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Slow Staffing Processes in Universities in Kenya: A Case of USIU-Africa Faculty

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Slow Staffing Processes in Universities in Kenya: A Case of USIU-Africa Faculty

by: Yusuf Saleh Shapayah

&

Arnold Mwanzu

INTRODUCTION

- **Universities in Kenya are faced with the challenge of slow staffing and this is continually highlighted as a plight by both accrediting bodies and overstrained existing employed staff. The recruitment processes which vary with institutions remain to be seen as major barricades to consistent and timely staffing.**

❖ The main purpose of the paper is to highlight factors that contribute to slow faculty recruitment in institutions of higher learning in Kenya with particular reference to United States International University - Africa (USIU -A).

OBJECTIVES

- **To find out the institutional factors that contribute to slow faculty recruitment processes**
- **To investigate the factors relating to current employed faculty that contribute to a slow recruitment process at the University.**

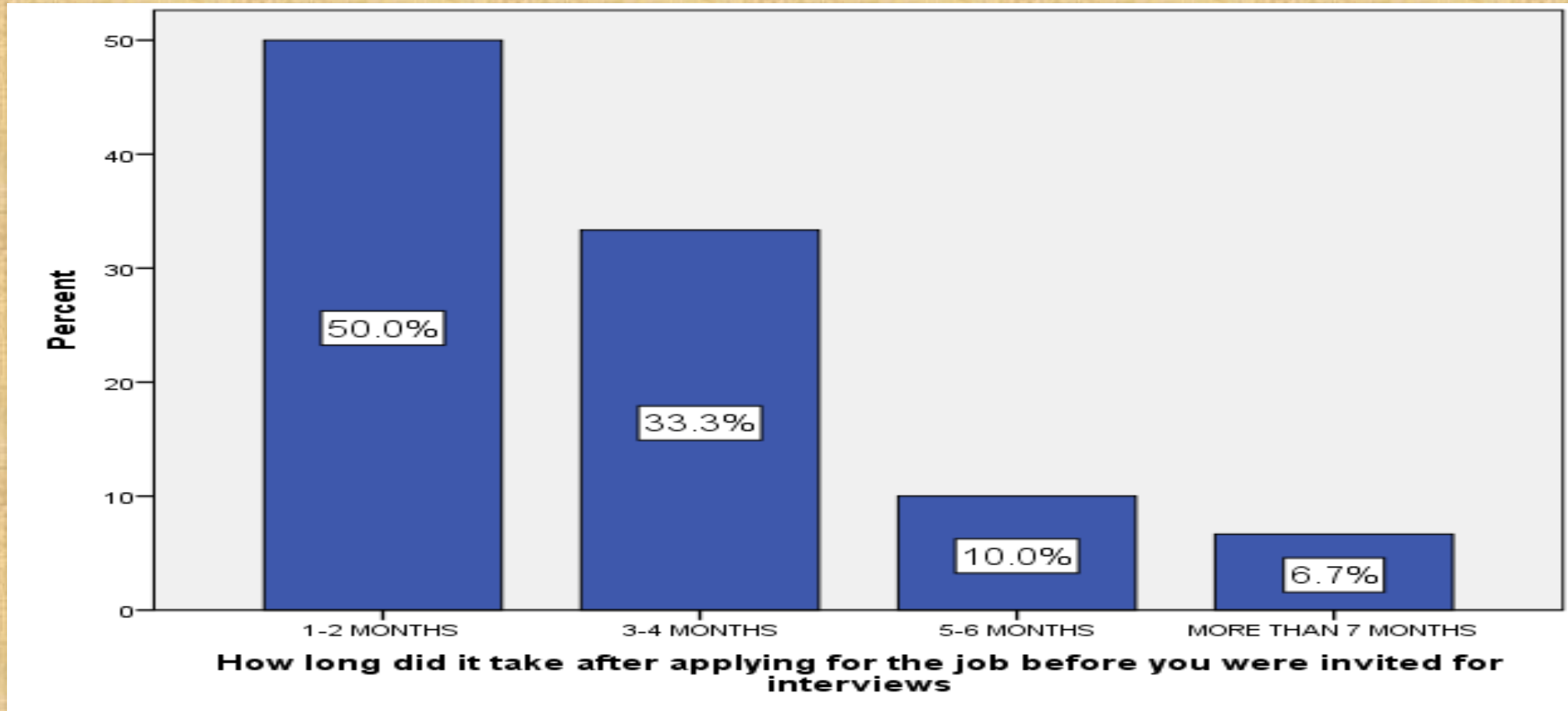
METHODOLOGY

- The study adopted a survey research design focusing on USIU – Africa faculty members whereby purposive sampling technique was used to select the sample. The sample of the study was 100 respondents. Information was collected using questionnaires and data collected was analyzed using descriptive statistics. The sampling frame for this study mainly comprised of all faculty members of USIU. This list was obtained from the Human Resources Department of USIU. For this study, nonprobability sampling technique was used, that is, purposive sampling

RESULTS AND FINDINGS

School/Department	Number	Percentage
Chandaria School of Business	11	36.7
School of Humanities and Social Sciences	11	36.7
School of Science and Technology	8	26.6
Total	30	100

Period taken to be invited for Interviews



Interview Rounds Subjected during Recruitment process

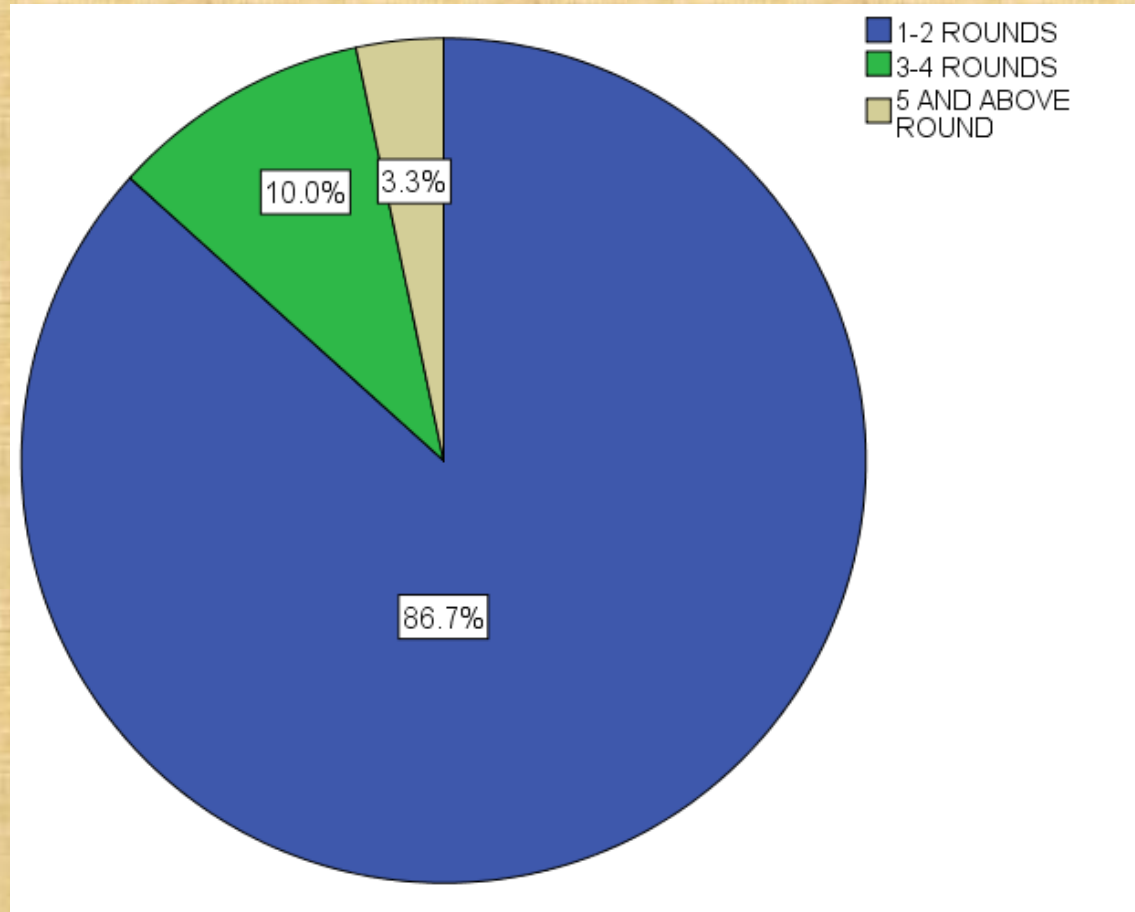


Figure 5: Period taken to be invited for Interviews

Respondents Decision to Work for USIU

Table 4: Distribution of the Respondents' Decision to Work for USIU **Frequency** **Percent**

Table 4: Distribution of the Respondents' Decision to Work for USIU **8** **26.7**

Table 4: Distribution of the Respondents' Decision to Work for USIU **12** **40.0**

Table 4: Distribution of the Respondents' Decision to Work for USIU **10** **33.3**

Table 4: Distribution of the Respondents' Decision to Work for USIU **30** **100.0**

Table 4: Distribution of the Respondents' Decision to Work for USIU

Respondents' Understanding of USIU's Mission and Vision Statement

Variables	Frequency	Percent
Mission Only	4	13.3
Vision Only	1	3.3
Mission & Vision	23	76.7
Somewhat	2	6.7
Total	30	100.0

Table 5: Respondents' Understanding of USIU's Mission and Vision Statement

Respondents' Level of Job Satisfaction

Variables	Frequency	Percent
Can't say/neutral	5	16.7
Somewhat satisfied	5	16.7
Satisfied	15	50.0
Very Satisfied	5	16.7
Total	30	100.0

Table 6: Respondents' Level of Job Satisfaction

Institutional Factors Affecting Recruitment Process

Variables	Mean	Std. Deviation
There is lack of competent Human Resource Officers to conduct the recruitment exercise at USIU	1.9	0.743
There is inadequate number of Human Resource Officers to conduct interviews contributing to slow faculty recruitment at USIU	2.5	1.156
USIU lack credible and ethical standards in its recruitment process	1.8	0.819
Labor and employment laws affect the recruitment process at USIU	2.3	0.974
Use of poor advertisement medium for jobs at USIU affects the recruitment process	2.5	0.949
Inadequate pool of qualified candidates for teaching position affects recruitment process at USIU	2.4	1.136
Continuous competition for skilled faculty by other universities affects USIU's recruitment process	3.1	1.093
USIU's internal processes and procedures affects the recruitment process	3.3	0.810

Factors Relating to Current / Existing Faculty

Variables	Mean	Std. Deviation
I am satisfied with my department/School's efficiency in recruitment process	2.9	0.923
I have all the information required for performing well in my job	3.1	0.691
Talent retention is part of Human Resource Management	3.1	0.994
Employees in my school are aware of their role in faculty recruitment process and its success	2.6	0.827
USIU has both internal and external recruitment processes	2.7	1.117
USIU's Management team is forward or outward looking, having an innovative strategic recruitment plan	2.8	0.711
Faculty recruitment at USIU is done professionally and on merit based on job applicant's knowledge and skills to teach.	3.0	0.830
Only the Human Resources Officers are involved in faculty recruitment at USIU	1.8	0.675
Recruitment process is a key area in Human Resource Management that affects the overall productivity at USIU	3.3	0.868
Recruitment process at USIU takes too long from the time of job vacancy to final job offer and placement	3.0	0.886

Summary

- The study findings on what institutional factors contribute to slow faculty recruitment process at USIU revealed that the following factors contribute to slow faculty recruitment; inadequate number of human resource officers, use of poor advertisement medium for teaching jobs and continuous competition for recruitment of skilled faculty by other universities as well as USIU's internal recruitment processes and procedures.
- Human resource officers should be included in the recruitment process. This is because when the pattern of planned human resource deployments and activities is in place, the organization will achieve its goals (Wright and McMahan,1992). The findings revealed that human resource officers are not included in the recruitment process. This is a disaster in waiting since talent retention is part of human resources management in the organization. It is an indicator that the HR value proposition is lacking

- The study also revealed that current/existing faculty members are aware of their role in faculty recruitment and its success. This is in line with Smith and Grave, 2002. For them, the recruitment process should be inclusive, effective and efficient to ensure that it is faster and thus save on time and cost effective. It is important if employees of an organization appreciate their role in an organization. This is because they will be aware of the organization's present and future aspirations. Strategic thinkers emphasize on the need to work as a team in order to achieve a strategic plan. Rynes and Barber (1990) have overemphasized these sentiments by saying that a strategy should be primarily concerned with the causal relationship between organization-level practice and organization performance.
- Employees are expected to fully participate in the planning and implementation of a strategy. This can only be realized if, and when the employees understand their role in the organization and are in a position to link their individual input to the overall strategy. Strategy and strategic implementation are central to organizational success and longevity (Beer and Eisenstat, 2000).

Conclusion

- The study accentuates a number of practical implications. Inter alia, it highlights the complex nature of institutional factors affecting recruitment process which includes; internal recruitment processes and procedures, competition from other institutions, recruitment methods, compensation package and medium of advertisement affects recruitment process.
- Organizations should be proactive in updating its process and procedures to the best practice bearing in mind the turnaround period for all the process. This can be done through designing standard operating procedures for recruitment process and ensuring its known and understood by all in the organization as well as full implementation.

Conclusion

- Existing faculty have a big role in the recruitment process in that they can pass the word of mouth to a potential candidate to fill up the vacant position
- There is need for organization to benchmark their compensation packages, procedure and processes. Moreover, organization's brand or image is key and thus it should be the priority of all the stakeholders to build trust and add value on their brand, as it is evident in the study most of the people would go for a big brand.

Recommendations

- There is need for the organization to be proactive in order to remain competitive in its recruitment agenda. Frequent reviews on recruitment policies and tact will guarantee sustainable recruitment process.
- The study further recommends the involvement of existing faculty in recruitment process.
- Furthermore the human resource should take charge of spearheading the recruitment agenda while working closely with the existing faculty members.

*THANK
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