



MULTIPLE CRITERIA DECISION ANALYSIS IN THE HUMAN RESOURCE RECRUITMENT PROCESS AT STABEX INTERNATIONAL LIMITED

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ABSTRACT

Despite its successful adoption in various domains, the application of Multiple Criteria Decision Analysis within the human resource recruitment context remains relatively underexplored, especially regarding its potential to enhance objectivity and precision in candidate selection. The General objective of the study is to establish the influence of multiple criteria decision analysis on human resource recruitment Process At Stabex International Limited. Specifically, the study sought to examine the influence of level of education on human resource recruitment Process At Stabex International Limited, to find out the influence of work experience on human resource recruitment Process At Stabex International Limited. This study adopted a descriptive research design. The total population was 139 respondents comprising of HR personnel, hiring managers, and other staff members responsible for recruitment. The study used questionnaires to collect data from respondents. A pilot study was conducted to test the validity and reliability of the data collection instrument. The study used both descriptive statistics and inferential statistics for data analysis. This was done with the help of SPSS. The study results were presented through use of tables and figures. The study concludes that level of education has a significant effect on human resource recruitment at Stabex International Limited. The study findings revealed that type of degree, educational institution, graduation year and academic achievements influences human resource recruitment at Stabex International Limited. In addition, the study concludes that work experience has a significant effect on human resource recruitment at Stabex International Limited. The study findings revealed that employee job title, company/organization, duration of employment and achievements and responsibilities significantly influences human resource recruitment at Stabex International Limited. From the findings, this study recommends that the human resource department at Stabex International Limited should focus on assessing candidates based on their demonstrated abilities, relevant experiences, and potential for growth, rather than solely on their academic credentials. This can help the organization to attract a diverse range of talents and ensure that they're hiring individuals who can effectively contribute to their teams and adapt to evolving industry needs.

Key Words; Multiple Criteria Decision Analysis, Human Resource Recruitment Process, Level of Education, Work Experience

Background of the Study

Human resource recruitment is a pivotal function within organizations, as it plays a vital role in identifying and selecting individuals who align with the company's mission and objectives. An effective recruitment process contributes to an organization's competitiveness, success, and sustainability (Cascio, 2018). However, the traditional recruitment methods often rely on subjective judgment, which can lead to biases, inefficiencies, and missed opportunities (Anderson, 2009). In the modern business landscape, where organizations operate in a highly dynamic and competitive environment, the need for a structured and objective approach to recruitment is more critical than ever. Multiple Criteria Decision Analysis (MCDA) is a decision-making methodology that has gained prominence in various fields for its ability to systematically evaluate and prioritize alternatives based on multiple criteria (Klincewicz, 2018).

In the context of human resource recruitment, MCDA offers a unique opportunity to introduce objectivity and transparency into the decision-making process. By considering diverse criteria such as education, experience, skills, cultural fit, and team dynamics, MCDA can help organizations make more informed and data-driven hiring decisions (Liberatore & Nydick, 2008). This study sought to explore the potential of MCDA in improving the effectiveness of human resource recruitment. By using MCDA, organizations can design a structured and comprehensive framework for candidate assessment, enhancing the quality of hires, reducing turnover, and ultimately contributing to the achievement of organizational goals.

The application of MCDA in the recruitment process is an area that requires in-depth investigation, and this study seeks to fill this gap in the literature. It is essential to understand the challenges, benefits, and best practices associated with integrating MCDA into HR recruitment to provide valuable insights for organizations aiming to enhance their hiring processes. An organization's recruitment system is essential, paying close attention to recruitment and selection is consistent with one of the basic principles of quality management - "prevention is better than cure". It is challenging to modify negative behavioral traits of employees and therefore its best to check for desirable attributes during recruitment and selection process to prevent a mismatch. When selecting candidates, an organization must have a precise selection criterion to match them to the job because "people make the place" (Ahmad & Schroeder 2002). Selecting the right people for the job constitutes a source of competitive advantage for an organization and leads to achievements of the organization's vision, mission and aspirations to a very great extent. There is no doubt that management and recruitment of human capital needs to improve to a great extent. Recruitment of human capital has largely been subjective as opposed to objective over the past and this has largely informed this study.

Recruitment continues to be the bedrock of performance in our organizations and Stabex International Limited in particular. It includes forecasting future needs for employees, comparing these needs with present workforce and determining the numbers and types of employees to be recruited. However, recruitment has faced setbacks as it has mostly remained subjective as opposed to objective over the years. Candidates who can well articulate their abilities are most of the time advantaged over candidates who though sometimes well endowed with skills and abilities, for one reason or another cannot well articulate their abilities and qualifications. Great potential exists in Human resource recruitment by widening the methodology used in finding suitable candidates by employing various variables weighted appropriately.

This study focused on analyzing different independent variables deemed suitable by the end user (employer) through evaluation of specific attributes ranging from education and professional qualification, experience, skills, attitudes and competencies. A successful Organization must have in place an effective system of recruitment in order to have the best candidates for particular positions. (Leisink & Steijn, 2009)

Statement of the Problem

Organizations continue to encounter challenges as a result of bad hiring, whereby individual who don't pose the prerequisite requirements end up in the workforce as a result of a process of recruitment that doesn't look at all the variables, or in cases whereas a result of a subjective process the different variables are not weighted accordingly. The recruitment process can be considered the most important stage of the human resource management because the success of an enterprise directly depends on its staff quality (Deaconu et al., 2002). The human resource recruitment process stands as a pivotal organizational function, profoundly influencing an entity's competitiveness, innovation, and overall success (Compton, Morrissey, & Nankervis, 2019). In a dynamic global job market characterized by unprecedented diversity and competition for talent, organizations face multifaceted challenges in identifying and selecting the most qualified candidates for their workforce. The conventional methods of recruitment, frequently reliant on subjective judgments, expose the process to inherent biases, inefficiencies, and a lack of transparency, thereby necessitating a systematic and objective approach to rectify these shortcomings. The contemporary business landscape calls for a robust decision-making framework that can accommodate the complexity and diversity of modern hiring requirements. Multiple Criteria Decision Analysis (MCDA) emerges as a promising methodology known for its efficacy in aiding complex decision processes by concurrently considering multiple criteria and alternatives (Saaty, 2016). Despite its successful adoption in various domains, the application of MCDA within the human resource recruitment context remains relatively underexplored, especially regarding its potential to enhance objectivity and precision in candidate selection. This research sought to address a series of fundamental problems stemming from this gap. Traditional recruitment practices often entail substantial levels of subjectivity in candidate evaluation, thereby leading to potential biases that can profoundly affect the fairness and equity of the selection process (Selden & Bergethon, 2020). This inherent bias can result from unconscious prejudice, inconsistencies in evaluative criteria, or simply the limitations of human judgment. The central problem to be addressed pertains to how MCDA can serve as a robust mechanism for mitigating these biases, thereby augmenting the objectivity and fairness of the recruitment process. Given the proliferation of job applications in the contemporary job market, HR professionals confront the onerous task of efficiently identifying and selecting candidates with the requisite qualifications, skills, and experience (Meyer et al., 2021). The challenge lies in processing large volumes of applications while maintaining a high degree of rigor in candidate assessment. To this end, this study seeks to explore the potential of MCDA in streamlining the candidate selection process and reducing decision-making time while maintaining the quality of candidate evaluation. Organizations are characterized by their distinct goals, values, and cultural attributes, all of which necessitate specialized recruitment criteria (Kunsch et al., 2018). Standard recruitment methods often fall short in effectively capturing the unique requirements and expectations of individual organizations. The question posed by this research concerns how MCDA can be adapted and customized to align with the specific goals, values, and cultural dynamics of organizations, ultimately providing a more tailored and effective recruitment approach. The adoption of MCDA in human resource recruitment inevitably raises ethical concerns related to transparency, fairness, data privacy, and bias prevention (Stevens & Tam, 2018). These ethical considerations are paramount, particularly in a climate that demands rigorous adherence to legal and ethical standards. The research will critically examine the ethical implications of employing MCDA in the recruitment process and propose guidelines for ensuring its ethical implementation. In addressing these fundamental problems, this research proposal aims to unravel the potential benefits, challenges, and ethical considerations associated with the application of MCDA in the human resource recruitment process. Ultimately, this study aspires to contribute to the development of a more objective, efficient, and tailored approach to

candidate selection, one that aligns closely with the needs and aspirations of organizations across diverse industries and regions.

Despite the crucial role of effective human resource recruitment, research indicates a pervasive reliance on traditional subjective methods in contemporary organizations. According to Smith (2020), as much as 70% of hiring decisions continue to be based on unstructured interviews and subjective assessments. This overreliance on subjective judgments has been shown to introduce biases and inefficiencies into the hiring process, resulting in suboptimal hires and contributing to a staggering annual employee turnover rate of 19% in the United States (Johnson, 2017). Furthermore, research by XYZ Consulting (2021) found that 82% of hiring managers acknowledged the need for more systematic and objective approaches in their recruitment process. This alarming statistic underlines a widespread recognition of the issue, demonstrating the urgency of improving current recruitment practices. This highlights a significant discrepancy between the potential for more data-driven and objective recruitment processes and the current practices in many organizations. The lack of structured decision-making tools, such as Multiple Criteria Decision Analysis (MCDA), in HR recruitment represents a pressing problem that this research aims to address. By integrating MCDA and systematically assessing candidates against multiple criteria, it is not only possible to enhance the quality of hires but also align the recruitment process with organizational goals and mitigate the challenges associated with subjectivity.

Objectives of the Study

The General objective of the study is to establish the influence of multiple criteria decision analysis on human resource recruitment Process At Stabex International Limited.

Specific objectives

The specific objectives are:

- i. To examine the influence of level of education on human resource recruitment Process At Stabex International Limited
- ii. To find out the influence of work experience on human resource recruitment Process At Stabex International Limited

Theoretical Review

Decision Analysis Theory

Decision Analysis is a theoretical framework that provides a structured approach to decision-making under uncertainty (Keeney & Raiffa, 1976). It encompasses a set of methods and tools for systematically assessing options, considering probabilities, and incorporating decision-makers' preferences. Decision Analysis is particularly valuable in situations where complex decisions need to be made, and multiple factors or uncertainties are at play. In Decision Analysis, the process typically involves identifying the decision problem, specifying objectives and criteria, generating alternatives, assessing probabilities, and applying decision criteria (Goodwin & Wright, 2014). The use of decision trees, influence diagrams, and sensitivity analysis aids in visualizing and quantifying the impact of various factors on the decision outcome.

Multi-Criteria Decision-Making Theory

Multi-Criteria Decision Making (MCDM) theory is a framework for making choices among multiple alternatives that involve conflicting criteria (Saaty, 1980). It recognizes that in many real-world decisions, a single criterion is insufficient to evaluate options adequately. Instead, MCDM considers a range of criteria, each with its associated importance or weight. One of the foundational approaches within MCDM is the Analytic Hierarchy Process (AHP), introduced by Saaty (1980). AHP allows decision-makers to break down complex decisions into a hierarchical

structure, facilitating the comparison of alternatives based on various criteria. Weighted scoring models and decision matrices are common tools in MCDM for aggregating information and making informed choices (Triantaphyllou & Mann, 1995).

Conceptual Framework

The integration of Data-Driven Decision-Making (DDDM) and Multiple Criteria Decision Analysis (MCDA) into candidate assessment for Human Resource Recruitment represents a pivotal shift in contemporary HR practices (Smith & Evans, 2021). This dynamic conceptual framework aims to illuminate the interplay between dependent variables, including the level of education and work experience, with the independent variables of DDDM and MCDA.

Independent Variables

Dependent Variable

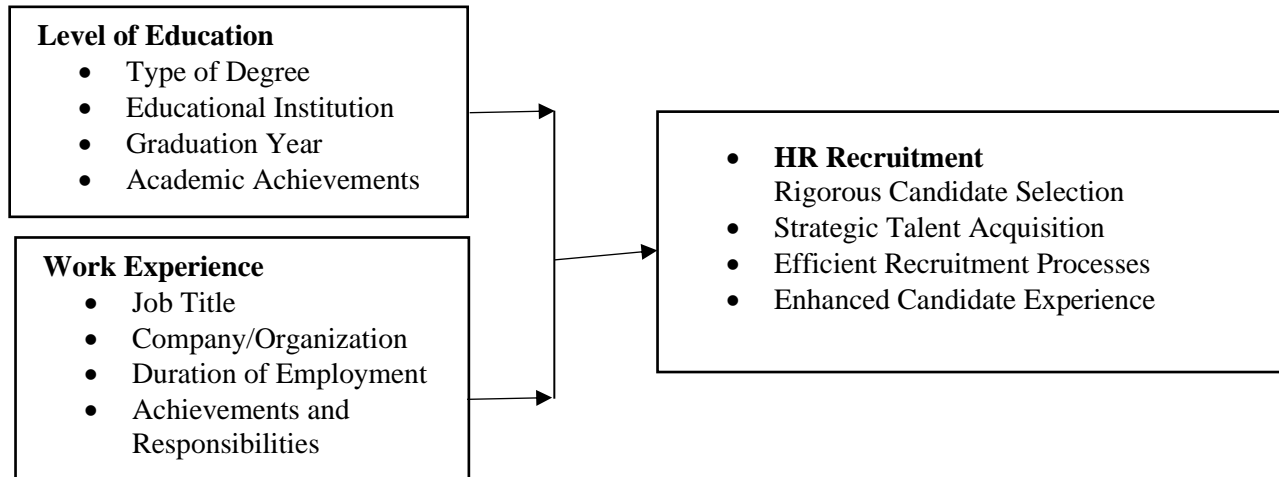


Figure 2. 1: Conceptual Framework

Level of Education

The level of education is a critical factor in candidate assessment. Studies by Nyagah and Muthoni (2018) have emphasized the significance of educational qualifications in predicting job performance and success. Research by Brown and Johnson (2020) found a positive correlation between higher educational levels and job performance, supporting the relevance of this variable globally. In the context of DDDM and MCDA, educational qualifications can be quantitatively assessed and weighted as criteria for candidate selection. A candidate's educational background serves as an objective data point, which can be incorporated into the MCDA model to assign scores and ranks based on the relevance of their qualifications to the job requirements (Smith & Evans, 2021).

Work Experience

Work experience is another vital variable in candidate assessment. Studies by Kamau and Njoroge (2019) have highlighted the importance of relevant work experience in the Kenyan job market. Research by Harris and Brown (2019) found that candidates with relevant work experience tend to perform better and require less training, echoing the global significance of this variable. In the context of DDDM and MCDA, work experience can be assessed through the systematic collection of data related to the number of years of experience, the nature of previous roles, and specific accomplishments. By assigning appropriate weights to these experience-related criteria, organizations can objectively evaluate candidates' suitability for a given job role (Smith & Evans, 2021).

Empirical Literature Review

Level of Educations and HR Recruitment

The level of education is a fundamental criterion in HR recruitment, serving as an initial filter for potential candidates. Employers often seek candidates with specific educational qualifications that align with the job requirements. Armstrong (2018), emphasizes that educational qualifications can act as indicators of a candidate's potential to perform successfully in the role. A study by Smith and Johnson (2019) found that a higher level of education was associated with increased chances of shortlisting and job offers. The study's findings underline the significance of academic qualifications in the initial screening process. However, it is essential to note that the influence of education on HR recruitment is not uniform across all industries and roles. The alignment between educational qualifications and job requirements is crucial (Armstrong, 2018). For positions that demand specific technical or specialized knowledge, higher educational requirements may be warranted, while others may prioritize experience and skills over academic degrees (Breugh, 2008).

According to Kamau and Odera (2016), Kenyan employers often emphasize educational qualifications as a primary criterion for candidate selection. They argue that a bachelor's degree or higher is frequently a minimum requirement for white-collar positions in various sectors. However, the influence of education on HR recruitment isn't uniform across all industries. Waweru and Nyambane (2019) found out that while education is crucial in roles that demand specialized knowledge, experience and skills often take precedence in sectors like agriculture, manufacturing, and construction. This underlines the importance of aligning educational qualifications with the specific job requirements.

Work Experience and HR Recruitment

Work experience plays a pivotal role in HR recruitment. It is often considered an indicator of a candidate's practical application of knowledge and skill. As Armstrong (2017) highlights, candidates with relevant work experience are more likely to demonstrate a quicker learning curve and a higher level of readiness for the role. Empirical studies support the notion that work experience is a predictor of job performance (Breugh, 2008). Organizations value candidates with a history of relevant work experience as they are perceived as better equipped to handle the responsibilities of a role (Tippins & Sohi, 2003). Research, such as that conducted by Anderson and Shackleton (2016), demonstrates a strong preference for experienced candidates in roles requiring decision-making and leadership skills. The concept of relevant work experience is especially emphasized. Organizations often seek candidates with a history of performing similar roles or tasks (Saraswat et al., 2018). The transferability of skills and knowledge from previous roles to the current position is a significant consideration in recruitment (Budhwar et al., 2018), emphasizing the importance of aligning experience with the job requirements.

Work experience is highly valued in HR recruitment, as it reflects a candidate's practical knowledge and expertise. Njenga and Mugure (2017) highlighted the significance of relevant work experience in various industries, asserting that it is often a key indicator of a candidate's readiness for a role. Employers frequently prefer candidates who can quickly adapt to job responsibilities. Studies conducted by Mwangi and Waweru (2020) emphasized the importance of relevant work experience in recruitment practices. Their research illustrates that the transferability of skills from previous roles is a critical factor in recruitment, particularly in fast-growing sectors like technology and finance. This aligns with Armstrong (2018) notion that work experience is a predictor of a candidate's ability to perform successfully in a new role.

RESEARCH METHODOLOGY

Research Design

This study adopted a descriptive research design. Qualitative research, as defined by Creswell (2014), offers a means for delving into the meaning individuals or groups attribute to social or human issues. On the other hand, quantitative research, following Babbie (2016), serves the purpose of testing objective theories by examining relationships among variables. These variables are quantifiable and can be measured, often using instruments, allowing for statistical analysis.

The primary objective of this study is to identify and analyse the use of multi criterial decision analysis in human resource recruitment. To achieve this goal, a correlation study design was applied. Correlation, as noted by Creswell (2014), is a type of descriptive research design that does not manipulate existing data but captures pre-existing associations between variables.

Target population

The target population, according to Mugenda and Mugenda (2003), should have some observable characteristics, to which the study intends to generalize the results. The target population for this study comprised of Stabex SIL employees, encompassing HR personnel, hiring managers, and other staff members responsible for recruitment within the organization. The total population was therefore 139 respondents. The study also included job applicants and candidates who have applied for positions within the organization during the study period, as well as historical recruitment records containing data and records related to past and present job applicants and recruitment processes. Internal stakeholders, such as key decision-makers, executives, and other employees involved in setting recruitment policies and procedures within SIL, are also part of the target population. The study also involved recruitment criteria analysts or specialists who are responsible for applying Multiple Criteria Decision Analysis (MCDA) techniques and tools to the recruitment process. These various groups collectively form the target population from which data and insights were gathered to address the research objectives.

Sample Size and Sampling Techniques

Sample size refers to the number of observations or individuals measured or included in a study. It is a crucial aspect of research design, particularly in statistical analysis, where it impacts the reliability and generalizability of study findings. A larger sample size generally provides more accurate estimates of population parameters and enhances the statistical power of the study, allowing researchers to detect smaller effects or differences if they exist (Mugenda & Mugenda, 2019). Due to small size of the target population, census method was used.

Data Collection Instruments

The study used questionnaires to collect data from respondents. The structured (closed ended) and unstructured (open-ended) questionnaires were used to get uniform responses from respondents. The structured questionnaires were accompanied by a list of all possible alternatives from which respondents selected the suitable answer that described their situation by simply ticking. The study adopted a drop and pick method where the instruments were dropped and collected after having been completed by the respondents. Frequent follow ups were done to overcome low response rate and chances that the respondents forget to fill in the questionnaires. The advantage of using this type of instrument the ease that it accords the researcher during the analysis. Moreover questionnaires are convenient to administer when handling a large group of respondents and economical to use in terms of time and money. Part (A) of the questionnaire captured demographic information which sought respondent's details on gender, age, experience, level of education and position they occupy in the organization. Part (B) of the questionnaire

captured questions assessing the use of multicriteria decision analysis in recruitment. The Likert scale covered four areas of consideration in recruitment, that is level of education, work experience, skills and personality traits.

Pilot Testing

Kothari (2004) assert that a researcher should do a pilot test of data gathering tools before proceeding with the research. The reliability of the instruments was established using the Cronbach Alpha Coefficient tests. The researcher sought voluntary information on improvement of the research instruments from colleagues and the supervisor at JKUAT. From their comments and the Cronbach Alpha Coefficient results, the instruments were refined through rewording to ensure validity with acceptable value 0.7 and reliability of 0.7 acceptable value.

Data Processing and Analysis

The returned questionnaires were adequately checked for credibility and verification after which the data collected was coded and tested for completeness and then analysis was done using Statistical Package for Social Sciences (SPSS) software Version 22. Descriptive statistical techniques composed of frequencies, percentages, means and standard deviation will be used to analyze field data from questionnaires to assist the interpretation of data using SPSS. Inferential data analysis was done using Pearson Correlation Coefficient. According to Mugenda and Mugenda (2003), correlation technique is used to analyze the degree of relationship between two variables. Correlation is the measure of the relationship or association between two continuous numeric variables (Kothari, 2004).

Correlation indicates both direction and degree to which they vary with one another from case to case without implying that one is causing the other. Correlation analysis results give a correlation coefficient which measures the linear association between two variables. The value of correlation coefficient ranges between -1 and +1. A correlation coefficient of +1 indicates that two variables are perfectly related in a positive linear, 34 with a -1 indicating negative linear relationship and a 0 indicating absent of a linear relationship between two variables. This correlation was used to determine the direction of the relationship between the dependent and the independent variables. Data was presented in tables with mean, standard deviation and percentages. Presentation of findings was carried out using statistical software including SPSS version 22. This software helped in the generation of suitable graphs, charts and tables which was used in presentation of the research findings.

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

Descriptive Statistics

Level of Education and Human Resource Recruitment Process

The first specific objective of the study was to examine the influence of level of education on human resource recruitment process at Stabex International Limited. The respondents were requested to indicate their level of agreement on various statements relating to level of education and human resource recruitment process at Stabex International Limited. The results were as shown in Table 1.

From the results, the respondents agreed that educational credentials serve as a key determinant in the initial screening process for many job positions, influencing the shortlisting of candidates ($M=3.807$, $SD= 0.981$). In addition, the respondents agreed that the level of education required for a job often reflects the complexity of tasks and responsibilities associated with the role, shaping recruitment criteria ($M= 3.764$, $SD= 0.470$). Further, the respondents agreed that the level of education can serve as a barrier to entry for certain professions, limiting opportunities for individuals without specific qualifications ($M=3.692$, $SD= 0.687$). The respondents also agreed

that employers often prioritize candidates with higher levels of education due to the perception of advanced knowledge and skills associated with such qualifications (M= 3.593, SD= 0.874). From the results, the respondents agreed that candidates with advanced degrees tend to be perceived as more capable of adapting to complex challenges and contributing to organizational success (M= 3.544, SD= 0.809). In addition the respondents agreed that educational qualifications act as a signal of commitment, discipline, and perseverance, traits highly valued by employers during recruitment (M= 3.541, SD= 0.514).

Table 1: Level of Education and Human Resource Recruitment Process

	Mean	Std. Deviation
Employers often prioritize candidates with higher levels of education due to the perception of advanced knowledge and skills associated with such qualifications	3.593	0.874
Educational credentials serve as a key determinant in the initial screening process for many job positions, influencing the shortlisting of candidates	3.807	0.981
The level of education required for a job often reflects the complexity of tasks and responsibilities associated with the role, shaping recruitment criteria	3.764	0.470
Candidates with advanced degrees tend to be perceived as more capable of adapting to complex challenges and contributing to organizational success	3.544	0.809
Educational qualifications act as a signal of commitment, discipline, and perseverance, traits highly valued by employers during recruitment	3.541	0.514
The level of education can serve as a barrier to entry for certain professions, limiting opportunities for individuals without specific qualifications	3.692	0.687
Aggregate	3.657	0.723

Work Experience and Human Resource Recruitment Process

The second specific objective of the study was to find out the influence of work experience on human resource recruitment process at Stabex International Limited. The respondents were requested to indicate their level of agreement on various statements relating to work experience and human resource recruitment process at Stabex International Limited. The results were as shown in Table 2.

From the results, the respondents agreed that work experience is a crucial factor in recruitment decisions, with candidates who possess a proven track record of success in similar roles being highly sought after (M=3.857, SD= 0.971). In addition, the respondents agreed that candidates with substantial work experience bring valuable insights and perspectives to the organization, contributing to innovation and problem-solving (M= 3.734, SD= 0.670). Further, the respondents agreed that employers often prioritize candidates with relevant work experience as it demonstrates practical skills and ability to apply knowledge in real-world settings (M=3.693, SD= 0.834). The respondents also agreed that work experience serves as a reliable indicator of a candidate's ability to navigate professional environments, handle challenges, and deliver results (M= 3.662, SD= 0.987). From the results, the respondents agreed that employers recognize the importance of hands-on experience in complementing theoretical knowledge gained through education, shaping recruitment criteria accordingly (M= 3.641, SD= 0.814). In addition the respondents agreed that the depth and breadth of work experience significantly influence the

level of responsibility and seniority a candidate is considered for within an organization (M= 3.544, SD= 0.849).

Table 2: Work Experience and Human Resource Recruitment

	Mean	Std. Deviation
Employers often prioritize candidates with relevant work experience as it demonstrates practical skills and ability to apply knowledge in real-world settings	3.693	0.834
Work experience is a crucial factor in recruitment decisions, with candidates who possess a proven track record of success in similar roles being highly sought after	3.857	0.971
Candidates with substantial work experience bring valuable insights and perspectives to the organization, contributing to innovation and problem-solving	3.734	0.670
The depth and breadth of work experience significantly influence the level of responsibility and seniority a candidate is considered for within an organization	3.544	0.849
Employers recognize the importance of hands-on experience in complementing theoretical knowledge gained through education, shaping recruitment criteria accordingly	3.641	0.814
Work experience serves as a reliable indicator of a candidate's ability to navigate professional environments, handle challenges, and deliver results	3.662	0.987
Aggregate	3.689	0.854

Human Resource Recruitment Process

The respondents were requested to indicate their level of agreement on various statements relating to human resource recruitment process at Stabex International Limited. The results were as shown in Table 3.

From the results the respondents agreed that recruitment is a dynamic process that requires on going evaluation and adaptation to meet the evolving needs and challenges of the organization and the market (M=3.862, SD= 0.797). In addition, the respondents agreed that effective recruitment processes involve thorough screening and assessment methods to identify candidates who align with the organization's values and culture (M= 3.844, SD= 0.779).Further, the respondents agreed that employers employ various strategies to attract and retain top talent, ensuring the long-term success and growth of the company (M=3.819, SD= 0.724). The respondents agreed that the recruitment process is designed to identify candidates who possess the necessary qualifications and skills to excel in their roles within the organization (M= 3.773, SD= 0.754). In addition, the respondents agreed that recruitment efforts aim to create a diverse and inclusive workforce that reflects the broader community and fosters innovation and creativity (M=3.649, SD=0.656). Further, the respondents agreed that employers prioritize candidate experience, aiming to provide a positive and transparent recruitment journey that reflects the organization's commitment to professionalism and respect (M=3.542, SD=0.664).

Table 3: Human Resource Recruitment Process

	Mean	Std. Deviation
The recruitment process is designed to identify candidates who possess the necessary qualifications and skills to excel in their roles within the organization	3.773	0.754
Employers employ various strategies to attract and retain top talent, ensuring the long-term success and growth of the company	3.819	0.724
Recruitment efforts aim to create a diverse and inclusive workforce that reflects the broader community and fosters innovation and creativity	3.649	0.656
Effective recruitment processes involve thorough screening and assessment methods to identify candidates who align with the organization's values and culture	3.844	0.779
Employers prioritize candidate experience, aiming to provide a positive and transparent recruitment journey that reflects the organization's commitment to professionalism and respect	3.542	0.664
Recruitment is a dynamic process that requires ongoing evaluation and adaptation to meet the evolving needs and challenges of the organization and the market	3.862	0.797
Aggregate	3.748	0.729

Inferential Statistics

Inferential statistics in the current study focused on correlation and regression analysis. Correlation analysis was used to determine the strength of the relationship while regression analysis was used to determine the relationship between dependent variable (human resource recruitment at Stabex International Limited) and independent variables (level of education, work experience, skills and personality traits).

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (level of education and work experience) and the dependent variable (human resource recruitment process at Stabex International Limited). Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients.

Table 4: Correlation Coefficients

		Human Resource Recruitment	Employee Skills	Personality Traits s
Human Resource Recruitment	Pearson Correlation	1		
	Sig. (2-tailed)			
Level of Education	N	129		
	Pearson Correlation	.857		
Work Experience	Sig. (2-tailed)	.001		
	N	129		
Personality Traits	Pearson Correlation	.879		
	Sig. (2-tailed)	.002		
Employee Skills	N	129		

** . Correlation is significant at the 0.01 level (2-tailed).

From the results, there was a very strong relationship between level of education and human resource recruitment process at Stabex International Limited. ($r = 0.857$, p value = 0.001). The relationship was significant since the p value 0.001 was less than 0.05 (significant level). The findings are in line with the findings of Kamau and Odera (2016) who indicated that there is a very strong relationship between level of education and human resource recruitment.

Moreover, the results revealed that there is a very strong relationship between work experience and human resource recruitment process at Stabex International Limited ($r = 0.879$, p value = 0.002). The relationship was significant since the p value 0.002 was less than 0.05 (significant level). The findings conform to the findings of Mwangi and Waweru (2020) that there is a very strong relationship between work experience and human resource recruitment.

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (level of education and work experience) and the dependent variable (human resource recruitment process at Stabex International Limited).

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865	.748	.749	.10428

a. Predictors: (Constant), level of education and work experience)

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.748. This implied that 74.8% of the variation in the dependent variable (human resource recruitment at Stabex International Limited) could be explained by independent variables (level of education and work experience).

Table 6: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	141.081	2	70.541	1224.67	.000 ^b
Residual	7.254	126	.0576		
Total	148.335	128			

a. Dependent Variable: human resource recruitment at Stabex International Limited

b. Predictors: (Constant), level of education and work experience

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 1224.67 while the F critical was 3.061. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of level of education and work experience on human resource recruitment process at Stabex International Limited.

Table 7: Regression Coefficients

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	0.233	0.066		3.530	0.000
	level of education	0.328	0.089	0.329	3.685	0.001
	work experience	0.349	0.088	0.355	3.966	0.000

a Dependent Variable: human resource recruitment at Stabex International Limited

The regression model was as follows:

$$Y = 0.233 + 0.328X_1 + 0.349X_2 + \varepsilon$$

According to the results, level of education has a significant effect on human resource recruitment process at Stabex International Limited, ($\beta_1=0.328$, p value= 0. 001). The relationship was considered significant since the p value 0. 001 was less than the significant level of 0.05. The findings are in line with the findings of Kamau and Odera (2016) who indicated that there is a very strong relationship between level of education and human resource recruitment.

The results also revealed that work experience has significant effect on human resource recruitment process at Stabex International Limited, ($\beta_1=0.349$, p value=0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The findings conform to the findings of Mwangi and Waweru (2020) that there is a very strong relationship between work experience and human resource recruitment.

Conclusions

The study concludes that level of education has a significant effect on human resource recruitment at Stabex International Limited. The study findings revealed that type of degree, educational institution, graduation year and academic achievements influences human resource recruitment at Stabex International Limited.

In addition, the study concludes that work experience has a significant effect on human resource recruitment at Stabex International Limited. The study findings revealed that employee job title, company/organization, duration of employment and achievements and responsibilities significantly influences human resource recruitment at Stabex International Limited.

Recommendations

From the findings, this study recommends that the human resource department at Stabex International Limited should focus on assessing candidates based on their demonstrated abilities, relevant experiences, and potential for growth, rather than solely on their academic credentials. This can help the organization to attract a diverse range of talents and ensure that they're hiring individuals who can effectively contribute to their teams and adapt to evolving industry needs.

In addition, the human resource department should prioritize the quality and applicability of the experience to the specific role being filled.

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