

**IMPACT OF RECRUITMENT AND SELECTION PRACTICES ON  
ORGANIZATION PERFORMANCE IN EQUITY BANK NAIROBI.**

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requirements for the Degree of**

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**Strathmore Business School**

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## **DECLARATION**

I declare that this work has not been previously submitted and approved for the award of a degree by this or any other University. To the best of my knowledge and belief, the research proposal/project contains no material previously published or written by another person except where due reference is made in the research project itself.

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## **Approval**

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## **DEDICATION**

This research project is dedicated to my family and friends for their unwavering support, devotion, and commitment throughout the proposal process. May God continue to generously bless you.

## **ABSTRACT**

The research paper entitled Impact of Recruitment and Selection strategies on organizational performance has been prepared to put a light the policies and tactics for recruiting and selecting employees that enable a company to compete with its competitors. The goal of this study is to look into the role that effective recruitment and selection practices have had in ensuring that commercial banks in Nairobi achieve excellent organizational performance. The researcher will analyse the impact of these practices on the performance of Equity Bank in Nairobi county Kenya. This research will be conducted using descriptive cross-sectional design. The research was directed by four objectives namely, to examine the impact of recruitment and selection practices in the organization's performance, to examine the effect of use of advertising as a recruitment practice on organizational performance, to examine the effect of employee referrals as a recruitment practice on organizational performance, to examine the effect of assessment tests as a selection practice on the organization's performance. The study will rely on the Resource based view theory that shows there is a relationship between recruitment and selection process and the organisation's performance. The study also relies on the Human Capital theory which shows how important of an asset the employees are to the organization and how focus should be on the implementation of effective recruitment and selection strategies. The results of this study will show that employee performance, as well as selection and recruitment procedures play a substantial effect in organizational success.

## ACKNOWLEDGEMENT

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## Table of Contents

<b>CHAPTER 1: INTRODUCTION</b> .....	1
<b>1.1 BACKGROUND TO THE STUDY</b> .....	1
<b>1.2 PROBLEM STATEMENT</b> .....	5
<b>1.3 RESEARCH OBJECTIVES</b> .....	6
<b>1.4 RESEARCH QUESTIONS</b> .....	6
<b>1.5 SCOPE OF STUDY</b> .....	7
<b>1.6 SIGNIFICANCE OF STUDY</b> .....	7
<b>2.1 INTRODUCTION</b> .....	8
<b>2.2 THEORETICAL REVIEW</b> .....	8
<b>2.3 EMPIRICAL REVIEW</b> .....	9
<b>2.4 SUMMARY OF LITERATURE AND RESEARCH GAPS</b> .....	14
<b>2.5 CONCEPTUAL FRAMEWORK</b> .....	15
<b>2.6 OPERALISATION OF VARIABLES</b> .....	15
<b>3.1 INTRODUCTION</b> .....	17
<b>3.2 RESEARCH DESIGN</b> .....	17
<b>3.3 POPULATION AND SAMPLING</b> .....	17
<b>3.4 DATA COLLECTION METHODS</b> .....	18
<b>3.5 DATA ANALYSIS</b> .....	19
<b>3.6 ETHICAL ISSUES IN RESEARCH</b> .....	19
<b>CHAPTER 4 PRESENTATION OF FINDINGS</b> .....	20
<b>5.1 Introduction</b> .....	27
References.....	31

## **CHAPTER 1: INTRODUCTION**

### **1.1 BACKGROUND TO THE STUDY**

#### **1.1.1 Recruitment and selection process and need.**

Recruitment is the process of locating potential employees and encouraging them to apply for positions within the company (Biswas, 2012). Selection, on the other hand, is the task of finding a candidate from a pool of candidates recruited to fill a job opening (Opatha, 2010). (Ofori & Aryeetey, 2011) define selection as the process of using sophisticated tools to choose from a pool of people who are most qualified for the job in interest. Since it rejects a large number of applicants and accepts only a few to fill the opening, selection can also be considered as a rejection process (Gamage 2014).

The need for recruitment and selection may be due to job vacancies that occur as a result of branch transfers, retirement, job promotions, employee termination, turnover and death. It may also be as a result of creation of new positions in the organization due to company growth and expansion.

The recruitment and selection process according to (Radhika Kapur,2020) entails:

Identifying the need for recruitment which in this case may be as a result of a job vacancy or creation of a new position. When job vacancies occur, it is critical for Human resource to perform a thorough examination of the factors that caused the openings. Leaves and suspensions, personal problems, new job possibilities, relocation to another city or country, and other factors may all contribute to the decision to leave.

Performing a job analysis to develop a job description and specifications. Conducting a job needs and requirements analysis is critical. The job analysis assists employers in identifying the potential skills, aptitude and competencies that employees should possess in order to satisfactorily perform their job obligations and meet the strategic goals of the organization.

Attracting and sourcing new employees: Organizations ought to advertise in newspapers or websites to recruit individuals for various job vacancies. They must clearly disclose in the adverts what positions are available and what credentials and skills are expected from the applicants. Educational qualifications, job experience, skills and knowledge, physical attributes, communication abilities, and personality traits are all important variables to examine when recruiting people. On the other hand, sourcing may be internal or external. Internal sources of

recruitment seek to fill job positions from within the organization include transfers and promotions. External sources of recruitment are advertisements on newspapers and websites, campus recruitments, referrals, hiring agencies among many others.

Screening. When an organization receives a high number of applications, it must screen them and make decisions about which individuals will be invited for an interview, this is mostly done over a telephone call.

Conducting employment interviews. The interview questions can either be open ended or closed ended. Closed ended questions demand one-word replies, usually yes or no, but open-ended questions require extensive answers.

Selection of candidates. Written tests and group talks are also conducted in addition to interviews. Normally once interviews, written tests, and other methods have been completed, the selection panel decides on the right people for the job.

Worldwide, the banking industry has been challenged to improve customer service while still meeting stringent regulatory standards and lowering operating costs (Nyamongo & Temesgen, 2013). According to Mulwa (2018) Kenyan banking industry should indeed compete on a worldwide scale and one method to do so is to adopt the best human resource techniques. According to Odunga (2012), some of the challenges faced by Kenyan banking organizations are caused by a lack of attention to best practices in human resource management. Kenyan banks, according to (Genga, 2014), lack an industry HRM guideline that controls their human resource practices and policies. As a result, each bank in Kenya has evolved its own set of human resource management policies.

According to Boxall, Purcell, and Wright (2007), an organization must answer five key issues in order to have a successful recruitment strategy in order to attain high performance and organizational success. "Whom to consider for the job?" "Where to recruit from?" "What sources to use for recruitment?" "When to carry out recruitment?" and "What message to convey?" are the queries. Through having a good recruitment strategy in place, an organization

can attract and retain employees who are highly qualified for their jobs and in the long run improve organizational performance.

Ofori & Aryeetey, (2011) in their study concluded that the purpose of recruitment and selection is to obtain the right number and quality of employees that are needed to satisfy the organization's strategic objectives at minimal cost. Recruitment and selection are a very crucial facet in Human Resource. It not only gets the organization labour for the job, but it also ensures workforce heterogeneity, ensures that the right people with the needed skills and qualities are employed, helps increase the success rate of the organization and reduces the probability of turnover.

It is the desire of every employer to attract and select the best workforce for the organization. This is because the quality of personnel that an organization has influences its productivity and performance (Radhika Kapur,2020). Employees may affect the competitiveness of the organization, client satisfaction, organization's goals either negatively or positively. A study done by Gamage (2014) on the procedures of recruiting and selection in Small and Medium-sized businesses in manufacturing sector in Japan observed that there is a considerable positive connection between recruiting and selection and organizational performance.

The importance of recruitment and selection methods in contributing to the organization's performance has been strongly emphasized by most firms. Such corporations commit significant resources and effort to ensuring that they have a high-quality selection procedure and the appropriate workers (Yashar,2018). The policy may highlight where they plan to recruit from, whether internally or externally, the nature of job requirements, advertising options, recruitment activities, and recruitment evaluation. Mustapha, Ilesanmi & Aremu (2013) in their study on The Impacts of well-Planned Recruitment and Selection Process on Corporate Performance in Nigerian Banking Industry revealed that poor recruitment and selection strategies led to the selection of inappropriate staff, therefore leading to poor organizational performance.

According to Kelleher (2017), the policy's goal is to lay out the important steps in the hiring process and assign specific roles for each of them. The recruitment policy must be specific and well-defined so that it can be implemented effectively. The policy's major goal is to structure the methods and procedures that are required in the recruitment and selection of human resources. It is necessary to ensure that all procedures and processes are completed in a

systematic manner Kapur (2020). The organization's goals and objectives must be reflected in the recruitment policies.

According to Petts (1997) a recruitment policy should be adaptable and flexible enough to meet the organization's recruitment demands, whether planned, unforeseen or anticipated. It should also be flexible because the techniques and sources of recruiting are constantly evolving over time and continue to do so in response to the environment, industry in question, level of economic and technical advancements. The recruitment policy should be able to suit both the organization's and employees' needs. Furthermore, a good recruitment policy should be in line with the government's important public policies Petts (1997).

Alabi, Ezekiel, Afolabi, M.A & Adeyemo, S&A (2005) did a study on the influence of e recruitment on organizational performance in Nigeria. According to them, businesses such as colleges, universities, industrial organizations, media and entertainment organizations should implement an e-recruitment system to improve their performance because it will facilitate and speed up their recruiting procedures. In this fast-changing and highly competitive business world, organizations must implement e-recruitment as one of their operational components of their human resource strategy.

### **1.1.2 Equity Bank Kenya**

Equity Bank was started in October 1984 as the Equity Building Society, and it was originally a supplier of mortgage financing for the bulk of its customers who were low-income. Equity's evolution into a fast-growing microfinance company and eventually into a commercial bank is widely regarded as an inspiring success story. Equity Bank currently has over 9 million customers, making it Africa's largest bank in terms of customer base and accounting for approximately half of all bank accounts in Kenya. Equity Bank Limited is a Kenyan company founded and registered under the Kenyan Companies Act Cap 486. The Bank continues to provide retail banking, microfinance, and allied services under the Kenya Banking Act (Chapter 488). Kenya, Uganda, South Sudan, Rwanda, and Tanzania all have subsidiaries of the Bank. Equity Bank has put in place human resource practices that will help them be more effective, especially in terms of recruitment and selection. One of the practices is the use of an e recruitment portal. The website allows job seekers to see vacancies at Equity and at the same time submit their job applications. The portal is powered by Taleo Corporation with which Equity Bank has joined efforts with to manage job applications more quickly and improve its recruitment and selection process.

## **1.2 PROBLEM STATEMENT**

If an organization's recruitment and selection method is particularly effective, highly skilled personnel will be hired and retained. In this situation, the organization's bottom-line business results, such as financial performance and productivity, will improve (Yashar,2018).

The process of recruitment and selection is a matter of concern to many organizations. This is because having the right workforce means the organization leads the organisation to achieving its strategic goals. Kapur (2020), revealed that effective and meaningful recruitment and selection policies are essential because they are perceived to save an organization from situations such as counterproductive tests and interviews due to lack of qualified candidates in the applicant pool, compromising on good candidate selection, high attrition rates, low productivity and profitability of the organization in the long run.

However, many organisations find it a difficult task to search and attract candidates, recruit, and select the right people who fit with the organisation's strategic goal Yashar (2018). This is as a result of having ineffective recruitment and selection policies due to failure to have good Human Resource planning within the organization. Human resource planning and development is a big challenge, making policy implementation difficult (Yashar, 2018). Therefore, for an organization to implement effective policies it must first ensure that the Human resource is aware and linked to the organizations strategies. Poor policies are likely to cause the organization problems during the recruitment and selection process. Some of the barriers that prevent organisations from effective recruitment and selection include unconventional selection practices, bias, favouritisms, compromising on good candidate selection among others. Yashar (2018) recommends that to make policies more efficient and effective some of the key things to do is; to maintain equality for all applicants, avoid nepotism, tribalism and favouritism when recruiting or selecting employees.

In his study Yashar (2018) concluded that the recruitment and selection processes, as well as employee performance has a significant impact on an organization's performance, which is especially important if the organization aspires to reach greater heights. The organisation's recruitment strategies determine how well the organisation performs. If the organisation has poor policies and strategies set to attract and select candidates, it is most likely that the organization will employ the wrong people and vice versa if they have proper policies and strategies set.

Worldwide, the banking industry has been challenged to improve customer service while still meeting stringent regulatory standards and lowering operating costs (Nyamongo & Temesgen, 2013). According to Mulwa (2018) Kenyan banking industry should indeed compete on a worldwide scale and one method to do so is to adopt the best human resource practices. According to Odunga (2012), some of the challenges faced by Kenyan banking organizations are caused by a lack of attention to best practices in human resource management. Kenyan banks, according to (Genga, 2014), lack an industry HRM guideline that controls their human resource practices and policies.

### **1.3 RESEARCH OBJECTIVES**

#### **1.3.1 GENERAL OBJECTIVE**

1. To examine the impact of recruitment and selection practices in the organization's performance.

#### **1.3.2 SPECIFIC OBJECTIVE.**

1. To examine the effect of use of advertising as a recruitment practice on organizational performance.
2. To examine the effect of employee referrals as a recruitment practice on organizational performance.
3. To examine the effect of assessment tests as a selection practice on the organization's performance.

### **1.4 RESEARCH QUESTIONS.**

1. What is the impact of recruitment and selection practices on the organization's performance?
2. What is the effect of use of advertising as a recruitment practice on organizational performance?
3. What is the effect of employee referrals as a recruitment practice on organizational performance?
4. What is the effect of assessment tests as a selection practice on the organization's performance?

### **1.5 SCOPE OF STUDY.**

This study is limited to the recruitment and selection practices of Equity bank in Nairobi, Kenya.

### **1.6 SIGNIFICANCE OF STUDY.**

This study will:

Show recruitment practitioners the importance of having an effective recruitment and selection policy that advocates for proper selection.

Serve as a useful source of literature to those interested in developing further studies on the matter.

## **CHAPTER 2:**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION.**

This chapter will summarize past research on the impact of recruitment and selection tactics on organizational success. This chapter will also introduce the theories that have been used to support this study, the gaps in the past literature which is the primary focus of the research presented in this proposal.

#### **2.2 THEORETICAL REVIEW**

##### **2.2.1 Resource Based View Theory.**

This study relies on the Resource Based View theory of Barney (1991) which basically states that the internal resources of an organization are of far much importance than its external resources in achieving a competitive advantage. The nature of the organization's internal resources, in this study, the employees, should be highly prioritized when devising strategies that can lead to a competitive advantage. Organizations that have a human resource pool which cannot be emulated by its rivals have a strategic competitive advantage. According to Resource Based View theory, to ensure that organisations have the right workforce equipped with the right skills, organisations should constantly evaluate their workforce (Barney, 2001). In the case where they find that they do not have the right workforce for the task, organisations should implement the appropriate recruitment and selection procedures. As per the theory, a large part of a company's strength or weakness is determined by its workers and the quality of their working relationships. Thus, to have a competitive advantage companies must exercise caution when it comes to the recruitment and selection process.

##### **2.2.2 Human Capital Theory.**

The other theory that informs this study is the Human Capital Theory (HCT). According to the HCT, "People and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and also constituting a significant source of competitive advantage". (Armstrong & Baron 2002; cf. Armstrong, 2006 page 14).

Human capital theory views people as assets and emphasizes that firms' investments in people will yield worthwhile returns. It emphasizes that people have inherent abilities, behaviours, and personal energy, which combine to form the human capital they contribute to their jobs. Individuals' knowledge, skills, and capacities do, in fact, create value. As a result, the emphasis when recruiting and selecting employees must be on methods for attracting and selecting the right candidate to fill in the job position.

The Human capital theory relates to this study because it puts a lot of emphasis on how important and valuable labour is. Moreover, it further goes to show how the people employed in an organization can affect its competitiveness and performance. With the right people who have the right skills and are in line with the organisation's strategic performance, the organisation is likely to perform well and have an advantage over its rivals. The theory further supports this study by showing that there should be a strong emphasis placed on recruitment and selection methods.

### **2.3 EMPIRICAL REVIEW.**

According to Boxall, Purcell, and Wright (2007), an organization must answer five key issues in order to have a successful recruitment strategy in order to attain high performance and organizational success. "Whom to consider for the job?" "Where to recruit from?" "What sources to use for recruitment?" "When to carry out recruitment?" and "What message to convey?" are the queries. Through having a good recruitment strategy in place, an organization can attract and retain employees who are highly qualified for their jobs and in the long run improve organizational performance.

According to Windolf's (1986) study, the recruitment process normally will begin with identifying the profile of the ideal candidate for the job. Depending on the resources available to the organization, Windolf (1986) states that firms can either advertise the position or limit the number of people who can apply to the employees working within the organization, or referrals made by the employees. He further goes to explain that discrimination usually begins at the early stages of recruitment. This is because only a small number of potential applicants can gain access to such closed recruitment channels. In this situation, using these channels discriminates against outsiders who do not have intimate ties to the firm's employees Windolf (1986).

There are different strategies that organizations can adapt for recruitment and selection purposes. According to the status quo recruitment and selection strategy, organizations focus on homogeneous selection. This is where the company has the resources needed for the recruitment process, but it does not put them to good use in comparison to its competitors and other successful companies. They constantly look for the same type of labour and are uninterested in changing their current hiring strategy. Their recruitment procedures remain unaffected by changes in technology or job requirements (Windolf,1986).

The second recruitment and selection strategy are autonomous strategy. This is an extremely strict, well-organized recruitment process in which the recruiting firms follow pre-determined criteria. In his study, Windolf suggests that firms that are able to adapt this strategy are able to attract the top candidates for the job position. The autonomous strategy sets job requirements very carefully and rarely compromises on the key features and requirements needed for the job. Windolf (1986), also states that firms that employ this strategy usually have specific recruitment methods and sources.

The third recruitment and selection strategy is innovative strategy. In this strategy organizations are not limited to a specific set of recruitment channels but instead uses all types. This strategy is ideal when the firm's internal innovation potential is insufficient to keep up with its ability to alter technology, products, and consumers. In this situation, the company tries to acquire creative human capital.

The fourth strategy is muddling through strategy which is characterized by the lack of strategic thinking and inept recruitment and selection processes. (Windolf,1986) argues that organizations that use this strategy are typically small businesses with little to inadequate resources to adapt better recruitment strategies.

The final recruitment strategy is the flexible strategy which is recognized and implemented by small and medium-sized businesses who have limited resources and must adapt to changing environmental conditions but are inclined to strategic thinking.

In this study's context, organizations that adopt innovative strategies or the autonomous strategies are likely to attract a highly qualified labour force and in turn employ the right people for the job who will in turn improve the organization's performance in different ways. In contrast studies that lack strategic thinking are likely to adopt the status quo or muddling

through strategies which are not completely focused on getting the best people to fill in the job positions (Windolf,1986).

In their book *The Knowing-Doing Gap*, (Pfeffer & Sutton, 2000) revealed that the fundamental gaps in organizational competitiveness are no longer caused by differences in knowledge, but rather by differences in the capacity to put what is understood into practice. They further went on to reveal that information about best practices is readily available to organizations and it may no longer offer competitive advantage as a result.

In contrast, Rynes, Colbert & Brown (2002) in their study concluded that there are large gaps in what HR departments know about HR best practices across firms and the average level of knowledge isn't very impressive. Furthermore, their study concludes that most significant discrepancies between study findings and practitioner perceptions involve some of HR's most important issues such as recruitment and selection. The most significant differences that concerned recruitment and selection-related issues according to Rynes, et al. (2002) are: Selecting for intelligence instead of values. Using intelligence instead of conscientiousness as performance predictors. The validity of integrity tests and the absence of adverse impact for integrity tests. Three of the most troubling questions demonstrated a lack of understanding of the use of intellect as a predictor of achievement in practically any sort of work.

### **2.3.1 Recruitment practices and organizational performance**

In their study “The Impacts of well-Planned Recruitment and Selection Process on Corporate Performance in Nigerian Banking Industry” Mustapha, Ilesanmi & Aremu (2013), using a mixed approach to data collection the researchers tested their first hypothesis that there is a strong link between merit-based recruiting and organizational success. It was revealed from the regression analysis that 87.73% showed support of this.

According to their study, their second hypothesis effective recruitment and selection is key to organizational commitment results of the regression analysis indicated that 89.14%. Thereby supporting the notion that effective recruitment and selection practices creates organizational commitment. Lastly, their third hypothesis to be tested was whether First Bank Plc's organizational success has benefited from well-planned recruiting and selection. The ANOVA test was used and it was concluded that the bank's remarkable performance is attributed to good management, hard work, employee cooperation and most important to this study, the bank's

concentration on well-planned recruitment and selection processes. There is therefore a strong and substantial association between merit-based recruiting and organizational performance Mustapha, Ilesanmi & Aremu (2013).

Gamage (2014) researched on the recruitment and selection practices in manufacturing SMEs in Japan to analyse its link with business performance. In the study, Gamage (2014) used operational performance (labour productivity, product quality, organizational creativity, customer satisfaction) and financial performance as the indicators of business performance. The study showed that customer satisfaction has a favourable and significant link with recruitment and selection intensity. The degree of association between recruitment and selection intensity and customer satisfaction is low but statistically significant. The study also showed that intensity of recruiting and selection has a strong relationship with labour productivity. The degree of the positive relationship between recruitment and selection intensity and product quality is also significant. The study also found a statistically significant relationship between recruiting and selection intensity and organizational creativity. Under financial performance Gamage (2014) also found that there is a strong and significant relationship between recruitment and selection strategies and financial performance.

The results of Selase (2018) in his study on the impact of recruitment and selection practices on performance in GN bank, Accra Ghana revealed that recruiting and selection criteria have a significant impact on a company's execution. The more goal-oriented the recruiting and selection criteria the better the organizations performance. The researcher used the human capital theory, resource-based view theory and the equity theory to lay his investigation.

In their review of past studies on HR practices and organizational performance, Syed and Jama, (2012) illustrated support in the notion that implementing a powerful recruitment and selection process is positively related to organizational performance. To be effective in selection, an organization must ensure that there is a policy that curbs unconventional selection practices from getting in the way of choosing the right employees who will steer the organization towards achieving its strategic objectives.

### **2.3.1.1 E recruitment and organizational performance.**

Alabi et.al (2015) in their study, found that E recruitment contribute 69.4% to organizational profitability. according to their study this meant that its recruitment methods influence the organization's profitability by 5% confidence level.

MS Malik, M Muftaba (2018) in their study on the impact of e recruitment impact on effectiveness of HR department in the private sector in Pakistan found that e recruitment has a significant effect on the effectiveness of the Human resource department in terms of cost effectiveness, attracting a better pool of applicants and reducing the recruitment cycle.

In their study Buhari, A.A, Akyuz, M., & Opusunju, M. I. (2021) discovered that the corporate website has a favorable and significant impact on the effectiveness of First Bank Nigeria Plc's branches in North West Nigeria. Furthermore, an e-recruitment agency has a favorable and significant impact on the effectiveness of First Bank Nigeria Plc, Northwest, Nigeria branches.

The study of Babalola, D.Y, Oyeniyi, K.O, Adeyemi, M.A (2015) looked at the link between electronic recruitment and organizational performance, focusing on a few manufacturing firms in Nigeria, Ibadan. According to their findings, which seem to support prior research that found that e-recruitment has a significant impact on organizational effectiveness, e-recruitment has a substantial impact on organizational performance in terms of cost savings and time management.

### **2.3.1.2 Employee referrals and organizational performance.**

According to Viyana Mani (2015) employee referral is widely recognized as the most cost-effective and efficient form of recruiting applicants and as a result, companies of all sizes and across all industries are attempting to improve the volume of candidates they acquire through this channel. Employers profit from referral hiring because it is a low-cost recruitment strategy, and referral workers stay longer, are satisfied and perform better. Pieper, J. R. (2014).

Friebel G., Heinz, M., Hoffman. & Zubanov, N. (2019) suggest that the overall effect of having an employee referral system is significant, cutting attrition by about 15% and lowering firm labor expenditures by nearly 3%. This is largely due to the fact that referrals stay longer than nonreferrals.

### **2.3.1.3 Assessment centers and organizational performance.**

An assessment center is a procedure, not a location, that employs a number of assessment tools to examine personnel for various workforce reasons and decisions. Individuals being considered for promotion, placement, or specific training and development in management have commonly used this strategy. The technique has proven successful for seemingly similar occupations where greater dependability or objectivity of observation is necessary. Assessment centers are most valuable when the individual is aspiring to a job that is significantly different

from the position held. Because it is difficult to observe complicated social behavior, integrate the data and make predictions, most assessment center programs include intensive training for management assessors. (Thornton III et al., *Assessment Centers and Managerial Performance* 2013).

## **2.4 SUMMARY OF LITERATURE AND RESEARCH GAPS.**

There have been several valuable existing research that have provided solid and extensive evidence for the impact that effective recruitment and selection practices have on the performance of an organisation. Such studies include Gamage (2014) study which discovered that recruitment and selection tactics have a substantial and significant association with financial performance. Selase (2018) study that found recruiting and selection criteria had a substantial impact on a company's execution in his study on the impact of recruitment and selection procedures on performance in GN bank, Accra Ghana.

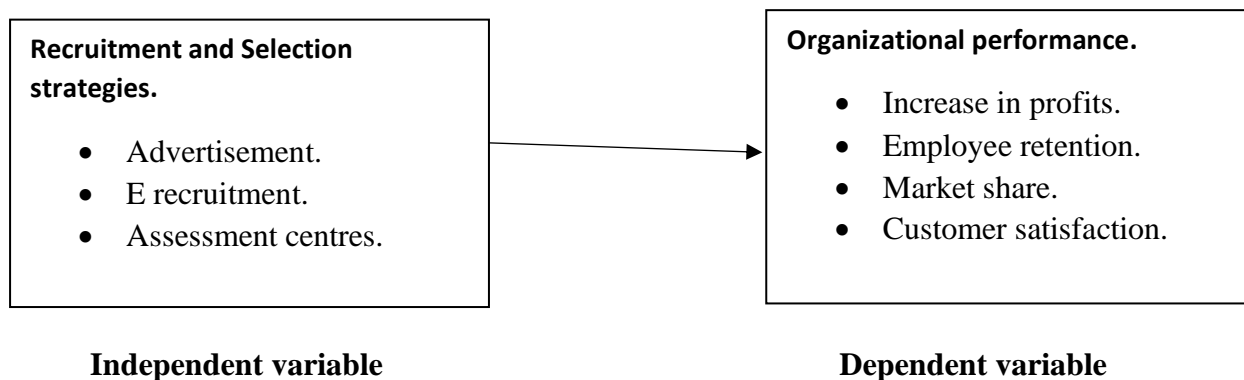
However, there are still some crucial knowledge gaps and key challenges within the field that need to be resolved. In recruitment and selection areas, there are significant differences between study findings and practitioners' opinions. Rynes, et.al (2002) findings imply that there are significant disparities in what HR departments know about HR best practices across organizations and that the average level of knowledge is not particularly spectacular. Groen (2008), in their study on Dutch HR professionals found a gap between HR professionals' perceptions of successful human resource practices and academic research findings. However, according to Pfeffer and Sutton (2000), information distribution has grown so effective that everyone is likely to be aware of best practices. As a result, they suggest that best practices are unlikely to offer competitive advantage in the future. Sanders, Riemsdijk, Groen (2008), in their study on Dutch HR professionals found a gap between HR professionals' perceptions of successful human resource practices and academic research findings.

Therefore, the gap that will be addressed in this study is whether HR professionals in the banking industry in Nairobi are well informed of the best recruitment and selection practices and whether they still offer a competitive advantage to the organization. In addition, the study

will also address whether there is a gap between HR professionals' beliefs in the successful recruitment and selection strategies (in the banking industry in Nairobi) and academic research.

## 2.5 CONCEPTUAL FRAMEWORK

The independent variables and dependent variables are



## 2.6 OPERALISATION OF VARIABLES.

### **Recruitment and Selection Policies and Strategies**

For the purpose of this study, recruitment and selection will be operationalized. The process of attracting and selecting individuals for employment is referred to as recruitment and selection. Recruitment is the process of locating potential employees and encouraging them to apply for positions within the company (Biswas 2012). The process of choosing the best candidate from a pool of candidates recruited to fill a vacant position is known as selection (Opatha, 2010). Recruitment and selection are seen to have a beneficial relationship with business performance.

### **Organizational performance.**

The degree to which an organization, with some informational, financial, and human resources, presents itself effectively in the business market is referred to as organizational performance. Individual performance can have a favourable or negative impact on the overall success of the company in the short, medium, and long term (Contu Eleonora, 2020). The following organizational performance outcomes are used

in this study; increase in profits, employee retention, market share, customer satisfaction.

## **CHAPTER 3:**

### **RESEARCH METHODOLOGY.**

#### **3.1 INTRODUCTION**

This chapter will deal with the methodological procedures by which the data pertinent to the research problem will be collected. It will explain every component involved in conducting the research: the research design, population and sample, data collection methods and sources, data analysis and ethical considerations to be used in research.

#### **3.2 RESEARCH DESIGN**

A research design, according to Kothari (2004), is the advance planning of the methods to be utilized for collecting relevant data and the techniques to be employed in their analysis, while keeping in mind the research purpose and the availability of staff, time, and money.

Qualitative research will be used in this study. This is because qualitative approaches are used in research to generate descriptive data and because this research is targeted at investigating recruitment and selection processes that somehow have incorporated human beings' attitudes, traits working styles, which are difficult to measure, the qualitative method is deemed to be appropriate. According to (Creswell, 2003), qualitative research is an effective approach that allows the researcher to develop a level of detail by being deeply involved in the actual experiences.

The study will use qualitative data retrieved from literature searches, journals and articles. This research design will be used because it is deemed satisfactory for collecting data from the sample population selected.

#### **3.3 POPULATION AND SAMPLING**

The Banking Industry of Kenya will be selected for the study of which Equity bank Nairobi was used in carrying out the research. The population is the Equity bank Embakasi branch. The study targeted HR managers, line managers and other employees of the bank.

A sample size is the exact population to be studied. This study was conducted with a sample of 130 respondents who represent the views of all Equity Bank workers in Nairobi, Kenya. However, due to time restrictions, Equity Bank's sample size of 87 employees was deemed adequate based on average sample sizes used in previous studies.

### Sample Size of Respondents Selected

CATEGORY	Target Population	Sample Size	Sampling Technique
HR Managers, HR Business partners, HR Officers	29	11	Purposive Sampling
Line managers	32	27	Purposive Sampling
Other employees	69	49	Purposive sampling
Total	130	87	

### 3.4 DATA COLLECTION METHODS

The study aims to show the relationship among two variables: independent variable; Recruitment and selection process and strategies and dependent variable; organizational performance. Therefore, the qualitative approach will be used in conducting this research. The primary sources will be used in the carrying out of this research. Primary data will be collected through distribution of questionnaires and open-ended surveys

#### Primary Sources

In collecting primary data there are several approaches available to gathering data. To collect reliable and valid information, the researcher will contact employees of the various banks in Nairobi.

The method to be used in collecting the primary data will be open ended surveys and questionnaire. A set of questionnaires will be prepared with open - ended questions. The researcher will prepare the questionnaire to be responded by the sampled employees of the organization. The questions will be designed to make the purpose of the study successful after the results have been ascertained. This instrument will give the expected information about the recruitment and selection procedures or practices within the industry and the organization.

### **3.5 DATA ANALYSIS**

The collected data will be analysed through content relational analysis. The feedback from respondents will be reduced to categories and the researcher will use a coding system to look for certain terms or showing relation between recruitment and selection and organizational performance.

### **3.6 ETHICAL ISSUES IN RESEARCH.**

The respondents selected will be given an opportunity to learn about the objectives and goals of the research. Participants will be informed about the goals and objectives of the research, who or what organization will be supporting it in this case, Strathmore University, how the findings will be utilized, any potential negative consequences that may arise from their participation in the study and who will have access to the findings of the data collected.

Once the respondents are informed, they will decide whether they are willing to participate in the study or not. They will have the ability to withdraw or refuse at any time to participate in the research if they feel uncomfortable with the data collection process or anything concerning the research in general.

No one other than the researcher will have access to any identifiable information such as names, information. The researcher promises to ensure that the respondents who will take part in the research remain anonymous throughout the process.

The researcher will also ensure that the collection tools only ask for that which is relevant to the research that she is doing. She will do so by keeping the questionnaires and surveys as simple and straightforward as possible and to stay focused on the objectives of the research

In addition, to ensure that the data collection will be ethical, the researcher will ensure that the respondents will be given an opportunity to peruse and read through the final draft before the findings are submitted to Strathmore University.

## CHAPTER 4 PRESENTATION OF FINDINGS.

### 4.1 INTRODUCTION

This chapter presents the findings , analysis and interpretation of data gathered whose main objective is to assess the impact of recruitment and selection practices on organizational performance in Equity Bank. The findings provide a thorough examination of the information gathered through questionnaires. The first section of the questionnaire entails personal information on the employees, such as their gender, age, degree of education. The second part of the questionnaire includes questions about the study's objectives.

More specifically the researchers sought to

- 1) Examine the impact of recruitment and selection practices in the organization's performance.
- 2) Examine the effect of use of advertising as a recruitment practice on organizational performance.
- 3) Examine the effect of employee referrals as a recruitment practice on organizational performance.
- 4) Examine the effect of assessment tests as a selection practice on the organization's performance.

### 4.2 SAMPLE PRESENTATION.

Number of respondents		87
Gender	Male	59.4%
	Female	40.6%
Age bracket	20-29	25.2%
	30-39	34.8%
	40-49	21.24%
	50-59	18.76%

### 4.3 DESCRIPTIVE ANALYSIS.

There are two parts to this section. The first section offers a description of the basic demographic characteristics of the respondents who took part in the study research, while the second section comprises responses to the study's objectives.

#### 4.3.1 Demographic information.

Number of respondents		87
Gender	Male	59.4%
	Female	40.6%
Age bracket	20-29	25.2%
	30-39	34.8%
	40-49	21.24%
	50-59	18.76%
Level of management	Senior management	8.71%
	Middle management	37.31%
	Subordinates	53.98%
Level of education	Diploma	21%
	Undergraduate degree	64.1%
	Master's degree	13.18%
	Postgraduate degree	1.72%
Length of employment	1-5	32.2%
		31.7%
	6-10	27%
		9.1%
	11-15	
	Other	

### **4.3.2 Respondents opinions about Equity's Recruitment practices on organizational performance.**

#### **4.3.2.1 Respondents opinions about Equity's source of recruitment.**

Following up on the subject of where Equity recruits, The majority of the responses suggest that Equity hires both inside and externally. In terms of quality control, Equity gives it their all. HR places a greater emphasis on the equal opportunity nature of the company's recruitment process, as well as evidence of a value for diversity in its hiring process.

In relation to how the respondents got their current positions at Equity, 37.12% applied online on the Equity portal- this huge number is a representation of those who applied for promotions to new roles within the bank and those who applied externally and do not work at Equity. 29.3% got their jobs as a result of employee referrals from their networks i.e. friends, family, mentors. 18.74% claims to have been poached from their previous working places. 18.76% of the respondents claim to have been retained since they joined as interns during the Equity Leaders Program (ELP).

In relation to the experience during the interview process, 82% of the respondents claim to have had a good experience, 7% claim to have had a bad experience whereas 11% claim to have had a neutral experience.

#### **4.3.2.2 Respondents opinions about the fairness of recruitment and selection practices.**

In relation to the fairness of the recruitment and selection practices, Majority of the respondents found the practices to be fair whereas a few found them to be unfair. Fairness in this study was in relation to gender balance and diversity.

One of the respondents said "Equity created the Equity Inspire Programme (EQUIP), which reflects the spirit of inclusion and diversity that has swept through the modern workplace, calling on corporations to commit to supporting women's empowerment and representation. Equip strives to boost organizational performance by linking its actions to Equity's operational strategies."

In addition to embracing diversity in its human resourcing, Equity also ensures equal opportunity for job placement both internally and externally.

#### **4.3.2.3 Respondents opinion about the effectiveness of the R&S practices**

Following up on the subject of whether Equity is effective, A majority of the respondents believe it is effective because they follow the labour code's basic principles, not to mention other rules such as gender, diversity and regional balance that we are all familiar with in practically all recruitment arrangements. Equity aims to make sure that the options are a good fit for the overall business goal. In addition, majority believe that the company's recruitment and selection practices are strategic to their needs and budget. One of the respondents state that the needs are what makes Equity decide on the type of contract e.g. fixed term and permanent.

#### **4.3.2.4 Respondents opinion to whether the organization is meeting its strategic goals**

All of the respondents were of the opinion that the corporation tries to be strategic by being efficient and effective in its R&S practices. It appears to have embraced a cost-cutting strategy in all areas of activity, as well as ensuring that all decisions are in congruence with the company's goals and objectives.

#### **4.3.2.5 Respondents response to Effect of recruitment and selection practices on organizational performance.**

According to the demographic data acquired, 64.1 percent of employees have a bachelor's degree, 21 percent have a diploma, 13.18 percent have a master's degree, and 1.72 percent have a postgraduate degree. Majority of the respondents have undergraduate degrees and these are the necessary qualifications for their job titles. This has had a significant impact on performance.

In response to the question whether bad recruitment and selection practices affect the organization performance all respondents voted yes. As this was a semi structured question, one of the respondent's opinion on hiring underqualified staff is that other staff members may be demoralized as a result of a bad or administratively defective recruitment and selection system, since their responsibilities may be impacted or their workload is substantially increased while time, money, and effort are spent bringing the new recruit up to par. In support of this, another respondent claimed that low productivity, high staff turnover, service delivery failure (expectations not met), work accidents; civil liability and union activity; and subsequent turnover of employees leading to future recruitment costs and loss of public/customer confidence in the organization are all consequences of bad recruitment and selection practices .

#### **4.3.2.6 Respondents response to whether there is a gap between HR strategic practices and what HR know.**

56% of the respondents claimed that there is no gap, 12.3% were not sure and 42% claimed that there is a gap. The responses to this question were very divisive. One of the respondents claimed that HR are aware of the best practices to meet the organizations goals but are ignorant to implement them. Whereas another respondent claimed that HR may not be fully aware of the best strategic human resource practices and this should be improved by offering them training and allowing them to sit in boards when making decisions,.

#### **4.3.3 Effect of advertisement of positions on organizational performance.**

According to the report, the Corporation used a variety of tactics to recruit and choose employees. Internal memos accounted for 37% of utilization, newspaper for 31%, and Equity recruitment portal for 17%, with others accounting for 15% Other approaches mentioned included the use of recruitment agencies, radio and headhunting. . This implies that newspapers and internal memos are the most common ways for posting job openings. 81 % of the respondents claimed that the methods employed differ based on the needs and requirements of a certain role, whereas 19% stated that the methods of advertising remained constant.

However, a few respondents 17% noted that some posts are filled without according to the policy's procedures whereas 83% claimed that all posts are filled according to what is provided in the policy.

On the question on what is entailed in the advertisement the responses of those who took part in the survey were divisive. What we say is tailored to the type of talent we're looking for and our messaging ensures that the recruitment and selection procedures are fair. According to another respondent, Equity's first impression of applicants is critical to the success of recruiting and selection. As a result, the message is written in such a way that it clearly states what task, credentials, skills, and experience are required to perform the job. This means that the advertisement must include the job title, post number, salary, benefits or allowances, important responsibilities, skills and experience, contract type and length, closing date, interview date, company contact information. Majority of the respondents however, agreed that Equity discloses some information when advertising for a job and does not give a realist preview of the job. Some of the information missing is salary, benefits and allowances, interview date, job description in some instances.

The lack of ability to give a realistic job preview and description on some advertising channels such as radio, newspaper and memo has led them to attract people who are underqualified for the job.

#### **4.3.4 Examine the effect of employee referrals as a recruitment practice on organizational performance.**

All respondents agreed that the use of employee referrals save the organization a lot of time and money that may have been spent in sourcing the candidates.

76% which is a majority of the respondents agree that the employees from referrals have the highest employment retention rate.

In the question whether employee referrals are fuelled by bias, 69% of the respondents responded yes.

#### **4.3.5 Examine the effect of assessment centers as a selection practice on the organization's performance.**

All respondents agree that Logical ability, verbal ability and numerical reasoning are evaluated during the aptitude test. Majority of the employees also accept that the use of assessment centers increases fair opportunity to display their skills for the job.

The question whether assessment centres are efficient 74% of the respondents say that they are not. One of the responses to this question is that Assessment centers have a high financial expense, which includes personnel, physical space, and a significant quantity of people's time. Another respondent further adds that it is far more expensive than typical testing programs.

The question as to whether assessment centers are developed using a job analysis and are reviewed periodically to ensure that it maintains its job relevance 39% of the respondents were unsure, 22% responded no and 39% responded yes.

The question to whether assessment centres improve performance of the organization 97% said yes. One of the respondents states that the firm can examine expected trends and areas of deficiency in candidates using data from assessment centers. This will not only improve the

performance of various departments inside the organization, but also help the organization to choose the best for the job and as a result, the firm's overall performance will improve.

#### 4.4 Summary of findings.

The outcomes of the study were reported in this chapter, and the results were analyzed and interpreted to make sense of the research. The information was gathered from 87 participants. Despite the fact that the desired sample size was 130, only 87 replies were valid to utilize because the response rate was half that. The majority of the findings corroborate the research's title, which claims that recruitment and selection processes have an impact on organizational success. The final chapter of this study includes a full summary of the findings.

The table below summarizes findings from the distributed questionnaires

OBJECTIVE	FINDINGS
Examine the impact of recruitment and selection practices in the organization's performance.	Attracting the right people Meeting strategic goals Improved performance
Examine the effect of use of advertising as a recruitment practice on organizational performance.	Find the right candidate for the job.
Examine the effect of employee referrals as a recruitment practice on organizational performance.	High employee retention Time saving Cost saving
Examine the effect of assessment tests as a selection practice on the organization's performance.	Costly Time consuming Increase in organizational performance

# **CHAPTER 5 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS**

## **5.1 Introduction**

This chapter summarizes the findings of the study, which were directed by particular objectives, research questions, and conclusions reached based on the findings, as well as recommendations for further research.

## **5.2 Summary of the findings**

Recruitment and selection are critical to a company's overall success. It is extremely important for the long-term viability of a company. Several HRM studies, such as the one presented in this research paper, show that an organization's ability to hire the right people helps it achieve its organizational goals and objectives, which in turn helps it improve its financial position, market share, and growth, as well as its innovation and competitive advantage.

### **5.2.1 Summary of objective 1**

#### **The Impact of recruitment and selection practices on organizational performance.**

As Barney (1991) argued, a corporation can only create a sustainable competitive advantage by producing value in a way that is exceptional and difficult to copy. The human resource foundation of an organization is the only resource that can continuously create value while also being difficult to copy by competitors. The same has been replicated in this study as all the respondents appreciate the need for recruitment and selection practices that are effective, unbiased, fair and embrace diversity.

The respondents in this study, believe that one of the reasons why the organization is meeting its strategic goals is due to its highly qualified labour force. As seen in the data in chapter 4, the employees are highly educated and therefore it is easier for them to perform their roles well. In addition to that, the recruitment and selection practices advocate for diversity by ensuring that there is no gender imbalance, nepotism etc. This has enabled the company to employ those who are qualified and fit to t

### **5.2.2 Summary of objective 2**

### **The Effect of use of advertising as a recruitment practice on organizational performance.**

The use of advertising as seen in chapter 4 is seen to have its upsides and downsides, the respondents in question believe that the organization use a variety of modes of advertising but mostly use the internal memo and newspapers.

In addition, the mode of advertisement used by the company depends on the job they seek to fill, and the duration for which they need the employee. Majority of the respondents seem to find the advertising unrealistic as there are important details about the job that are not disclosed.

The advertising is seen by the respondents to be beneficial as it ensures that the organization attracts the right candidates which in turn increases the success rate of selecting the right employee and in the long run boosting organizational performance.

### **5.2.3 Summary of objective 3**

#### **The Effect of employee referrals as a recruitment practice on organizational performance.**

The effect of the use of employee referrals as seen in chapter 4 is that the employment retention increases as compared to other methods, this is due to the fact that the individual employed as a result of a referral from their network feels seen, valued and appreciated . The use of employee referrals is less costly because less to no money is spent on sourcing candidates. It is also time saving as agreed by many respondents because less time is spent on sourcing the candidates. This in turn improves organizational performance in terms of efficiency because they are able to save on unnecessary costs.

### **5.2.4 Summary of objective 4**

#### **The effect of assessment tests as a selection practice on the organization's performance.**

Assessment centers according to the respondents has a positive impact on the organizations performance because the organization can select the highly qualified employees from the weak ones by not only looking at the academic qualifications and work experience but also logical reasoning and personality. In addition, respondents agree that the assessment tests should be

evaluated periodically to maintain relevance and align the process with the strategic goals of the company.

However, respondents state that the assessment centres are quite costly and time consuming and this may be inefficient in scenarios where the budget is tight or the employee is needed to fill the position immediately.

### **5.3 Conclusions**

The study's goal was to determine the impact of recruiting and selection on organizational performance by looking into the impact of sourcing, attracting, and selecting of people collectively on their performance in accordance with policy. The study discovered that organizations overall average performance is high, as a result of proper sourcing, attracting, and screening of employees. The study suggests, based on these data, that recruiting and selection have a major impact on organizational performance, and that the better the recruitment and selection, the higher the employee performance. This study shows the opinions of employees of Equity bank who strongly suggest that there is a link between the recruitment and selection practices of the organization and how it is currently performs. The respondents also believe that them having the required qualifications for the job has enabled them to work and align their duties with what is required by the organization.

The findings of this study have aligned with the studies of many other researchers who sought to find whether there is any relationship between the two variables. Other studies as seen in chapter two have shown that there is a link between the two. Just like other studies this study has relayed the importance of having proper policies for recruitment and selection practices so as to reduce issues such as bias, errors and employing underqualified workers. This study has also emphasized on the importance and need for advertisement for jobs in a way that provides all necessary information to applicants so that they do not apply for jobs that they are underqualified for. The study has also shown the necessity for using assessment centers during the selection of candidates. The assessment centers help the organization to get the right person for the job.

In summary, this study shows how the independent variables [advertisement, employee referrals and assessment centers] have a relationship with the dependent variables [employee retention, increased profit and efficiency].

#### **5.4 Recommendations**

As a result of the findings of this study, it is suggested that commercial banks adopt strategic personnel resourcing in order to attract and retain high-quality employees who would help them meet their performance targets.

This study also suggests that companies when advertising for jobs should give a realistic job preview to interested applicants so as to make the selection process easier for them.

#### **5.5 Suggestions for further research**

A comparative study with another industry will be appropriate to the field of research particularly in this topic to find out the similarities and differences.

#### **5.6 Limitations of the research**

The issue of time was a limitation as not all respondents were able to give their opinions on the topic, however the responses were enough to conduct the study.

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**QUESTIONNAIRE ON IMPACT OF RECRUITMENT AND SELECTION POLICIES AND STRATEGIES ON ORGANIZATIONAL PERFORMANCE IN BANKS IN NAIROBI.**

**Section I: Background Information.**

1. What is your age ?

a. 21-30 [ ]

b. 30-40 [ ]

c. 40- 50 [ ]

2. Gender

I. Male [ ]

II. Female [ ]

3. Educational qualification

I. KCSE [ ]

II. Diploma [ ]

III. Degree [ ]

IV. Post-Degree [ ]

V. Professional certification[ ]

4. What is your position in the organization?

I. Senior Managerial [ ]

II. Mid-managerial [ ]

III. Subordinate [ ]

5. How many years have you been in the organization

I. 1-5

II 6-10

III 11-15

IV. 15-20

V. Other

## **Section II**

### **Recruitment and selection practices**

1. What sources are used in the organization for recruitment?
  - a. Internal sources of recruitment. [ ]
  - b. External sources of recruitment. [ ]
  - c. Both [ ]
2. More description.....
3. Is the e recruitment method effective in terms of attracting the right employees?
  - a. Yes
  - b. No
4. Is the e recruitment method effective in terms of cost and time saving?
  - a. Yes
  - b. No
5. How did you get your job at the organization?
6. What means does your organization use to advertise a job position? [select all that apply]
  - I. Newspaper [ ]
  - II. Internal memo [ ]
  - III. Recruitment portal [ ]
  - IV. Other [ ]
7. List all other methods used...
8. Does the company disclose all information when advertising the job?
  - a. Yes
  - b. No
9. Kindly expound
10. How was your interviewing process for the current position you hold?
  - a. Good[ ]
  - b. Bad [ ]
  - c. Neutral [ ]
11. Does the organization only take into consideration applicants who have all the professional qualifications in or is there a few instances where that has been compromised?

I. Yes [ ]

II. No [ ]

12. If Yes has this had an effect on the organization?

13. Does the company follow the standard HR recruitment steps to the latter?

I. Yes [ ]

II. No [ ]

14. In your opinion is the recruitment practice fair?

a. Yes [ ]

b. No [ ]

15. Is there a standard selection process?

a. Yes [ ]

b. No [ ]

16. Is the organization meeting its strategic goals?

I. Yes

II. No

17. Kindly explain....

18. Do you think that the recruitment and selection strategies and policies in the organization are effective?

a. Yes

b. No

19. Kindly expound....

20. Logical ability, verbal ability and numerical reasoning are all evaluated during the aptitude test?

a. True

b. False

21. Are assessment centres efficient to the organization.

a. Yes

b. No

22. Kindly expound...

23. Are the assessment centres at the organization in line with the job analysis

a. Yes

b. No

24. Does the use of assessment centres improve organisational performance.

a. Yes

b. No

25. If yes, why?....

26. Has the referral method of recruiting employees been effective in terms of employee retention?

a. Yes

b. No

27. Has there been a change in market share as a result of having skilled employees?

a. Yes

b. No

28. In your opinion does having an effective recruitment and selection practices impacted the organizations profit?

a. Yes

b. No

29. Do you think that the recruitment and selection strategies and policies in the organization are effective?

a. Yes

b. No

30. Are HR professionals in the organization well informed of the best recruitment and selection practices?

a. Yes

b. No

31. Is there a gap between HR professionals' beliefs in the successful recruitment and selection strategies and academic research?

a. Yes

b. No

32. In your opinion does having ineffective recruitment and selection practices affect the organization performance

a. Yes

b. No

If Yes, why