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Recruitment, Selection and Employee Commitment of Academic Staff in the Context of a Private University in Uganda

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Abstract:- This study investigated the influence of recruitment and selection on employee commitment (EC) of university academic staff in a private University in Uganda. A total of 132 academic staff completed a questionnaire survey. The findings of the study revealed that EC was moderate as well and recruitment and selection. Regression analysis revealed that recruitment had a negative and insignificant influence on EC but selection had a moderate positive and significant influence on EC. Therefore, it was concluded that EC was a challenge, recruitment practices were not pertinent as far as promoting EC was concerned but selection practices were applicable to the promotion of EC. It was thus recommended that Directorates of Human Resources should improve implementation of the recruitment and selection processes.

Keywords:- Recruitment, Selection, Employee Commitment.

I. INTRODUCTION

In Uganda the objectives of a university are; provision of higher education, promotion of research and advancement of learning; dissemination of knowledge and giving opportunity of acquiring higher education to all persons including persons with disabilities wishing to do so regardless of race, political opinion, colour, creed, or sex; and the provision of accessible physical facilities to the users of the university (Bakibinga, 2017). However, universities in Uganda face employee commitment challenges which impede successful attainment of these objectives. For instance, there are frequent strikes (Agababyona, 2014; Ahimbisibwe, 2014; Angulo & Walubiri, 2013; Masaba, 2017), threats of strikes (Namajja, 2018; Nawangwe, 2017; URN, 2017), absenteeism, delayed handing in of marks and there is also declining motivation and commitment to excellence among academic professionals (Mugizi, 2016) with some lecturers not marking examinations but instead forge marks and cheat exams for students. There are also lecturers that do not to prepare for lectures but rely on online plagiarised notes (Mugizi, Bakkabulindi & Bisaso, 2015). If the problem of lack of employee commitment of academic staff persists, there will be a complete decline in the academic standards of universities. This paper investigated whether recruitment and selection practices were factors that could address the problem of employee job commitment to the Universities in Uganda.

➤ Background

• Employee Commitment

Different scholars have defined the concept of employee commitment. However, overall employee commitment is considered involve feelings such as attachment, identification or loyalty to the object of the commitment (Cohen & Veled-Hecht, 2010). Contemporary literature considers employee commitment as a multidimensional concept that is affective (AC), continuance (CC) and normative (NC). AC explains the love felt for belonging to an organisation; CC concerns the anticipated costs one is likely to incur upon quitting an organisation; and normative commitment entails the felt obligation to support and stay as a member of an organisation (Meyer, Stanley & Parfyonova, 2012). Employee commitment is believed to affect the performance of organisations in several ways. For instance, Park, Christie and Sype (2014) suggest that employees who are committed to their organisations much of the time involve in organisational citizenship behaviours (OCBs) that is roles beyond formally stated roles of the employees that include creativity or innovation which are often necessary to keep organisations competitive.

Further, Somers (2009) and Jussila, Byrne and Tuominen (2012) propose that employee commitment enhances employee retention. Lambert and Hogan (2009) posit that committed employees are loyal, share values of the organisation and associate with the goals of the organisation. Thus, they have little reason to want to leave the organisation. Yilmaz and Çokluk-Bökeoğlu (2008) indicate that employees with high organisational commitment (OC) attitudes organisational performance in positive ways that include lessening the frequency of performing counter behaviour and improving quality of service. Such employees are more compatible and productive because they have higher levels of satisfaction, loyalty and responsibility. Visagie and Steyn (2011) suggest that employee commitment predicts to appreciation of organisational change because when an organisation involves itself in change initiatives, committed employees offer many benefits such as offering in extra effort to ascertain that the change succeeds. Committed employees at the time of change will act as public relations representatives and go above and beyond the routine to assist the organisation to function effectively. Demirel and Goc (2013) indicate that OC motivates knowledge sharing amongst employees which is

important to the organisation because information, skill and expertise are reciprocally shared leading to creation of new ideas. Creation of new business ideas is fundamental to a living organisation.

- *Recruitment*

Georgia, George and Labros (2013) define recruitment as the soliciting for and obtaining prospective job candidates in adequate numbers and quality so that the organisation can choose the most appropriate people to fill its job needs. Armstrong (2010) explains that the recruitment process aims at finding and engaging the people the organisational desires. Greenidge, Alleyne, Parris and Grant (2012) indicate that recruitment is a systematic four-phased process involving assessment of vacancy needs to be filled, job analysis, creating a job description and a person specification. On the other hand, Gardner, Reithel, Foley, Cogliser and Walumbwa (2009) state that some firms have now even adopted efficient recruitment approaches to improve commitment such as providing realistic job previews (RJPs) to communicate a more balanced view of the organisation including both positive features and less desirable qualities. RJs make individuals who represent a poor fit with the firm to opt of the recruitment process prior to employment. Armstrong (2010) indicates that there are different sources of recruitment namely internal candidates, returns and referrals that is convincing employees who left to return or getting suggestions from other people including existing employees. There is also advertising, online recruitment, use of recruitment agencies, job centres, executive search consultants, recruitment process outsourcing (RPO) by using providers who to take responsibility for the end-to-end delivery of the recruitment process and educational establishments.

Collings and Mellahi (2009) suggest that organisations should combine internal development and external recruitment. According to Hassink and Russo (2008), existing employees for promotion can compete with external candidates for vacant positions in the organisation. They explain that the recruitment process is essential because the relationship between the potential employee and the organisation starts with the recruitment process. This is because the initial schemas the prospective employees obtain influence their job attitude upon getting hired. The recruitment stage of employee-organisation relationship can significantly influence the employee's formation of employment relationship. If recruitment process is managed well, it may significantly influence prospective employee's attitudes and behaviours upon being hired. Therefore, the recruitment process predicts the employees job fit or mismatch. When expectations and contributions of each party (employees and the organisation) match with what the other party had expected, stronger employment relationships follow. Nevertheless, unmet expectations correlate with lower employment relationships (Aggarwal & Bhargava, 2009). Hooi (2008) contend that the recruitment process an organisation chooses to follow might help in bringing an

employee who can establish a long-term relationship (commitment) with the company.

- *Employee Selection*

Selection is the process by which candidates are assessed to determine their suitability and the extent to which they will be able to successfully carry out the roles of the positions on offer by an organisation (Armstrong, 2010). Selection involves taking a decision on the extent to which the competencies, experience, qualifications, education and training relate to the job person specifications (Mugizi, 2016) Georgia et al. (2013) suggest that the preliminary step in selection is to classify the job applicants as probable, possible or unsuitable by evaluating the information provided in the application form or curriculum vitae in relation pre-determined selection criteria. Potentially, only the candidates deemed suitable remain in the selection process. The suitable candidates are then shortlisted and invited for the process of in-depth assessment using extensive range of assessment methods which may include interviews, psychological tests and assessment centres to determine competent candidates that meet the organisation's candidate profile and fit in the culture of the organisation. Scheible and Bastos (2012) posit that personnel selection may contribute to the affective and normative commitments to the organisation because by selecting the best available candidates, pride is built in them stimulating them to keep their promises to the organisation. Campbell (2010) contends that in organisational behaviour literature, on the "clan control" notion shows the significance of selection on employee behaviour in organisations. The notion of clan control centres on management by norms, shared values, and routines which are made possible, partly by the keen selection of employees most likely to internalise the desired values of the organisation. The end result is employee commitment to the organisation because of selecting those with shared norms, values and routines.

II. LITERATURE REVIEW

- *Theoretical Review*

The Multidimensional Theory of Person-Environment Fit relates recruitment, selection and employee commitment. Fit at work refers to the compatibility between a person and his or her work environment that occurs when their characteristics are well matched. PO fit perceptions concern the match that individuals perceive between their own values and those of the organisation (Van Vianen, Shen & Chuang, 2010). Jansen and Kristof-Brown in 2006 developed a model encompassing five different dimensions of fit, namely; Person-Vocation (PV), Person-Organisation (PO), Person-Group (PG), Person-Job (PJ) and Person-Person (PP) and five stages of employment (Pre-recruitment, Recruitment/ Job Search, Selection/Job Choice, Socialization, and Long-term Tenure). They propounded that five forms of fit (PV, PO, PG, PJ, and PP) combine to comprise multidimensional PE fit. Their conjecture is that these different dimensions of PE fit have more or less salience at different points in someone's

employment. Before thinking about joining an organization, PV is relevant. During a job search, PJ and PP fit become important and PJ and PO come to the fore during selection. During socialisation, PO and PJ are predicted to be the most salient and during long-term tenure, all five forms are relevant (this final phase of the cycle is the focus of this paper). During long-term tenure, PE fit will predict the individual level outcomes of satisfaction, commitment, and withdrawal (Edwards & Billsberry, 2010). PO fit perceptions are vital for job applicants' organisational choice, for recruiters' hiring decisions, and for employees' commitment to the organisation and thus, their turnover decisions (Van Vianen, Shen & Chuang, 2011). This theory proposes that recruitment and selection processes that consider person-environment fit will lead to employee commitment.

- *Recruitment and Employee Commitment*

Scholars (e.g. Abrokwah, Yuhui, Agyare & Asamany, 2018; Chew & Chan, 2008; Gutierrez, Candela & Carver, 2012; Harold & Shiju, 2012; Khatri & Gupta, 2015) relate recruitment to employee commitment. Abrokwah et al. (2018) examined the effect of recruitment on the three component model of organisational commitment in NGOS in Ghana. The findings showed that effective recruitment led to a desirable employee's level of employee commitment. Chew and Chan (2008) related human resource practices and organisational commitment with employees from higher education, public sector, health care and manufacturing in Australia as the study sample. Their findings showed that recruitment in terms of person-organisation fit positively affected organisational commitment. Gutierrez et al. (2012) related organisational commitment and person organisation fit in a survey of staff in nursing teaching schools in the USA. Their analysis showed that person-organisation fit positively predicted organisational commitment. Harold and Shiju (2012) assessed the influence of HRM practices on commitment of faculty staff in colleges in India. Their analysis established that recruitment had a positive and significant influence on affective commitment. Khatri and Gupta (2015) analysed the perceptions of prevalent human resource (HR) practices including hiring (recruitment) and commitment levels of employees in the retail sector in Delhi NCR in India. The findings indicated a highly significant and positive relationship between hiring practices and organisational commitment. However, contextual gaps emerged with most studies carried out in the Western World (Chew & Chan, 2008; Gutierrez et al., 2012) and Asia (Harold & Shiju, 2012; Khatri & Gupta, 2015) hence to not catering for recruitment practices in the context of developing countries such as Uganda. These contextual made it necessary for this study to evaluate whether in the context of a university in Uganda, the following hypothesis held:

✓ H1: Recruitment influences employee commitment.

- *Selection and Employee Commitment*

Several studies (e.g. Abrokwah et al., 2018; Chew & Chan, 2008; De Cooman, Gieter, Pepermans, Hermans, Du Bois, Caers & Jegers, 2009; Harold & Shiju, 2012; Khatri & Gupta, 2015) demonstrate that selection positively relate to employee commitment. Abrokwah et al. (2018) analysed the effect of selection and organisational commitment. The findings indicated that that effective selection led to a desirable employee's level of employee commitment. Chew and Chan (2008) examined human resource practices, organisational commitment and intention to stay with employees in higher education, public sector, health care and manufacturing in Australia as units of analysis. The study established that person-organisation fit (selection) positively affected organisational commitment. De Cooman et al. (2009) related employees' work values and their organisation's values (person-organisation fit) using fresh graduate Flemish teachers. The findings showed that the higher the perceived match between own and organisational values at entry (selection), the more likely it was that an employee stayed with the organisation (continuance commitment).

Harold and Shiju (2012) examined the association between HRM practices and commitment of college teachers in higher educational institutions in India. The findings revealed that the HRM practice of selection had a positive and significant influence affective commitment. Khatri and Gupta (2015) in analysis of the perceptions of prevalent human resource (HR) practices including selection practices found out a highly significant and positive relationship between selection practices and organisational commitment. Whereas the above studies made much effort to relate selection and employee commitment, contextual gaps emerge. For instance, the contexts of the studies above were the Western World (De Cooman et al. 2009) and Asia (Harold & Shiju, 2012). On the other hand, De Cooman et al. (2009) and only two studied by Chew and Chan (2008) and Harold and Shiju (2012) were carried out their studies in the education sectors. Otherwise, the study by De Cooman et al. (2009) was carried out on secondary school teachers while Abrokwah et al. (2018) and Khatri and Gupta (2015) carried out their studies in NGOs and retail organisations respectively. These gaps made it incumbent to test whether selection was an antecedent of employee commitment in the context of a university Africa, particularly Uganda, thus the following hypothesis was studied;

✓ H2: Selection influences employee commitment.

III. METHODS

This study adopted the quantitative paradigm because it involved the testing of hypotheses to establish the relationship between recruitment, selection and employee commitment. In particular, the study was largely a survey based on correlational and cross-sectional designs. The correlational design helped in relating each of the two antecedents (recruitment and selection) to employee commitment. The

cross-sectional design permitted obtaining of useful data in a relatively short period of time (Bordens & Abbott, 2011). The sample comprised 132 academic staff of Kampala International University Western Campus Branch. The study being a quantitative survey, the data collection method adopted was the survey which involved the use of self-administered questionnaires (SAQs). The method enabled the researcher to cover the respondents quickly and at reasonable cost (De Leeuw, Hox & Dillman, 2008). The SAQ based method was also very suitable for the sampled respondents because of their high proficiency in the language which was used in the SAQ, namely English. The data collection instrument was a self-administered questionnaire developed basing on instruments already used by other scholars, namely Demo et al. (2012); Edgar and Geare (2005) Hooi (2008); Piotrowski and Armstrong (2006); Triguero et al. 2012; Yu & Egri (2005); and Mugizi, Bakkabulindi and Ssempebwa (2016). Items measuring the various variables were scaled using the five-point Likert scale where, 1 = Strongly Disagree 2 = Disagree 3 = Undecided 4 = Agree 5 = Strongly Agree.

The researcher ensured the content validity of the instruments. The reliabilities of the constructs were established using Cronbach Alpha method provided by SPSS. Similarly, the validities of multi-item constructs were tested using Principal Factor Analysis. The data collected was

processed by coding all data questionnaires, entering them into the computer using the Statistical Package for Social Sciences (SPSS), summarising them using frequency tables and editing them to remove errors. The data analysis was done at different levels, namely univariate, bivariate and multivariate. The data analysis at the univariate level was based on percentages from the frequency tables and descriptive statistics that is the mean. At the bivariate level, the dependent variable (DV), employee commitment was correlated with each of the two antecedents which were the independent variables (IVs), namely selection and recruitment. At multivariate level, the DV, was regressed on the two IVs (antecedents) using multiple regression. The Statistical Package for Social Sciences (SPSS) facilitated the data analysis.

IV. RESULTS

➤ *Demographic Characteristics*

The data on demographic characteristics of the respondents in the study in Table 1 show that the modal percentage (50.0%) of the respondents was of those that were 30 but below 40 years, male (55.8%); master's degree (40.2%), worked 1-9 years (39.0%) and 1 but less than 5 years (42.5%). Differences in the totals of the sample were as a result of missing data. The results on demographic characteristics are presented in Table 1.

Item	Age Categories	Frequency	Percent
Age	Bow 30 years	33	25.0
	30 but below 40 years	66	50.0
	40 and above years	33	25.0
	Total	132	100.0
Gender	Male	72	55.8
	Female	57	44.2
	Total	129	100.0
Education level	Bachelor's degree	43	32.6
	Post graduate diploma	21	15.9
	Master's degree	53	40.2
	PhD degree	15	11.4
	Total	132	100.0
Working experience	Less than 1 year	9	7.5
	1 but less than 5 years	66	55.0
	5 but less than 10 years	33	27.5
	More than 10 years	12	10.0
	Total	120	100.0

Table 1:- Demographics of the Respondents

➤ *Employee Commitment*

Employee commitment (EC) was conceptualised as referring to affective, continuance and normative commitment (Mugizi et al., 2016). For each of the perspectives of EC descriptive statistics results that include frequencies, percentages and means are presented. The results also include factor loadings and Cronbach alpha (α) indicating the validity and reliability of the results respectively. The results are as presented in Table 2.

Affective Commitment (AC)	Mean (Overall \bar{x} = 3.33)	Factors Loadings	Alpha(α)
I am very happy being a member of this University	3.64	0.734	0.917
I enjoy discussing about my University with the people outside it	3.48	0.835	
I really feel as if this University's problems are my own	3.14	0.797	
I am deeply attached to this University	3.36	0.867	
I am part of the family of this University	3.25	0.842	
I feel emotionally attached to this University	3.13	0.888	
This University has a great deal of personal meaning for me	3.27	0.857	
Eigenvalue		4.700	
% variance		67.150	
Continuance Commitment (CC)	Mean (Overall \bar{x} = 2.76)	Factors Loadings	Alpha(α)
I am afraid of what might happen if I quit my job in this University without having another one lined up	2.53	0.746	0.816
It would be very hard for me to leave my job in this University right now, even if I wanted to	2.60	0.820	
Too much in my life would be disrupted if I decided to leave my job in this University now	2.68	0.726	
It would be too costly for me to leave this University now	2.84	0.744	
Right now, staying on my job in this University is a matter of necessity	3.11	0.774	
Eigenvalue		2.909	
% variance		58.184	
Normative Commitment (NC)	Mean (Overall \bar{x} = 3.38)	Factors Loadings	Alpha(α)
I think that people these days rarely move from job to job too often.	3.41	0.652	0.798
I believe that a person must always be loyal to his or her University.	3.89	0.694	
Jumping from this University to another seems unethical to me.	3.30	0.699	
One of the major reasons I continue to work in this University is that I feel a sense of moral obligation to remain	3.45	0.816	
Even if I got another offer of a better job elsewhere I would feel it is right to stay in this University	2.98	0.821	
Things were better in the days when people stayed in one institution for most of their careers.	3.25	0.569	
Eigenvalue		3.059	
% variance		50.977	

Table 2:- Means, Factors Loadings and Cronbach Alphas on Components of EC

The results in Table 2 show that the respondents overall rated themselves their commitment as moderate (AC overall mean = 3.33, CC overall mean = 2.76 & NC overall mean = 3.38, corresponding to undecided). Therefore, respondents were non-committal about their levels of employee commitment. Factor Analysis suggested that the items on each of the three components of employee commitment could be reduced to only one factor, with the respective three factors having eigenvalues of 4.700, 2.909 and 3.059 respectively. The respective three factors explained over 67%, over 58%, and over 50% of the joint variation in the respective items constituting a factor. Considering a factor loading which was at least 0.5 as strong (Beavers, Lounsbury, Richards, Huck, Skolits & Esquivel, 2013), Table 2 implies that each item

loaded highly on the corresponding factor, meaning that all items were valid measures of the corresponding constructs (AC, CC & NC). The Cronbach alphas = 0.917, 0.816 and 0.798 for the respective components of EC were above the benchmark = 0.70 (Tavakol & Dennick, 2011). This means that the items for the three aspects of EC were reliable measures of the corresponding constructs (AC, CC & NC).

➤ Recruitment

Recruitment comprised the first predictor variable. The results on recruitment include frequencies, percentages, and means. The results also include factor loadings and Cronbach alpha (α) indicating the validity and reliability of the results respectively. The results are as presented in Table 3.

Recruitment	Mean (Overall \bar{x} = 2.67)	Factors Loadings	Alpha(α)
I handed in a resume for scrutiny by the recruiters	3.28	0.855	0.844
My recruitment to this University was strictly based on merit	2.84	0.935	
I was provided adequate relevant information about this University at the time of recruitment	2.69	0.731	
I was given adequate relevant information about this job at the time of recruitment in this University	2.40	0.735	
I tendered in a recommendation about my suitability for the job	2.60	0.707	
The recruiters carried out reference checks on me	2.16	0.816	
Eigenvalue		3.844	
% variance		64.075	

Table 3:- Means, Factors Loadings and Cronbach Alphas of Recruitment

The results in Table 3 show that the respondents rated the recruitment process as moderate (recruitment overall mean = 2.67, corresponding to undecided). Therefore, respondents were non-committal about the recruitment process of the university. Factor Analysis suggested that the items on recruitment could be reduced to only one factor with the eigenvalue of 3.844. The factors on recruitment explained over 64% the joint variation in the respective items constituting a factor. Therefore, the items in Table 3 were valid measures of recruitment. The Cronbach alpha (α) =

0.844 above the benchmark = 0.70 suggested that the items were reliable measures of recruitment.

➤ Selection

Recruitment comprised the second predictor variable. The results on selection include frequencies, percentages and means. The results also include factor loadings and Cronbach alpha (α) indicating the validity and reliability of the results respectively. The results are as presented in Table 4.

Selection	Mean (Overall \bar{x} = 2.67)	Factors Loadings	Alpha(α)
I went through a competitive selection process to obtain the job in this University	2.88	0.863	0.904
To get the job at this University I went through a rigorous selection process	2.86	0.860	
When I was being selected to work in this University, my skills relevant to the job were evaluated	3.12	0.917	
When I was being selected to work in this University, my attitudes relevant to the job were evaluated	2.98	0.876	
Background checks were made about me when I was being selected for this job	2.67	0.821	
I had an interview with my immediate supervisor	2.91	0.743	
I had an interview with management	2.70	0.735	
Eigenvalue		4.859	
% variance		69.416	

Table 4:- Means, Factors Loadings and Cronbach Alphas of Selection

The results in Table 4 show that the respondents rated the selection process as moderate (selection overall mean = 2.67, corresponding to undecided). Therefore, respondents were non-committal about the recruitment process of the university. Factor Analysis suggested that the items on selection could be reduced to only one factor with the eigenvalue of 4.859. The factors on selection explained over 69% the joint variation in the respective items constituting a factor. Therefore, the items in Table 4 were valid measures of

recruitment. The Cronbach alpha = 0.904 above the benchmark = 0.70 suggested that the items were reliable measures of selection.

Regression Model for Predicting Employee Commitment using Recruitment and Selection. To establish whether the recruitment and selection predicted the employee commitment (EC) of the academic staff, EC was regressed on selection and recruitment. The pertinent results are in Table 5.

Predictor Variables	Standardized Coefficients		Significance (p)
	Beta (β)		
Recruitment	-0.034		0.843
Selection	0.483		0.006

Adjusted R² = 0.188
F = 10.987, p = 0.000

Table 5:- Regression of Employee Commitment on Recruitment and Selection

The results in Table 5 show that recruitment and selection explained 18.8% of the variation in EC (adjusted R² = 0.188). This means that 81.2% of the variation was accounted for by factors not considered in this study. The regression model was significant (F = 10.987, p = 0.000 < 0.05). However, recruitment (β = -0.034, p = 0.843 > 0.05) had a negative and insignificant influence on EC while selection (β = 0.483, p = 0.006 < 0.05) had a moderate but positive significant influence on EC. Therefore, the first hypothesis to the effect that recruitment influences employee commitment was rejected but the second hypothesis to the effect that selection influences EC was accepted.

V. DISCUSSION

The study revealed that employee commitment was moderate. This finding is consistent with the premise on which this study was based that universities in Uganda faced employee commitment challenges. The first hypothesis (H₁) to the effect that recruitment influences employee commitment (EC) was rejected. This finding was inconsistent with the findings of previous scholars. For instance, Abrokwah et al. (2018) reported that effective recruitment led to a desirable employee's level of employee commitment. Chew and Chan (2008) established that that person-organisation fit positively affected organisational commitment. Edwards and Billsberry (2010) reported that person-organisation fit, person-people and person-job fit positively significantly predicted organisational commitment. Also, Harold and Shiju (2012) established that recruitment positively significantly influenced affective commitment. Khatri and Gupta (2015) found out a highly significant and positive relationship between recruitment practices and organisational commitment. With all the findings of previous scholars supporting the hypothesis which was rejected in this study, it means that recruitment in the context of academic staff in Uganda was very weak to influence EC.

The second hypothesis (H₂) to the effect that selection influences EC was accepted. This finding is consistent with the findings of previous scholars. For example, Abrokwah et al. (2018) revealed that effective recruitment led to a desirable employee's level of employee commitment. Chew and Chan (2008) established that person-organisation fit (selection) positively and significantly affected organisational commitment. De Cooman et al. (2009) found out that that the higher the perceived match between own and organisational values at entry (selection), the more likely it was that someone

stayed with the organisation (continuance commitment). Harold and Shiju (2012) revealed that selection significantly positively influenced affective commitment. Khatri and Gupta (2015) found out that a highly significant and positive relationship between selection practices and organisational commitment. With the findings of previous scholars consistent with the finding of this study, this means that selection has an influence on EC.

VI. CONCLUSION

Drawing from the above discussion, it can be concluded that in the context of private universities in Uganda, employee commitment (EC) was a challenge. This should involve implementing effective recruitment and selection practices. This is because currently, recruitment practices employed are not pertinent as far as promoting EC is concerned. The selection practices employed are applicable to the promotion of EC but are also still wanting. Therefore, it is recommended that the Directorates of Human Resources should improve the implementation of the recruitment process. This should be through making applicants submit their resumes for scrutiny, ensuring that recruitment is strictly based on merit, applicants are provided adequate relevant information about the universities and jobs at the time of recruitment, applicants tender in recommendations about their suitability for the job, and recruiters carry out reference checks. In addition, Directorates of Human Resources should improve the implementation of the selection process. This should be through implementing a competitive and rigorous selection process, evaluating skills and attitudes of candidates relevant to the jobs, carrying out background checks, interviews with immediate supervisors and management. However, the investigations of this paper were limited to one private university. Therefore, future research should cover several private universities.

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