

Influence of Recruitment and Selection on Organizational Performance: A Case of College of Humanities and Social Sciences University of Nairobi

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Abstract – The purpose of this paper was to investigate how recruitment and selection as a component of human resource practice influences organizational performance of the College of Humanity and Social Sciences of the University of Nairobi, Kenya. The study adopted descriptive survey design. The target population was 54 administrators of the College of Humanities and Social Science. Probability sampling technique was employed since the respondent's population was small. However, the results can be generalized because it is bigger in size compared to other constituent colleges as well as the diversity of the study. Structured questionnaires were administered in data collection. The data was presented in form of tables using frequency distribution and percentages. The findings of the study showed that recruitment and selection as a practice of human resource management has a positive influence on organizational performance. Therefore, the college should focus on recruitment and selection in order to recruit qualified staff to ensure that its performance meets expectations of its clients. The study recommended further that, a research be conducted on goods producing organizations to bridge the gap of this study which focused on service producing organizations.

Keywords – Human Resource Management, Organizational Performance, Recruitment and Selection.

I. INTRODUCTION

Human resource management practices are fundamental to the well-being of the organization as they contribute to the achievement of the organizational objectives. Very few organizations, however, are able to fully harness their potential. Human resource system is well defined as a set of distinct but interacting processes focusing on attracting, developing and maintaining firms' human resources (Lado and Wilson, 1994). This paper presents the significance of recruitment and selection on the organizational performance that leads to the realization of organizational performance. The literature review revealed that performance of the organizations can be attributed to practicing best human resource management practices. This, therefore, leads to the focus of this paper which is mainly on the recruitment and selection and its influence on organizational performance in order to satisfy clients.

Organizations are structurally established to ensure that the set up from the management to the employees, which form different job cadres, depend on professionalism and skills that can be depended upon by the organizational. (Jayaram et al., 1999) acknowledged that although there are established organizational structures, there are issues to be addressed that have not been focused on by the management. There are also important questions raised that need to be dealt with that touch on the human resources. Put differently, several studies suggested that the concept of

the best human resource management practices are the core basis that contribute to the organizational performance and more so, sustenance in the competitive business environment. The study emphasizes that employee selection should focus on professionalism, skills, and more importantly on better terms and conditions of work as they contribute to employees' motivation and effort that results in improved or better organizational performance.

The study literature emphasized on the need and relationship between human resource management practices and organizational performance as they contribute to greater achievement of organizational goals. The previous studies on banking industry indicated that human resource management practices have a positive influence on organizational performance. However, the results may not be a reflective of other organizations (Delery and Dory, 1996). Put differently, Pfeiffer et al., (1994) holds a different view suggesting that organizational performance can be generalized across manufacturing industries as well as different countries across the globe. This paper shows the relationship between recruitment and selection and organizational performance, based on the relevance of the previous studies on the relationship between recruitment and selection as a component of best human resource management practices and its contribution to the organizational performance (Gerhart and Miskovich, 1990). More importantly, many researchers in this area have indicated that human resource management practices enhance organizational performance. Scholars such as Stickland and Thompson, (2007), suggested a method that can be used to measure performance of organizations and implementation of their strategic plans.

Performance measurement aspects includes, inputs that the organizations employ in order to enable them achieve their objectives. Financial resources form the fundamental basis on which the organizational performance is anchored. Organizational operations depend on the finances that are allocated to various departments. Although such departments work independently, they are integrated and work as a system to ensure that organizations achieve their objectives. However, performance measurement did not focus on organizational performance until 1992 when scholars Toms Peters and Bob Waterman discovered the concept of organizational excellence in organizational performance. Recently, more efforts have been put on performance measurement such the balanced scoreboard (Kaplan and Norton, 2001).

According to Andy Neely, (2002), the Cambridge performance measurement is designed for business wide implementation and the approaches of the TPM process (Jones and Schilling, 2000). However, the balanced

scorecard has gained popularity but still there is no measurement model acceptable that can be employed to measure organizational performance. This is as a result of the diversity that different organizations hold, so there is no particular model yet that fits them all (Gable Strickland and Thomson, 2007). Generally, the organizational performance is focused on the achievement of the organizational objectives and goals through its human, financial and physical resources. According to Barney et al., (2001), the provider of the assets that aid the organizations to meet their needs does so with expectations of satisfaction of the delivered services and goods offered in return.

Statement of the Problem

The study intended to establish the influence of recruitment and selection as a component of human resource management practice on organizational performance of the College of Humanities and Social Sciences of the University of Nairobi. Recruitment and selection as a component of human resource management is a fundamental aspect in that no organization can achieve its objectives without it. The study was also to establish how employees' stagnation at one job cadre for many years against the organizational policy for the term limit in one grade affects performance. In addition, the study intended to address labor turn over that may have been caused by recruitment and selection methods that were not transparent and biased. Further, the study was to establish constraints in the recruitment and selection process in the college that would have lead to hiring of ineffective employees. Human resources are valuable assets that organizations cannot do without to achieve their objectives. Therefore, it was within this context that the study focused on the extent to which recruitment and selection influence organizational performance and achievement of its objectives. Recruitment and selection that is not coherent with the human resource practices is likely to be a hindrance to organizational performance and achievement of objectives. The study acknowledged that recruitment and selection of skilled, trained and experienced human resource has a significant influence on organizational performance and attainment of objectives.

II. LITERATURE REVIEW

Human Resource Management is a concept on which organizational framework is based. Ayesha et al., (2012) defines Human Resource Management as an aspect composed of policies, practices and the systems that influence employee's behavior, attitude and performance. This paper, therefore, presents recruitment and selection as a component of the human resource management practice that contribute to the organizational performance and achievement of its objectives. Human resource aspect indeed is fundamentally significant to the well-being of the organization and is a firm's most valuable resource (Peter Drucker 1954). Dessler, (2007) defines recruitment as the process of locating individuals who might join existing or anticipated job openings.

Effective recruitment and selection of employees has significant impact on the organizational performance. It can be enhanced through staff training and development to

ensure that skills are improved. Recruitment and selection of the qualified employees helps in efficient work performance and delivery of services to clients therefore meeting their expectations. According to (Dessler, 2007), Selection is the process of choosing individuals who have relevant qualifications to fill existing or projected job openings. Selection put differently, is the process of assessing candidates and appointing a person to ensure that the most appropriate candidates are hired and can be able to work so that organizational objectives are met through effective performance. The management of most organizations acknowledges that the process of hiring is critical and has serious impact on organizational performance. The process in itself is so tedious that lack of keenness would result to mistakes that would be costly to the organization regardless of the size.

During the recruitment and selection process, if those who do not qualify are absorbed in the organization, performance will not be as expected because those employees are less productive and lack skills to perform their designated work. The management must therefore, move swiftly to address the menace before it finally crushes down the organization. The corrective measures ensure that talented and skilled labor force is in place, thus enabling it to move forward to achieve its objectives through the competitive advantage (Liao and Chuo, 2006).

Organizational productivity and high performance attributed to the recruitment and selection of the right people reduces turnover. In addition, identifying a positive link between hiring of employees and creation of the right culture for organizational growth, results in the achievement of the organizational objectives. Therefore, organizations should focus on the recruitment and selection of the right people to fill vacant positions. Previous studies indicate that there is a positive significance relationship among the human resource management practices and staffing (recruitment source, pre-selection test, IQ test, structured interview and biographical information blank of the organization) for improving financial or profit performance (Vlachos, 2008).

Mintzberg, (2008), acknowledged that the organizational strategy is the stream which a range of desperate activities takes place. In that vein, selection is often strategic; where a range of activities are undertaken in the general stream of finding people to fill a role. In reference to Trepstra and Rozel, (1993), previous studies have explored the linkage of specific human resource management practices function to organizational performance. The human resource management practices have been carefully orchestrated to play a specific part in a grand design in which the whole is greater than the sum of the parts. Key elements in selection are; clear and precise specification, effective use of multiple techniques, elimination of redundant processes, measurement and evaluation and continuous improvement.

Proper recruitment and selection is paramount in strategic and value added human resource management practices. In view of achieving great impact on organizational performance, certain aspects of human resource require to be considered in the selection of certain types of work force. Those with personality traits and that perform well in teams

are to be motivated, while those that are highly educated and qualified will respond better and more quickly to training contrary to the other types of workers.

Based on the data of 19,000 organizations and using meta-analysis, Yongmei, et al., (2007) identified 13 human resource management practices that researchers have studied as possible antecedents to firm performance. The findings of the research are that human resource management practices add a significant value to the organization. Further, the study revealed that human resource management practices and processes have a lot of impact on selection, training and compensation level, enhancing knowledge, skills and abilities. Aspects such as participation, flexible time, grievance procedure and job security enhance empowerment practices which enable employees to work efficiently thus enhancing organizational performance.

Organizational performance entails manipulation and management of inputs in achieving expected organizational objectives. This can be achieved through integration of resources such as finances and human capital. Skilled and professionally trained employees are able to perform designated tasks thus achieving organizational objectives. Managerial approach in organization is focused on the achievement of the organizational goals and objectives through strategizing on the employee working initiatives that are aimed at organizational performance and competitiveness in the business environment.

Theories

Recruitment and selection practice as a component of human resource management has been found to have a positive influence on organizational performance, thus enabling the organization to have a competitive edge. The paper presents the Abram Maslow (1956) motivational theory that employees in an organization need to be motivated at every level in the organizational hierarchy. This will make employees to work well and enable them achieve organizational objectives. Abram acknowledges that human beings are motivated by many needs and these needs depend on many factors as they vary from one person to another and in every situation.

III. METHODOLOGY AND RESULTS

Research design has been described as the scheme, outline or plan that is used to generate answers to research problems (Orodho, 2003). Qualitative analysis and descriptive survey design method were employed on the study. The descriptive design is concerned with the determination of the frequency in which an event occurs and also the existence of the relationship between variables (Bryman and Bell, 1998). The target population employed in the study consisted of 54 administrators distributed in the college as follows; 3 deans of the faculty of arts, faculty of arts and 2 associate deans in the faculty of arts and 2 associate deans in the faculty of law. There were 6 directors of schools, 3 associate director of schools and 15 chairmen of departments, 23 registrars, assistant registrars, senior assistant administrator, senior administrator and administrative assistant in the structure.

The study paper adopted the descriptive design as this was found to be appropriate because it allows the subjects to be observed in their completely natural environment. The target population was 54, 50 people responded while 4 did not. The respondents feedback was used in establishing the extent to which recruitment and selection influence the performance of organizational performance. The study employed the use of open ended structured questionnaires. Pilot testing of 10% to establish instrument reliability and whether the respondents interpreted the questions the same way was carried out. The instruments validity was put into consideration so as to ensure that their use captured intended purpose and upheld content validity (Mugenda and Mugenda, 2004).

Questionnaire methods were employed conveniently to collect data. The respondents were given time to answer the questions and thereafter questionnaires were collected in agreed time. The study adopted descriptive analysis to get in-depth understanding on how recruitment and selection influence the performance of the organization. For the successful data collection, the respondent's integrity and confidentiality was assured.

Data Analysis

The study results present data analysis which includes categorizing, ordering manipulating and summarizing of data in an intelligent and interpretive form using statistics. This was done by employing the use of frequencies, table and percentages and findings based on the research paper. The respondent's returns rate of the study was 50 which were fully filled out of the 54 questionnaire administered. This returns represents the 92.59% of the target population which was very good Mugenda and Mugenda, (2004) asserts that a 50% response rate is adequate, 60% is good and above 70% is rated very well. This therefore, confer that the 92.5% as it was in the study to be very good.

Table 1.1 Questionnaire Return Rate.

Response Frequency	Percentage
Returned Questionnaires 50	92.59
Un returned Questionnaires 4	7.40
Totals 54	100.00

The study results indicated that out of the targeted population of (54) the returned questionnaires were (50) which is 92.59%, while (4) did not return representing 7.40%.

Table 1.2 Distribution of the Respondents by Gender.

Gender Frequency	Percentage
Male 31	62
Female 19	38
Totals 50	100

The study sought on the demographic information about the respondents characteristics indicated that (31) 62% of the respondents of the college of humanities and social sciences administrators were male compared to their female

counter parts which stood at (19) 38%. Therefore, this implies that in administrative positions are male dominated due to their requisite qualifications and their desire to rule. However, the study revealed that even though the females were fewer than males, the number of females is on the increase.

1.3 Distribution of Respondents by Educational level

Educational level	Frequency	Percentage	Cumulative %
High school	-	-	-
Diploma level	-	-	-
Undergraduate	8	16	-
Post graduate	42	84	100
Totals	50	100	

The study questionnaire was structured to determine the respondents' level of education.

The results indicated that the administrators level at the post graduate level was at (42) which is 84% and undergraduate level was (8) which is 16%.

1.4 Recruitment Methods and Procedures

Response	Frequency	Percentage
Employee Referral	-	-
Local Newspaper Advertisement	-	-
Internet	-	-
Professional bodies	-	-
Both Internet and Newspapers	50	100
Totals	50	100

The study determined the extent to which recruitment methods and procedures influence the performance of the college of humanities and social sciences. The results showed that (50) representing 100%, recruitments are carried out through advertisements in the local newspaper daily and the institution's website.

1.5 Appropriate Time for Recruitment

The study sought to determine the period taken for recruitment process and the results were indicated as follows.

Response	Frequency	Percentage %
One Month	-	-
Two Months	-	-
Three Months	18	36
Any Other	32	64
Totals	50	100

The results indicated that the organization does not conduct its recruitment within a period of one or two months because the exercise cannot be concluded in such a short time. The (18) 36% of the respondents indicated that the recruitment period takes three months. This shows that the college fills the vacant positions as stated in the university policy. (32) 64% of the respondents indicated that the recruitment took more than six months centrally to the University policy.

Constraints of Recruitment

The constraints the organization faces during the recruitment and selection as shown in the Table 1.5

1.6 Constraints of recruitment.

Response	Frequency	Percentage
Long Process	23	46
Interests	12	24
Ethnicity	15	30
Totals	50	100

23 respondents which represents 46% revealed that the process of recruitment is time consuming since it took a long process for the organization to recruit employees. This leads to malfunctioning as skeleton staff are overwhelmed with the work load entails in the organization. 12 respondents which represents 24% indicated that vested interests is also a factor that hinders the recruitment process because there are some powerful individuals who desire to influence the recruitment process. 15 Respondents representing 30% cited ethnicity as the major constraint in the process of recruitment. This is because individuals in senior positions influence and create positions for their tribesmen and this deters the efficiency of the organization since such people may not qualified and experienced to serve in such capacities.

Constraints in Selecting Candidates

The constraints faced by the organization while selecting a candidate and the results were recorded as indicated below.

Table 1.7 Constraints in selecting candidates

Response	Frequency	Percentage
Experience	19	38
Performance	13	26
Ethnic Balance	8	16
Academic Achievement	10	20
Totals	50	100

19 of the respondents which represented 38% indicated that experience should be the most important aspect to be considered while selecting a candidate. This is because experienced employees find it easy to perform their duties and take less time to accomplish tasks. 13 Respondents which represented 26% of the respondents agreed that performance should be a factor to be taken into consideration because performance is a key aspect in attainment of organizational objectives. 8 Respondents which represents 16% of the respondents agreed that ethnic balance should be considered because it will promote teamwork and dynamism at work place. 10 Respondents which represented 20% indicated that educational level is an important factor to consider since it is through education that skills developed and knowledge acquired which are vital at the work place leading to good performance at the workplace.

Candidates Joining Organization

The reasons motivating candidates to join the organization.

Table 1.7 Reasons for joining organization

Response	Frequency	Percentage
The Pay	33	66
Terms of Service	17	34
Totals	50	100

23 respondents which represented 66% stated that good pay is the main reason why people move from one job to another. This is because people work so as to earn money to meet needs. 17 Respondents which represented 34% revealed that terms of service is a reason why people move from one organization to another. Good terms of service provide job security and benefits such as medical, insurance among others which act as an incentive to many employees. *Candidates' Failure to join the Organization.*

The study wanted to establish reasons that hinder candidates from joining an establishment

1.8 Reasons hindering candidates from joining the organization

Responses	Frequency	Percentage
Low Pay	29	58
Working Conditions	21	42
Totals	50	100

From table 1.8

29 of the respondents which represented 58% indicated that most candidates would not join the organization if the pay was below what they are expected. 21 of the respondents which represented 42% indicated they would not take up the job if the working conditions were poor.

IV. CONCLUSION AND RECOMMENDATIONS

The paper concludes that recruitment and selection as a component of human resource management has a positive influence on organizational performance as it leads to delivery of services and meeting the expectation of the clients. it is therefore important that the process is conducted scientifically to ensure the right number and quality of personnel are engaged to reduce unnecessary expenses that may arise through labor turnover, training and induction in addition to recruitment and selection process repeat. It also enables as the organization to thrive in a competitive business environment. The study recommends that other components of human resource management be studied to establish how they influence the organizational performance.

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