

Analysis of Factors Affecting Staff Recruitment in Private Hospitals in North Rift: A Survey of Uasin Gishu County

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Abstract

The recruitment process in organizations are not exemption as they are usually faced with challenges and their vacancy rates, staff turnover rates, the extent of use of temporary staff, absence rates, and the level of overtime/excess hours working. The study therefore sought to analyze the factors affecting recruitment in health institutions. The study adopted descriptive survey and 8 major private hospitals in Eldoret were sampled. Census sampling method technique was used. The collected data was then coded and analyzed using the SPSS version 17 computer program. Descriptive statistics such as frequencies, percentages, standard deviations and Inferential statistics such as Pearson's Product Moment Correlation, Analysis of Variance (ANOVA), and Multiple Regression Analysis(MRA) were used in the qualitative and quantitative analysis of data. Multiple Regression Analysis results showed the extent of the effect of the independent variables on the dependent variable. Pearson's Product Moment Correlation was used to ascertain the interrelationship between variables. Findings showed a positive significant relationship between Policies & Procedure characteristics and Effective recruitment of staff (r of 0.507 (50%) with a p value of 0.00); findings also indicates a strong relationship between Job analysis and Effective recruitment (0.421, p value of 0.000 ($p < 0.005$)); findings indicates a strong relationship between Labour market and Effective recruitment (0.593, p value of 0.000 ($p < 0.005$)). The study provides some precursory evidence that policies and procedures; job analysis; labour market and competition play an important role in recruitment process. The study recommended that Private hospital management need to understand the benefit of having effective recruitment in the organization. It was important to employ high quality employees because they could achieve the goals of the company. This would reduce the risk of having incompetent employees that affected the organization in achieving its long term goals. Effective recruitment was beneficial because vacancies were filled quickly and performance was maintained.

Keywords: Policies and procedures; job analysis; labour market and competition

1. Introduction

Recruitment is a function that requires business perspective, expertise, ability to find and match the best potential candidate for the organization, diplomacy, marketing skills (as to sell the position to the candidate) and wisdom to align the recruitment processes for the benefit of the organization. The Human resource professionals – handling the recruitment function of the organization- are constantly facing new challenges. The biggest challenge for such professionals is to source or recruit the best people or potential candidate for the organization, attract and encourage more and more candidates to apply in the organization (Buchan, 2002).

According to studies conducted by Lawrence (2006), apart from procedural aspects, there are however substantive issues which merit attention, for example appointing the most qualified and competent candidate in the most appropriate position. If the above does not happen, it poses serious challenges because the standards that are set often prove to be inappropriate. As reports of political office bearers sometimes deviate from the recommendations of the panel without fully recording reasons for such deviations, is a reason for concern, as it may be viewed as undue interference. Studies conducted by Shandu (2006), regarding recruitment and malpractices have also revealed the lack of detailed departmental policies and procedures to inform the objective, fair, equitable and responsible application of recruitment practices. National departments also fail to thoroughly consider what skills, competencies and traits are required of candidates for vacant posts before advertising these. As a result there is a failure to structure recruitment and in accordance with this criterion.

Stavrou (2004) argues that to achieve its full potential the health sector must improve its ability to recruit and select staff more effectively. This means that both Human Resource (HR) sections in departments and managers

themselves must enhance their skills in performing this crucial function. Need exists to improve the HR capacity of managers so that they are able to maximize the human potential in their charge and thus get more positive results from their staff. Recruitment of the best qualified and competent candidates should at all times be the goal. Another challenge that warrants attention is the need to improve the capacity of the HR sections. There has been a tendency for such sections to be generalists, yet the field of HR has become more sophisticated and complex, which requires levels of specialization. It is important for capacity to be dealt with and to receive the attention it deserves. If the HR section can provide insightful support to line managers, rather than only ensuring the adherence to prescripts, HR would be taken more seriously. A number of studies (Tlhabanelo, 2003,) have been done with regard to factors affecting recruitment in organizations especially in developed economies. In Kenya, a few studies have been done in this area and therefore it is imperative to find out the factors affecting recruitment in health institutions.

2.0 Literature Review

2.1 Concept of Recruitment

Erasmus et al (2005) recruitment can be defined as “those activities in human resource management which are undertaken in order to attract sufficient job candidates who have the necessary potential, competencies and traits to fill job needs and to assist the health sector institution in achieving its objectives”. On the other hand Cloete (1997) defines recruitment as about making sure that qualified people are available to meet the employment needs of government. Ineffective recruitment precludes any chance for effective candidate because when recruitment falls short, must proceed with a pool of poorly qualified candidates. The task of recruitment is to generate a sufficient pool of applicants to ensure that there are people available with the necessary skills and requirements to fill positions as they arise.

2.2 Policies and procedures

According to Erasmus (2005) the recruitment policy and procedure document should be a crucial element that provides guidance to the committee and should be consulted. This document should be consulted in conjunction with relevant legislation that guides the recruitment and of candidates in the health sector. Such legislation includes the Health sector Act 103 of 1994 and the Employment Equity Act 55 of 1998. The recruiter should bear in mind broader institutional plans when consulting this document. In addition, this document should reflect the institution’s views regarding the approach and procedures to be followed in the institution and could include steps in the recruitment process. The policy and procedures document will indicate, for example whether recruitment should be done internally or externally and will specify the cost limitations.

2.3 Job analysis

Job description listing the tasks, duties, and responsibilities of a specific job. Having up-to-date, accurate and professionally written job descriptions is critical to an organization’s ability to attract qualified candidates, orient & train employees, establish job performance standards, develop compensation programs, conduct performance reviews, set goals and meet legal requirements. Prior to the development of the job description, a job analysis must be conducted. Job analysis, an integral part of HR management, is the gathering, analysis and documentation of the important facets of a job including what the employee does, the context of the job, and the requirements of the job. The benefit of having an automated cloud-based system for the maintenance and management of job descriptions include: Effectively collaborate between HR, department heads, managers, and subject matter experts; easily create, edit and maintain job descriptions; retain an archive of job descriptions and maintain up-to-date and accurate job descriptions. The recruiter needs to be objective when determining key performance areas so as to provide the panel with insight into the actual job requirements. This may form part of a job description (Swanepoel, 2003).

2.4 Labour market

A labour market can be understood as the mechanism through which human labour is bought and sold as a commodity and the means by which labour demand (the number and type of available jobs) is matched with labour supply (the number and type of available workers). As such, the labour market constitutes the systematic relationship that exists between workers and work organisations. In order to achieve its strategic objectives, a fundamental concern for an organisation is to ensure that it has the right people with the right skills, knowledge and attributes in the appropriate positions. The previous chapter outlined two competing approaches a firm might adopt to acquiring required labour: ‘make’ or ‘buy’ strategies. The former refers to configuring HRM activities to fulfill a firm’s human resource requirements by developing existing employees and retaining their services over the long-term (DeVaro, 2005).

Employers and job seekers are brought together for potential matches through recruitment and job search activities that help both parties acquire information about the other. The better the information they obtain prior to entering an employment relationship the higher the likelihood of a good match. The crucial role of information in the labor market has been recognized since Stigler (1962), but despite a voluminous literature on

job matching and organizational behavior in labor markets, we know far less about employers' recruitment strategies than about job seekers' search strategies. As Granovetter (1995) notes, "while people are finding jobs, employers are finding people to fill them, and their behaviors, strategies, and purposes play a central but often neglected role in the process of matching people to jobs."

2.5 Competition

It is widely accepted that the human resource management field is built upon four main pillars, which are staffing, training and development, motivation, and maintenance and retention respectively (Dessler, 2005). The staffing pillar is mainly broken down into three main functions, namely human resource planning, also known as work force planning, recruitment, and functions respectively. Competition between both public and private hospitals improves their efficiency and can save significant amounts of money. But allowing public hospitals to compete against private providers has not produced the same positive outcomes for the public sector hospitals. Zack Cooper, one of the authors, says: 'Competition creates very clear incentives for hospitals to become more efficient. But this is not a 'one size fits all' policy where more competition is unambiguously better. Markets in healthcare require strong regulation to get good outcomes. 'Hospitals need to be competing to offer excellent care and better service. But we need to make sure that it is not more profitable for them to avoid treating certain potentially more costly patients.' The human resource planning function is concerned with detailing out the plan of the number of employees that will be hired throughout the year, where, when, and budget of each. The recruitment function is concerned with creating a large pool of qualified candidates that are both willing and capable to perform the required job. The function is concerned with selecting the best out of the best previously mentioned candidates that most fit the organizational culture, possess the right attitude, mindset, and are more prone for future development. Unfortunately, recruitment of staff is not carried out as expected this is because of the better offer the staff get either in public hospital or more advanced private hospital hence posing as a major challenge in the recruitment process. This has therefore, proved to be both expensive and time-consuming processes for organizations to perform the staff recruitment. Therefore, a need aroused to study the likelihood of outsourcing the staffing pillar to achieve higher efficiency and cost effectiveness levels. The first and third functions, which are human resource planning and consecutively, in the staffing pillar, should not be outsourced for obvious reasons.

3.0 Research Methodology

The study adopted descriptive survey. This is because the research is a cause-effect relationship. Census sampling method technique was used as the study included all the 8 major private hospitals in Eldoret. . Piloting study was used to test the reliability of the research instruments; the test-retest technique was used to test the validity of the research instruments. The tests involved administration of the same instrument twice to the same group of subjects. The researcher provided a time lapse between the first test and the second tests. The analysis of the data collected questionnaires and interview schedule followed a number of basic statistical techniques. Descriptive statistics (variance and standard deviation) and inferential statistics (Pearson correlation) were used to analyze data.

4.0 Data analysis and Research findings

The section present study data analysis and research findings. Pearson's product moment correlation coefficient test was used to test relationships. The analysis of factors in an organization index was correlated with the effective staff recruitment index.

Table 1: Results of Pearson's product moment correlation test on the analysis of factors affecting staff recruitment

		Effective recruitment Index
Analysis of factors Index	Pearson's Correlation	0.586**
	Sig.(2 -tailed)	.000
	N	311

Correlation significant at the 0.01 level (2-tailed)

From the Table, there is a Pearson Correlation of 0.586 with a p value of 0.000, $p < 0.005$ showing a positive significant correlation between analysis of factors and Effective recruitment in private hospitals. This result reveals a relationship between the two variables.

Pearson's product moment correlation coefficient test was used to correlate the policies & procedure index and the Effective recruitment index.

Table 2 Results of Pearson’s product moment correlation test on the effect of policies & procedure on Effective recruitment

		Effective staff recruitment Index
Policies & procedure Index	Pearson’s Correlation	0.507**
	Sig.(2 -tailed)	.000
	N	311

Correlation significant at the 0.01 level (2-tailed)

The results r of 0.507 (50%) with a p value of 0.00 indicates significance between Policies & Procedure characteristics and Effective recruitment of staff in private hospitals.

Pearson’s product moment correlation coefficient test was used to correlate the Job analysis characteristics index and Effective recruitment index. This was done in an effort to establish the correlation between the two variables and the strength and direction of that relationship at 0.05 level of significance.

Table 3: Results of Pearson’s product moment correlation test on the effect of Job analysis on Effective staff recruitment

		Effective staff recruitment Index
Job analysis Index	Pearson’s Correlation	0.421
	Sig.(2 -tailed)	.000
	N	311

Correlation significant at the 0.01 level (2-tailed)

The Pearson Correlation of 0.421, p value of 0.000 ($p < 0.005$) with degree of freedom of 1 indicates a strong relationship between Job analysis and Effective recruitment in private hospital.

Pearson’s product moment correlation coefficient test was used to test this relationship. The Labour market index was correlated with the Effective staff recruitment index.

Table 3: Results of Pearson’s product moment correlation test on the effect of Labour market on Effective recruitment

		Effective staff recruitment Index
Labour market Index	Pearson’s Correlation	0.593
	Sig.(2 -tailed)	.000
	N	311

Correlation significant at the 0.01 level (2-tailed)

The Pearson Correlation of 0.593, p value of 0.000 ($p < 0.005$) with degree of freedom of 1 indicates a strong relationship between Labour market and Effective recruitment in private hospital.

5.0 Conclusion and Recommendations

5.1 Conclusion

The study affirms that labour market has a significant positive effect on staff recruitment, it’s evident that employment conditions in the surrounding where the organization is located will influence the recruiting efforts of the organization. If there is surplus of manpower at the time of recruitment, even informal attempts at the time of recruiting like notice boards display of the requisition or announcement in the meeting will attract more than enough applicants. More so, the availability of manpower both within and outside the organization is an important determinant in the recruitment process. If the company has a demand for more professionals and there is limited supply in the market for the professionals demanded by the company, then the company will have to depend upon internal sources by providing them special training and career development programs.

The study affirms that the policies and procedures used by private hospital in staff recruitment, the policies and procedure should address requirements for posting/advertising, screening and, pre-employment testing, offering employment and recordkeeping in accordance with labour laws and regulations requiring nondiscrimination and affirmative action in employment. Failure to adhere to the terms of this policy could lead to disciplinary action up to and including termination. Furthermore the policy and procedures will indicate, for example whether recruitment should be done internally or externally and will specify the cost limitations. Its, however, a dynamic document and must be reviewed as and when required.

On the effect of job analysis in staff recruitment the study concluded that an organization can have two options to recruit, either internal or external sourcing. Internal sourcing is a good cost effective method to reduce costs by eliminating the need for external advertising/sourcing. Employees that are promoted in the organization can get highly motivated and ambitious to work really hard for the company. They also have the accumulated experience in the organization and job induction would not be necessary for them. Internal recruitment can be beneficial to HR managers because they know the internal strengths and weaknesses of people. The HR manager can train internal employees to have up to date skills for the new job function in the organization.

The study concluded on the effects of competition of staff on recruitment that competition creates very clear

incentives for hospitals to become more efficient. But this is not a 'one size fits all' policy where more competition is unambiguously better. Markets in healthcare require strong regulation to get good outcomes. Hospitals need to be competing to offer excellent care and better service. But we need to make sure that it is not more profitable for them to avoid treating certain potentially more costly patients. The human resource planning function is concerned with detailing out the plan of the number of employees that will be hired throughout the year, where, when, and budget of each. The recruitment function is concerned with creating a large pool of qualified candidates that are both willing and capable to perform the required job

5.2 Recommendations

The study recommends that institution management needs to understand the benefit of having effective recruitment in the organization. It is important to employ high quality employees because they can achieve the goals of the Private hospitals. This will reduce the risk of having incompetent employees that could affect the organization in achieving its long term goals. Effective recruitment is beneficial because vacancies are filled quickly and performance is maintained. Organization does not need to worry about financial losses because the hiring of staff is done immediately and effectively.

Furthermore the study recommends that, for the organization to engage in an effective recruitment process there must be good job analysis and this will help in appointing highly skilled candidates. Organization can easily identify the type of people they need in the organization to achieve the long term goals by recruiting a lot of applicants for the vacant position where they can choose the best person for the job.

5.3 Area for further research

Given that the study concentrated on private hospitals, this study recommends that further studies of a similar nature be conducted in public hospitals. A comparative study on the relationship between staff recruitment and institution performance can also be undertaken in public and private hospitals. Further research can also be done using other staff recruitment practices other than those identified by the study in its conceptual framework.

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