

**ANALYSIS OF RISKS ASSOCIATED WITH EFFECTIVE RECRUITMENT  
PROCESS IN ENDARASHA FARMERS COOPERATIVE SOCIETY**


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## DECLARATION

This project is my original work and has not been presented for award of a degree or for any similar purpose in any other institution

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**Supervisor:** This research project has been submitted with my approval as University supervisor

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## **DEDICATION**

I dedicate this research work to Theuri family for being part and parcel of my success and may God bless you abundantly.

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## **ABBREVIATION AND ACRONYMS**

HRM- Human Resource Management

SPSS- Statistical Package for Social Sciences

## ABSTRACT

Recruitment and selection process in an organization will differ depending with their HRM policies. This is usually a cumbersome and tedious process hence attracting the best applicant can be a plus and gain to the organization. However, selecting a less qualified candidate based on assumptions, perception, politicization and insufficient job analysis not only affect organizational goals, teamwork, productivity, customer service but also organizational financial performance and outcomes. This study examined analysis of risks associated with effective recruitment process in Endarasha Cooperative Society. The objectives of the study was to find out the reliance of experts to identify best candidate with the effective recruitment process in Endarasha Farmers Cooperative Society, assess the assumption of reciprocating candidate success in other organization with the recruitment process in Endarasha Farmers Cooperative Society and to examine the role of inadequate definition of the job description with the recruitment process in Endarasha Farmers Cooperative Society. The study adopted descriptive survey design. The study targeted managers and employees in Endarasha Farmers' Cooperative Society. The total employees and managers were fifty-six. A sample size of seventeen respondents was used. Survey instruments included questionnaire and interview schedules. A pilot study of the survey instrument was conducted to ensure reliability and validity of the instruments. Data was analyzed qualitatively and quantitatively and presented in frequency tables. The study noted that the cooperative relied on its experts from within during the recruitment process. The study noted that the cooperative had bestowed trust on its own staffs as panelist for recruitment process. The cooperative had parameters put in place before selecting a candidate and the candidate that scored the highest was selected. The respondents agreed that the candidate with no employment background scored low marks during the recruitment process as was identified a candidate with no experience at all. The study affirmed that human resource management don't exhaust the job definition in their job advert but indicate the most crucial ones. The study recommends for experts to be left independent to relied to select suitable candidate based on their qualifications in order to enhance the effectiveness of the cooperative.

## CHAPTER ONE: INTRODUCTION

### **Background to the Study**

The value, growth and development of the organization is greatly determined by its workforce. Hence, recruiting and selecting candidate in an advertised post should be an intensive process to ensure organization get appropriate candidate with required skills and abilities. It is so unfortunate that some of the recruitment and selection process are judgmental in nature as they have inherent parameters that they rely and pigeonhole successful candidates(Saviour, Kofi, Yao, & Kafui, 2016). Flippo (2014) argues that in hiring procedure, firms have different procedure of recruiting and selecting candidates.

According to Randall (2016), assert that pauperized decisions during recruitment process will impact firm performance negatively and inhibit its objective attainment hence the need for human resource management to pay much attention to their hiring process. Recruitment and selection processes are not just ordinary things of replacing workers due to natural attrition or being fired but rather injecting workforce that demonstrate the knowledge required to scale the heights and unlock infinite possibilities of the organization. Recruitment shapes the effectiveness of the organization(Ballantyne, 2015).

To minimize employee's turnover, dissatisfied customers, poor results, and concomitant effect of recruitment, there is need to have an effective process that attracts employees with the right aptitude, knowledge, and skills to unlock organizational goals and development (Kumari & Malhotra, 2012). According to Sahling (2019), there are rogue selection panel in the hiring process that their work is to rubberstamp a candidate that has already been preferred before the end of screening all applicants. This happens in the case of the network and connections of the applicant and nepotism dominating in recruitment process. Sahling (2019), further opines that this has resulted to countries in Western Balkan such as Albania and Kosovo to change legislation especially in public recruitment of civil servants to ensure there is fairness of applicants and ensuring oral interviews are recorded in case of complains, it's easier to solve the issues in recruitment process.

In a case study done in India about challenges of cooperative societies, it was discovered that inefficient Human Resource Management (HRM), political influence and lack of members participation had led to most collapsing and other experiencing financial difficulties. The cooperative societies were formed by members pooling their resources with an aim of improving their economic wellbeing. Hence, there is need for cooperative society employees

to understand the background behind the formation of these cooperatives (Maharania & Menakadevi, 2014).

Mustapha, Ilesanmi and Aremu (2013) did a study on Nigeria banks and concludes that poor performance of any firm reflects incompetent employees who were drawn from wrong recruitment and selection strategy. There is strong correlation between recruitment and selection and organizational performance.

Rampant corruption in Kenyan cooperative societies from its leaders and employees has paralyzed them and serious interventions are needed to give a glimmer of hope to its members and revive its financial performance. For effective and efficient recruitment in cooperative societies there is need for it HRM to invest in its hiring process and minimize impartiality and political influence in selection of the applicants. This will enable cooperative societies regain its initial goal of formation to ensure they continue to improve their economic power(Bijman & Roep, 2016). Hiring process has also been a challenge to sacco's and this has also been noted with majority of inadequate Information, Communication and Technology (ICT) employees (ELKANA, 2014).

Endarasha Farmers Cooperative Society was taken to court by one of its employees for wrong dismissal in 2017. The claimant worked for five years without a break raising question on the Employment Act section 45. This has been an issue in HRM department (Kenya Law, 2018).

### **Statement of the problem**

Recruitment and selection process in an organization will differ depending with their HRM policies. This is usually a cumbersome and tedious process hence attracting the best applicant can be a plus and gain to the organization. However, selecting a less qualified candidate based on assumptions, perception, politicization and insufficient job analysis will not only affect organizational goals, teamwork, productivity, customer service but also organizational financial performance and outcomes (Tomčíková, 2016).

Cooperative societies have been performing poorly in Kenya and its employees have been attenuating the efforts of its members in their initial goal of pooling resources together to improve their economic power. Endarasha Farmers' Cooperative Society has been taken to court by its employee for failing to observe Employment Act and particularly section 45 that deals with issue of dismissal (Kenya Law, 2018). Hence, this study sought to examine the analysis of risks associated with effective recruitment process in Endarasha Farmers Cooperative Society.

### Purpose of the Study

The study sought to investigate analysis of risks associated with effective recruitment process in Endarasha Farmers Cooperative Society.

### Conceptual Framework

#### Independent variables

**Reliance of experts**  
-composition of the selection panel  
-Qualification  
-Politics

**Assumption of reciprocating candidate success**  
-Experience  
-Training cost  
-Background

**Inadequate definition of the job description**  
-role  
-salary  
-Profile of the firm

#### Dependent variable

**Effective recruitment process**

Figure 1: Conceptual Framework

### **Research Questions**

1. How does the reliance of experts to identify best candidate affect effective recruitment process in Endarasha Farmers Cooperative Society?
2. How does the assumption of reciprocating candidate success in other organization to identify best candidate affect effective recruitment process in Endarasha Farmers Cooperative Society?
3. How does the role of inadequate definition of the job description affect effective recruitment process in Endarasha Farmers Cooperative Society?

### **Objectives of the Study**

#### **General Objective**

To examine the analysis of risks associated with effective recruitment process in Endarasha Farmers cooperative society.

#### **Specific Objectives**

1. To find out the reliance of experts to identify best candidate with the effective recruitment process in Endarasha Farmers Cooperative Society.
2. To assess the assumption of reciprocating candidate success in other organization with the recruitment process in Endarasha Farmers Cooperative Society.
3. To examine the role of inadequate definition of the job description with the recruitment process in Endarasha Farmers Cooperative Society.

#### **Hypotheses of the Study**

- H1. There was no relationship between the reliance of experts to identify best candidate and the effective recruitment process in Endarasha Farmers Cooperative Society.
- H2. There was no relationship between the assumption of reciprocating candidate success in other organization and the recruitment process in Endarasha Farmers Cooperative Society.
- H3. There was no relationship between the role of inadequate definition of the job description and the recruitment processing Endarasha Farmers Cooperative Society.

#### **Significance of the Study**

The study findings provide recommendations to Endarasha Farmers' Cooperative Society in regard to informing their HRM policies on the effective recruitment and selection process.

This help in attracting best candidates to improve their cooperative financial performance, outcome and more importantly their desired goals.

The study also provides relevant information to recruitment agencies on risk associated with effective recruitment process and the way to improve hence informing on their policies to achieve maximum outcome in recruitment process.

There has been growing scholarly knowledge on the recruitment process hence this study contributes to the growing knowledge and inject a literature that help future researcher with similar study which act as a background and of reference.

### **Scope of the Study**

The study was delimited on the analysis of risks associated with effective recruitment process. The researcher was guided mainly by the reliance of experts, assumption of reciprocating the candidate success from other organization and inadequate job description. This helped in reviewing literature and also in formulating questionnaire. The study was confined in Endarasha Cooperative Society. Respondents were employees and management of the Endarasha Cooperative Society.

### **Limitations of the Study**

Respondents were reluctant to provide information with the fear of the researcher misusing information to supply to their opponents and reveal their secrecy. This study assured respondents that the research was purely on academic basis. An introduction letter was issued to respondents revealing the researcher identity. Also, researcher sought permission to collect data from the management of the Endarasha Cooperative Society.

COVID 19 pandemic had inflicted fear to majority of Kenyan and everyone was treated as a suspect. This resulted to the researcher being feared by respondents as a carrier of the disease. To instill confidence and assurance to respondents, researcher was tested for COVID 19 and possessed certificate from the ministry of health to ensure respondents were secure. Researcher also observed the containment measures.



## **CHAPTER TWO: LITERATURE REVIEW**

### **Introduction**

This chapter aims to review scholarly work guided by objectives of the study and conceptual framework. The study also highlights theoretical framework.

### **Reliance of experts**

Recruitment process usually depends on the quality of the expert/selection panel and concurrently the applicants are at the mercy of the same expert/selection panel. There is need to have train the panel to ensure they have appropriate skills to conduct the recruitment process. Also, the panel need to be a semi-permanent one and members of the panel should not be entirely from the organization, inclusion of external members from academia and gurus from relevant field will strengthen the oversight of the hiring process(Sigma, 2018a).

Meritocracy of the applicants is subjected to selection panel which sometimes is usually override by politicization of outside forces, within and among themselves hence impartial, judgmental and objective decision that affects the performance and goal attainment of the organization (Sahling, 2015). However, strict merit procedures in recruitment will greatly affect a segment in the society due to diversity (Peter, 2018).

### **Assumption of reciprocating candidate success in other organization**

Organizations will differ in recruitment of employees as there are those that source directly from the university so that they can train them at a tender age and are believed to have lot of vigor and versatile. The graduates are willing to adapt to whatever situation such as training and development programs to make the organization fruitful and achieve its objectives while still fresh in the job sector to proof their competency and commitment achieve the goals of the organization (Beattie, 2014).

An organization bringing in an experienced person in the respective field with notable achievement in the previous organization, it can't be the case in shifting success to the other organization being recruited since organization are different with their own setting. Experienced and excellent recruit can be a challenge in making if not properly handled and also must align with what the organization intend to achieve (Thomas, 2012).

Organizations not only need an experience person in the respective field advertised but also a committed one willing to learn and grow. In some cases, despite them being experience, they are given sometimes job that are not within their description due to dynamics within the

organization when doing job rotational to ensure employees gain knowledge in different departments and fields ((Argue, 2015).

Poaching an employee from one organization to the other during recruitment process has been the norm to some organizations. This has been done due to experience, minimizing training cost and saving time (Anyango, Bichanga, & Muya, 2018).

### **Inadequate Job description**

Before any organization decides to advertise for any vacancy, they usually first analyze and give description of the job position required in alignment with the organizational objectives (Heraty & Morley, 2014). Job analysis helps in giving an in-depth understanding of employment procedures, compensation, performance appraisal, training, and selection(Jain, 2014).

Some organizations resist to use job description since it will confine employee to a certain role and will always perform duties strictly within the job description. In any business, role and functions keep on changing with dynamism in work environment. A standard job description should entail title, job objective, responsibilities, job requirements and salary range(Bijman & Roep, 2016).

In most of the cases, complexity, workload and poor remunerations, lack of resources and support and demand in administration purpose has led to many especially in administration posts as they don't want to be in office throughout. In most of the cases due to lack of clear job analysis and description, employer attracts qualified, over qualified and less qualified candidates and end up using aptitude test to select the most appropriate (Djabatey, 2012).

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **Research Design**

A descriptive survey design was employed. The study was describing the analysis of risks associated with effective recruitment process. Survey instruments included questionnaire and interviews. Responses from the respondents formed a recurring pattern that helped in reporting the data collected. This helped in data analysis and description that was reported in thematic form.

### **Study Area**

Endarasha Farmers' Cooperative society is located in Endarasha location in Nyeri County. The society has 3,000 members and sell its milk locally with production capacity of 75,000 litres per week.

### **Target Population**

The study targeted employees and management in Endarasha Cooperative Society. It included all employees in every department. The society had 50 employees and 6 managers in various managerial positions (Endarasha Farmers' Cooperative Society report, 2018).

### **Sampling Techniques and Sample Size**

A simple random sampling technique was used. This gave respondents equal chances to participate in the study. The study used a sample size of 30% as per Mugenda and Mugenda (2003) for a target population that is less than 1,000. Hence the sample size was 17 respondents.

### **Research Instruments**

Researcher employed questionnaire and interviews while collecting primary data. The choice of questionnaire was opted since it was easier to collect data as respondents only chose options provided. Questionnaire was in close ended format. It entailed five sections that was general information, recruitment process, reliance of experts, assumption of reciprocating success and inadequate job description.

To get a deep understanding about Endarasha Cooperative Society and its recruitment process, interviews were conducted. Interviews were arranged based on time convenience of the management.

### **Validity and Reliability of Measurements**

The researcher worked closely with the university supervisor to ensure this study was of quality and certified the Greta university recommended standards. The contents of this research was subjected to plagiarism checker to ensure this work met the required less than 15% plagiarized work for presentation purposes.

Survey instruments were tested prior the study with five respondents. This aimed to shun from any language ambiguity used while formulating questionnaire and interview guide. Through the responses of the piloted questionnaires and interview guides, researcher was able to do rectification(s) where necessary before actual data collection. Researcher also affirmed the consistency and reliability of the responses.

### **Data Collection Techniques**

The researcher first gathered secondary data from various sources such as journal articles, books, reports and electronic sources. It helped in reviewing literature that formed the basis of this study.

Primary data was collected from Endarasha Cooperative Society by use of interviews and questionnaires. Researcher first sought permission to collect data from management, gave out introduction letter to reveal who the researcher was and briefed respondents what they were expected of them. After that, researcher gave respondents questionnaires in a simple random sampling technique. A drop and pick later method for questionnaire was adopted.

Interview guide were done with the management at their convenient time. Interviews did not last more than fifteen minutes to ensure a substantial number of those in management position were interviewed.

### **Data Analysis**

The study analyzed data both qualitatively and quantitatively. The data was analyzed, classified, coded and tabulated in Statistical Package for Social Sciences (SPSS) 2014 version.

Data was qualitatively written in thematic format based on classification of every theme and more so guided by objectives of the study. Data was also quantitative in terms of percentages. Presentation of the data is in frequency tables.

To attempt to show correction of the independent and dependent variables, correlation analysis was employed.

### **Logistical and Ethical Considerations**

The study had a time frame to ensure this research work was completed within the stipulated period. For efficient and smooth data collection, budget estimates were prepared to ensure researcher did not fall short of cash and stop in the middle of the study.

A permit to conduct research was acquired from the university to facilitate easier way of collecting data. Researcher used that permit to sought permission to collect data in Endarasha Cooperative Society. Researcher then requested for a voluntary participation of the respondents and also ensured their responses were treated with lot of confidentiality.

## CHAPTER FOUR: FINDINGS AND DISCOUSSIONS

### Introduction

This chapter presents the findings of the study as per the respondents of the participants in Endarasha Farmers Cooperative Society. The responses were analyzed and presented in frequency tables.

### Response Rate

The study had a sample size of seventeen respondents but only two respondents were passive. The study noted that response rate was 88% effective.

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Effective	15	88%
Ineffective	2	12%
<b>Total</b>	<b>17</b>	<b>100%</b>

*Table 1: Response rate*

### Level of Education

The results revealed that seven respondents had post primary education with various field of professions. The study also found that five respondents had secondary education while three respondents had primary education.

<b>Education</b>	<b>Frequency</b>	<b>Percentage</b>
Primary	3	20%
Secondary	5	33%
Post-secondary	7	47%
<b>Total</b>	<b>15</b>	<b>100%</b>

*Table 2: Education level*

### Gender

From the study findings, it was shown that ten participants were male while female were five respondents. The study impressively noted that two third gender rule had been achieved.

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	10	67%
Female	5	33%
<b>Total</b>	<b>15</b>	<b>100%</b>

*Table 3: Gender*

### **Job Longevity**

The study found that eight respondents had worked between 5-10 years in in Endarasha Farmers Cooperative Society. It was also revealed that four respondents had worked for a duration of 1- 5 years while three employees had been in work for more than ten years.

<b>Work duration</b>	<b>Frequency</b>	<b>Percentage</b>
1-5 years	4	27%
5-10 years	8	53%
10 years and above	3	20%
<b>Total</b>	<b>15</b>	<b>100%</b>

*Table 4: Job longevity*

### **Financial Performance**

The study noted a mixed reaction of the respondents on the financial performance of in Endarasha Farmers Cooperative Society. The study noted that eight respondents stated that the cooperative was on the right track and financial performance had been improving compared to the previous financial statements. It was revealed that seven respondents had divergent views and indicated that the cooperative was still struggling to improve its performance and shareholders were not impressed with the yearly dividends they received.

<b>Financial Performance</b>	<b>Frequency</b>	<b>Percentage</b>
Improving	8	53%
Struggling	7	47%
<b>Total</b>	<b>15</b>	<b>100%</b>

*Table 5: Financial performance*

### Recruitment Process

The study wanted to find out if the employees were subjected to recruitment process and if it was fair. The study noted that fourteen employees were subjected to recruitment process and one employee who happen to command the gate was not subjected to recruitment process.

#### Statements

**Mean    Std  
deviation**

Through interviews with the human resource manager, it was noted that employees' files were preserved with all necessary details required as per employment regulations.

Recruitment Process	Frequency	Percentage
Yes	14	93%
No	1	7%
<b>Total</b>	<b>15</b>	<b>100%</b>

*Table 6: Recruitment Process*

### Reliance of Experts in the Recruitment Process

The study noted that the Endarasha Farmers Cooperative Society relied on its experts from within during the recruitment process. Majority of the respondents strongly agreed that the cooperative has a panel for recruitment process as revealed by the highest mean of 4.41. The study noted that Endarasha Farmers Cooperative Society had bestowed trust on its own staffs as panelist for recruitment process as no panelist was drawn from outside as indicated by a mean of 4.06. Respondents agreed that the panelist for recruitment process was inclusive and diversified and particularly there was a panelist on the subject matter of the job description for the recruitment purposes as noted with a mean of 3.98. As per the responses, the study impressively noted that respondents agreed that the panelist in the recruitment process were qualified to select the suitable candidate equal for the task as revealed with a mean of 3.75. The study found that respondents felt the recruitment process was usually compromised with direction on who should be chosen for the job (mean of 3.60). The findings also revealed that there were a lot of politics from within on who should be included in the panel when the system had its own candidate with the second lowest mean of 2.64. The study further found that the respondents disagreed that the cooperative had ever relied on experts during the recruitment process as revealed with the lowest mean of 2.22.



The cooperative has a panel for recruitment process	4.41	0.86
The recruitment process panelists are drawn from the organization without reliance of experts	4.06	1.00
There are a lot of politics from within on who should be included in the panel	2.64	0.48
The cooperative has ever relied on experts during the recruitment process	2.22	0.37
The panelist in the recruitment process are qualified to select the suitable candidate equal for the task	3.75	0.88
The recruitment process is usually compromised with direction on who should be chosen for the job	3.60	0.56
The panel for recruitment process is inclusive and diversified	3.98	0.91

*Table 7: Reliance of Experts in the Recruitment Process*

### **Assumption of Reciprocating Candidate Success**

The findings have shown that Endarasha Farmers Cooperative Society had parameters put in place before selecting a candidate and the candidate that scored the highest was selected as noted by a mean of 3.78. The respondents agreed that the candidate with no employment background scored low marks during the recruitment process as was identified a candidate with no experience at all as shown in table 8 with a mean of 3.64. The findings of the study indicated that candidate selected was expected to work with the team in place for organizational performance based on set objectives and daily routine to achieve mission and vision of the cooperative (mean of 3.60). From the findings, it was noted that during the recruitment process, experienced candidate with notable achievement from previous employer was likely to perform the same in the new employment when selected as noted by a mean of 3.55. The respondents agreed that a candidate success from the previous employment was an additional advantage in recruitment process as was believed to have enough experience to propel cooperative to its greater heights as revealed in table 8 with a mean of 3.53. The results of the study observed that cooperative usually selects a candidate that won't cost any training cost due to the financial performance of the organization as indicated in table 8 with a mean of 2.66. It was realized that apart from on-job training and

apprenticeship, no other trainings were conducted to the selected candidate as it was believed he/she was trained and would reciprocate the success from the previous employer as role description was almost similar as recorded with the lowest mean of 2.06.

*Table 8: Assumption of Reciprocating Candidate Success*

### **Inadequate Definition of The Job Description**

The study impressively revealed that Endarasha Farmers Cooperative Society before advertising for any job, they usually analyzed and gave the correct job description as noted in table 9 below with a mean of 3.84. Respondents agreed that in the job advert they don't indicate profile of their cooperative so that the interested candidate searches more about them

<b>Statements</b>	<b>Mean</b>	<b>Std deviation</b>
Candidate success from the previous employment is an additional advantage in recruitment process	3.53	0.81
A candidate with no employment background scores low marks during the recruitment process	3.64	0.43
An experienced candidate with notable achievement from previous employer with likely to perform the same in the new employment when selected	3.55	0.63
The cooperative usually selects a candidate that won't cost any training cost due to the financial performance of the organization.	2.66	0.77
No trainings are conducted to the selected candidate as it is believed he/she is trained and will reciprocate the success from the previous employer as role description is almost similar	2.05	0.78
There are parameters we put in place before selecting a candidate and the candidate that scores the highest is selected.	3.78	0.59
The candidate selected is expected to work with the team in place for organizational performance	3.60	0.55

in their website as noted by a mean of 3.70. The study affirmed that human resource management don't exhaust the job definition in their job advert but indicate the most crucial

<b>Statements</b>	<b>Mean</b>	<b>Std deviation</b>
Before advertising for any job, we usually analyze and give the correct job description	3.84	0.61
Our job description entails title, job objective, responsibilities, job requirements and salary range.	3.01	0.57

ones as revealed in table 9 with a mean of 3.49. Respondent stated that the candidate selected was not confined to the stated job description but other roles deemed appropriate by the manager were assigned (mean of 3.23). The findings showed that after the advert, they received applications that attract qualified, over qualified and less qualified candidates and end up using aptitude test to select the most appropriate candidate as noted with a mean of 3.17. The study also revealed that job description entailed title, job objective, responsibilities and job requirements however salary range was in rare cases (mean of 3.01). In table 9 below, the study found that in instances where they had indicated salary scale, it drove away the most qualified applicants hence attracting least qualified candidates as indicated with the lowest mean of 2.84.

During our job advert we don't indicate profile of our cooperative so that the interested candidate searches more about us in our website	3.70	0.95
The candidate selected is not confined to the stated job description but other roles deemed appropriate by the manager	3.23	0.72
We don't exhaust the job definition in our job advert but indicate the most crucial ones	3.49	0.83
Salary scale is what drives away the most qualified applicants hence attracting least qualified candidates	2.84	0.94
After the advert we receive applications that attract qualified, over qualified and less qualified candidates and end up using aptitude test to select the most appropriate	3.17	0.26
<b>Statements</b>	<b>Mean</b>	<b>Std deviation</b>
Reliance of experts makes the recruitment process is effective	2.16	0.56

*Table 9: Inadequate Definition of The Job Description*

### **Effective Recruitment Process**

From table 9 below, it was revealed that Endarasha Cooperative Society had various parameters that were considered in recruitment process to make it effective as noted with a mean of 3.57. The study noted that the recruitment processes in Endarasha cooperative had made them achieve their goals, vision and mission (mean of 3.25). Respondents agreed that there were challenges in the recruitment processes and each process was a learning process and makes them improve as noted by a mean of 3.09. The study found that inadequate definition of job description during recruitment process had made it ineffective during recruitment process as indicated with a mean of 2.80. The study also noted that respondents agreed that assumption of reciprocating candidates' success was a risk in effective recruitment process as it denied other candidates' chances of being recruited as were perceived as inexperienced (mean of 2.38). The results further shown that reliance of experts made the recruitment process effective to some extent as noted with the lowest mean of 2.16.

*Table 10: Effective Recruitment Process*

Assumption of reciprocating candidate success is one the easiest process in selection process to make it less tedious	2.38	0.81
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Inadequate definition of job description during recruitment process has made it ineffective	2.80	0.27
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Recruitment process has various parameters that are considered to make it effective	3.57	0.55
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There are challenges in the recruitment processes and each process is a learning process and makes us improve	3.09	0.71
---	------	------

The recruitment processes in our cooperative have made us achieve our goals, vision and mission	3.25	0.94
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### Correlation Analysis

### Regression Analysis

The study conducted an analysis of risks associated with effective recruitment process in Endarasha Farmers Cooperative Society. Through a multi regression analysis, the noted a relationship between the variables. The R square in table 11 gave an illustration of how independent variables (reliance of experts, assumption of reciprocating candidate success and inadequate definition of job description) can be explained 50.4% (R square) of the effective recruitment process. It was noted that independent variables impacted dependent variable by 50.4% while the remaining 49.6% could be either error detected or other variables not factored in the study.

<b>Model</b>	<b>R</b>	<b>R square</b>	<b>Adjusted R square</b>	<b>Std. Error of the Estimate</b>
1	.710 <sup>a</sup>	.504	.509	0.305

*Table 11: Model Summary*

Predictors: (constant), Reliance of experts, assumption of reciprocating candidate success and inadequate definition of job description

Dependent: Effective recruitment process

### Analysis of Variance

As noted in table 12, the significant value is less than 0.05 which shows that there is a significant relationship between independent and dependent variable. This makes the study reject null hypothesis.

Model	Sum of the square	Df	Mean Square	F	Sig.
Regression	12.481	3	5.505	23.264	.000 <sup>b</sup>
Residual	56.513	168	0.691		
Total	68.994	171			

Table 12: Analysis of variance

### Coefficient of Determination

In table 13, it illustrated a unit change and significant level between effective recruitment process and reliance of experts, assumption of reciprocating candidate success and inadequate definition of job description. When dependent variable is at constant, unstandardized coefficients in table 13 illustrates the unit change in study independent variables. The independent variables factored in were reliance of experts, assumption of reciprocating candidate success and inadequate definition of job description when the dependent variable was effective recruitment process. The equation used was  $Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + c$ . The initials in the equation signify that; Y is dependent variable (effective recruitment process), X1 is reliance of experts, X2 is assumption of reciprocating candidate success, X3 is inadequate definition of job description and finally c is constant coefficient. Thus, the coefficient of determination equation is  $Y = 0.301X_1 + 0.275X_2 + 0.253X_3 + 0.378$ . When independent variables are at constant then effective recruitment process is at 0.378. Significantly in sequel, reliance of experts has the highest value of 0.301 followed by assumption of reciprocating candidate success with a value of 0.275 and inadequate definition of job description being least significant with a value of 0.253

Model		Unstandardized coefficient		Standardized coefficient	T	Sig.
		B	Std. error	Beta		
<b>1</b>	Constant	0.378	0.242		1.618	0.04
	Reliance of experts	0.301	0.064	0.079	2.528	0.02
	Assumption of reciprocating candidate success	0.275	0.083	0.162	2.005	0.03
	Inadequate definition of job description	0.253	0.078	0.057	2.346	0.02

*Table 13: Coefficient of determination*

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION**

### **Introduction**

The chapter presents a summarized finding of the study and give a conclusion which later helps in giving study recommendations.

### **Summary**

The study was investigating an analysis of risks associated with effective recruitment process in Endarasha Farmers Cooperative Society. The risks factored in were the reliance of experts, assumption of reciprocating candidate success and inadequate definition of job description. A sample size of seventeen respondents was used to the current pandemic as respondents feared being contracted by the corona virus. However, only fifteen respondents actively took part and their responses used for data analysis. Majority of the respondents were male. It was noted that majority of the respondents had worked between 5-10 years.

The first objective was to find out the reliance of experts to identify best candidate with the effective recruitment process in Endarasha Farmers Cooperative Society. The study noted that the Endarasha Farmers Cooperative Society relied on its experts from within during the recruitment process. Majority of the respondents strongly agreed that the cooperative has a panel for recruitment process. The study noted that Endarasha Farmers Cooperative Society had bestowed trust on its own staffs as panelist for recruitment process as no panelist was drawn from outside. Respondents agreed that the panelist for recruitment process was inclusive and diversified and particularly there was a panelist on the subject matter of the job description for the recruitment purposes. As per the responses, the study impressively noted that respondents agreed that the panelist in the recruitment process were qualified to select the suitable candidate equal for the task. The study found that respondents felt the recruitment process was usually compromised with direction on who should be chosen for the job. The findings also revealed that there were a lot of politics from within on who should be included in the panel when the system had its own candidate. The study further found that the respondents disagreed that the cooperative had ever relied on experts during the recruitment process.

The second objective was to assess the assumption of reciprocating candidate success in other organization with the recruitment process in Endarasha Farmers Cooperative Society. The findings have shown that Endarasha Farmers Cooperative Society had parameters put in place



before selecting a candidate and the candidate that scored the highest was selected. The respondents agreed that the candidate with no employment background scored low marks during the recruitment process as was identified a candidate with no experience at all. The findings of the study indicated that candidate selected was expected to work with the team in place for organizational performance based on set objectives and daily routine to achieve mission and vision of the cooperative. From the findings, it was noted that during the recruitment process, experienced candidate with notable achievement from previous employer was likely to perform the same in the new employment when selected. The respondents agreed that a candidate success from the previous employment was an additional advantage in recruitment process as was believed to have enough experience to propel cooperative to its greater heights. The results of the study observed that cooperative usually selects a candidate that won't cost any training cost due to the financial performance of the organization. It was realized that apart from on-job training and apprenticeship, no other trainings were conducted to the selected candidate as it was believed he/she was trained and would reciprocate the success from the previous employer as role description was almost similar.

The third objective was to examine the role of inadequate definition of the job description with the recruitment process in Enderasha Farmers Cooperative Society. The study impressively revealed that Enderasha Farmers Cooperative Society before advertising for any job, they usually analyzed and gave the correct job description. Respondents agreed that in the job advert they don't indicate profile of their cooperative so that the interested candidate searches more about them in their website. The study affirmed that human resource management don't exhaust the job definition in their job advert but indicate the most crucial ones. Respondent stated that the candidate selected was not confined to the stated job description but other roles deemed appropriate by the manager were assigned. The findings showed that after the advert, they received applications that attract qualified, over qualified and less qualified candidates and end up using aptitude test to select the most appropriate. The study also revealed that job description entailed title, job objective, responsibilities and job requirements however salary range was in rare cases. The study found that in instances where they had indicated salary scale, it drove away the most qualified applicants hence attracting least qualified candidate.

## **Conclusion**

The study noted that there was an association risk of (reliance of experts, assumption of reciprocating candidate success and inadequate definition of the job description) effective recruitment process. As per the regression analysis findings, it was revealed that independent variable contributed by 50.4% of the dependent variable. This signaled that the remaining percentage was other risks not considered in the study. This called for further study. The study also noted for some challenges and gives recommendations.

## **Recommendation for Policy/Practice**

1. The study noted that recruitment process was usually compromised with direction on who should be chosen for the job at some instances hence there was no independency of experts in choosing the right candidate. The study recommends for experts to be left independent to relied to select suitable candidate based on their qualifications in order to enhance the effectiveness of the cooperative.
2. The study noted that job description was inadequate in their job advert hence the need to exhaustively indicate the role to be performed by the prospective employee when successively selected during recruitment process.

## **Recommendations for Further Research**

There is need to conduct a further study on the performance of an organization from a candidate hand picked before the recruitment process and rubberstamp by the recruitment panelist due to politics from within.

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## **APPENDICES**

### **Appendix I: Introduction Letter**

Dear Respondent,

#### **RE: INVITE TO PARTICIPATE AS A RESPONDENT IN THIS RESEARCH STUDY**

My name is Serah Theuri (BUS-4-2820-18), am pursuing bachelor of commerce in Human Resource Management at Gretsia University. For a student to graduate, one of the requirements is to conduct a research study, in this case am currently conducting a study on the analysis of risk associated with effective recruitment process in Endarasha Farmers Cooperative Society.

It is my humble plea to request you to participate in this study by responding to the posed questionnaires. Your responses will only be used for academic purpose and confidentiality will be adhered to. Thank you very much in advance as you prepare to take part in this study.

Yours

Serah Theuri

## Appendix II: Questionnaire

### SECTION I: BACKGROUND INFORMATION

Gender

Male

Female

Level of Education

Primary

Secondary

College/University

Job Longevity

1-5 Years

5-10 years

10 years and above

Does the cooperative financially perform as per the expectation of the shareholders?

Yes

No

Are the employees subjected to the recruitment process?

Yes

No

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The cooperative has a panel for recruitment process					
The recruitment process panelists are drawn from the organization					

**SECTION II: RELIANCE OF EXPERTS**

The numbers within the boxes signal that 1=Strongly agree 2= Agree 3=Neutral 4= Strongly Disagree 5= Disagree

Kindly tick accordingly

without reliance of experts					
There are a lot of politics from within on who should be included in the panel					
The cooperative has ever relied on experts during the recruitment process					
The panelist in the recruitment process are qualified to select the suitable candidate equal for the task					
The recruitment process is usually compromised with direction on who should be chosen for the job					
The panel for recruitment process is inclusive and diversified					



**SECTION III: ASSUMPTION OF RECIPROCATING CANDIDATE SUCCESS**

The numbers within the boxes signal that 1=Strongly agree 2= Agree 3=Neutral 4= Strongly Disagree 5= Disagree

Kindly tick accordingly

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Candidate success from the previous employment is an additional advantage in recruitment process					
A candidate with no employment background scores low marks during the recruitment process					
An experienced candidate with notable achievement from previous employer with likely to perform the same in the new employment when selected					

The cooperative usually selects a candidate that won't cost any training cost due to the financial performance of the organization.					
No trainings are conducted to the selected candidate as it is believed he/she is trained and will reciprocate the success from the previous employer as role description is almost similar					
There are parameters we put in place before selecting a candidate and the candidate that scores the highest is selected.					
The candidate selected is expected to work with the team in place for organizational performance					

**SECTION IV: INADEQUATE DEFINITION OF THE JOB DESCRIPTION**

The numbers within the boxes signal that 1=Strongly agree 2= Agree 3=Neutral 4= Strongly Disagree 5= Disagree

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Before advertising for any job, we usually analyze and give the correct job description					
Our job description entails title, job objective, responsibilities, job requirements and salary range.					
During our job advert we don't indicate profile of our cooperative so that the interested candidate searches more about us in our website					

Kindly tick accordingly

The candidate selected is not restricted to the stated job description but other roles deemed appropriate by the manager					
We don't exhaust the job definition in our job advert but indicate the most crucial ones					
Salary scale is what drives away the most qualified applicants hence attracting least qualified candidates					
<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
After the advert we receive applications that attract qualified, over qualified and less qualified candidates and end up using aptitude test					
Reliance on experts makes the recruitment process less effective to select the most appropriate					

**SECTION V: EFFECTIVE RECRUTMENT PROCESS**

The numbers within the boxes signal that 1=Strongly agree 2= Agree 3=Neutral 4= Strongly Disagree 5= Disagree

Kindly tick accordingly

Assumption of reciprocating candidate success is one the easiest process in selection process to make it less tedious					
Inadequate definition of job description during recruitment process has made it ineffective					
Recruitment process has various parameters that are considered to make it effective					
There are challenges in the recruitment processes and each process is a learning process and makes us improve					
The recruitment processes in our cooperative have made us achieve our goals, vision and mission					