



The Effect of Recruitment and Selection Process on Job Performance in Telecommunication Industry in Nigeria: An Assessment of MTN Customer Service Centre Abeokuta

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Abstract: This study examines how the recruitment and selection process of people impinge on job performance in the Nigeria telecommunication industry. People are vital to organizations as they offer perspectives, values and attributes to organizational life; and when managed effectively, these human traits can be of considerable benefits to the organizations. A survey research was used in the study. The target population comprised all the members of staff of MTN telecom service Centre in Abeokuta. Simple random sampling technique was adopted to select 50 members of staff of the customer service centre. The analysis was conducted using SPSS AMOS (maximum likelihood method of parameter estimation) based on the information collected from the field. The chi-square statistic was reported to test the goodness of fit of the model where p-value indicates that the data fit the model. Also, the Root Mean Square Error of Approximation (RMSEA), the Comparative Fit Index (CFI) Values for the CFI greater than 0.94 suggesting good fit between data sets and path model. Estimated path coefficients for the hypothesized model differed significantly from zero, $X^2(9, N=45) = 10.923, p < .01$ which indicated that the data fit the model. Squared multiple correlation values for overall performance ($R^2 = .56$) and key performance indicators (KPIs) ($R^2 = .58$) indicated that the predictor variables capture large percentages of the observed variance in the dependent variables. It is hereby recommended that the centre should continue with the key performance indicators tools used in evaluating the performances of its staff because the staffs are satisfied with the tools and that the recruitment process (approach) should be sustained as it confronted empirically to support greater performance of the employees.

Keywords: Recruitment, Selection, Job Performance, Human Resource Management, Employment,

1. INTRODUCTION

Human Resources Management (HRM) is the management functions that implement strategies and policies relating to the management of individuals (Patterson, 2002). It reflects a quantitative and strategic approach to workforce management demanded by cooperate management to gain a competitive advantage, and to utilize limited and highly skilled workers (McLean et. al, 2004). According to Ominde (1964), it is regarded

as the most important asset of an organisation because it is the one that manipulate all other resources to function according to some plans. This view was supported by McGregor (2011) as he points out that the backbone or foundation of an organisation is its human resource. Human resource (HR) is the resource that manages recruitment and selection procedures and practices in an organisation. The ability of HRM to improve employee's performance depends on its ability to



recruit and select high quality personnel at all levels (NUI, 2006).

Employees are said to be the most vital resources of any business organisation (Armstrong, 2006). This is because all other organisational resources such as machinery, land and capital cannot perform a task by themselves without human manipulation. Employees cannot perform task of same quality and levels even if they are given equal input to work with because of differences in skills, knowledge, abilities and attitudes (competencies). These are the basic natural human resources embedded in human beings. These resources are unique to each person both in quality and levels.

Therefore, recruitment and selection process as being carried out by HRM department in organisation should take quantity as cognisance of various attributes threats in human being and required for employment purposes with a view to attracting, selecting, and who are also informed retaining the best hands for the organization. Recruitment is the process of identifying and attracting potential candidates from within and outside an organisation to begin evaluating them for future employment, while selection on the other hand begins when the right calibre of candidates have been identified and attracted for employment (Walker, 2009). Recruitment and selection can therefore be said to be the process concerned with finding the applicants by going out into the labour market, communicating opportunities and information and generating interest for potential applicants (Barney 1991).

Also, recruitment and selection is viewed as employee resourcing process which involves choosing among applicants for job. It is largely a negative process as it eliminates unsuitable applicants (Opatha, 2010). Recruitment and selection process concerns not only the general

public, but sometimes the current staff of the organisation are also informed about a vacant position in an organisation, R&S also extends to examining the applicants and selecting those that meet with the criteria needed for the job in the organisation (Obamiro, 2008). In the words of Hoover (2001), Recruitment and selection referred to the process of attracting, screening, and selecting qualified people for a job, Montana and Charnov (2000), recruitment and selection process includes sourcing candidates by advertising or other methods, screening potential candidates using tests and interviews, and selecting candidates based on the results of tests or interviews, and on-boarding to ensure that the candidates are able to fulfil their new roles effectively. Recruitment form a major part of an organization's overall resourcing strategies, which identifies and secures people needed for an organization to survive and succeed in the short to medium-term (Elwood and James, 1996). it involves four key phases, according to which are, pre-recruitment, recruitment, selection, and post-selection (Sarkar and Kumar, 2007). All these phases can be regarded as the steps being used by organisations in recruiting and selecting the best among applicants.

Although the study conducted by Subbarao (2006) explained the recruitment sources used by individual job seekers at various levels, the study further highlighted the importance of different types of approaches used at the time of recruitment and selection process which in turn informs if organization will be well-established or less established. According to Sarkar and Kumar (2007) organizational performance is hinged on the approach which the organization adopts in the recruitment and selection of employees. To this end, Sarkar and Kumar (2007) spoke of a holistic model of recruitment i.e. emphasizing the



importance of the whole process of recruitment and the interdependence of its parts (Sinha and Thaly, 2013).

From inception in 2001, the telecom giant has steadily deployed its services across. With the coverage of over 223 cities and towns and more than 10,000 villages and communities across the country, it support its operations with 15 services centres, 144 connect stores and 247 connect points. it usually carry out its recruitment and selection exercise at the beginning and end of every year (Naijnews247.com). At the recruitment and selection process follow different approaches and depends on the type of task/personnel being recruited for. Available information also confirm that the telecom giant has has over 55 million subscribers across the country, and its services are supported by a self-help toll-free of customer line through which subscribers can resolve their frequently asked questions.

In recent years, there has been increase in the rate of business failure, closure and at best low productivity due to low level of employees' performance. For instance, the situation of Zain, and the giant, a telecommunication company, which wounded up in 2010 as a result of low level of organizational productivity. Some organizations pay more attention to factors like money incentives, and/or physiological factors without giving much attention to the recruitment and selection process. Where a company is able to hire qualify, skilful and talented staff, all other things being equal, the employees will be effective on their jobs and such effectiveness will translate to high performance. Human Resource department of organisations are therefore in dilemma regarding the identification and choice of the best recruitment and selection practices that will improve employees job performance. Organisation

are therefore with the question of how best to select its work force from the available pool of labour or human resources within its reach such that effectiveness and efficiency can be guaranteed in the organisation.

Despite the existence of best practises in recruitment and selection of employees, some Human Resource department resorted to unconventional ways of recruiting and selecting their employees. For example, the CEO may appoint an employee to a key position in the organization without recall to any laid down policy. This usually results in square pegs in round holes or people in position they are not qualified for or have no knowledge about (Gomez-Meija, 2007). Available information has it that most of the call centres of this telecom giant are outsourced and their recruitment and selection process may not be guaranteed. Corruption in the form of nepotism in hiring of staff is one of the key problems facing telecommunication companies in Nigeria (Wanyama, 2009). According to Davis (2004), companies that try to attract workers without reference to corporate values and identity are risking inappropriate appointments. Inevitably, the lack of a systematic technique for employee recruitment results in inappropriate choices for respective jobs hence the misdirection of skill and talent. This failure translates to loss; both to the employer on one end in the form of mediocre worker productivity as well as to the employees whose aptitudes are underutilized, hence wasted talent capacity (Njenga, 2008).

2. Literature Review

2.1 Recruitment and Selection

Recruitment and Selection are described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the



organization can select each other in their own best short and long term interests Costello (2006). In other words, recruitment and selection provides the organisation with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. A Successful recruitment begins with proper employment planning and forecasting. In the phase of the staffing process, an organisation formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside the organisation, and the current and anticipated resources that can be expended to attract and retain such talent. Jovanovic (2004) asserts that recruitment and selection is a process of attracting a pool of high quality applicants with a view to selecting the best among them. For this reason, top performing companies devoted considerable resources and energy to creating high quality selection systems. Thus, recruitment can be concluded as a process of identifying and attracting a group of potential candidates from within and outside the organisation to evaluate for employment. According to Gomez-Mejia et al. (2007), recruitment and selection is the process of generating a pool of qualified candidates for a particular job.

In the views of Pilbeam et al., (2006), recruitment and selection are components of the same system or process that can also be considered separately, though they are not mutually exclusive functions. They define recruitment and selection as a process which aims to attract appropriately qualified candidates for a particular position from which it is possible and practicable to select and appoint a competent person. Recruitment and selection function is a critical and skilful activity of the human resources department in a competitive business environment. The recruitment and

selection process is a series of steps through which applicants pass. According to Stewart et al. (2001), recruitment and selection is the process of choosing individuals who have relevant qualifications to fill existing or projected openings in an organisation. The authors observed that those responsible for making recruitment and selection decisions should have adequate information on which to premise their decisions. The purpose of recruitment and selection is to match people to task. Ultimately, the recruitment and selection decision must focus on performance related issues if it is to contribute to the organization's success. In the views of Grobler (2006), recruitment and selection involves choosing the best applicant to fill the vacant position. Recruitment and selection in the views of Carrell (2000), is the process of choosing qualified individuals who are available to fill positions in an organization.

Recruitment and selection process are important practices for human resource management, and are crucial in affecting organisational success (Jovanovic (2004). Recruitment and Selection is a critical and important function of the management of business enterprises which requires special skill and expertise if a business organization is to remain competitive. Without the basic match of people and work, it will not be possible to gain a proper return on all the other investment in human resource programmes. Work is more than the range of tasks and activities undertaken; it includes the physical, economic and social environment in which the activities take place Gareth (1997).

2.2 Recruitment and Selection Process

Recruiting is seen as a positive process of generating a pool of candidates by reaching the right audience, suitable to fill a vacancy (Leopold, 2002), it is the process of searching the candidates for employment and stimulating them to apply for



jobs in the organization. Leopold (2002), states further that the first step of recruitment is to put forward a job analysis which is important for both the organization and the candidates. If a job is not needed in an organization, recruitment and selection of a candidate is not necessary. However, if the job is needed, a job description usually consists of the job title, where the job is located, what the key purpose of the job is, what are the main duties that the job entails and what role it plays in the success of the organization, is compiled. In agreement with Leopold, Wanous (2004) highlights that the steps involved in the formal recruitment and selection process are often fairly standard, but there are a number of factors to consider along the way. Initially, the recruiting manager should draw up a job description and person specification for the vacant role if these are not already available, and steps are;

Step 1: Identify vacancy

Step 2: Prepare job description and person specification,

Step 3: Advertising the vacancy

Step 4: Managing the response

Step 5: Short-listing

Step 6: Arrange interviews

Step 7: Conducting interview and decision making.

2.3 Concept of Job Performance

Performance is a multi-dimensional construct, the measurement of which varies depending on a variety of factors. It is important to determine whether the measurement objective is to assess performance outcomes or behaviour. Latham, Sulsky and Macdonald (2007) emphasize that an appropriate definition of performance is a prerequisite for feedback and goal setting processes. They state that a performance theory is needed that stipulates: The relevant performance dimensions. The performance standards or

expectations associated with different performance levels; How situational constraints should be weighed (if at all) when evaluating performance; The number of performance levels or gradients; The extent to which performance should be based on absolute or comparative standards.

There are different views on what performance is. It can be regarded as simply the record of outcomes achieved. On an individual basis, it can be a record of the person's accomplishments. Performance is something that the person leaves behind and that exists apart from the purpose. Performance could be defined as the outcomes of work because they provide the strongest linkage to the strategic goals of the organization, customer satisfaction, and economic contributions. Also performance is about outcomes but the concept is linked to the idea of a balanced scorecard.

Fletcher (2001) mentions that contextual performance deals with attributes that go beyond task competence and that foster behaviours which enhance the climate and effectiveness of the organization. The Oxford English Dictionary (2011 edition) defines performance as: 'The accomplishment, execution, carrying out, working out of anything ordered or undertaken? This refers to outputs/outcomes (accomplishment) but also states that performance is about doing the work as well as being about the results achieved. Performance could therefore be regarded as behaviour - the way in which organizations, teams and individuals get work done.

Performance is behaviour and should be distinguished from the outcomes because they can be contaminated by systems factors. A more comprehensive view of performance is achieved if it is defined as embracing both behaviour and outcomes. Performance means both behaviours and results. Behaviours emanate from the performer and transform performance from



abstraction to action. Not just the Instruments for results, behaviours are also outcomes in their own right -the product of mental and physical effort applied to tasks - and can be judged apart from results.

This definition of performance leads to the conclusion that when managing the performance of teams and individuals both inputs (behaviour) and outputs (results) need to be considered. This is the mixed model of performance management that covers competency levels and achievements as well as objective setting and review. And it is this model that researchers (Armstrong and Baron, 2004) has shown to be the one that is now of interest to many organizations. Performance can be said to be more concerned with measuring performance. Performance is the behaviour or action relevant to the attainment of the organization's goals that can be scaled, that is, measured.

2.4 Empirical Review

The link between recruitment and selection process and job performance has been empirically investigated by researchers across the globe. Jonathan et. al. (2012) investigated the effect of recruitment and selection process on the performance of employee in small and medium enterprises in Kisumu municipality, Kenya. This study establishes that there is a relationship between recruitment and selection process on employees' performance. The study found out that the overall average performance of SMEs in Kisumu Municipality is 60.71%; and that sourcing, attracting, and screening are significant determinants of the performance of the SMEs in Kisumu Municipality. Based on these findings, the study concludes that recruitment and selection have a significant effect on the performance of SMEs in Kisumu Municipality, and the better the recruitment and selection, the higher the

performance of the SME. In fact, the performance of SMEs can be influenced by up to 72.40% through proper recruitment and selection. This implies that the researchers found out that there is a positive relationship between the two variables (recruitment and selection and job performance)

According to Ombui et. al. (2014) recruitment and selection process influences performance of employees in research institutes in Kenya. The results of the research show that although there is evidence of recruitment and selection taking place in all research institutes in Kenya, the employees seem not to be involved in making decisions regarding this aspect. The model summary for recruitment and selection appeared to be insignificant, but was nonetheless retained since it was found to have a positive influence on the performance of employees in research institutes in Kenya. It was found out by the researchers that recruitment and selection have a positive effect on employees' job performance in research institute in Kenya after a valid tool were used to test the hypotheses.

The study of Joy and Ugochukwu (2015) on the impact of recruitment and selection process on employees and organisational performance in Nigeria shows that there is positive relationship between recruitment and selection process and performance of employees in organisations. The researchers concluded that Recruitment and selection in any organization is a serious business as the success of any organization or efficiency in service delivery depends on the quality of its workforce who was recruited into the organization through recruitment and selection exercises (Ezeali and Esiagu, 2010). Bohlander, Snell and Sherman (2001) reported that it is important for managers to understand the objectives, policies and practices used for selection. More importantly, those responsible for making



selection decisions should have adequate information upon which to base their decisions.

Adeyemi et. al. (2015) examined the effect of recruitment and selection process on job performance in banking sector in Nigeria. The research revealed that the bank policy or practice on recruiting and selection was based on several units; the first is the internal recruitment and invitations from applicants from the general public. The first is analysis of the various departments to find out if there are vacancies to be filled. The various departments search within its staff to find competent members to fill job vacancies. When that fails employee referrals are used where employees are allowed to recommend potential employees for the various departments.

The second stage is where the bank source for employees through agencies that helps in recruiting people for the bank. The other is through the general advertisement in the dailies where the general public can all apply for the positions available. Shortlisted applicants are then invited for an interview and subsequent selection. Some of the methods used in recruiting and selection of employees are through employee's referrals, employment agencies, professional associations and through adverts in the various dailies. The research also revealed that the bank had structured ways of selecting new employees. The first is that potential employees must have the necessary or right educational background before they qualify for an interview which is the next stage a potential employee is shortlisted. Training and orientation is the next stage if an individual is selected or recruited. The focus of recruitment and selection is to match the capabilities of prospective candidates against the demands and rewards inherent in a given job. For this reason, top performing companies devote considerable resources and energy to creating high quality

selection systems. Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success.

Ibrahim Amadu (2014) critically and empirically examined the link between recruitment and selection process and organizational performance in manufacturing companies in which the researcher also affirmed a positive relationship between recruitment and selection exercise and performance. Samuel *et. al.*, (2015) carried out a study on the roles of recruitment and selection process on employees' performance in cooperative society sector in Africa. From his findings, the study concludes that there is a significant positive relationship between recruitment sources and employee performance in the cooperative sector in Africa. because current staff value their reputation, so they will only refer individuals they believe would make good employees; and also because current human capital is likely to provide those they refer with realistic information about the job, so the prospective applicants will make more informed decisions about whether the position is a good fit (Breugh, 2008). The study further concludes that campus recruitment as a recruitment source affected employee performance to a great extent because in selecting campuses at which to recruit, organizations considers whether the campus offers relevant majors and a sufficient number of students in those majors to make a campus visit worthwhile. Organizations also consider student quality and diversity as supported by Gerdes (2008). The study further concludes that recruitment policies affect employee performance in the cooperative sector in Africa as it guides recruitment practices and procedures. The study also concluded that majority of employees in Africa were not aware of the human resource management policy which affected the

way they conducted their work and ultimate performance.

Finally, recruitment message affects employee performance in the cooperative movement sector in Africa to a very great extent because recruitment message, or job advertisement, will attract applicants who are more qualified for the respective jobs to apply for the vacancies and once selected, they will be motivated and perform better since they understand their job descriptions. The study also concluded that realistic job previews as a form of recruitment message affect employee performance to a very great extent because it influences role clarity which affects job performance and individuals' perceptions that the organization was honest with them (Breugh and Starke, 2000). Based on the results of the majority of the past researchers on the impact of recruitment and selection process, it can be said that recruitment and selection have relationship with performance of employees in organization. In View of the statement above, the study tested the following hypothesis. The various hypotheses as shown below

- **H₀₁:** Recruitment and selection process is not positively related to product knowledge test.
- **H₀₂:** Recruitment and selection process is not positively related to quality report.
- **H₀₃:** Recruitment and selection process is not positively related to absenteeism.
- **H₀₄:** Recruitment and selection process is not positively related to schedule adherence.
- **H₀₅:** Recruitment and selection process is not positively related to login hours.
- **H₀₆:** Recruitment and selection process is not positively related to average handling time.
- **H₀₇:** Recruitment and selection process is not positively related to overall performance.

3. Methodology

Survey research design was adopted for the study. The research being a descriptive process considered all relevant variables without sentiment. The choice of survey research design was because questions aimed at extracting specific data from a particular group of people) about their thoughts, feelings and opinions. The target population comprised all the members of staff of the telecom Customer Service Centre in Abeokuta. Simple random sampling technique was adopted to select 50 members of staff of the Customer Service Centre in Abeokuta. This study made the use of questionnaire as the research instrument. The questionnaire was constructed with modifications to suit the research context. The respondents were asked to comment on the influence of the recruitment and selection on the key performance indicator (KPI) used in evaluating the performance of employees of the customer service centres. Six of those KPI were considered alongside the overall performance of tasks.

4. Results and discussion

4.1 Presentation of Result Path Diagram

Table 1. Standardized path coefficients and associated significance value (t-values)

Paths	Estimate	S.E.	C.R.	P	Label
PKL <-- SR	.702	.014	9.769	***	
QR <-- SR	.654	.015	8.550	***	
AB S <-- SR	.612	.017	7.652	***	
SA <-- SR	.672	.014	8.971	***	
LH <-- SR	.626	.015	7.955	***	
AH T <-- SR	.760	.013	11.579	***	
P <-- SR	.751	.033	11.269	***	



Table 2. Goodness-of-Fit Indices (N = 50)

Model	X^2	df	p value	CFIR	MSEA
Path model	10.923	9	0.281	0.998	0.047

Source: Researcher's computations, 2017.

Path analysis was performed to assess the viability of a theoretical model testing elements of recruitment and selection process, key performance indicators (KPIs) and overall performance. The analysis was conducted using SPSS AMOS (maximum likelihood method of parameter estimation) based on raw data collected from the field. The sample size of 45 participants was used. Goodness-of-fit indices (GFI) for the models were presented in Table 2. The chi-square statistic was reported to test the goodness of fit of the model where. Also, the Root Mean Square Error of Approximation (RMSEA), the Comparative Fit Index (CFI) Values for the CFI greater than 0.94 suggesting good fit between data sets and path model (Hu and Bentler 1999), this was further confirmed by the RMSEA value of 0.047 as it was less than 0.55 suggest good model fit (McDonald and Ho 2002). Estimated path coefficients for the hypothesized model differed significantly from zero, X^2 (9, N=45) = 10.923, $p < .01$ which indicated that the data fit the model. Squared multiple correlation values for overall performance ($R^2 = .56$) and key performance indicators (KPIs) ($R^2 = .58$) indicated that the predictor variables capture large percentages of the observed variance in the dependent variables.

As expected, the standardized path coefficient from recruitment and selection to product knowledge test (KPI) was statistically significant ($\beta = 0.702$, $t = 9.769$, $p < .001$). That is, recruitment and selection process was positively related to product knowledge test. This implied that the knowledge product of the Network provider must have been show cased during the

recruitment and selection process and this has successfully enhanced the performance of the employees in the KPI. Thus, hypothesis one was supported. Recruitment and selection to quality report (KPI) was statistically significant ($\beta = 0.654$, $t = 8.550$, $p < .001$). That is, recruitment and selection process was positively related to quality report. This implied that recruitment and selection process has successfully enhanced quality of report. Thus, supporting hypothesis two Recruitment and selection to absenteeism (KPI) was statistically significant ($\beta = 0.612$, $t = 7.652$, $p < .001$). That is, recruitment and selection process was positively related to absenteeism. This implied that recruitment and selection process has successfully avoid unauthorised employee's absenteeism this could have been entrenched during the selection process as late coming to training were seriously rebuked sometimes attracting fines the same with the complete absent at training for more than 3 days may be used as an excuse to exempt candidate from worthy qualifying exams for next level . Thus, hypothesis three was supported. Recruitment and selection to schedule adherence (KPI) was statistically significant ($\beta = 0.672$, $t = 8.971$, $p < .001$). That is, recruitment and selection process was positively related to schedule adherence. This implied that recruitment and selection process has successfully enhanced employee adherence to schedule. Thus, hypothesis four was supported. Recruitment and selection to login hours (KPI) was statistically significant ($\beta = 0.626$, $t = 7.955$, $p < .001$). That is, recruitment and selection process was positively related to login hours. This implied that recruitment and selection process has successfully enhanced login hours. Thus, hypothesis five was also supported.

Recruitment and selection to average handling time (KPI) was statistically significant ($\beta = 0.760$,



$t = 11.579$, $p < .001$). That is, recruitment and selection process was positively related to average handling time. This implied that recruitment and selection process has successfully enhanced average handling time. Thus, hypothesis six was supported. Recruitment and selection to overall performance was statistically significant ($\beta = 0.751$, $t = 11.269$, $p < .001$). That is, recruitment and selection process was positively related to overall performance. This implied that recruitment and selection process has successfully enhanced overall performance. Thus, hypothesis seven was supported.

In supporting this, Armstrong (2008) indicated that if recruitment and selection process is not compromised, then an organization is capable of procuring employees who are committed to the ideals of the organization. He argued that employees who are recruited and selected objectively tend to be more committed and productive. Kloot and Martin (2000) also indicate that recruitment and selection process is a critical component of the human resource management function since it will have a direct effect on employee performance. Thus supporting the arguments of Rynes *et.al* (2000), Shippman *et.al* (2000) and Lievens *et.al* (2002) who indicated that the way organizations conduct recruitment and selection will either improve their overall performance. They argued that if recruitment and selection is conducted in an objective and professional manner, then it is likely to improve overall performance.

5. Conclusion and Recommendation

It was derived from the hypotheses tested that there is a significant relationship between recruitment and selection process and job performance at Customer Service centre in

Abeokuta. This indicates that recruitment and selection process has positive impact on the overall performance of employees at the centre. It was discovered from the study that Recruitment and selection of employees to a greater extent determines the performance of employees and it is of great importance if institutions want to achieve their goals. The results indicated that recruitment and selection process affects all the KPIs which in turn affects overall performance of the employees at the centre. From the study it is realized that recruitment and selection is of great importance to every organization, though an integral part of human resource planning and development, its application and operation and challenges makes its policy quite difficult. It was discovered that some of the employees did not undergo any form of training in their recruitment and selection process, it is therefore recommended that the organisation should include training in the selection process of all their members of staff because it has helped them a lot in attaining their KPI. It is also recommended that the centre should continue with the KPI tools used in evaluating the performances of its staff because the staff are satisfied with the tools and that the recruitment process (approach) should be sustained as it confronted empirically to support greater performance of the employees.

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