

Effect Of Recruitment And Selection On Organizational Performance Of South Nyanza Sugar Company, Awendo, Kenya

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Abstract – Recruitment and selection is a critical element in determining the organizational performance. The study sought to establish the effect of recruitment and selection organizational performance of South Nyanza Sugar Company, Awendo, Kenya. The objectives of the study were to analyze the effect of recruitment and selection on organizational performance of South Nyanza Sugar Company, Awendo, Kenya. The study area for this research was Sony Sugar Company limited. The study adopted descriptive research design with a sample size of 91 out of 992 employees of Sony Sugar as indicated. Data was analyzed using SPSS version 22. The results of the study showed that recruitment and selection had a positive and significant influence on organizational performance. It's expected that these findings will help the government, management, employees and other stakeholders in improving the performance of organizations, especially the sugar industry.

Keywords – : recruitment, selection and organizational performance

I. INTRODUCTION

Recruitment and selection are vital functions of human resource management for any type of business organization. These are terms that refer to the process of attracting and choosing candidates for employment. The quality of the human resource the firm has heavily depends on the effectiveness of these two functions Gamage, (2014). Recruiting and selecting the wrong candidates who are not capable come with a huge negative cost which businesses cannot afford. Thus, the overall aim of recruitment and selection within the organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization, at minimal cost Ofori & Aryeetey, (2011). Available evidence indicates that there is a positive and significant relationship between recruitment and selection and the performance of an enterprise (Gamage, 2014). Sang (2005) for example discovered a positive association between recruitment and selection and business performance. Such were also of positive results between recruitment and selection and performance as seen in Ichniowski and Shaw (1999), Katou and Budhwar (2006) and Wright et al. (2005). Other studies such as Syed and Jama (2012) have equally shown that implementing an effective recruitment and selection process is positively related to organizational performance. Djabatey (2012) argues that the recruitment and selection procedure is a vital function of the Human Resource Division of every organization. Dessler (2005), points out that recruitment and selection is a process of attracting people for a job opening. Jovanovic (2004) said recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. To Yaseen (2016), recruitment is basically attracting and finding competent pool of candidates according to the requirements of the job or key position.

❖ Statement of the problem

The current labor market is faced with failure to explain the interview process and they do not provide a specific job description during advertisement. Most companies offer a job to a candidate immediately after the interview. Nevertheless, this recruitment approach is not fair because another applicant can be identified in later stages of employment. Furthermore, a pool of shortlisted candidates should be generated to lead to selection of the best candidate with the under listed description.

❖ **Study objective**

This study was guided by the following specific objective:

- ✓ To analyze the effect of recruitment and selection on organizational performance of South Nyanza Sugar Company, Awendo, Kenya.

II. LITERATURE REVIEW**2.1. Recruitment and Selection & Organizational Performance**

The influence of recruitment and selection on organizational performance has been widely researched. Ombui, Mukulu, Gichui (2014) sought to establish the influence of recruitment and selection on the employee performance in research institutes in Kenya. The study adopted descriptive and correlational research designs. The target population comprised of all the government owned research institutes that were within Nairobi and its environs. Using stratified sampling techniques the researcher analyzed a sample of 256 employees. Data was collected using questionnaires and analyzed quantitatively using correlation techniques. The results of the study revealed that the correlation between employee performance and recruitment and selection is highly significant. Ekwoaba, Ikeje and Ufoma (2015) carried out a study to establish the impact of influence of recruitment and selection on organizational performance at fidelity bank, Nigeria. Data was collected through questionnaires and analyzed through correlations analysis. The results suggested that recruitment and selection have a significant impact on organizational performance and concluded that performance of the bank in market depends on ability of the firm to objectively recruit and select staff.

Onunga (2018) sought to analyze the influence of recruitment and selection policy practices on organizational performance of Star Times' multinational subsidiary in Kenya. Recruitment and selection was indicated by the recruitment and selection process, recruitment and selection methods and recruitment and selection criteria. The research was guided by a descriptive design. The target population consisted of 170 employees with a sample size of 47 managers. Data collected using self-administered questionnaires was analyzed quantitatively using averages, percentages, and correlation and regression analysis. The study findings indicated that recruitment and selection sources, recruitment and selection methods and selection directly and significantly affect the organization performance. Moreover, the results indicated that recruitment and selection criteria have no significant effect on organizational performance. The study also found out that employee motivation significantly affects the relationship between recruitment and selection practices and organization performance.

Anyango, Bichanga and Muya (2018) sought to determine the influence of recruitment and selection on organizational performance at Kisii University. The sample size comprised of 144 teaching staff and 6 management members which was selected from 226 teaching staff and 7 members of management selected through stratified sampling. Data was selected through questionnaires and interviews. The study established that there was a significant and direct relationship between recruitment and selection on organizational performance. Studies by Mustapha, Ilesanmi and Aremu (2015) that was conducted on Nigerian banks revealed a strong and significant relationship between recruitment and selection on organizational performance. The study concluded that poor recruitment and selection was responsible for poor organizational performance. Similar results were recorded by Naveen and Raju (2014) on their study of the influence of influence of recruitment and selection on organizational performance in India. The scholars revealed that successful recruitment and selection contributed directly to enhanced organizational performance.

III. METHODOLOGY

The study adopted descriptive research design and applied the formula proposed Nassiuma (2000) for determining sample size of 91 out of 992 employees of Sony Sugar as indicated in table 1. Data was analyzed using SPSS version 22.

Table 1: Target population and sample population

Department	Population	Sample Size
Manufacturing	360	33
Agricultural	360	33
Human Resource	120	11

Finance and accounting	35	3
General Administration Department	60	6
Procurement Department	21	2
Company secretariat	14	1
Sales and marketing	9	1
ICT	13	1
Total	992	91

Source: Sony Sugar Company, Awendo, Kenya (2019)

IV. FINDINGS OF THE STUDY

The results of the study as presented in table 2 shows that recruitment and selection had a positive coefficient of 0.523. This indicates that the effect of recruitment and selection on organizational performance is positive meaning that a proper recruitment and selection leads to an increase in organizational performance. The corresponding probability value is 0.002 and since this value is less than the 5% level of significance thus the effect of selection and recruitment on organizational performance is significant.

Table 2: Coefficients of the Effect of Recruitment and Selection on Organizational Performance

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	.215	.126		1.7063	.001
	RS	.523	.212	.456	2.4670	.002

a. Dependent Variable: Organizational Performance

Where RS =Recruitment and Selection

The finding of the study concurs with prior studies on the influence of recruitment and selection on organizational performance. Ombui, Mukulu, Gichui (2014) in his study based on research institutes in Kenya revealed that the correlation between organizational and recruitment and selection is highly significant. Anyango, Bichanga and Muya (2018) in their study of the influence of recruitment and selection on organizational performance at Kisii University found a significant and direct relationship. Naveen and Raju (2014) on their study of the influence of influence of recruitment and selection on organizational performance in India concluded that successful recruitment and selection contributed directly to enhanced organizational performance. Ekwoaba, Ikeje and Ufoma (2015) based on their studies at fidelity bank, Nigeria concluded that performance is dependent on the ability to objectively recruit and select staff.

4.1. Summary of Findings

The results of the study revealed that recruitment and selection as indicated by staff retention, needs analysis, recruitment strategy and workforce had a positive and significant influence on organizational performance. This was evidenced by a coefficient of 0.523 and corresponding probability value is 0.002

V. CONCLUSION OF THE STUDY

The study concludes that that recruitment and selection as indicated by staff retention, needs analysis, recruitment strategy and workforce had a positive and significant influence on organizational performance.

Recommendations Of The Study

The findings of the study indicated that recruitment and selection has a direct and important effect on organizational performance. Thus to ensure increased organizational performance organizations should implement policies that ensure staff retention and staff development, conduct proper staff need analysis, and develop an appropriate recruitment strategy.

Suggestions for Further Research

Besides recruitment and selection, there are other factors and variables that may influence performance of South Nyanza Sugar Company, Awendo, Kenya such as the macro economic factors, government sugar importation policies, local competition and many others. Further research should be carried out to determine how these other factors influence performance of South Nyanza Sugar Company, Awendo.

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