COMMUNITY SUPPORT AND INVOLVEMENT AS STAKEHOLDERS IN RECRUITMENT AND SELECTION AMONG NON-GOVERNMENTAL ORGANIZATIONS IN BUSIA COUNTY

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ABSTRACT

Non-Governmental Organizations have in the recent past decade encountered challenges in so far as recruitment and selection in Kenya is concerned primarily due to the global financial crisis, changing donor priorities, socio-political dispensations among the population, and competition amongst themselves thus calling them to run sustainably with an appropriate recruitment and selection policies. The purpose of this study, therefore, was to analyze the determinants of recruitment and selection among Non-Governmental Organizations in Busia County in Kenya. Previous studies have focused on Western countries while this study closes the gap by analyzing the determinants of recruitment and selection vis a viz availability of openings, education levels, and equality. Any organization's workforce development strategy must include the recruitment and selection of talented and effective workers. Recruitment and selection involve more than just selecting the best applicant. The selection process can also have an impact on a candidate's likelihood of accepting a job offer and consequent commitment to remaining with the company. Poor selection choices can have several unwanted outcomes for the organization and the employee consisting of better costs of turnover, decreased performance effectiveness, diminished activity pleasure, and reduced work motivation. A descriptive survey was used in this investigation. The study's population consisted of 20 non-governmental organizations (NGOs) in Busia County with a total of 220 employees, 80 of whom were in management positions, using a stratified sampling strategy; a sample size of 60 respondents was achieved. Primary data was collected through questionnaires. In the data analysis, descriptive and factor analysis were used. Tables and figures were used to present the findings. According to the survey's findings, academic credentials are the ultimate desirable formal training. Personal discipline was also proven to be the most desired personal and interpersonal attribute in the survey. As a result, selection procedures, prior training, and personal qualities were identified as important obstacles for Non-Governmental Organizations when it came to personnel selection. According to the report, Non-Governmental Organizations should organize their staff selection rules because they are crucial when hiring people for these organizations. Second, Non-Governmental Organizations must consider the job seekers' communication abilities. Finally, the study suggests that the experience of job applicants is highly essential in the selection process in Non-Governmental Organizations and that allNon-Governmental Organizations should consider the prior experience of job applicants when hiring personnel. This study should be replicated in other

Kenyan counties, such as Kisumu and Nairobi, where many Non-Governmental Organizations are located.

INTRODUCTION

Background to the Study

A non-governmental organization is neither a part of the government nor receives funding from the government. As a result, Non-Governmental Organizations are not reliant on governments to carry out their everyday operations. However, profit-making businesses will be included in the definition because the phrase may be used to refer to legal, cultural, social, as well as environmental advocacy groups with non-profit principal purposes. Non-Governmental Organizations are non-profit organizations that get at least a portion of their funding from private sources (Korten, 2010). He examines how, because the term non-governmental organization (NGO) some people might think it's a little too broad, mostNon-Governmental Organizationsnowadays, most people want to be known to as "private volunteer organizations" (PVO).

Globally, funding of Non-Governmental Organizations ever since time immemorial has largely been dependent on donors through the enlarged Non-Governmental Organizations contending for donor financing has reduced the level and amount of available funding for eachNon-Governmental Organization (The Economist, 2011). Similarly, donors alternatively, have changed their funding policies, preferring to collaborate with "like-minded donors". These scenarios have led some organizations to relocate their HQs to the regions closer to the partners, for instance, Rockefeller Foundation, The Ford Foundation, and Church World Service, amongst others in the U.S.A. The situation has meant therefore that best ethical practices of selection and recruitment have been thrown out of the window given the role has been taken over by profit outfits (Taylor & Collins, 2010). The situation has led to competition for meager funds for sustainability. The trend alongside competition has adversely affected the performance of NGOs especially in achieving their goals as a result of the compromise in sourcing suitable persons when filling the positions. Though, in the European countries where most stableNon-Governmental Organizations like Path Finder (China), World Vision International, Human Rights Watch (USA), Amnesty International (U.S.A) Partners in Health (Canada), and AMREF have zero-tolerance records to corruption.

In Africa, Non-Governmental Organizations operating today face a myriad of dilemmas that are not witnessed in other parts of the globe such as; Lawlessness, ravaging famine and disease, unprecedented military coups where the safety of civilians is not a priority, a lack of fresh drinking water and so forth. Despite international supporters providing adequately annually, evidence shows that the African poor still linger in poverty. "The aid culture has exposed African countries to the more debt-riddled situation, more inflation-prone, more vulnerable to the unstable money markets and further unattractive to higher-best investment. It is increased the threat of civil warfare and unrest. Aid is an unmitigated political, financial, and humanitarian catastrophe (Wall Street Journal, 2010). Despite such negative reports, Non-Governmental

Organizations continue to support the African worthy cause. Non-Governmental Organizations try to be triumphant and continue to exist, or compete successfully within the global monetary arena employers, particularly in this era of globalization, should be in a position to promote and practice staff recruitment and selection in a significant way. (Place et al., 2010). The success of a commercial organization is inextricably linked to the performance of the people who work for it. In Kenya, The government distributed resources near the community through devolved funds, such as the Constituency Development Fund (CDF), Free Primary Education Fund (FPE), and Youth Enterprise Fund, after promulgating the constitution in 2010 (Institute of Economic Affairs, 2016). As a result, Non-Governmental Organizations with structures at the grassroots level are more engaged in the execution of Strategic Plans through improved techniques. Due to a recent shift in planning that prioritizes a decentralized structure for funding development projects; this has proven to be critical. As a result, the strategic planning process necessitates the consideration of the requirement for long-term sustainability. Nonetheless, it is widely acknowledged that the strategic planning process is ineffective unless the application is well-executed. AsNon-Governmental Organizations advance their strategic plans, the rollout of the same remains a challenge in that corruption has run down mostNon-Governmental Organizations. Therefore, the rollout of devolved government programs in Kenya will go a long way to integrate with Non-Governmental Organizations' strategies as they usually operate at the grassroots in terms of mobilizing resources. The corrupt individuals who masquerade to be dedicated employees were sourced unprofessionally for example opinion leaders in the society coerce to push through their interests hence compromising the good intentions of Non-Governmental Organizations.

Workplace failures result in most cases to the underachievement of goals as every organization has within the organization its requirements in acquiring employees. For organizations to have a competitive edge, it is vital to select persons with the requisite competencies to achieve the set goals. Essentially the best approach of reaching this fulfillment is through the right practices of selection and recruitment through to be had activity opportunities as the respective Non-Governmental Organizations rolls out their schedule. Following the promulgation of the constitution in 2010, the government disbursed resources near the community through devolved programs such as the Constituency Development Fund (CDF), Free Primary Education Fund (FPE), and Youth Enterprise Fund (Institute of Economic Affairs, 2016). As a result of better procedures, Non-Governmental Organizations with grassroots structures are more active in the execution of Strategic Plans. This has proven to be crucial as a result of a recent shift in planning that promotes a decentralized system for funding development initiatives. As a result, consideration of the need for long-term sustainability is required as part of the strategic planning process. Nonetheless, it is commonly understood that the strategic planning process is unproductive unless it is implemented properly (Muindi, 2017).

According to Omboi (2011), for the human resource management (HRM) feature to stay successful, there must be consistent levels of collaboration, as well as constant cooperation and consultation between line managers and the HR supervisor. That is the most exact instance in recruitment and selection, since HR professional managers may be a dependable supply of essential information and skills.

Appropriate selection procedures may ensure that candidates not only have the necessary abilities for the position but also have the necessary personality attributes to contribute to the organization's current goals. However, after the "correct" person has been hired, the organization ensures that the proper incentives are in place to keep the staff motivated and happy. In general, recruiting and selection are fraught with pitfalls, thus it's important to stay up to date on new studies in the field of HRM. According to research from the Chartered Institute of Personnel and Development (Kerrigan et al., 2010), because younger generations have grown up with the concept of bendy jogging, and elderly people regard it as a way to retire, firms should become more inclusive in their recruiting processes. As a result, the goal of this study was to determine the factors that influence recruitment and selection in non-governmental organizations in Busia County.

Non-Governmental Organizations in Kenya
The Non-Governmental Organizations Co-ordination Act, 1990, No. 19, as modified by Kenya Gazette Supplement No. 85 (Act No. 8) on 23 October 1992, defines a Non-Governmental Organization as "a private voluntary organization of persons.As amended by the Kenya Gazette Supplement No. 85 (Act No. 8) of October 23, 1992, the Non-Governmental Organizations Co-ordination Act, 1990 No. 19, defines a Non-Governmental Organization as the private voluntary grouping of associations or individuals, not run for commercial purposes or profit, but which have structured themselves internationally or nationally for the public advantage and promotion of social welfare, development, charity, or studies within (ROK, 2010).

According to Kameri-Mbote (2012), the origins of Non-Governmental Organizations may be traced back to charity, particularly during the colonial era, when Non-Governmental Organizations'activities extended from service provision to political activity, advocacy, and human rights. With the introduction of multiparty politics in Kenya in the 1990s,Non-Governmental Organizations became increasingly active. Political pluralism, on the other hand, increased the political space available in Kenya for the legal execution of fundamental rights such as freedom of association and other democratic institutions. As a result, democratization processes have presented various opportunities for identifying and resolving many constitutional challenges confronting citizens, forcing Non-Governmental Organizations to diversify their operations to mitigate and find solutions to these challenges, which has a greater impact on recruitment and selection.

Non-Governmental Organizations in Kenya are governed by the NGO Coordination Act No.19 of 1990, which governs how Non-Governmental Organizations operate in Kenya. The Act also establishes the NGO Coordination Board, whose legal mandate is to register, coordinate, and facilitate the work of all national and international Non-Governmental Organizations operating in Kenya, as well as to ensure compliance with the legal framework governing their operations in the country (NGO Coordination Act, 1991).

Several issues have arisen as a result of certain businesses' reluctance to investigate the good use of project management tools and concepts. According to Kameri-Mbote (2000), Non-Governmental Organizations in Kenya have suffered greatly from several issues, including administrative inefficiencies resulting from a lack of effective and efficient management systems

for good governance, particularly forNon-Governmental Organizations that rely on donor funding; lack of project accountability due to mismanagement of resources by someNon-Governmental Organizations; and lack of accountability of the project due to mismanagement of resources by someNon-Governmental Organizations. However, during the Jomo Kenyatta and Daniel Moi regimes, corrupt leaders appointed to manage institutions and Government programs in their mandates led to the malformation of numerous Non-Governmental Organizations out to manipulate the citizens. The passing of the Coordination Act 1991 brought about sanity that has helped a lot to fix the management of Non-Governmental Organizations in Kenya to a great extent. This study, therefore, sought to establish the determinants in recruitment and selection amongNon-Governmental Organizations in Kenya, particularly in Busia County (Mati, 2020).

The non-Governmental Organizations in Kenya confine themselves as service-providing entities that derive their power of operations as provided for in the Societies Act, Cap 108. Laws of Kenya. All Non-Governmental Organizations licensed to operate in Kenya must be registered. NGOs, on the other hand, employ and choose professionals from the labor market who are trained in the service they give to the community (ties) in which they work to achieve their objectives. There has been minimal research on the factors that influence recruitment and selection in non-governmental organizations (NGOs), especially in Busia County (Ministry of Labour, 2012). Due to high management involvement and flouting, less competent people are frequently appointed. Employee productivity and overall organizational performance will suffer as a result of the personnel selected lacking experience, requisite skills, and knowledge to complete the job successfully.

Busia County is home to numerous Non-Governmental Organizations given the socio-economic situation in the county. Currently, many have intervention activities in different areas in Busia County. Most of themclosed down soon after being formed due to losing it in recruitment and selection. The purpose of this study, therefore, is to determine the challenges facing Non-Governmental Organizations in recruitment and selection with a specific focus on those operating in Busia, Kenya. There are about six (6) Non-Governmental Organizations registered and carrying out their operations in Busia County. Among those operating in Busia County is Action Aid International; According to Wanjiru (2010), Non-Governmental Organizations' presence in the communities' daily activities is something that needs to be appreciated and embraced. Mwanzia (2014), the role of leadership in the World Vision projects is critical in the realization of objectives and goals. Ampath sought to improve the fitness of the people of Kenya by answering the toughest questions our coverage leaders and health care providers face.

STATEMENT OF THE PROBLEM
Non-Governmental Organizations (NGOs) all over the globe engage in the process of staff recruitment and selection to develop their workforce skills to fulfill the demands of the available positions (NGO Connect, 2010). The same is true in Kenya, particularly in Busia County. Given the importance of these players in the economy, it is necessary to hire employees with the necessary qualifications to meet the objectives. This is generally an issue in rural and urban locations where there is a huge pool of competent individuals and a better working environment. Similarly, recruitment and selection in rural areas are hampered by demographic conditions that discourage job seekers, even thoughNon-Governmental Organizations in these areas are required

to recruit. Hence the availability of qualified and competent candidates is seldom satisfying in the rural set-ups.

Certain gaps within an organization's work structure require proper choice and appointment of high-level executives. Skills in critical thinking, making decisions, and high experience levels needed are important factors to be considered for the appointment and contracting of managers (Omolo et al., 2012). Policy formulation and implementation document guides in running the business and hiring the most appropriate personnel to fill available job opportunities and in the absence of which leads to malpractices in staff recruitment and selection.

Omboi, (2011) considered when recruiting and choosing employees concluded on the need to align traits of available vacancies and attributes of capability employees. This has a look at is nearly just like the contemporary research but still did no longer spotlight on recruitment and choice of high degree executives. The above-analyzed research work necessitated the current study which sought to respond to the answer; "What are the determinants considered in the recruitment and selection in non-governmental organizations in Busia County?"

Despite the lack of published research on the factors that influence recruitment and selection in Non-Governmental Organizations (NGOs), especially in Busia County. According to the Ministry of Labour in 2012, top management influence in the recruiting & selection process is common. As a result, less competent candidates are chosen. For example, Ombogo (2010) looked at the management of human resource best practices and established that recruiting and selection are the commencement of the presentation of all further practices, but he didn't look into the factors that influence recruitment and selection in non-profit organizations. However, according to research conducted by Ongori and Temtime (2010), many studies on practices of selection and recruitment have focused on multinational large and firms from European countries, with fewinvestigations done on the determinants of recruitment and selection among NGOs in developing economies such as Kenya, with a particular focus on Busia County. As a result, this study was conducted to fill the vacuum in knowledge on the factors that influence recruitment and selection in non-governmental organizations (NGOs), specifically in Busia County.

OBJECTIVES OF THE STUDY
To assess how community support and involvement as stakeholders in recruitment and selection among Non-Governmental Organizations in Busia County

Research Questions
Does the community support the process of recruitment and selection among Non-Governmental Organizations in Busia County?

Justification and Significance of the Study
NGOs collaborating provide them ease of access to operation resources including people, funding, as well as information especially in this era of digitation. However, Non-Governmental Organizations strategically prepare themselves to face external pressures other influencing factors within the environment to survive. Recruitment can provide a company with a

competitive edge. Vijaya B. (2004). An effective recruiting and selection strategy can assist a company in effectively competing for scarce human resources.

The impending changes in donor investment modalities raise concerns about NGOs' short- and long-term viability (Kumi, 2017). Community support among the NGOs' agenda of success is fundamental. Public participation is a new phenomenon in the management of NGOs in Kenya (CoK 2010). It is necessary to involve the local community in projects that will ultimately benefit them. Prioritized scholarly research needs to be done before deciding on how to conduct the recruitment and selection exercise to establish the availability of suitable candidates among the locals before rolling out the exercise.

The study's outcomes will guide Non-Governmental Organizations on how to approach the staffing process, particularly in Busia County. The difficulties presented here will serve as the foundation for future personnel recruiting and selection decisions in the county. In terms of the establishment of rules for personnel selection in Non-Governmental Organizations, the regulatory and government agencies will find this study to be valuable guidance.

The study was a useful reference guide to researchers and academicians for future lessons in the field of employee recruitment and selection amongNon-Governmental Organizations. Practices of selection and recruitment are fundamental in filling vacancies in organizations. In general, it is believed that personnel decisions are made not just to replace departing employees or to extend a workforce, but also to install local persons who can perform well and display devotion.

Recruitment and selection among Non-Governmental Organizations in Busia County has never been studied previously. Before devoting money to its rollover throughout multiple counties within the country, scientific study is required. Organizational reputations, the beauty of the position, the cost of recruitment, recruiting dreams, and recruiting philosophy are all elements that impact recruiting efforts (Sims, 2012). Appropriate recruitment practices will result in injecting the much-needed talents and expertise into the organization thus making the achievement of goals more effective and efficient.

The study's outcomes were extremely useful to HR professionals, academics, and researchers who may want to undertake further research on the issue in the future. The goal of this study is to add to the group of knowledge, particularly by provoking a discussion among managers and others about how to motivate firms to adopt formal systems for recruiting and selecting employees.

Planning effectively on proper utilization of personnel within a business, HR specialists ought to recognize and appreciate the value of the whole process of choosing and hiring personnel in an organization. Hiring highly motivated workers based on relevant skills, knowledge, and capabilities particularly for managers will see the business excel and outshine competitors hence the competitive edge within the industry. The study will bring appreciation to HR and the adoption of proper human resource planning processes. The study will contribute to the existing argument on recruitment and selection of Non-Governmental Organizations as a topical area.

Business entities worldwide have come to the realization that employees are valuable in competition and achieving sustainable performance. Hurdles that affect the process are varied and with a clear understanding that the recruitment team can know where to focus during the sourcing process. However, the study will provide valuable information that can be applied by managers in different industries. The HR managers were able to design an effective business process and come up with proper ways of filling available vacancies. There is no better way of outshining competition other than through a highly knowledgeable, self-motivated, and innovative workforce. The contribution they bring to the organization is immense. This however requires a well-laid strategy for recruiting and selecting the right personnel for the job in a Non-Governmental Organization.

Scope and Limitations
This research required adequate capital investment and sufficient time to collect and analyze data and subsequently prepare the final report. Possible practices of selection and recruitment applicable among Non-Governmental Organizations in Busia County were explored by the study. Equally a lot of time was required especially in the gathering and data analysis. The study however will focus only on recruitment and selection among Non-Governmental Organizations in Busia. Because it is a sensitive matter, respondents on selection were hesitant to reveal private information for fear of being victimized. This constraint can be reduced by the researcher emphasizing the study's utility and how the information acquired was utilized confidentially to the respondents. The researcher was required to keep the information acquired privately. If a respondent offers suspicious or dishonest responses that appear to the researcher to be deceptive, the data obtained must be cleansed, organized, and reviewed for reliability and validity before being analyzed to remove any potentially confusingmaterial.

LITERATURE REVIEW
Recruitment and Selection
The human resource management tenets; the acquisition, training and development, and compensation of staff form a core part of the major activities in the process of recruitment and selection. The role of all managers, therefore, is important in so far as individual responsibility is concerned, and their respective departments play greater of a helping role of advisory to those individuals who will oversee or in different approaches paintings with the new worker (French & Rumbles, 2010).

Boxall (2016) argued that for the organization to construct and withstand the modestedge, appropriaterecruitment is precarious (Boxall, 2016). Employee sourcing is a critical function that adopts and implements all practices and decisions in the organization. Rowley and Benson (2009) further argue that technological advancement, globalization, and other emerging social changes have presented experiences in recruitment and selection sources that mirror the type of position to be filled in the organization, some recruitment sources are more effective than others. Sourcing from within the organizations at times has its attributes such as loyalism and it retains employees to stay on longer. Morale is also boosted through futuristic expectations of promotions thus encouraging retention of employees within the organization thereby controlling employee labor turnover. It improves a decentassortment, given that evidence on the staff's presentation track record is already known which ultimately becomes cost-effective. De Cenzo

and Robbins (2009), argue that on the contrary will encourage the perpetration of a dysfunctional culture. Khan (2009) further examinations that inside the circumstance of interiorstaffing of certified candidates was touched at a low fee and negligible time; consequently,mechanisms as a device of tracking overall performance and better assessment of candidate's skills.

Persons are the association's key capital reserve and organizations are dependent on them in terms of performance (Armstrong, 2007). However, with appropriate HR policies in tandem with the necessary top management support, the department will achieve its goals optimally. Sourcing from outside the organization at times will prove to be expensive and a lot of valuable time is wasted.

Ojakaa, Olango, and Jarvis (2014) claimed that over-reliance on sourcing from outside increases the labor turn of the organization as individuals will opt to seek more promotional opportunities outside the organization. This finally demoralizes the current employees. Mathais and Jackson (2017) also argued that there's a danger of employing candidates who do not fit the work specification when likened to the potentiality of the existing employees. However, Braun (2012) underscored the fact that whereas sourcing from internally can be cost-effective, sourcing externally continues to be the most popular source of personnel in that variety of them tend to inject fresh ideas and culture into the organization thus breaking the existing norms.

Organizations world over reach out to candidates through different media such as internet browsing where they can a pool of candidates. Similarly, candidates can visit company websites and thereafter submit their applications. However, despite the advent of digitalization, traditional sources such as referrals, newspapers, etc. cannot be discarded. Internal sourcing is best as it minimizes employee complaints of unfair treatment coupled with unlawful discrimination.

Lack of necessary expertise and skills in organizations compel them to seek fresh graduates from colleges to fill the gaps. According to Kleiman (2013), sometimes colleges collaborate with organizations to temporarily engage students on an internship basis. Mathais and Jackson (2017) argue that through job fairs, most organizations can fill vacancies on time. Recruiting agencies also play an important role in sourcing employees where they pre-screen before forwarding them to the organizations for further vetting (Fisher & Schoenfeldt, 2013). Interviews are mostly conducted to eliminate unsuitable candidates through the process. Candidates are subjected to such a rigorous process as it reveals certain individual traits; Interviewing is an excellent strategy for selection since it clarifies information previously provided by the candidate.

Community Support and recruitment and selection
Local public participation and engagement is the method of operating collaboratively with local communities to deal with issues that impact the nicely-being of these businesses. Community engagement activities generally consume quite a substantial amount of an organization's resources but there's widespread agreement that most firms involved are highly rewarded (Financial Times website 2016).

In the African context, civil strives, stolen elections, cattle rustling and other activities that haunt the African community complicates the NGOs operations in terms of accessibility, hence

hampering easy access to the local populace. However, it is necessary to organize consultative forums to enhance coherence and consensus-building among locals. Achieving equality in recruitment and selection among Non-Governmental Organizations was a tall order in that some communities have cultural perceptions against particular genders according to Kumi (2015).

However, goodwill will not be the only reason that people give to worthy causes in the society for NGOs to appeal for donations, they must also understand the motivation of marketing, top management must understand the different "tastes and preferences" of their varied customers. Some donors will prefer to support part of the Non-Governmental Organizations' agenda. Corporations are often especially interested in the public relations benefits of supportingNon-Governmental Organizations, while some individuals prefer to be accorded just public recognition only for their support. Some development partners instead will choose to interact with the end recipients of their donations only.

Ordinarily, local communities when well briefed on the objectives will support the programs with open hands. Therefore it is necessary to involve and encourage public participation in decisions that impact their lives (Kaguthi, 2015). However, it is worth emphasizing that non-governmental organizations (NGOs) collaborate with the government, community groups, and the commercial sector to create and execute programs, monitor and assess their progress, and assist with project training.

Theoretical Framework

Stakeholder's Theory
Corporations and people are stakeholders who benefit from or are harmed by way of, and whose rights are violated or reputable via corporate actions. Generally, they encompass shareholders, creditors, employees, clients, suppliers, and the community at massive. The companies' surroundings can exceptionally be understood via the use of stakeholders' approach wherein it sought to develop the management's imagination and prescient of its roles and duties past the earnings maximization function and stakeholder. According to Patton (2013), the stakeholder version states that all ladies and men or businesses with genuine interests who collaborate in a corporate operation accomplish that to benefit blessings, and that there's no pre-determined precedence of one set of pursuits and advantages over any other (Maina, 2013). It is necessary to evaluate related companies, possible workers, potential clients, and the general public.

The stakeholder theory places greater emphasis on the relationship between the top control groups of workers with the shareholders. Managers, in particular, aim to draw attention to the fact that the success of projects Vis a Vis has an influence on impact thanks to stakeholder engagement. These stakeholders will rely on the connection they cultivate with senior management rather than subordinate staff acting on their behalf (Njogu, 2011). According to Oakley (2011), the NGO sector works in a highly competitive climate with vigilant stakeholders who are willing to migrate if prompted. Non-Governmental Organizations can fail to carry out their strategic plans due to unanticipated circumstances. Those powerful individuals and groups have their own ideals and interests to consider. In his look at of small Non-Governmental Organizations , Burbank (2013) observed that the flow of records in NGOs is regulated through

stakeholders, placing a brilliant deal of emphasis on the control style to be recruited and the conversation styles in that company. As a result of the multiplied global opposition, it is not possible for any unique employer to behavior all business on their own, and as a result, the first-class-run companies have advanced exam strategies to correctly and efficaciously control various pursuits via the inclusion of key stakeholders (Cooperrider& Whitney, 2011). The belief of stakeholders is one of the maximum appealing conceptual gadgets in enterprise, and because to freeman's groundbreaking e-book, it has risen to the vanguard of tutorial observe (freeman, 2013). Asan end result, stakeholders is probably internal (employees, managers, and administrators) or external (network participants, customers, vendors, authorities businesses, unions, competitors, and activists) and need to be concerned in numerous approaches in the strategic plan's implementation. The role of stakeholders in the implementation of strategic plans in Kenyan Non-Governmental Organizations became investigated on this take a look at.

Conceptual Framework
Independent Variables   **Dependent Variables**

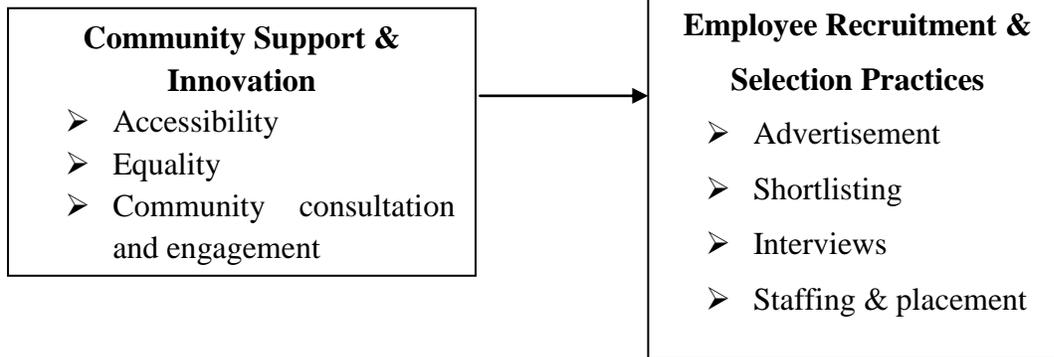| Community Support & Innovation	Employee Recruitment & Selection Practices
➢ Accessibility ➢ Equality ➢ Community consultation and engagement	➢ Advertisement ➢ Shortlisting ➢ Interviews ➢ Staffing & placement

Figure 1: Conceptual Framework

RESEARCH METHODOLOGY
Research Design
This study adopted a descriptive survey research design. Yin (2011) argues that using descriptive surveys in truth-locating is right due to the fact they offer a super deal of correct data. This layout is suitable for the investigation for the reason that aim is to collect statistics at a specific factor in period and to apply it to explain prevailingcircumstances. Saunder, Lewis and Thorhill (2009) defined as involving direct observation and evaluation of conduct and environmental activities in naturalistic contexts. Kothari (2011) states that descriptive research design is a fixed of methods and procedures that describe variables and is generally worried with figuring out the frequency with which something happens or the connection between variables. The design is appropriate because it permits the outline, interpretation of existing relationships and contrast of variables underneath study. The design involves direct statement and gives a method to accumulate baseline records of the problem, identifies unique antecedents or effects to include in useful evaluation (Saunders *et al*., 2009)
Study Locale
The research was carried out in the western Kenyan county of Busia. Busia is a Kenyan county located in the old Western Province. It is bordered on the east by Kakamega County, on the north

by Bungoma County, on the south by Lake Victoria and Siaya County, and on the west by Busia District, Uganda. The county has a population of around 893,000 people and covers approximately 1,700 square kilometers, making it one of Kenya's smallest counties. The Luhya tribe of Kenya lives in Busia, along with lesser communities of Teso and Luo. The Abakhayo, Marachi, Samia, and Abanyala groups are among the Luhya. Agriculture and tourism are the two primary economic activities. Busia County has a total population of 893,681 people, with 426,252 females and 467,401 males, as well as 28 intersex individuals. The population density of the county is 527 people per square mile, with an average family size of 4.5 people (Kenya National Bureau of Statistics, 2019).

Population of the Study
Target population sample is the selected population to be researched on. The study targeted 200 respondents from the 4Non-Governmental Organizations in Busia County and was across the diverse backgrounds. They include county ward administrators, political class, churches, schools and Human Resources Heads in the Non-governmental organizations (NGO Co-ordination Council Busia County).

There are twenty (20) registered Non-Governmental Organizations operating in Busia County and all was involved in the study. The table illustrates the distribution of sampling frame

Table 1: Target Population on sampling frame

Study population	Numbers
County HR Director	1
Deputy county Commissioners	8
NGOs HR Managers	45
Youth	450
Total	503

Source: Busia County NGO Co-ordination office

Sample Size and Sampling Procedures
The researcher adopted a purposive sampling to select the first two groups of the population which includes county HR Director and Non-Governmental Organizations HR Managers. Subsequent last two groups the researcher adopted the stratified random sampling to determine the sample proportion ten percent sample proportion was used to determine each respective group. As stated by Mugenda and Mugenda (2003), a sample size of 10% is considered satisfactory for a descriptive study. The table below shows sample size and procedure.

Table 2: Sampling Frame

Study population	Respondents	Sample proportion	Sample size
Study Population	Respondents	Sample Proportion	Sample Size
County HR Director	1	-	1
Deputy county Commissioners	8	-	8
NGOs HR Managers	45	10%	5
Youth	450	10%	45
Total	503		59

Data Collection Instruments

For data collection, the study included both questionnaires and interviews. The information was quantitative as well as qualitative. The core data for this study was collected via self-administered questionnaires. In descriptive research, Schindler (2009) suggests the use of questionnaires since self-administered surveys are less expensive than private interviews and pattern accessibility is simple. One hundred fifty questionnaires might be distributed to the identified sample population. In addition, the researcher was aware of how each questionnaire's data was examined. Each open and closed ended question was utilized in the surveys with the purpose. The questionnaires were separated into several sections by the researcher. This ensures that the data gathered is relevant to the independent and dependent variables, as well as the research questions.In-depth interviewing is a big part of qualitative research. Qualitative, high-intensity interviews resemble discussions far more than formal events with preset response categories. The researcher had to look into a few popular topics to help identify the player's viewpoints, but he or she also had to understand how the participant frames and arranges their comments. Several protection chiefs, network leaders, and activists in charge of implementing public involvement duties in their jurisdictions employed this strategy.

Validity and Reliability of the instruments
Validity of the instruments

To ensure a questionnaire's validity, it must be devoid of systematic, face, and content material errors (Tavakol, 2011). To assess assemble validity, limit the inquiries to the conceptualization of the variables and ensure that the indicators of each variable fell within the same assemble. Furthermore, Mugenda (2008) claims that the accuracy of the data collection procedure has a substantial influence on the quality of the analysis in a study.

Reliability of the instrument

Cronbach's alpha coefficient of 0.5 or greater is acceptable when obtained using SPSS to assess the reliability of the research devices. Table 3.3 summarizes the dependability outcomes.

Table 3: Reliability Results

Objective	Alpha value
Recruitment and selection	0.783
Availability of suitable candidates	0.811
Community support	0.702
Availability of resources	0.815
Availability of opportunities	0.753

The reliability of recruitment and selection was 0.783 using Cronbach's alpha; the reliability of the availability of suitable candidates was 0.811; the reliability of community support was 0.702; the reliability of the availability of resources was 0.815; and the reliability of the availability of opportunities was 0.753 using Cronbach's alpha. Cronbach's alpha of 0.7 or above is considered excellent by Sekaran and Bougie (2011). All of the study items were declared reliable since their alpha test results were greater than 0.70.

Data Analysis
Following data collection, data cleaning was carried out, which included the detection of incomplete or incorrect replies, with the goal of correcting them to enhance the quality of the responses. However, every effort was made to ensure that there were no mistaken or incomplete facts. After statistics have been cleansed, they may be coded and input into a computer for analysis using the SPSS. In addition, the investigation generated both qualitative and quantitative information. Numerous facts were used to assess quantitative data, including measures of relevant tendency, imply, mean, and median, and distribution, which included percentages and frequencies.

DATA ANALYSIS AND DISCUSSION
Response Rate
The survey polled 503 people from Busia County's four non-governmental organizations. The study used a sample of 59 people and was able to collect data from 57 of them. This equated to a response rate of 96.6 percent. Saleh and Bista (2017) confirmed this, stating that a response rate of more than 75% is suitable for data processing.
Community Supportandrecruitment and selection
Under this objective, the study aimed to determine community support and involvement as stakeholders in recruitment and selection amongNon-Governmental Organizations.

Table 4: Community Involvement

Availability of Opportunities	Yes (%)	No (%)
Does your organization involve the local community in recruitment and selection	89	11
Does your organization give preference to the locals	49	51
Total	100	100

From table 4, the results of the study indicated that 89.0% of them agreed that they involve the local community in recruitment and selection as compared to 11.0% of themwho disagreed that they involve the local community in recruitment and selection; 49.0% of them agreed that they give preference to the locals as opposed to 51.0% of them who disagreed that they give preference to the locals.
The study purposed to establish whether the organizations integrate their activities among the local community and the outcomes were as shown.

Table 5: Integration of activities among the local community

Integration of activities	Frequency	Percentage
Public participation	23	40.0
Consensus building	22	39.0
Public positions	12	21.0
Total	**57**	**100.0**

From table 5, theresults of the study indicated that 40.0% of them integrated their activities among the local community through public participation; 39.0% of them integrated their activities among the local community through consensus building while 21.0% of them integrated their activities among the local community through public positions. This implies that majority of the Non-Governmental Organizationsintegrated their activities among the local community through public participation. One of the respondents interviewed noted;-

> *"We integrated local community activities among the local community through public participation in the process of recruitment and selection"*

Furthermore, the investigation purposed to determine whether the local community appreciates diversity in the Non-Governmental Organizations. The results were as illustrated in Figure 4.3.
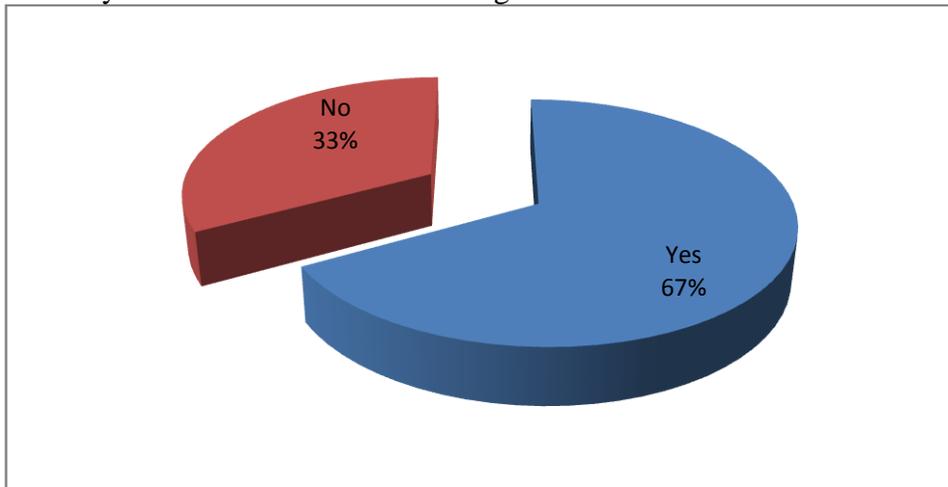

Figure 2: Whether the local community appreciates diversity

The results of the study showed that 67.0% of them agreed that the local community appreciates diversity in them as compared to 33.3% of them which disagreed that the local community appreciates diversity in theNon-Governmental Organizations.

Table 6: Local Leadership Support for the Non-Governmental Organizations

Local Leadership Support	Frequency	Percent
Excellent	27	46.9
Average	21	37.2
Mini-supplier	9	15.9
Total	**57**	**100**

The outcomes showed that 46.9% of them agreed that the local leadership support was excellent, and 37.2% of them agreed that the local leadership support was average while15.9% of them agreed that the local leadership support was mini supply. The results of the study showed that majority of them agreed that the local leadership support was excellent.

The research sought to determine the most valued response for each of the questions in the table below, while keeping the following scores in mind in terms of factors of recruitment and selection among NGOs. The study findings are summarized in Table 7.

Table 7: Determinants of Recruitment and selection amongNGOs

Statements		SD	D	U	A	SA	Total	Mean	Std Dev
Organization has adequate and qualified staff after recruitment and selection	F	3	5	9	24	16	57	3.80	1.047
	%	5	8.6	15.8	42.4	28.1	100	76.0	
The organization conducts employee exit interviews	F	3	6	8	23	17	57	3.79	1.074
	%	5	10.8	14.4	39.6	30.2	100	75.8	
Organizational reputation influences process of recruitment and selection in the organization	F	0	1	8	35	13	57	4.04	0.342
	%	0	2.2	13.7	61.9	22.3	100	80.8	
The attraction of the job and the value of recruiting are the two most important factors that candidates evaluate when applying for a job.	F	3	5	10	16	24	57	3.93	0.346
	%	5	7.9	17.3	28.1	41.7	100	78.6	
During the recruiting process, recruitment objectives and employment philosophy are taken into account	F	0	1	9	25	23	57	4.18	0.591
	%	0	2.2	15.1	43.2	39.6	100	82.6	
Typically, the recruiting and selection processes are clear and objective	F	3	3	7	24	21	57	4.00	0.577
	%	5	5	11.5	41.7	36.7	100	80.0	
During the recruiting and selection process, the recruitment and selection policy is followed	F	0	0	2	19	36	57	4.15	0.404
	%	0	0	3.6	33.8	62.6	100	83.0	
During the procedure, a range of selection techniques and recruitment strategies are employed.	F	3	3	5	19	27	57	4.14	0.010
	%	5	5	8.6	33.8	47.5	100	82.8	
Prejudice based on age, gender, relationship status, ethnic background, religious practice, sexual orientation, or impairments has an impact on the recruiting and selection process	F	4	8	16	21	8	57	4.50	0.346
	%	7.2	14.4	28.1	36.7	13.7	100	90.0	
The more successfully firms recruit qualified people, the more likely they are to hire and keep happy workers	F	0	0	5	20	32	57	4.48	0.591
	%	0	0	8.6	34.5	56.8	100	89.6	

According to the study's outcomes, 76.0 percent (mean=3.80) believe that the organization has adequate and qualified staff after recruitment and selection, 75.8% (mean=3.79) believe that the organization conducts employee exit interviews, 80.8 percent (mean=4.04) believe that organizational reputation influences the process of recruitment and selection in the organization, and 78.6 percent (mean=3.93) believe that the attractiveness of the job influences the process of recruitment and selection in the organization, 90.0 percent (mean=4.50) believe that discrimination based on age, sex, marital status, ethnic origin, religious performance, sexual preference, or race is a factor in the process of recruitment and selection; 82.8 percent (mean=4.14) believe that During the procedure, a range of selection techniques and recruitment strategies are employed.; and 90.0 percent (mean=4.50) believe that discrimination based on age, sex, marital status, ethnic origin, religious performance, sexual preference.

According to the study's outcomes, the majority of respondents believe that discrimination based on age, sex, relationship status, ethnic background, religious performance, sexual preference, or disabilities has an impact on the process of recruitment and selection. Originally, the concept applied to race, gender, and religion discrimination, but it has since been expanded to include age, pregnancy, and people with disabilities. According to the agreement, any employee who thinks he or she has been discriminated against has the right to register a grievance or a discrimination complaint through the organization's grievance or discrimination complaint procedure. Employer discrimination, on the other hand, is frequently accepted but difficult to measure in labor market matching (McGinnity & Lunn, 2011).

CONCLUSION AND RECOMMENDATIONS

Conclusion
The study concluded that community support & innovationis significantly correlated toemployee recruitment and selection. The selection panel can see how applicants engage with community members in a task-focused scenario by involving the community in the recruiting process. Community engagement gives crucial extra information to the selection panel, allowing them to make a better informed judgment. While this strategy isn't ideal for all opportunities, we want to employ something similar in the future to encourage community engagement in the recruiting process for relevant positions.

Recommendations
The study suggests that non-governmental organizations (NGOs) Institutions with a well-established brand should take use of it and devise marketing and retention strategies. Institutions have a propensity to believe that because their brand is well-known, they don't need to put up further work to maintain it. If this occurs, the institution's brand will quickly deteriorate, and it will be surpassed by competitors.Non-Governmental Organizations should always prepare a human resource strategy and communicate it with other departments, according to experts. This will assist other departments in aligning their recruiting requirements with the strategy, with the only goal of accomplishing the institution's corporate mission and vision.

Suggestion for Further Studies

This research looked into the factors that influence recruitment and selection in non-profit organizations (NGOs). Further research on the factors that influence staff recruitment and selection in non-governmental organizations in other countries should be carried out so that a comparison can be drawn from the findings. The focus of this inquiry was on availability of opportunities, availability of suitable candidates, availability of resources and community support and innovation. Further research should be carried outconcentrating on other determinantsof recruitment and selection.

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