



**SOCIAL GLOBALIZATION ON RECRUITMENT AND SELECTION IN SAROVA GROUP OF HOTELS IN KENYA**

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Accepted: March 12, 2024

DOI: <http://dx.doi.org/10.61426/sjbcm.v11i1.2878>

### ABSTRACT

*The globalization of the social and economic landscape has ushered in an era of unprecedented challenges and opportunities for organizations worldwide. Within the Kenyan hospitality sector, exemplified by the Sarova Group of Hotels, this paradigm shift has significantly influenced the recruitment and selection processes. This study delves into the intricate interplay between social globalization and the recruitment and selection strategies employed by Sarova Group of Hotels in Kenya. The general objective of the study was to determine social globalization and its effect on recruitment and selection at the Sarova Group of Hotels in Kenya. The specific objectives of the study were: to examine the effect of religion, language, talent and value on recruitment and selection at Sarova Group of Hotels. The study was guided by objective factor theory, the equity theory and critical factor theory. The study established that there is a positive and significant relationship between social globalization and recruitment and selection at the Sarova hotels. The study recommended the management of Sarova Group of Hotels should enhance religious diversity, language diversity, talent diversity and values diversity so as to improve on the recruitment and selection in the hotels.*

**Key words:** Diversity, Globalization, Language, Recruitment, Religion, Selection, Talent, Values

**CITATION:** Njaramba, N., Kavale, S., & Kipsang, S. (2024). Social globalization on recruitment and selection in Sarova Group of hotels in Kenya. *The Strategic Journal of Business & Change Management*, 11 (1), 674 – 683. <http://dx.doi.org/10.61426/sjbcm.v11i1.2878>

## INTRODUCTION

Tight (2021) define recruitment as actions that an organization takes to attract potential candidates with the necessary skills for employment. Selection is defined as the process of identification of candidate qualifications, attributes and characteristics aimed at determining their suitability for the advertised job. It means to pick and choose out. Kwon & Pohlmann (2018) argue that whereas recruitment is the process of attracting and identifying potential candidates existing within and outside the organization to begin evaluating them for future employment, selection begins when the appropriate or right caliber of candidates are identified. The main aim of recruitment is to attract an appropriate number of candidates while maintaining low costs. The Human Resource department is tasked with recruiting, hiring and retaining employees, developing benefits and compensation packages and suggesting best practices that ensure legal compliance in all matters of employment (Fuadi & Anwar, 2021). On the other hand, the selection activities include implementation of the firm's recruitment plan, review of the received applications, shortlisting, interviews, selecting the favourably candidates, reference checks and record keeping for the interview processes. To reduce staff turnover after selection, the Human Resource professionals must motivate staff through both non-monetary and monetary measures.

During a time when the US economy was slowing, workers became easier to find in general as the economy slowed, recruitment continued to be challenging in areas where skill shortages existed, such as IT (Dany & Torchy, 2020). Hence, organizations with the most effective recruitment and retention systems continue to garner a competitive advantage. As a result, the US workforce continued to become more diverse and firms continued experimenting with variable compensation and high performance work systems to enhance productivity. Owing to social globalization, the UK economy was pushed for greater productivity with the resultant outcome of downsizing or total closure of plants. One way that HRM practitioners responded is by

developing outplacement programmes. Changes in the UK work permit system made it easier for immigrants to fill gaps in the labour market (Stofkova & Hraskova, 2020).

The use of the Internet as a recruitment tool is on the rise in France, particularly for large companies (Sarah, Sang & Njure, 2018). Generalist and institutional Web sites stream the recruitment market out. The most common screening process remains the traditional employment interview. On average, the recruitment process requires three interviews, and the final hiring decision is made by the manager who is responsible for the new employee's performance. Up till 2004–2005 Lithuanian companies were dominated by the so-called hard HRM, with the focus on employee control, utmost exploitation of their potential and obtaining the maximum benefit from them, neglect of employees' needs. However, the EU accession, dramatically increasing emigration of qualified and even low-qualified workers to the West and the growing competition urged the managers to shift their attention from the material priorities to their employees as one of the key resources of the competitive advantage (Kaur, 2021).

Human Resources Managers in Nigeria have constantly been criticized for failing in their obligation to move with the changing demands of social globalization needed to transform their organizations (Adler & Ghadar, 2017). As effective management involves being constantly aware of changes taking place in the domestic and international environment and evolving adequate structural responses to them. The resultant effect of this failure is the structural inadequacies and increasing number of labour disputes in organizations as expressed in people in wrong jobs, mismatch skills, high labour turnover, low productivity, poor operational results, retrenchment and downsizing, outright closure, youth restiveness, poverty and starvation (Yoshida, 2017).

Africa is renowned for its rich cultural diversity, with over 2,000 distinct ethnic groups and languages spoken across the continent (Wunsch, 2021). This

diversity presents both opportunities and challenges in the recruitment and selection processes. On one hand, it allows organizations to tap into a wide pool of talent with varying skillsets, experiences, and perspectives. On the other hand, it necessitates a deep understanding of cultural nuances and the ability to create an inclusive work environment. Language diversity is a significant factor in Africa, with numerous indigenous languages spoken alongside former colonial languages like English, French, and Portuguese. Language barriers can pose challenges in communication during the recruitment process, potentially leading to misinterpretations or misunderstandings. To address this, organizations often require bilingual or multilingual staff in their HR departments to facilitate effective communication with candidates from different linguistic backgrounds.

The Sarova Group of Hotels enjoy the advantage of a good brand and image over the years and its competitors in Kenya include the Kempinski Hotel, Radisson Blue among other renowned hotels (Sarova Group, 2020). It employs over a thousand staff and is among the beneficiary hotels of government funding that is released to support the industry. It envisions to be the preferred organization in the hospitality industry, and in management of hotels, resorts and lodges in Africa. The hotels also work hard to revitalize sales and marketing initiatives and as a result of this, Kenyans are slowly supporting and appreciating domestic tourism by visiting the game drives and hotels in the counties, a major boost to the hotel, alongside the foreign tourism. The recruitment activities at the Hotel include identification of a job vacancy need, development of a job description, development of an organisation's recruitment plan, choosing the recruitment sources that will be most favourably in attracting potential candidates, developing what will be stated in the job advert and deciding how much the recruitment process will cost (Sarova Group, 2020). The main goal of the recruitment processes at the hotel is to attract an appropriate number of candidates while maintaining low costs. The HR department is tasked with recruiting, hiring

and retaining employees, developing benefits and compensation packages and suggesting best practices that ensure legal compliance in all matters of employment.

### **The Statement of the Problem**

Recruitment and selection is a linking function joining together those with jobs to fill and those seeking jobs. An effective recruitment and selection process should attract qualified applicants and provide enough information for all qualified persons to self-select themselves out (Njue & Ongoto, 2018). Social globalization is causing businesses to rethink their human resource strategies as organisations can now recruit employees from all around the world and subsequently are able to sell products and services across geographic and cultural boundaries (Ombanda, 2018). It has caused human resources managers to think globally on how to consider the way organisations source, manage and retain their human resources. Social globalization has brought a challenge in hiring because of the global coverage of talent acquisition, technology and cultural - are causing huge employment shift (Tight, 2021).

For years now, the hotel industry has been plagued with lack of required talents and people shortage in provision of world class standard services at its luxury hotels (Nguti & Mose, 2021). The lack of skilled personnel and manpower or main operations requiring world best practices and high tech processes is a challenge in most parts of the world especially in big hotels targeting the super-rich in the society. Locally, there has been alleged malpractices during the recruitment and selection in hotel. These include unconfirmed cases of recruitment influenced by nepotism, political interferences, discrimination based on ethnicity, among other allegations (Fuadi & Anwar, 2018). There is need to attract and encourage more talented young men and women that understand the current and future trends of hospitality in international markets.

Kwon & Pohlmann (2018) found a significant moderate positive correlation between religion and recruitment and selection practices. Kaur (2021)

observed that the recognition of language - and intersections of communities is essential in the demand for different talents and desirable candidates effectively. Healey (2017) observed that at Mantra group both groups in that their casual workers were an integral part of their team. Less has been researched on social Globalisation and recruitment and selection hence a gap existed. The study filled the knowledge gap by attempting to answer the research question; How does social globalization affect recruitment and selection at the Sarova Group of Hotels?

### Research Objectives

The study general objective was to determine social globalization on recruitment and selection at the Sarova Group of Hotels Kenya. The study's specific objectives were;

- To examine the effect of religion on recruitment and selection at Sarova Group of Hotels Kenya.
- To examine the effect of language on recruitment and selection at Sarova Group of Hotels Kenya.
- To examine the effect of talent on recruitment and selection at Sarova Group of Hotels Kenya.
- To examine the effect of value on recruitment and selection at Sarova Group of Hotels Kenya.

The research was guided by the following hypothesis

- **HO<sub>1</sub>**: Religion has no significant effect on recruitment and selection at Sarova Group of Hotels Kenya.
- **HO<sub>2</sub>**: Language has no significant effect on recruitment and selection at Sarova Group of Hotels Kenya.
- **HO<sub>3</sub>**: Talent has no significant effect on recruitment and selection at Sarova Group of Hotels Kenya.
- **HO<sub>4</sub>**: Value has no significant effect on recruitment and selection at Sarova Group of Hotels Kenya.

## LITERATURE REVIEW

### Theoretical Framework

This study was guided by Objective factor theory,

The equity theory and Critical factor theory.

### The Objective Factor Theory

The objective factor theory involves the choice of organization by a potential employee which depends on objective analysis of tangible factors such as remuneration, perks, locality, work environment, policies, opportunity for career growth, nature of work and educational and training, opportunities for career growth among others (Turulja & Bajgoric, 2018). The employer on the other hand considers certain factors such as educational qualification, professional years of experience, special qualification, age etc. Each of these components is weighted in terms of its relative significance to the potential employee. Recruitment is a two-way process between a recruit and a recruiter. This means that potential employees have to make an informed decision of whether or not to apply for a job, while the recruiter has a choice on whom to recruit and not to.

According to the theory, the work type, image and the environment of work are the most significant predictors of job attractiveness (Chams & García-Blandón, 2019). The underlying characteristics include autonomy, challenging work, task variety, nature of colleagues, the managers and opportunities for training and development. Other factors include flexibility in working time and the physical place of work. Young job seekers look out for flexibility options that focus on family-oriented needs. Organisational image involves subjective, intangible, abstract factors and characteristics like the degree to which potential candidates judge an organization as successful, intelligent and technical. This theory was relevant in explaining the importance of talent - at Sarova Group of hotels.

### Equity Theory

Equity theory as proposed by Adams (1963) underlines the principle of fairness. Effective criteria of recruitment and selection in a firm is that which shows the organization as a just and equal-opportunity employer (Genç, 2014). All decisions made during the process of recruitment and selection must be perceived as admissible and fair

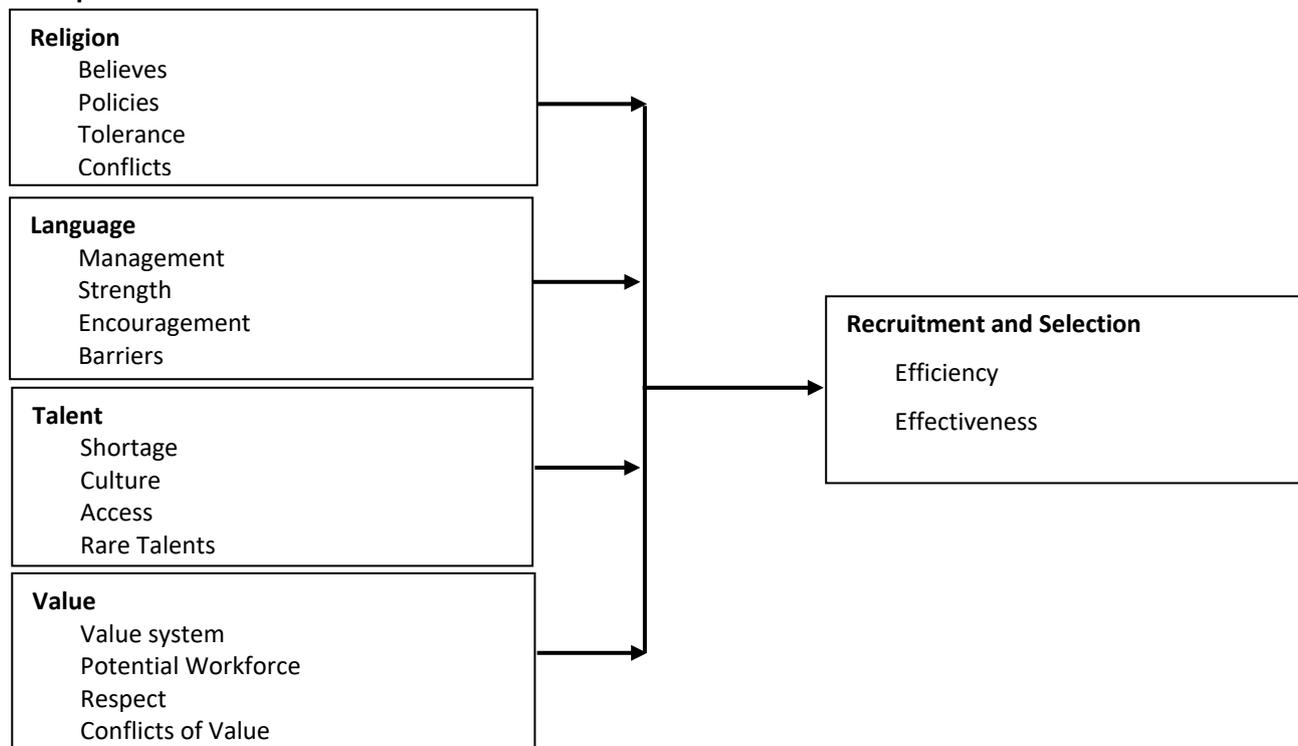
to all candidates, including those who were unsuccessful. Applicants must feel that the outcome of selection and the selection methods were fair. Recruiters must thus be keen in determining selection techniques for credible recruitment results. Headhunting is thought as an area where indirect discrimination can occur. For example, head-hunters may in recruiting candidates already employed elsewhere, contravene the law if existing jobs are dominated by one ethnic group or gender.

An effective recruitment and selection policy must consider conformity with the general recruitment and selection policies, must be flexible enough to meet the organization's dynamic HR needs and must be designed in a manner that ensures equal employment opportunities for its employees on a long term basis (Ekwoaba, Okpara and Umudike, 2015). This theory was relevant in explaining the importance of value - as the hotel seeks to employ staff that are a good fit to the hotel cultures and operations.

### The Critical Factor Theory

The critical factor theory states that there are instances when a candidate is unable to choose an organization, out of alternatives based on objective or subjective factor (Baum, 2015). This may be due to reasons such as limited contact and insufficient data in regards to the organization or, its own inability to analyze and come to any form of conclusion. In such cases, certain critical factors observed by him during his interview and contact with personnel of the organization will have profound influence in his decision process. The employing organisation in using the critical factors of the subjective and objective factors may be insufficient to help an organization take a decision or where there is a tie between many prospective candidates, the employer in line with the company's recruitment policy and performance of each candidate during the interview process will take a decision on who to finally employ. The theory was relevant to the study as it was used to explain considerations of religious - and language when recruiting from an international market.

### Conceptual Framework



**Independent Variable**

**Dependent Variable**

**Figure 1: Conceptual Framework**

## METHODOLOGY

This study adopted an explanatory research design as supported by Dźwigoł & Dźwigoł-Barosz (2018), as it focuses on explaining the aspects of the study. The study targeted a population of 144 top management employees at Sarova group of Hotels and Yamane's formula was employed to arrive at a sample size of 105 respondents. Stratified random sampling technique was applied to select respondents from each Branch of Sarova Group of Hotels to determine the sample of the population. Primary data was collected from study participants through the use of a structured questionnaire.

Data was analyzed using SPSS and descriptive and inferential statistics were generated.

The multiple regression analysis model was as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y = Recruitment & Selection

X<sub>1</sub> = Religion

X<sub>2</sub> = Language

X<sub>3</sub> = Talent

X<sub>4</sub> = Value

ε = margin of error

## DATA ANALYSIS, PRESENTATION AND DISCUSSION

### Descriptive Results of Variables

**Table 1: Descriptive results**

	Mean Statistic	Std. Dev Statistic	Skewness Statistic	Std. Error	Kurtosis Statistic	Std. Error
Religious -	2.36	1.071	.778	.289	.007	.570
Language -	4.49	.757	-1.022	.289	1.616	.570
Talent -	3.74	.834	-1.038	.289	1.340	.570
Values -	4.00	.748	-.870	.289	1.286	.570
R&S	3.64	.822	-.867	.289	.930	.570

Descriptive statistics showed that religion, language, talent, values greatly affected recruitment and selection in Sarova hotels. The skewness and kurtosis values are indicative of negative skewed

data for language and talent variables; the absolute values of skewness are greater than 1 for these two values.

**Table 2: Correlation Results**

		Religion	Language	Talent	Values	R&S
Religion	Pearson Correlation	1				
	Sig. (2-tailed)					
Language	Pearson Correlation	.533**	1			
	Sig. (2-tailed)	.000				
Talent	Pearson Correlation	.516**	.753**	1		
	Sig. (2-tailed)	.000	.000			
Values	Pearson Correlation	.254*	.509**	.473**	1	
	Sig. (2-tailed)	.035	.000	.000		
R&S	Pearson Correlation	.372**	.565**	.716**	.631**	1
	Sig. (2-tailed)	.002	.000	.000	.000	

Correlation results showed that religion, language, talent, and values was positively and significantly correlated with recruitment and selection in Sarova hotels. This implies that improving on religion,

language, talent, and values would lead to an increase in recruitment and selection in Sarova hotels.

**Table 3: Model summary;**

R	R-Square	Adjusted R Square	Std. Error of the Estimate
.791 <sup>a</sup>	.625	.602	.437

The model summary indicates that R square is .602 implying that the social globalization variables considered in this study explain 60.2 percent of variance in RS effectiveness across the Sarova group

of hotels. The results reveal the critical importance of social globalization in the overall quality of HR in hotels.

**Table 4: ANOVA**

Source	Sum of Squares	Df	Mean Square	F	Sig.
Regression	20.383	4	5.096	26.677	.000 <sup>b</sup>
Residual	12.225	64	.191		
Total	32.609	68			

The F ration obtained (Table 4) is significant ( $p < .001$ ) indicating that the linear regression model fits adequately to the data. On the other hand, the

regressions coefficient results show the significance of each IV in predicting the dependent variable.

**Table 5: Regression coefficient**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Decision
	B	Std. Error	Beta			
(Constant)	.477	.349		1.368	.176	
Religious	.187	.085	.176	2.188	.009	Reject H <sub>01</sub>
Language	.241	.077	.538	3.134	.002	Reject H <sub>02</sub>
Talent	.525	.108	.586	4.856	.000	Reject H <sub>03</sub>
Values	.389	.089	.392	4.344	.000	Reject H <sub>04</sub>

The results indicate that all the four social globalization variables have a significant predictive power of recruitment and selection effectiveness in Sarova Group of Hotel since they all have p value less than 0.05. This implies that improving on religion, language, talent, and values would lead to an increase in recruitment and selection in Sarova hotels. The derived model is as follows;

$$\text{Recruitment \& Selection} = .477 + .538LD + .176RD + .586Td + .392VD + e$$

### CONCLUSIONS

- Religious diversity contributes positively to the effectiveness of recruitment and selection practices at Sarova Hotels.

- Linguistic diversity positively contributes to the effectiveness of recruitment and selection practices at Sarova Hotels.
- Talent diversity positively contributes to the effectiveness of recruitment and selection practices at Sarova Hotels.
- Value diversity positively contributes to the effectiveness of recruitment and selection practices at Sarova Hotels.

### RECOMMENDATIONS

- Management of Sarova Hotels should embrace religious diversity so as to improve on the effectiveness of recruitment and selection practices.

- Management of Sarova Hotels should embrace linguistic diversity so as to improve on the effectiveness of recruitment and selection practices.
- Management of Sarova Hotels should embrace talent diversity so as to improve on the effectiveness of recruitment and selection practices.
- Management of Sarova Hotels should embrace values diversity so as to improve on the effectiveness of recruitment and selection practices.

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