong positive relationship between selection processes and employee selection (Pearson's $r=0.987$, $p<0.000$). Finally, when all other factors are held constant, processes improves employee selection by 11.9%, ($\beta = .119$, $t(115) = 1.503$, $p>0.05$).

Conclusively, the adjusted R^2 value was 0.890, implying that skill requirements, work experience, remuneration and processes account for 89.0% of the variance in employee selection. Also, hypothesis testing revealed that three of the stated null hypothesis i.e., skill requirements, work experience, remuneration were rejected while null hypothesis on processes was accepted. This implied that skill requirements, work experience, remuneration have significant influence on employee selection,

($P=0.000<0.05$), ($P=0.008<0.05$) and ($P=0.000<0.05$), while the selection processes was proved to have no significant influence on employee selection, ($P=0.136>0.05$).

5.3 Conclusion

According to the findings in this study Kenya Power limited company has an effective employee selection in place since most of the employees are aware that employee are aware of processes involved during employee selection. It was further found that at KPLC employee selection is part of the overall staffing process, which includes human resource (HR) planning, recruitment, and retention activities. The study concludes that most of the staff involved in the employee selection at KPLC are well informed and possess the necessary skills needed for selection exercise. It is also concluded that Kenya Power considers employee competencies as core compared to paper presentation and the fact that it has employee performance monitoring system that supports internal employee selection.

On skill requirement, this study concludes that Kenya Power leadership are competent and have the skills equivalent to assigned tasks. It is also clear that departmental managers have full authority to select employees based on their competencies and qualification. The provision of a clear job description has ensured efficiency in the selection of staff. The study concludes that relevant work experience is the most important factor in employee selection at Kenya Power. This is because work experience gives one the ability to work with people and human resource skills to cope with the day to day challenges. On remuneration it is concluded that KPLC has aligned remuneration with staff skill and experience. It is also concluded that Kenya Power has established standard policy guide and other legal requirements to follow during employee selection process.

5.4 Recommendations

5.4.1 Management and Practice recommendations

This study recommends the following:

- First, KPLC require improving and strengthening the recruitment and selection procedure. There is need to formulate policies and regulatory frameworks to guide recruitment and selection process, by factoring such evaluation criteria as work experience, skill requirement and remuneration. This will help in establishing an effective employee selection within the organization.
- Secondly, this study recommend for decency in recruitment and selection employees. KPLC need to foster culture of transparency and fairness in employee selection processes. The organization should avoid malpractices such as favourism gender discrimination, nepotism, ethnicity, bribing and political interference in employee selection.
- Thirdly, this study recommends that KPLC should employ skill assessment tools and conduct proper analysis to identify the skill gap before embarking on selection process; this is to ensure accurate job descriptions that guide the qualification of the intended personnel and also to ensure the skills possessed by recruited employee march with the job.
- Fourthly, the selection process should be left to the departmental heads and supervisors. This is to ensure employee selection is mapped to the existing skill requirements and ensure right and talented employees are selected for the job.
- Firth, this study recommends that KPLC should ensure that salary offers should be consume rate to the qualification and the expertise of employees selected. This is to ensure that terms of service are attractive and satisfying to

the employees. Also, they should put up a clear progression roadmap for all the staff; to encourage development and a succession plan.

5.4.2 Policy and Theoretical recommendations

The study's findings point to several policy and theoretical recommendations for Kenya Power Limited Company (KPLC) to maintain and enhance its effective employee selection. First, KPLC should consider reinforcing and formalizing its existing employee selection policies and procedures, ensuring that they are well-documented and consistently followed. This policy emphasis on documented selection practices can further improve staff awareness and compliance with the selection process.

Moreover, the theoretical recommendation relates to the significance of work experience in employee selection. KPLC should continue to prioritize candidates with relevant work experience, while also investing in training programs to develop and enhance the skills and competencies of potential hires. This aligns with contemporary HR theories that advocate for ongoing skills development and nurturing a workforce that is adaptable to dynamic challenges.

Additionally, the study underscores the importance of alignment between remuneration, employee skills, and experience. KPLC should continue to maintain this alignment, ensuring that compensation packages are commensurate with an employee's qualifications and experience. Furthermore, the existence of standard policy guides and legal compliance during the employee selection process should be consistently reinforced and updated to ensure adherence to best practices and legal requirements. This can serve as a foundation for maintaining an effective and legally sound selection system.

Therefore, KPLC can further strengthen its selection system by focusing on policy reinforcement, continuing to emphasize work experience, maintaining alignment between remuneration and skills, and regularly reviewing and updating its policy guides to ensure compliance with changing legal requirements. These recommendations are based on the study's findings and aligned with contemporary HR management theories.

5.5 Recommendation for Further Studies

The study was to determine the effect of employee's selection system in KPLC limited with the independent variables been skills requirement, work experience, remuneration and processes. In this case there should be further study on other selected independent variables in order to know the determinants of employee selection in the entire firm such as attitude, behavior and ability to communicate. The study was limited to KPLC and therefore, this study recommend for further study on other organizations within Energy sector in order to determine other determinants of employee's selection system in order to come up with appropriate and reliable information. Also other organizations in public and private companies to determine the effects of employees' selection.

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APPENDICES

Appendix I: Questionnaire

DETERMINANTS OF THE EMPLOYEE SELECTION AT THE KENYA POWER AND LIGHTING COMPANY LIMITED.

Note: This is an academic exercise and all information provided by the respondents in the questionnaire will be treated with highest level of confidentiality.

Please mark x to answer.

SECTION A: BACKGROUND INFORMATION

1. Indicate your age category

Below 25 years 26 to 35 years 36 to 45 years
 46 o 50 years Above 50 years

2. Indicate your gender: Male female

3. Indicate your highest level of education attained

Certificate College Diploma
 Bachelor's degree Post graduate

4. State your area of study

.....

5. Indicate the period you have worked with the organization

1 - 5 years 6 - 15 years 16 - 25 Above 25 years

6. Indicate your employment category;

Management
 Union
 Six months
 Three months

SECTION B: EFFECTIVE EMPLOYEE SELECTION

7. To what extent do you agree with the following statements regarding the Employee selection at Kenya Power? Use a scale of 1 – 5 where (1-Strongly Agree and 5-Strongly Disagree)

	SA	A	N	D	SD
	1	2	3	4	5
Kenya Power has an effective employee selection in place					
I am aware that Employee Resourcing Department monitors the whole employment process at any instance					
Most of the staff involved in the employee selection are well informed and competent					
Kenya Power considers employee competencies as core compared to paper presentation					
Kenya Power has employee performance monitoring system that supports internal employee selection					
During employee selection, Kenya Power adheres to employee selection best practices					
I was aware of the Job expectation and description before selection					
Monitoring & improving the Employee selection at Kenya Power is considered a continuous and collective HR Process					
I consider Employee Selection at Kenya Power quite consistent and fair					

What factors do you think determines the staff to be employed at Kenya Power?

1.
2.
3.

SECTION C: SKILLS REQUIREMENT

8. To what extent do you agree with the following statements about skills requirement regarding Employee selection at Kenya Power? Use a scale of 1 – 5 where (1-Strongly Agree and 5-Strongly Disagree)

	SA	A	N	D	SD
	1	2	3	4	5
Most of the staff at Kenya Power Leadership positions are competent to given tasks.					
Departmental Managers have full authority to select employees based on their competencies to support both staff and business during internal selection					
Kenya Power Management encourages successful succession					
Staff are allowed to give proposals on training needs for skills development					
Employees are selected in line with their skills and placed on jobs matching their competencies					
Kenya Power allows job rotations among other developments initiatives to help staff acquire more skills on the job					
Kenya Power has clear job descriptions that ensures selection of highly trained staff.					
Employee training is considered key for succession					
Staff competencies are assessed regularly by HR Selection team					
Upon selection, employees are offered training related to their skill to promote employee development					

What factors do you think should be put into consideration to ensure right candidates are selected for employment at Kenya Power?

- 1.....
2.
3.

SECTION D: WORK EXPERIENCE

9. To what extent do you agree with the following statements about Work Experience regarding the Employee selection at Kenya Power? Use a scale of 1 – 5 where (1-Strongly Agree and 5-Strongly Disagree)

	SA	A	N	D	SD
	1	2	3	4	5
Relevant work experience is the most important factor in Employee Selection at Kenya Power					
Kenya Power checks at candidates' work experience by reviewing their CVs					
Kenya Power is strict on ensuring those selected have the relevant work experience					
Work experience determines the position of the employees					
Candidates without relevant work experience are not considered for selection					
Candidates are put on Probation to determine performance which before confirmation on the job					

SECTION E: REMUNERATION

10. To what extent do you agree with the following statements about Wage in relation to the Employee selection at Kenya Power? Use a scale of 1 – 5 where (1-Strongly Agree and 5-Strongly Disagree)

	SA	A	N	D	SD
	1	2	3	4	5
Employee remuneration is aligned to skill and experience					
KP pays above market value to attract right talent					
KP considers Work conditions and the value of different jobs in determining employee wage					
Kenya Power carries out performance appraisals which determines staff wage in regard to their performance					
I am currently on a remuneration equivalent to my competencies					
Candidates considered as High Performers are considered for special remuneration to help retain talent					
Remuneration offered is based on previous wage					

SECTION F: PROCESSES

11. To what extent do you agree with the following statements about Processes in relation to Employee selection at Kenya Power? Use a scale of 1 – 5 where (1- Strongly Agree and 5-Strongly Disagree)

	SA	A	N	D	SD
	1	2	3	4	5
Interviews are carried our clearly as per laid down policy guides with necessary interview tools					
All staff involved in employee selection are trained and fully prepared					
Recruitment process at Kenya Power follows to the latter the Standard/ policy guide and other legal requirements during employees selection system					
Psychometric tests are carried out to ascertain the employee competency levels and other personality traits					
The HR selection team ensures continuous improvement to promote best practices on selection					
Kenya Power uses structured and the unstructured interviews.					
Resources required for employee selection are readily availed to ensure success of the process					

How can the Processes be enhanced?

.....

.....

.....

What challenges do you think Kenya Power is facing in regard to Employee Selection?

1.....

2.

THANK YOU FOR YOUR TIME

Source: (Githinji 2014; Dohmen &Falk 2016; Muchinski 2016;)

Appendix II: Research Ethical Letters



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

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Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/19/09604/27988**

Date: **13th February, 2019**

Euphrasia Mukenyi Ngewa
Moi University
P.O Box 3900-30100
ELDORET

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Determinants of employee selection system at the Kenya Power and Lighting Company Limited”* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **12th February, 2020**.

You are advised to report to **the Director General, Kenya Power and Lighting Company, the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

GODFREY P. KALERWA MSc. MBA MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The Director General
Kenya Power and Lighting Company.

The County Commissioner
Nairobi County.



MOI UNIVERSITY
SCHOOL OF BUSINESS AND ECONOMICS
DEPARTMENT OF DEVELOPMENT STUDIES
NAIROBI CAMPUS

Tel: (053) 43153

P.O Box 63056-00200

Fax: (053) 43153

NAIROBI
 KENYA

MU/NRB/SHRD/SA/01

28th January, 2019

National Commission for Science, Technology and Innovation
 Utalii House
NAIROBI

Dear Sir/Madam,

RE: REQUEST FOR RESEARCH PERMIT
EUPHRASIA MUKENYI NGEWA– SHRD/PGD/007/14

This is to confirm that the above named is a Postgraduate student of Moi University, School of Business and Economics, Department of Development Studies. Ms. Ngewa is pursuing a Master of Science in Human Resource Management course offered at Nairobi campus.

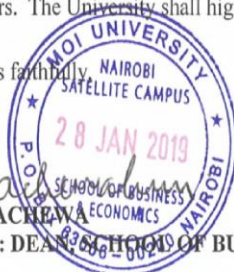
The student successfully defended her proposal and is due to proceed for his research data collection.

The research Title is– **“Determinants of Employee Selection system at the Kenya Power and Lighting Company Limited”**.

The student is in the process of obtaining a research permit to enable her visit the identified research centers. The University shall highly appreciate any assistance accorded to her.

Yours faithfully,

S. GACHENWA
 S. GACHENWA
 FOR: DEAN, SCHOOL OF BUSINESS AND ECONOMICS





The Kenya Power & Lighting Co. Ltd.
 Central Office – P.O. Box 30099 – 00100, Nairobi, Kenya.
 Telephone – 254-02-3201000 – Telegrams 'ELECTRIC'
 STIMA PLAZA, KOLOBOT ROAD

Our Ref: KP1/5BA/S/AMT/ls

19th February 2019

Euphrasia Mukenyi
 Moi University
 P. O. BOX 3900-30100
ELDORET

Dear Euphrasia,

RE: RESEARCH APPROVAL

Reference is made to the subject matter mentioned above.

You have been allowed to collect data in the Company on *“Determinants of Employee Selection System at the Kenya Power & Lighting Company Limited”*

The data collection will be conducted between 19th February 2019 and 30th April 2019.


This is with the understanding that the candidate will exercise discretion in the use of company information and that this exercise will not disrupt normal working hours and Company's flow of work.

If in agreement with the above, please sign hereunder.

Researcher

Name: Euphrasia Mukenyi
 Sign: Mukenyi
 Date: 21.2.19
 Academic Institution: Moi University, Nair

Yours faithfully,
 For: KENYA POWER & LIGHTING CO. LTD.


 A.M. THAIRU (MRS.)
 FOR: MANAGER, LEARNING & DEVELOPMENT