

**THE INFLUENCE OF ORGANIZATIONAL CULTURE ON INTERNAL  
RECRUITMENT AT UNITED NATIONS CHILDREN'S FUND: A CASE STUDY OF  
THE REGIONAL OFFICE IN KENYA**

**MARGARET N. BARASSA (2011)**

**ABSTRACT**

Organization culture has been described as the set of shared, taken for granted implicit assumptions that a group holds and that determines how it perceives, thinks about, and reacts to its various environments. These are the set of operating principles that determine how people behave within the context of the company. The purpose of the research was to investigate the influence of organizational culture on internal recruitment at United Nations Children's Fund (UNICEF). How best to choose people's personalities and career objectives to the organization's business strategy.

The basis of the problem was to highlight the influence of organizational culture on internal recruitment, in today's tight labour market and the competition of talent. The research study aimed to explore what influences internal recruitment. Objectives of the research was : to identify how organizational values, beliefs and policies affects the recruitment and selection at UNICEF regional office; to investigate whether organizational goals and objectives affects recruitment and selection at UNICEF regional office and to find out if internal environment affects recruitment and selection at UNICEF.

Data was collected through the use of questionnaires and then analyzed using descriptive statistics with the help of data analysis tools. The results showed that there should be fairness in recruitment. The management level at UNICEF regional office should influence a change on organizational culture regarding internal recruitment. Management should ensure that the policies are applied and support interpretation. Training on competency based interviewing process is very important to all staff; this will make staff understand the recruitment and selection process.