

**EFFECT OF EMPLOYEE RESOURCING STRATEGIES ON ORGANIZATIONAL
PERFORMANCE: A CASE OF NATIONAL TRANSPORT AND SAFETY AUTHORITY**

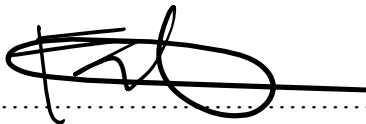
**FATUMA ROBA HANTI
C51/12768/2018**

**A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF POLITICAL
SCIENCE AND PUBLIC ADMINISTRATION IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF PUBLIC
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DECLARATION

I declare that this research project is my original work and to the best of my knowledge it has not been submitted to any institution for the award of any certificate or degree.

Signature..........Date.....6-11-2022.....

Fatuma Roba Hanti
C51/12768/2018

This research project has been submitted for examination with my approval as the university supervisor

Signature..........Date.....6-11-2022.....

Dr. Justine Magutu
Department of Political Science & Public Administration
University of Nairobi

DEDICATION

I dedicate this project to my family and friends for their support and encouragement while conducting the study.

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LIST OF ABBREVIATION/ACRONYMS

ASA:	Attraction Selection Attrition
GoK:	Government of Kenya
HRM:	Human Resource Management
NTSA:	National Transport and Safety Authority
PSVs:	Public Service Vehicles
RBT:	Resource Based Theory
RBV:	Resource Based View
SPSS:	Statistical Package for Social Science
SWOT:	Strength, Weakness, Opportunity and Threats

ABSTRACT

Employee resourcing is one of the human resource management functions that critically impacts on the performance of an organization. A poor employee resourcing strategy increases the probability of a poor hire, which can significantly negatively impact an organization's performance. Primarily, the research objective was assessing the effect of employee resourcing strategies on organizational performance of the NTSA. More specifically, the research intended to meet the following objectives: to establish the effect of the human resource planning strategy on organizational performance of the NTSA; to examine the effect of the recruitment strategy on organizational performance of the NTSA; to establish the effect of the selection strategy on organizational performance of the NTSA and to determine the effect of performance appraisal strategy on organizational performance of the NTSA. This study was anchored on the Attraction-Selection-Attrition (ASA) theory which was introduced by Benjamin Schneider in 1995. The study employed a cross-sectional research design. The target population was the 450 Staff member working at the NTSA head offices in Nairobi County and 30 stakeholders from the Ministry of Transport and 30 from Ministry of Interior and Coordination of national government as well as 20 customers at the NTSA. The sample size for the study was 122. The researcher used questionnaires for data collection from the 102 employees at NTSA while an interview schedule was administered to the 20 NTSA customers. The researcher engaged four research assistants to drop and pick the questionnaires to the respondent and collect them after five days. The study employed SPSS software package for data analysis. Descriptive statistics which include mean and standard deviations were used to analyse data. The researcher also used multiple regression analysis to test the hypotheses of the study. The results were illustrated in tables and figures. The study established that the current NTSA human resource planning strategy, recruitment strategy, employee selection strategy and performance appraisal systems affect organizational performance at the NTSA. The study found that NTSA mainstreams HR plans into its overall strategic plan, that NTSA uses all means possible to reach out to the general public to create awareness of vacancies in the organization and that the NTSA conducts performance appraisal to all staff annually. The study concluded that the recruitment strategy had greater effect on organizational performance of NTSA followed by selection strategy then the performance appraisal strategy while human resource planning strategy had the least effect on organizational performance of NTSA. The study recommended that management of the NTSA and other state corporations should: ensure that human resource planning is comprehensively undertaken every year; have a policy and a set criterion which guides them on how recruitment of employees is done; have recruitment and selection processes that enable the organizations to acquire and retain exceptional work forces and ensure that staff are involved in establishing of the performance appraisal tools and standards.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Human resource management is now recognized globally as a critical function for successful management of any organization. There is a universal understanding that an organization can advance and maintain a competitive advantage by adopting effective human resourcing strategies (Govindarajan, 2015). In the 21st century, management of a universal as well as flexible employees is a challenge which has made attraction, motivation, and retention of key talent and development of a quality workforce a top precedence of human resource departments across the globe difficult. As a result of this, most establishments have attributed their performance to efficient human resourcing (Orbole, 2016). Elnaga and Imran (2018) have asserted that workers are a crucial resource in organizational management, that could influence its image and subsequently ascertain its success or failure. Therefore, effective strategies for employee resourcing are crucial in enabling managers to develop long and short-term plans and hire staff that are skilled. At the same time, they help employees establish and explore significant work with opportunities for career advancement. Lawler (2014) emphasizes that the determination of an organization's success is hinged on organizing its staff and managing its human capital. This is because human resource management decisions have significant effect on performance of organizations (Gooderham, 2018).

Davis (2015) argues that organizations are unlikely to achieve their goals unless they have quality human resources. As such, organizations require efficient strategies for resourcing employees. Employee resourcing refers to the techniques, regulations, processes, and practices that are associated with the process of bringing in new human resources and developing existing ones in an organization. Employee resourcing involves human resource planning, recruitment and selection and performance appraisal (Inyang, 2017). It is a core component of any organization's success as it ensures that a qualified and appropriate person fit for the job is recruited into the establishment (Kavoo & Kiruri, 2016). Employee resourcing is concerned with the process applied to hire and retain a workforce with the essential capabilities, competencies, attitudes, knowledge, ethics and values (Karemu & Veronese, 2014).

Organizations use various employee resourcing strategies to hire and retain an adequate workforce to increase their performance (Majumber, 2017). However, as Boohene and Asuinura (2015) opine, to be effective employee resourcing strategies need to use evidence-based tools in their selection processes in order to hire the qualified candidate for the job. Through effective employee

resourcing strategies, the organization can maximize the likelihood that its new staff will possess the requisite skills, competence, and capabilities to undertake the jobs they were employed for (Davis, 2015). According to Earle (2013), effective employee resourcing strategies will enable the organization to bring into the organization employees who are knowledgeable, experienced, gifted, self-inspired, dedicated, passionate and highly likely to enhance its performance. Talent attraction and hiring is crucial in both enhancing competition edge and ensuring organizations continue operating for extended period of time (Taylor & Collins, 2018). Therefore, coming up with proper strategies to encourage job application among qualified candidates is vital to an organization since among the adverse repercussions of poor human resourcing is the likelihood of a high staff turnover which will in turn affect its overall performance (Groves, 2017).

Although organizational performance has been frequently used in many studies, it is often not clearly defined. According to Armstrong (2009), the concept of performance addresses the achievements made and how they have been attained. Performance is assessed through significant performance metrics, that generally reference financial results or productivity. Whether in the public or private sector, an organization's success is directly related to the performance of those working there. According to Djabatey (2018), for the public sector to build and sustain a strong performance in terms of service delivery, it must rely on proper staffing. For instance, when the performance of the civil servants is poor, the execution of government policies and strategies fails and the public loses its confidence and integrity in the government as a whole (Adebabay, 2017). As a result, agencies of government at all levels are facing pressure to make essential enhancements in the manner in which they recruit and select their staff so as to keep pace with the regularly varying technological, economic, social, political and other advances.

Many studies across the world indicate that employee resourcing strategies and organizational performance are positively related. For instance, it is estimated that companies in United States spend \$109.25 billion on employee resourcing as well as enhancement annually, with approximately 75% (\$79.75 billion) spent on training programs under sponsorship of the company (American humanity for Training and Development, 2016). Consequently, the affected organizations have registered improved performances in terms of productivity, job commitment and satisfaction levels. According to William (2016) the use of employee resourcing strategies employed by local government organizations in the United Kingdom (UK) was linked with a greater extent of fulfilment with job, belief in workplace, dedication, determination, and apparent performance of the organization.

In India, as per Zahid (2015), performance of organizations is expansively determined by employees resourcing strategies put in place. The research showed that organizational performance relies on the employee recruitment and selection, trainings after selection and rewards and motivations that follows in the workplace. In Malaysia, a study by Al- Almomany (2015) revealed that attracting the most competent employees had been a pertinent obstacle for the department of human resource management in many companies. Consequently, organizations have been developing strategies to inspire good workers to remain and work with their organizations.

In Nigerian, Ofobruku (2015) found that employee performance changes based on how they are employed and trained to undertake job roles in the organization, and worked exhibited good performance when efficiently hired and trained. Karia (2016) while assessing how employee examining recruitment influences the effectiveness and efficiency performance at the public water utilities in Tanzania, established that organizations experienced a great loss due to lack of human resource guidelines on recruitment and selection.

In Kenya, Amendi (2015) did a descriptive survey study on the impact of human resourcing practices on SACCO's performance in Kenya and established that many practices of resourcing results in to higher performance among employees. Dimba and K'Óbonyo (2015), assessed the effect of human resource planning on performance of organizations and established that innovative employee resourcing and compensation practices correlate positively with performance. Agoi (2017) in his study on resourcing practices and performance, found that practices like, reward management, resourcing, and job evaluation have a positive relationship with performance.

The National Transport and Safety Authority (NTSA), which is the focus of this study, was founded by an Act of parliament No 33 in October 26th 2012. The major goal of establishing NTSA was to streamline the operations of the major road transport departments and assist in effective management of the road transport sub-sector and as well reduce death as a result of road accidents. The NTSA's vision is to improve reliability, effectiveness and safety in roads of Kenya and its mission is to enhance access to Kenyan road transport system for everyone using them. NTSA is tasked with a number of responsibilities, including but not limited to the registration and licensing of motorized vehicles, the quality certification of motorized vehicles, the regulation of public service vehicles (PSVs), and providing advice on matters of national policy in relation to the field of road transport (NTSA, 2019). It has been more than ten years of dealing with matters regarding road safety by NTSA in agreement with the Road Safety Action Plan 2013-2025. Like other public agencies in Kenya, NTSA has been facing performance challenges which has resulted

in unreliable and inefficient road transport system, loss of lives through road traffic crashes at an average loss of three thousand lives annually and generally poor service (NTSA, 2019). This background forms the foundation that sought to assess the effects of employee resourcing strategies on organizational performance of NTSA.

1.2 Statement of the Problem

Employee resourcing is one of the human resource management functions that critically impacts on the performance of an organization (Obas & Imam, 2016). A poor employee resourcing strategy augments the likelihood of a poor hire, and this could have a substantial negative effect on an organization's performance. Employing the wrong person has both financial and psychological implications. Financial cost includes salaries and other allowances paid to an employee who is not performing according to expectation. If the person has to be let go within the probation period, then more resources have to be incurred in undertaking the recruitment process or even litigation costs. Psychologically, a poor resourcing decision could as well have a dispiriting effect on employees since their responsibilities might be negatively affected.

The Kenyan Public Sector reforms of 2010 were designed to enhance performance of the public sector including the NTSA and emphasized uniformity, standardization, and transparency in the human resourcing processes (Wanyama, 2014). This was expected to improve decision-making processes and to enhance employee relationships which could lead to coordination and high organizational trust. Despite this emphasis, there is a perception that the employee resourcing process in NTSA does not have equity and accountability. This perception makes it hard for the organization to attract highly skilled potential candidates for the existing vacancies (Babaru, 2018). The perceived problems of employees resourcing are attributed to factors like insufficient and unacceptable ethics for job candidates evaluation, limited sources of tracking likely candidates, lack of openness and autonomy of the employing agency. According to Wanyama (2019), corruption in the form of nepotism in the hiring of staff is one of the critical problems facing the public sector in Kenya, and NTSA has not been spared. Inevitably, not having a systematic technique for employee resourcing has negative consequences, including inappropriate choices of employees for respective jobs and the misalignment or misplacement of skills and talents. This failure equates to loss, both to the NTSA on one end in the form of subpar work performance and to the workers whose abilities are underused, resulting in squandered talent potential.

It is generally acknowledged that poor resourcing decisions impact employee performance, thereby affecting performance of the organization and limiting achievement of goals. Despite this, it is

taking long for agencies of public service like NTSA to recognise and execute new, efficient strategies for employee resourcing. In the past years, NTSA has faced performance challenges. The organization could not attain its performance objectives. For instance, the performance contracting results for the financial years 2016/2017 and 2017/2018 indicated that although they did well, they fell short of the anticipated levels despite the government's increase in their budgetary allocation. Among the NTSA functions that performed poorly include vehicle inspection, good road user sensitization, updating of the new driving curriculum, and others (GoK, 2019). The dismal performance has also led to changes in management and, in some cases, disbandment of the board members (Babaru, 2018).

It is evident that the employee resourcing strategy used by organizations ultimately affects the type of employees an organization has. This inference is from the many studies on the effects of employee resourcing and organization performance. However, many of these studies have been in the private sector, specifically in manufacturing and other countries besides Kenya. Of those done in Kenya, very few have been focused on the public sector (Kiangoi, 2015, Mulwa, 2018, Wambui, 2019, Rukumba, 2021). The effect of employees resourcing strategies on the organizational performance is yet to be established especially in the government entities. It is this drawback, therefore, that motivated this research to assess the effect of employees resourcing strategies on organizational performance at the NTSA.

1.3 Objectives of the Study

In undertaking this study, the main objective was to assess the effect of employee resourcing strategies on organizational performance of the NTSA.

1.3.1 Specific Objectives

The study sought to achieve the following specific objectives:

- i. To establish the effect of human resource planning strategy on organizational performance of the NTSA.
- ii. To examine the effect of recruitment strategy on organizational performance of the NTSA.
- iii. To establish the effect of selection strategy on organizational performance of the NTSA.
- iv. To determine the effect of performance appraisal strategy on organizational performance of the NTSA.

1.4 Research Questions

The study sought to answer the following research questions:

- i. What is the effect of human resource planning strategy on organizational performance of the NTSA?
- ii. What is the effect of recruitment strategy on organizational performance of the NTSA?
- iii. What is the effect of selection strategy on organizational performance of the NTSA?
- iv. How does performance appraisal strategy affect organizational performance of the NTSA?

1.5 Justification of the Study

The findings of the study could be of importance to the Government through the Ministry of Transport and Infrastructure by bringing to light the impact of employees resourcing strategies on performance of organizations. The findings of the study could benefit the policy makers and line managers at NTSA and other government agencies in formulating policies geared towards human resource planning, recruitment and selection and performance appraisal. The findings could form a foundation for formulation of policies meant to enhance the employee resourcing strategies which significantly influence organizational performance.

The study results could be beneficial to public organizations especially the NTSA as it would reveal how the employee resourcing strategies influence the organizational performance. This can enable the organization to adjust and improve the employee resourcing strategies which have been established to have huge influence on organizational performance. Moreover, managers could learn resourcing planning best practices, the best recruitment and selection strategies and the best employee's appraisal strategies to be used in their organizations. The findings could show how the government agencies use the employee resourcing strategies and how these strategies trickle down to the performance of employees in those organizations.

Lastly, the study could help contribute to knowledge in human resource management. The employees' resourcing strategies influencing the performance of organizations provided by various authors could be compared with those provided by the respondents surveyed in the study to draw a comprehensive assessment. From the literature review, inconsistencies in various scholars' findings merit further empirical investigation (Abomeh, 2013; Sang, 2015; Nyaoga,

2017; Rao, 2017). Further, none of the studies looked at the four functions together. Additionally, majority of these researcher who have tried to examine the effect of employee resourcing on performance of organization have suggested fur-ther studies to be conducted in this area.

1.6 Scope of the Study

This study was carried out at the NTSA headquarters in Nairobi city. NTSA has other regional offices in Eldoret, Embu, Kisumu, Thika, Kakamega, Kericho, Kisii, Machakos, Mombasa, Nakuru, Nyeri, and Voi. The choice of NTSA headquarters as the area of study is because all human resource directives are made at the head office. Opinions from respondents in located at the head offices were deemed a reflection of what is happening in the regional offices. This study focused on a period between 2013 and 2021. This period was selected to give the researcher wide scope of information regarding NTSA which has been operational since 2012.

1.7 Definition of Concepts

Human resource planning: Human resource planning refers to the unceasing process of planning systematically ahead to attain optimum utilisation of a company's most treasured assets, that is competent workers (Walker, 2016). In this study, human resources planning refers to NTSA ensuring that the most qualified employees are fitted in the respective jobs while circumventing shortages or surpluses of workforce.

Human resource planning strategy: Human resource planning strategy forecasts the future of Human resource requirement of the company after analysis of company's current human resources, the exterior market of labour, and the future human resource environment that the organization will be operating in (Izueke, 2019). In this study human resource planning strategy entails the processes put in place by the NTSA to analyze the work environment, conducting an human resources' audit, making a prediction, reconciling the demand and supply of human resources, and evaluating the implementation.

Organizational Performance: Organizational performance includes real production and the institution' output and is considered together with the anticipated productivity (Shirey, 2018). It entails comparing an organization's actual performance to the goals and objectives that it has set for itself. To put it another way, the performance of an organization is measured by comparing its actual results or outputs to its projected outputs (Izueke, 2019). In this study since the NTSA is not a profit-making firm, performance was assessed utilising appraisal of employee performance,

performance contracts, strategic plans', customer satisfaction surveys so as to comprehend the analysis/comparison of an organization's performance against its set goal/s and intentions.

Performance appraisal strategy: A performance appraisal strategy is a consistent review of an job performance of employees and inclusive contribution to an organization (Balzer & Sulsky, 2016). Townley (2017) defines performance appraisal as an yearly reviews, performance reviews or evaluations, or employee appraisals, performance appraisals evaluate an skills of employee, accomplishments, as well as growth or lack thereof. In this study the concept was understood as the systematic evaluation of the employee performance as well as understanding the person's abilities for further growth and development.

Performance Outcomes: Performance outcomes is a statement of a result (Noordewier & Nevin, 2017). It is a tool of management that is utilized to explain goals, record the contribution toward reaching those goals, and record the advantages of the program as well as the services provided to clients (Rosete, 2015). In this study the concept was understood as the results attained or anticipated to be obtained by a public organization.

Performance: Performance is the action or process of performing a task or function (Filippini, 2018). It refers to how well a person or machine does a piece of work or an activity (Benedict, 2017). In this study the concept was understood as the process in which the organization progresses within the plans to achieve their set goals and objectives proficiently and competently.

Recruitment: Recruitment is the process of enthusiastically seeking out, finding, as well as employing candidates for a particular position or job (Millmore, 2017). It is the process of finding, identifying, evaluating, as well as employee the skilled and most competent applicant for a job vacancy quickly and cost-effectively (Leat, 2018). In this study, the concept was understood as the process in which the public organization seeks and attracts accomplished candidates and inspires them to apply for the vacancy in the organizations.

Recruitment and Selection strategy: This is a strategy of identification of candidates who could join the organization and inspiring them to apply for current or anticipated job vacancies (Dessler, 2018). In this study, the recruitment and selection strategy entailed those actions taken by the company for attracting potential applicants having the required skills for employment. This also entails the process of identifying applicant qualifications, characteristics, and characteristics with the goal of deciding whether or not they were suitable for the job that had been posted.

Retention: Retention is an capability of the company to keep its workers (Wanyama, 2014). It is also interpreted as the process through which organizations guarantees that its employees don't quit their jobs (Trivedi & Muduli, 2015). In this study the concept was understood as the process whereby the public organizations retain the competent and talented staff in the organization for extended periods.

Selection: Selection is the process of interviewing, evaluating, and choosing individuals for a particular job based on certain standards (Davis, 2014). It is the process of selecting a competent individual for a particular position who will be able to make positive contributions to the business and be successful in doing so (Izueke, 2019). In this study the concept was understood as the process whereby the public organizations pick or select from a group of existing applicants with the required credentials to fill-up the vacancies in the organization.

1.8 Outline of the Study

This study was organized into five chapters; Chapter one presents the background to the study, statement of the problem, objectives of the study, justification of the study, scope of the study and definition of concepts. Chapter two covers literature review, theoretical framework, conceptual framework and research hypotheses. Chapter three describes research design, target population, sample size, sampling procedures, research instruments, data collection and analysis techniques. Chapter four presents data analysis, its interpretations and discusses the study findings under each topic and sub-themes covered. Chapter five covers the summary of findings, conclusions and finally gives the recommendations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature related to the effects of employees resourcing strategies on organizational performance. The section presents literature under subsections; human resource planning strategy, recruitment strategy, selection strategy, performance appraisal and employee resourcing. The chapter also covers theoretical framework, conceptual framework and the research hypotheses.

2.2 Human Resource Planning Strategy

Human resources planning (HRP) is a strategy utilised by an organization to avoid a bloated workforce by ensuring an adequate numbers of employees with skills while circumventing shortages. A good HRP strategy is important because it determines the performance of an organization. It is a crucial component of an overall strategic plan of organization because it helps work groups implement their short- and long-term plans (Gupta, 2016). HRP enables workforce planning that anticipates and provides for staff transitions (Sinha & Thaly, 2016). In every organization applying HRP, the objectives are quaranteeing the optimum use of current human resources and providing for future human resources requirement in terms of competencies, working experience and age bracket (Mondy, 2017). It ensures that at all times, the organization, has the ideal staff numbers with the relevant competencies in the right jobs at the right time and that these staff members are performing the recognized and allocated activities for the achievement of company goals (Ubeku, 2017). The aim of HRP is maintaining a fit between the job and the worker (Liao, Rice, & Martin, 2017). It therefore ensures that there is a balance between the demand and supply of human resources in a company.

Ubeku (2017) has identified key components of HRP process as predicting demand for labour, analysis of current supply of labour, as well as harmonizing the predictable supply and demand of labour. HRP involves several key steps; setting the needed goals, environmental analysis, conducting human resource auditing, making predictions, reconciliation of the human resources demand and supply as well as evaluation of the execution (Lengnick-Hall, 2018). HPR process helps the management of an organization in bridging the gap between performance of employees and strategic goals of the organization. Poor human resource planning forces many employees to quit, leads to production and service inefficiencies, legal problems, employee conflicts, lack of recognition, inadequate training, and poor team building (DeCenzo, Robbins & Verhulst, 2016). Additionally, an effective human resource planning could offer companies a competitive

advantage over other rivalling companies (Ubeku, 2017). From the reviewed studies, none has carried a comprehensive assessment on the role of human resource planning strategy and how it related to other variables in human resource management. Further very few studies have been carried at the local level and most cases, scholars have concentrated on the developed economies. This study therefore sought to fill these conceptual and methodological gaps.

2.3 Recruitment Strategy

Recruitment and selection strategy is one of the crucial HRM strategies. It informs and influences the human resource decisions in identifying, assessing, and involving the right people in the right job. The objective of the recruitment and selection strategy is to have a large group of applicants during the process of recruitment to choose the best competitive candidate possible (Rogelberg, 2016). Florea and Mihai (2016) define recruitment strategy as the activities that an organization undertakes in order to entice prospective job applicants who possess the required abilities for open positions. They define selection strategy as the process of identifying applicant credentials, characteristics, and features so as to ascertain if or not the applicant is suitable for the job that is being advertised.

Scholars have pointed out that recruitment and selection are distinct processes (Sinha & Thaly, 2016). Recruitment is the process of looking for candidates and inspiring probable applicants to apply for vacancies in the organization (Jain & Saakshi, 2015). Ekwoaba (2015) argues that while recruitment is the process of identification and attraction of potential candidates both internally and externally to the organization so as to assess the candidates for possible future workforce, selection is the process that begins once candidates of an appropriate or appropriate calibre have been identified. According to Carrol (2019), the recruitment process has four phases which are as follows; i) reviewing the needs of recruiting new employees for vacant posts, ii) carrying out a job analysis, iii) formulating job description, and iv) the actual recruitment of the qualified candidate.

Sinha and Thaly (2016) noted a variety of approaches for recruitment, including employee referrals, campus recruitment drives, advertising in various media/ publications, recruitment agencies, company websites, and social media. Majority of organization utilise a combination of more than two approaches as part of their recruitment process to reach a larger pool of applicants and deliver their overall recruitment objective. By definition, employee referral entails finding competent candidates by requesting the current staff to refer the best candidates from their professional networks (Schlachter & Pieper, 2019). A study by Stephen, Cowgill, Hoffman and Housman (2017) on hiring through referrals revealed that organizations benefit from using

referrals as a recruitment method because it improves coaching and evaluation and makes the environment of work more enjoyable. In addition, those employed through referral feel driven as they can identify with their colleagues in characteristics and behavior. A study by Gomez-Mejia, *et al.*, (2010) notes employees who are employed through referrals have a tendency of staying with the organization for a long period in contrast with the ones hired using other methods. Campus recruitment refers to finding potential interns and entry-level workers on college and university campuses, cultivating relationships with them, and ultimately hiring them (Yang, 2016), while advertising entails attracting employees through media channels (Acikgoz, 2019). In all these approaches, recruiters describe the job benefits and articulate what they're looking for in their candidates.

Recruitment through recruitment agencies entails using external organizations to conduct recruitment on behalf of other organizations (Sinha & Thaly, 2016). According to Florea (2014), among the advantages of recruiting using recruitment agencies include shortening the time it takes to fill open job positions and increasing abilities of companies to meet with high-quality candidates with the relevant skill and expertise. However, Odhiambo (2021) asserted that hiring using recruitment agencies has one disadvantage as it may lead to hiring that do not fit to organization's culture and also its cost can be expensive as placement fees are usually a percentage of the candidate's remuneration.

Another research conducted by Kemunto (2011) on factors affecting recruitment strategies adopted by small businesses in Kitale municipality, established that the common adopted recruitment strategies included advertising, referrals, walk in applications and university recruitment. Sinha and Thaly (2016) further note that the recruitment approaches an organization uses will depend on the job position, employer brands, available resources to the recruiting team. All the recruiting approaches offers diverse benefits and restrictions and works better for particular scenarios and organizations (Acikgoz, 2019).

2.4 Employee Selection Strategy

Employee selection strategies are activities that result in research, testing, and evaluation methods that an organization uses to pick the best employee for the role at hand. The strategy determines the steps to be adopted in the process of employee selection, which depends on the role an organization is hiring for, its budget for recruitment, the position seniority and the needs of the organization (Benedict, 2012). First, the organization gets and evaluates information regarding the candidates in terms of age, qualifications, skills, and experience to meet this goal. The applicant

who demonstrates the greatest potential for success is ultimately selected following a series of rounds of elimination that begin with screening out candidates who are not a good fit for the position. It is of utmost significance to ensure that employees are appropriately matched to jobs because this has a direct bearing on the quantity and quality of work produced by employees (Pearsall, 2016). The process of choosing candidates might differ from one organization to another depending on the strategies adopted in regard to the roles and the competitiveness of an organization. The result of the selection process can be divided into two main categories: those who were chosen and those who were not chosen (Hausdorf & Duncan, 2014).

Saviour, Kofi, Yao and Kafui (2016) pointed out that a recruitment and selection process is an important part to the organization's success. They also note that in the recent past, organizations have deviated from the product focus to market and customer focus. This new interest has brought with it the necessity to have staff who share the same vision with that of the organization. Organizations, therefore, need to have a pool of well round employees that can live up to the expectations of the board and shareholders at large. Thus, it has become a common practice among the HR practitioners in successful organizations to regard employees with high esteem and place a higher premium on them as human resource is currently regarded as vital asset in these organizations (Benedict, 2012).

The more inefficient and poorly managed the recruitment and selection process, the higher the likelihood of a poor hire, substantially impacting the organization monetarily and non- monetarily. It includes the continued payroll costs of the person as well as the costs of legal representation in the event that a probation period is not managed efficiently or if the role turns out to be significantly different from the position that was advertised. As part of the non-financial impact, a poor selection decision can also have a ripple effect on existing staff morale. While the organization spends time, money, and efforts bringing the newly appointed staff up to standard, existing staff may be experiencing low motivation from the process. This impacts their enthusiasm and commitment to carry out their roles, and consequently, the organization's productivity is affected (Becker, 2011).

Every organization needs an effective recruitment and selection strategy. Attraction of suitable candidates for applying for vacant roles is essential in the process of recruiting and selecting. This study seeks to understand how the NTSA attraction strategy has worked by evaluating the process undertaken. Further, the study seeks to understand the recruitment and selection strategies put in place by NTSA, their effectiveness and how they influence organization performance.

2.5 Performance Appraisal Strategy

Performance appraisal refers to a process that studies and evaluates the job performance of an organization's personnel (Mondy, 2017). Appraisal is an efficient tool in the HRM which if utilized correctly and logically can enable organizations achieve their performance goals (Rezghi, 2018). Aguinis (2019) defines Performance Appraisal strategy as a continual process that is used to identify, measure, and develop employee performance in as per strategic goals of the company. Moreover, Okumbe (2018) defines performance appraisal as the process of looking at a judgment regarding a person's previous or current performance against the backdrop of their surroundings and their possible future for the company.

Performance appraisal is an integral element of performance management. It generally leads into a lasting impression of worker effectiveness and success (Robbins, 2017). Consequently, making reliable and reasonable decisions of human resource management in the larger institutional context requires more than the information generated through an unsystematic informal evaluation. Correct information on performance management must be gathered through a standardized method in order to facilitate operations such as human resources management, levels of compensation, training and development of staff, career progression, and planning for succession. Hence, many institutions in public sector have a need for a formal system of performance appraisal to play a key role in the areas of advancement, execution, and preservation (Erasmus, 2018).

Every organization needs competent personnel to boost its productivity. The human resource division/ section is mandated to regularly review the strengths and weaknesses of the organization's employees, ensure their performance is aligned to their functions and assigned responsibilities, and incorporate the evaluation and appraisal process (Mollel, 2017). Performance appraisal is a formal and structured internal process within an organization that takes the form of an interview between a subordinate and supervisor. It is conducted annually or semi-annually to examine and discuss the work performance of the subordinate, to identify gaps, weaknesses, strengths, and chances for enhancement and development of skills (Paauwe & Boon, 2019)

Performance appraisal is mandatory in public organizations in Kenya to motivate employees to strive hard toward the desired performance as they work in dockets that are supposed to deliver government services to the taxpayer. However, the effectiveness of the performance system is often questioned. Therefore, the study sought to analyze the systems used at NTSA for performance appraisal, their effectiveness levels, and how they affect organizational performance.

2.6 Employee Resourcing Strategies and Organizational Performance

This part presents literature on the relationship between the independent variable which is employee resourcing strategies to the dependent variable, which in this study is organization performance.

2.6.1 Human Resource Planning Strategy and Organizational Performance

A study focused on Japan by Sang (2015) revealed a positive relationship between HRM practices, specifically HRP, staffing, incentives, appraisal, training, teamwork, employee involvement, status difference, and job security in organizational performance. Highlighting the importance of HRM, the study recommended that HRM needs to be given its equitable place of significance for the organization to perform better. It should not be the primary responsibility of management team who have neither the expertise nor the resource capacity to effectively conducting the massive functions of manager in human resources and thus the responsibility should be vested on human resource planning managers.

Rawashdeh (2015) did a study for analysis of the existence of the link between human resource planning and performance of organizations using a sample of 140 staff of selected manufacturing firms in Guatemala. The study findings revealed that there exists a link between human resource planning and performance of organizations. The study suggested that because staff members have personal objectives they seek to achieve during their employment, practitioners should consider and factor these in the programs they prepare as part of staff development. Neglecting these needs would be detrimental to the organization as indicated by lowered motivation, leading to avoidable poor performance and even Industrial actions.

A similar study was conducted by Husna (2016) in Mbeya, Tanzania, at the National Institute of Transportation to evaluate the human resource planning impact on organization performance. The study revealed that HRP is a critical factor in getting employees to perform at their best. Therefore, it needs to be given top priority to enable the institutions to achieve its set objectives and goals. This study was carried out at the Tanzania National Institute of Transportation. This institution differs from NTSA in terms of operational scope and management. Further, the study focused only on senior management and did not extend to middle-level management. This study considered both levels of management.

2.6.2 Recruitment and Selection Strategy and Organizational Performance

A research done by Mustapha, Ilesanmi and Aremu (2016) on banks in Nigeria established a solid and substantial association amongst recruitment and selection founded on merit and performance

of establishment According to the study, poor organizational performance results from a poorly constituted recruitment and selection strategy that facilitates the selection of unsuitable staff. In addition, Abomeh (2013) did a study on assessing the procedures of recruitment on organizational performance in the Hospitality Industry in Abuja. The study also established a strong positive relationship between organizational performance and effective recruitment.

Stephen, Cowgill, Hoffman, and Housman (2013) researched on the effect of hiring through referrals on productivity using survey data collected from 9 big companies in Saudi Arabia. The study established that employee referrals allow firms to select workers that are better suited for certain jobs in the organization. Mansour (2010) looked at the association amongst the HRM practices and performance of companies in Saudi Arabia. The findings revealed that all HRM practices like recruitment are positively correlate with performance of organizations. A similar study by Tanveer (2016) established that resourcing strategies like recruitment and selection, training, and development play an essential role in enhancing performance of organizations.

Ombui, Mukulu and Waititu (2017) studied the effect of recruitment and selection on the employee performance in Kenyan research institutions. The study showed that there is a highly significant relationship amongst the performance of employees and recruitment and selection. Omolo (2018), conducted a study on the effect of employee recruitment and selection on performance in SMEs in Kisumu Municipality, Kenya. The study revealed a significant relationship amongst recruitment and the performance of SMEs with recruitment and selection accounting for 72.4% of variations in the SME's performance. As such, the better the recruitment and selection, the higher the SME performance. However, this study was carried out on SMEs, which operate differently from public institutions. Further, only SMEs from Kisumu were considered in this study bringing in geographical methodological gaps.

2.6.3 Performance Appraisal Strategy and Organizational Performance

Walsh (2017) carried out a study on the perceived fairness of and satisfaction with employee performance appraisal in the Southern United States. This study examined the reactions of employees towards fairness and satisfaction of the system of performance appraisals using theorized four-factor model of organizational justice as the foundation of theory. The study collected the primary data using questionnaires administered to 440 respondents in two organizations. The study established that performance appraisal systems have a substantial association with organizational performance in Southern United States.

Wachiuri (2018) studied the performance appraisal effect on organizational performance of KPMG Kenya. The research employed a descriptive research and used questionnaires for collecting data. The study targeted 50 employees at KPMG. The study established performance appraisals in their different forms affects performance of organizations. The appraisals enable the employees to clearly understand how to goals of the organization can be achieved. The performance appraisal system as well assisting in identifying the employee skills gap and hence allow the firms to strategize on to bridge skills gap for better organizational performance.

Mbiti, Arasa and Kinyili (2019) looked at performance appraisals influence on universities performance in Machakos and Kitui counties. The study used a descriptive research design where primary data was collected from employees working in various University departments using questionnaires. The study established employee performance appraisals assesses and gives feedback on performance of employees which includes steps for enhancing organizational performance. The study established performance appraisals and organizational performance have a strong and positive associations ($r=0.851$ and a $p\text{-value}=0.00$). This is an indication that performance appraisals have a great impact on Universities performance in Machakos and Kitui Counties.

Nyaoga (2017) did a research on effectiveness of performance appraisal systems in Kenyan private Universities by looking at Kabarak University. The study established that systems of performance appraisals are the only concrete metrics through which companies are in position of ascertaining the levels of performance amongst different employees. Though majority of employees were aware of the type of performance appraisal systems utilised in the private universities, they indicated such systems were not founded on the actual purpose for which they were introduced or designed. The study revealed that these systems were multi-rating systems, and their effectiveness was only based on the training offered to the employees engaged in the rating/process of appraisal.

The inconsistencies in the study results merit further empirical examination. Furthermore, none of the studies assessed at the human resource planning strategy, recruitment and selection strategy and performance appraisal strategy together. However, most scholars in this area recommended further research on the effect of employee resourcing on performance of organizations.

2.7 Theoretical Framework

Several theories underpin the comprehension of the effect of employee resourcing on organizational performance. This study was anchored on the Attraction-Selection-Attrition (ASA)

theory which was postulated by Benjamin Schneider in 1995. The theory explains that organizations normally attract and select people who have similar attributes in terms of personalities, values and interests whereas people with different attributes are more likely to leave the organization. It explains why people are attracted and seek employment in an organization, why organizations select a certain calibre of employees and how people leave an organization when they feel that the organization does not meet their personal needs any more. The model explains how people become a part of organizations and how they leave them by stating that people are functions of three dynamic processes that are interrelated with one another: attraction, selection, and attrition. From this theory, the emotional maturity of workers was a positive predictor of both the persons themselves and finally their caring conduct. As a consequence of this, a growth in a person's or institution's emotional intelligence may result from congruence amongst the person and organization in regards to the ASA theory. In other words organizations normally will select applicants who have similar skills, knowledge and abilities to other employees in the organization.

Schneider, *et al.* (1995) asserts that if an organization could find and hire the right people with the requisite skills, competent, and capabilities in sufficient numbers, the company is significantly better placed to capitalize on the opportunities and threats arising from and within their environment of operations. Also, it sets them apart from their rivals, who are constantly struggling to build and maintain their employees. Edwards (1994) asserts that successful strategies begin with acquiring, retaining, and developing resources of set minimum standards. This also applies to people as a resource.

This theory is applicable to the study since a recruitment and selection resourcing strategy which is efficient should result in a high fit for the employee and organization, enhancing the employee attachment to the organization. Additionally, it is possible that an employee's level of productivity will increase after they are made aware of the stringent hiring process. It has been demonstrated that an individual's perceived level of competence has a meaningful correlation with their level of commitment, which suggests that employee recruitment can boost the level of staff retention. This theory applies to the study because it is looking at how employee resourcing strategies at the NTSA can be used to attract and retain employee which is expected to lead to improved organizational performance.

2.8 Conceptual Framework

Conceptual framework is a written or visual illustration of an anticipated association amongst variables (McGaghie, Bordage & Shea, 2001). The independent variables in the conceptual framework illustrate the employee resourcing strategies which include; human resource planning strategy, recruitment strategy, selection strategy and performance appraisal strategy influence the performance of organizations. The dependent variable for the study is organizational performance. The conceptual framework was as shown in Figure 2.1.

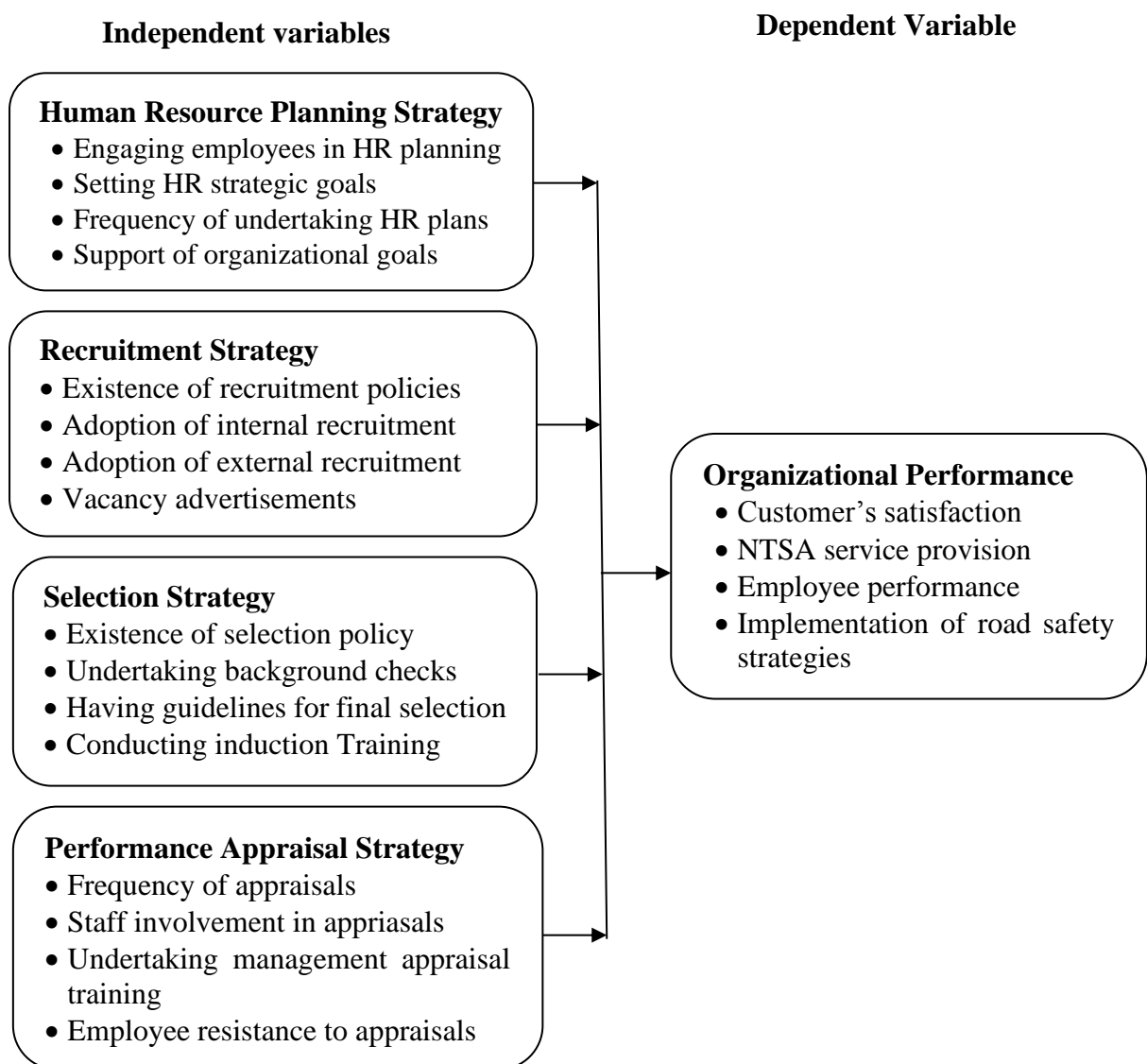


Figure 2. 1: Conceptual Framework

2.9 Research Hypotheses

The study tested the following research hypothesis

H₁: Human resource planning strategy has a significant effect on organizational performance of NTSA.

H₂: Recruitment strategy has a significant effect on organizational performance of NTSA.

H₃: Selection strategy has a significant effect on organizational performance of NTSA.

H₄: Performance appraisal strategy has a significant effect on organizational performance of NTSA.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was applied in the study. The chapter has the following subsections; research design, target population, sample and sampling technique, data collection, analysis, and presentation.

3.2 Research Design

The study adopted a cross-sectional research design. As per Cooper and Schindler (2014), cross-sectional studies are a form of correlational research. Researchers observe and collect data on various variables at a given point in time without trying to influence those variables. The design assisted the researcher in obtaining information regarding the current status of employee resourcing strategies and the performance of the NTSA. The study obtained and worked with both qualitative and quantitative data.

3.3 Target Population

Population is defined as a large collection of individuals or objects that is the major focus of a scientific query (Garg, 2016). The target population of this study was 450 employees working on permanent and contract basis at NTSA head offices in Nairobi County, 30 stakeholders from the Ministry of Transport and 30 officials from Ministry of Interior and Coordination of National government. Further, the study also targeted 20 NTSA customers who were interviewed for the purposes of understanding their perception on the service provided by NTSA. The distribution of the target population was as illustrated in Table 3.1.

Table 3. 1: Target Population

	Population	Percent
NTSA Top management staff	12	2.3
NTSA Middle level Staff	64	12.1
NTSA General Staff	374	70.6
Ministry of transport officials	30	5.7
Ministry of interior (NPS) officials	30	5.7
NTSA customers	20	3.8
Total	530	100

Source: NTSA (2021)

3.4 Sample and Sampling Technique

A sample frame is a smaller number of cases drawn from the total population (Ingule & Gatumu, 2011). Sampling is crucial because it saves on money and time which might have been utilised in

examining the whole population (Robson, 2012). Sample size was based on the population of the study which was all employees working at the NTSA head offices, officials at ministry of transport and ministry of interior (NPS) as well as NTSA customers. Since the study population is large, the study considered 20% of the population. As per Cooper and Schindler (2011) a representative sample is one which is more than 10 percent of the population thus the choice of 20% was considered a representative. In addition, Mugenda and Mugenda (2012) argue that an adequate sample size for any academic studies should range from 10 percent to 30 percent of the total population. Due to the non-homogeneous and stratified nature of the population of interest, the stratified random sampling technique was adopted. The populations included NTSA top Management Staff, NTSA Management Staff and NTSA General Staff, officials at ministry of transport and ministry of interior (NPS) as well as NTSA customers. The study also interviewed a number of stakeholders who included 20 customers at NTSA for the purposes of understanding their general feelings on the service provided. The study selected 20 customers for interviews because it's an ideal number for qualitative research as per Shetty (2018) who recommended that ideal sample size for in-depth interviews should be between 20-30.

Table 3. 2: Sample Size

Strata	Population	Percentage	Sample
NTSA Top management staff	12	25.0	3
NTSA Middle level Staff	64	20.3	13
NTSA General Staff	374	19.8	74
Ministry of transport officials	30	20.0	6
Ministry of interior (NPS) officials	30	20.0	6
NTSA customers	20	100.0	20
Total	530		122

Source: NTSA (2021)

3.5 Data Collection

Data from the sample was collected via questionnaires while the interview schedule method was used on the NTSA customers. The questionnaire, which the researcher constructed, contained simple but straightforward directions for the participants so that they did not feel any difficulty in questions' answering. It was divided into six sections according to the objectives. Section A covers questions on general information, Section B covers questions on human resource planning strategy, Section C covers questions on recruitment strategy, Section D covers questions on selection strategy, Section E covers questions on performance appraisal strategy and Section F covers questions on organizational performance.

The study also sourced secondary data from books, journals and reports with information on employee resourcing strategies and organizational performance.

3.6 Data Collection Procedures

The researcher contracted four research assistants to drop and pick the questionnaires to the respondent and collect them after three days. Drop and pick method was suitable in questionnaire administration to the sampled population because it guaranteed that participants filled the questionnaires on their own and their responses were not influenced by the researcher. Data was collected within five working days. The data from customers was collected through interviews. Since most of the NTSA services have been automated, the researcher visited NTSA desk at GPO Huduma centre and interviewed walk in and walk out customers seeking NTSA services. The researcher first sought customers willingness to participate in a 5-minute interview and then interviewed the willing customers.

3.7 Reliability and Validity of the Instrument

As per Sekran and Bougie (2010), reliability is the degree to which a research instrument consistently produces the same outcomes or data after repeated trials. Reliability of the data collection instrument was determined using construct composite reliability co-efficient. A construct composite reliability co-efficient (Cronbach alpha) of 0.7 or above, for every construct, is deliberated to be adequate for this study (Rousson, Gasser & Seifer, 2012). The study distributed 51 questionnaires since this represents more than 10% of the entire sample and hence adequate for conducting a pilot test. The respondents included in the pilot test were not be part of the actual study. According to Kothari (2009), a reliability coefficient of 0.7 and above is acceptable to make inferences that are accurate in social sciences research. The findings are illustrated in Table 3.3.

Table 3. 3: Reliability Analysis

	Reliability Coefficient
Human resource planning strategy	0.713
Recruitment strategy	0.786
Selection strategy	0.709
Performance appraisal strategy	0.717
Organizational performance	0.772

From the findings, human resource planning strategy had a Cronbach alpha of 0.713, recruitment strategy had a Cronbach alpha of 0.786, selection strategy had a Cronbach alpha of 0.709, performance appraisal strategy had a Cronbach alpha of 0.717 and organizational performance

had a Cronbach alpha of 0.772. This demonstrates that every variable was reliable because their values of reliability were more than the given limit of 0.7 (Sekran & Bougie, 2010). Hence this shows that the research tool was reliable and thus the amendments on the tool were not needed.

Instrument validity refers to how reliably instruments assess what they are intended to assess (Orodho, 2009). The questionnaire was validated through a pilot with a sample of respondents whose input was gathered through 51 questionnaires. This sample was not part of the actual study and correlation coefficient. The pilot study also helped avoid asymmetrical skewing of the findings and guarantee consistency of meaning and clarity of questionnaire to every respondent all respondents. The data collected from the pilot study was utilised to amend the research tool.

3.8 Data analysis and Presentation

The process of data analysis includes sorting of data, editing, coding, or variable generation, data entry, cleaning, processing, and results' interpretation. The SPSS (Version 25.0) assisted the researcher to analyse data. Descriptive statistics which are mean and standard deviations were utilised to analyse data. The researcher also used multiple regression analysis to test the hypotheses of the study. The p-value from test statistic was utilised to establish if there is a significant association between the variables. In statistics, multiple regression (known as the regression model) is used to predict the occurrence probability of an event by fitting data to a multiple regression function. It is a generalized linear model used for binomial regression. In the same way as other types of multiple regression, it makes use of one or more predictors, each of which may be quantitative or qualitative in nature. An explanation of multiple regression begins with an explanation of the regression function, which, like probabilities, always applies values between zero and one according to Berhane, (2009). Data was presented using tables and in narrative form. The variable Y is usually defined as

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Where:

Y= Organizational performance

β_0 = Constant; β_1 to β_4 =Coefficient of independent variables

X_1 = Human resource planning strategy

X_2 = Recruitment strategy

X_3 = Selection strategy

X_4 = Performance appraisal strategy

3.9 Ethical Issues

Ethics is defined as conduct standards that distinguish between satisfactory and undesirable behaviour. Ethics encompass what is good for an individual, society, and moral living. First, the researcher obtained permission from the university to conduct the research and clarified to the participants that the study was for academic purposes only. Moreover, the researcher sought from participants' informed consent prior to collecting the data from the field. All participants received forms of consent whose contents were read to them and explained for clarity by research assistants fluent in English. Only respondents willing to take part were given the questionnaire for collecting data. The researcher guaranteed transparency and truthfulness throughout review and guaranteed the respondents that all information collected from them would be treated as confidential. While conducting the study, the researcher remained sensitive at every time to ethical issues like participants' confidentiality and privacy.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents, analyses, and interprets the findings of the study based on the study objectives. The study's main objective was to assess the effect of employee resourcing strategies on the organizational performance of the NTSA. The chapter is divided into several sections, which include: response rate, general information of the respondents, findings on human resource planning strategy, findings on recruitment strategy, findings on selection strategy, findings on performance appraisal strategy, findings on organizational performance and finally, multiple regression analysis for testing the hypotheses.

4.2 Response Rate

The researcher sampled 102 respondents. However, the researcher was able to access only 82 respondents. This resulted into a questionnaire return rate of 84.4 percent that was adequate for statistical analysis as per Cooper and Schindler (2014) who recommend that a response rate of more than 50% is adequate for data analysis. The results are shown in Table 4.1.

Table 4. 1: Response Rate

		Response Rate
Response	82	80.4
Non-response	20	19.6
Total	102	100

Source: Author, 2022

4.3 General Information of the Respondents

This section presents findings for respondents' general information which include gender, age, level of education, current organization and nature of their employment by NTSA. The general information was sought to assess how bio data of the respondents may have been influenced by employee resourcing strategies adopted at NTSA. The findings are illustrated in the following subsections.

4.3.1 Gender of the Respondents

The researcher requested the respondents to indicate their gender. The findings are illustrated in Figure 4.1.

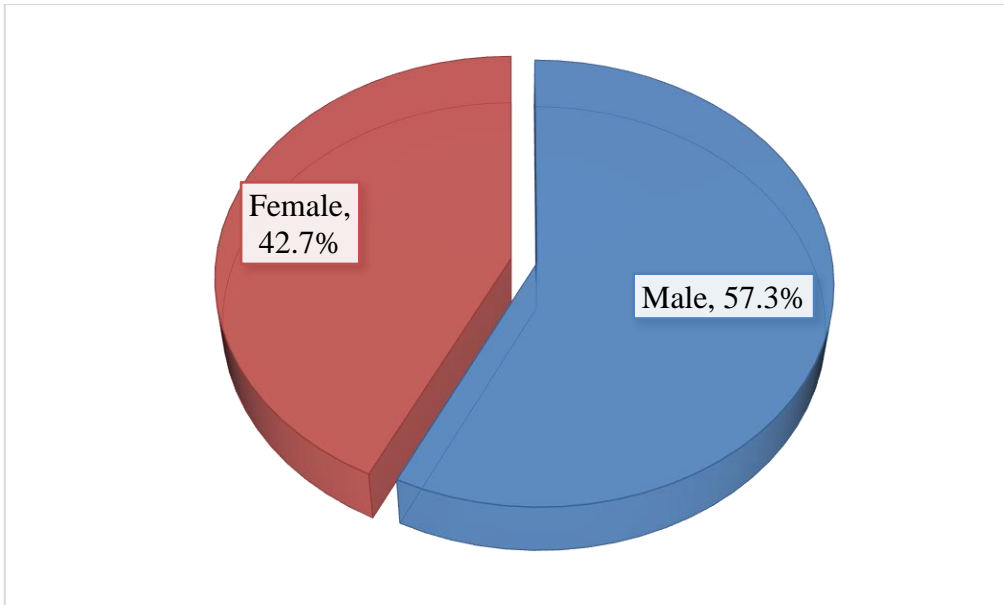


Figure 4. 1: Gender of the Respondents

Source: Author, 2022

As per the results shown in Figure 4.1, most of the respondents were male at 57.3% whereas 42.7% were female. This shows that there is a considerable distribution of both male and female in staff at NTSA, Ministry of transport and Ministry of interior (NPS). This shows that the organizations are meeting the constitutional requirements of two thirds gender rule. It also shows that NTSA recruitment and selection strategy balances the staff to ensure all genders are represented in the workforce.

4.3.2 Age of the Respondents

The researcher requested the respondents to indicate their age. The findings are illustrated in Table 4.2.

Table 4. 2: Respondents Age

	Frequency	Percent
25-30 years	17	20.7
31-35 years	28	34.1
36-40 years	19	23.2
41-45 years	11	13.4
46-50 years	4	4.9
Over 51 years	3	3.7
Total	82	100

Source: Author, 2022

From the findings, most of the respondents designated to be aged between 31 and 35 years as shown by 34.1%. Others specified to be aged between 36 and 40 years as shown by 23.2%, between 25 and 30 years as shown by 20.7%, between 41 and 45 years as shown by 13.4%, between 46 and 50 years as shown by 4.9% while those aged above 51 years were 3.7%. This shows that a majority of employees at the NTSA are less than 40 years old which is good for the organization's succession planning. This is because it is easy to identify among the young employees and develop them for future management roles.

4.3.3 Level of Education of the Respondents

The respondents were also asked to specify their level of education. The findings are illustrated in Figure 4.2.

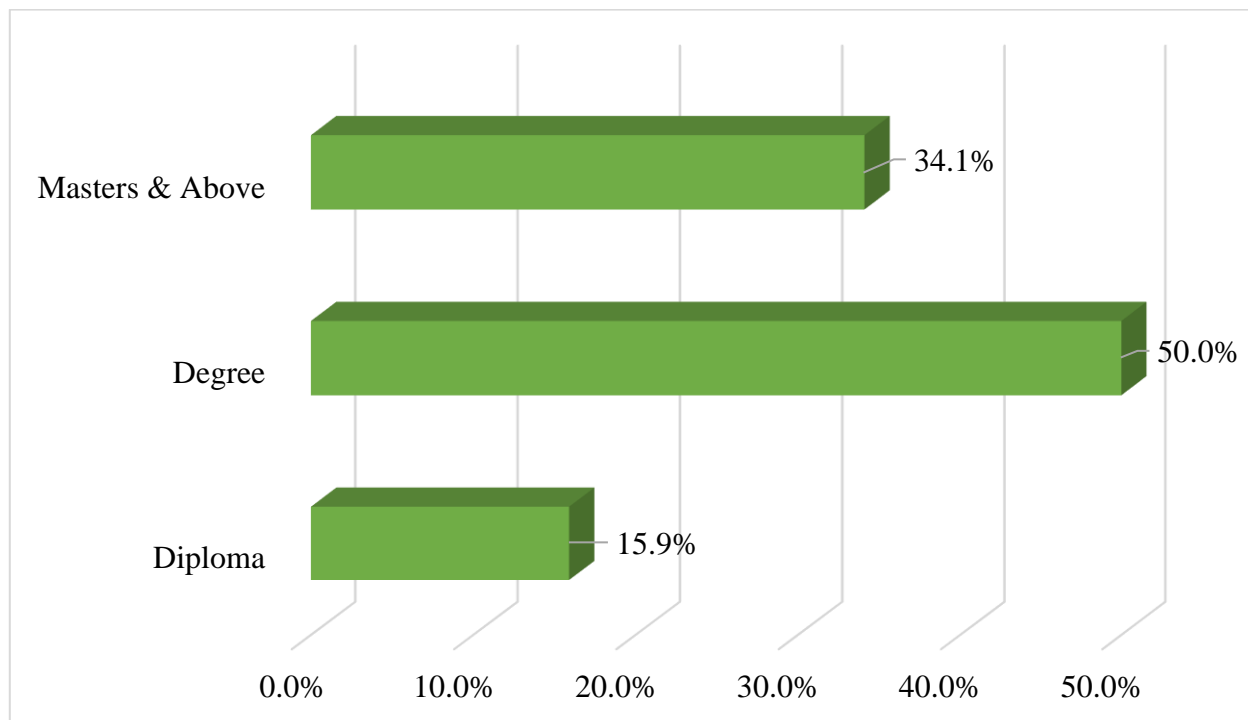


Figure 4. 2: Level of Education of the Respondents

Source: Author, 2022

As per the results in Figure 4.2, most of the respondents indicated that they have a degree as shown by 50%. Other respondents indicated to have masters and above as illustrated by 34.1% while those who had diploma were 15.9%. This implies that all the staff at NTSA, ministry of transport and ministry of interior (NPS) were learned enough to comprehend questions on research tool and gave adequate and credible information regarding the effect of employee resourcing strategies on organizational performance of NTSA. This is also a reflection that the recruitment and selection strategies are used to attract qualified personnel.

4.3.4 Parent Organization

The respondents were asked to specify the current organization they belong to since NTSA operations are intertwined with operations of Ministry of Transport and Ministry of Interior and coordination of national government. This question was used to establish the distribution of the respondents in the targeted organizations and deduce the current employee resourcing strategies in place. The results are illustrated in Table 4.3.

Table 4. 3: Current Organization of the Respondents

	Frequency	Percent
NTSA	73	89
Ministry of transport	5	6.1
Ministry of Interior	4	4.9
Total	82	100

Source: Author, 2022

From the results, most of the respondents specified their current organization was NTSA as shown by 89%, Ministry of Transport as shown by 6.1% and Ministry of Interior as shown by 4.9%. NTSA had staff seconded from the other line ministries like ministry of Transport and ministry of Interior security as their services complement each other. The findings also imply that since different agencies apply employee resourcing strategies different, the researcher obtained credible information.

4.3.5 Nature of Respondents' Employment by NTSA

The respondents were asked to indicate the nature of their employment terms. The findings are shown in Table 4.4.

Table 4. 4: Nature of Respondents' Employment by NTSA

	Frequency	Percent
Permanent	39	47.6
Contract	43	52.4
Total	82	100

Source: Author, 2022

From the results, the respondents showed that the nature of their employment by NTSA was contract basis as shown by 52.4% and on permanent basis as shown by 47.6%. This shows that there is equal number of employees on contract and those employed permanently. This implies that

employee resourcing strategies especially human resource planning at NTSA ensures all the forms of employment are accommodated. This shows the need to plan and establish number of employees that should be permanently employed and those that should be under contract. In addition, having employees on contract implies that employers through recruitment and selection strategy have an option of not renewing the contract once it expires especially when employee is a poor performer. To the employees, permanent terms are more attractive due to job security.

4.4 Human Resource Planning Strategy

The study aimed to establish the effect of human resource planning strategy on organizational performance of NTSA. The respondents were requested to specify their level of agreement on several statements about human resource planning strategy using 1-5 likert scale where 1 is strongly disagree (SD), 2 is disagree (D), 3 is Neutral (N), 4 is agree (A) and 5 is strongly agree (SA). The findings are shown in Table 4.5.

Table 4. 5: Agreement with Statements on Human Resource Planning Strategy

		SD	D	N	A	SA
NTSA undertakes comprehensive HR Planning annually	f	0	3	15	39	25
	%	0	3.7	18.3	47.6	30.5
NTSA considers all the major HR factors when conducting human resource planning	f	0	6	22	44	10
	%	0	7.3	26.8	53.7	12.2
All departments are involved during human resource planning by NTSA	f	15	41	16	10	0
	%	18.3	50	19.5	12.2	0
There is adequate employee involvement in human resource planning by NTSA	f	0	1	10	43	28
	%	0	1.2	12.2	52.4	34.1
NTSA mainstreams HR plans into its overall strategic plan	f	0	0	12	40	30
	%	0	0	14.6	48.8	36.6
The current NTSA human resource planning affects organizational performance	f	0	6	16	41	19
	%	0	7.3	19.5	50	23.2

Source: Author, 2022

The first statement looked at whether NTSA undertakes comprehensive HR Planning annually. From the findings in Table 4.5, 78.1% of the respondents agreed that NTSA undertakes comprehensive HR Planning annually. On contrary, 18.3% were neutral and 3.7% disagreed that NTSA undertakes comprehensive HR Planning annually. Undertaking comprehensive HR planning every year is very important because it ensures there are no staffing shortages or surpluses at the organization and identifies current and future human resources needs to achieve its goals. As indicated by Ubeku (2017), human resource planning entails ensuring that the organization has adequate staff levels, with the right skills in the right jobs at the appropriate time and that these

staff members are performing the appropriate activities for the achievement of goals of organizations.

Whether NTSA considers all the major human resource factors when conducting human resource planning, 65.9% of the respondents agreed that all the primary human resource factors are considered when conducting human resource planning at NTSA while 26.8% were neutral and 7.3% disagreed. There is need to consider all the main human resource factors during human resource planning. This because human resource planning should address all the human resource factors like technological, changes in demographics, labour market, the attrition rates and availability of required skills and ensure organizations have efficient and productive staff now and in the future. The internal and external factors within NTSA influences the availability of human resources as they are used predicting the projected labour demand and supply.

On whether all departments are involved during human resource planning by NTSA, 68% of the respondents were of the opinion that there is inadequate involvement of all departments during human resource planning at NTSA while 19.5% were neutral and 12.2% agreed that there was involvement. Involving all the departments in formal human resource planning ensures that all the human resource needs in the entire organization are taken into consideration and this does not seem to be case at NTSA. This view, supported by Gupta (2016), argues that HRP enables the organization to anticipate and make outbound, inbound and internal workgroups. Hence, the involvement of all employees in HR planning is essential.

Based on the findings in Table 4.5, 86.5% of the respondents agreed that there is adequate employees' involvement in human resource planning by NTSA with 12.2% being neutral and 1.2% disagreed. This is a suggestion that employees are adequately engaged in human resource planning. This does not mean that employees were drawn from all the departments at NTSA but employees were adequately involved in human resource planning as the selected employees were representative of the entire organization. This ensures that employees are in a position to voice their issues that need to addressed in the human resource plan such as if they feel that they have been placed in the right job and whether they have adequate skills for their job. The findings correlate with Rawashdeh (2015) who noted that successful human resource panning in organizations demands adequate participation of all the employees.

On whether NTSA mainstreams HR plans into its overall strategic plan, 85.4% agreed that HR plans at NTSA are included in their overall strategic plan whereas 14.6% were neutral. The overall

strategic plan should include human resource plans. This is because for organization to be successful, human resources need to be planned in advance. In addition, an organization cannot meet its strategic objective without the relevant human resource. As noted by Lengnick-Hall (2018), HPR process helps the management of organizations in bridging the gap between performance of employees and strategic goals of the organization. Additionally, an effective human resource management team could offer companies competitive advantage.

On whether the current NTSA human resource planning affects organizational performance, 83.2% of the respondents agreed, 19.5% were neutral and 7.3% disagreed. This indicates that at NTSA, human resource planning has an effect on organizational performance. This could be linked to the fact that with HR planning, organizations are able to fulfil their existing as well as their anticipated demands for talent, which enables human resource managers to foresee and nurture the abilities that are most beneficial to an organization in order for it to be successful. The findings concur with the Attraction-Selection-Attrition (ASA) theory which notes that if an organization could find and hire the right people with the essential skills, knowledge, and capabilities in sufficient numbers, the organization is significantly better placed to capitalize on the opportunities and threats arising from and within their operating environment. Also, it sets them apart from their competitors, who are constantly struggling to develop and retain their workers. Husna (2016) revealed that HRP is critical in getting the best performance out of employees and, therefore should be given top priority in allowing the institutions to achieve its set goals and objectives.

The respondents were also requested to indicate the extent to which they are satisfied with the current human resource planning strategy at NTSA. The findings are shown in Figure 4.3.

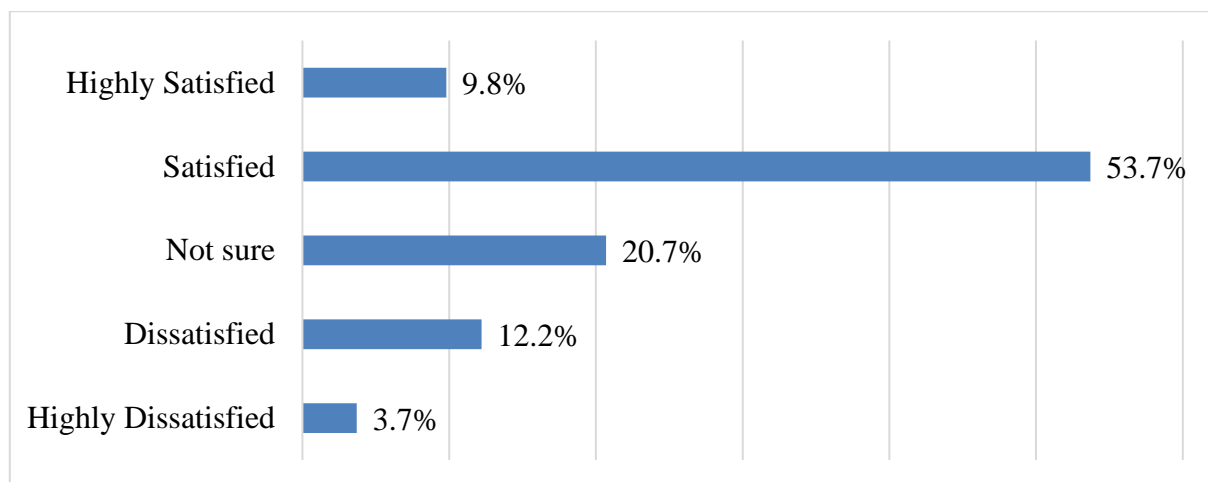


Figure 4. 3: Satisfaction with Current Human Resource Planning at NTSA

Source: Author, 2022

As per the results, most of the respondents specified to be satisfied with the current human resource planning at NTSA as shown by 63.5%. Other respondents indicated to be not sure as shown by 20.7%, dissatisfied as shown by 12.2% and highly dissatisfied as shown by 3.7%. This shows that there is general satisfaction with current human resource planning at NTSA. This could be because HRP at NTSA is comprehensively undertaken each year, takes into consideration all the major human resource factors and ensures there is adequate employees' involvement and is part of overall strategic plan as specified by the above findings.

4.5 Recruitment Strategy

The study sought to examine the effect of recruitment strategy on organizational performance of NTSA. The respondents were asked to indicate their level of agreement on several statements about recruitment strategy using 1-5 likert scale where 1 is strongly disagree (SD), 2 is disagree (D), 3 is Neutral (N), 4 is agree (A) and 5 is strongly agree (SA). The findings are shown in Table 4.6.

Table 4. 6: Agreement with Statements on Recruitment Strategy

		SD	D	N	A	SA
NTSA has a policy that guides on how recruitment of employees is done	f	0	10	18	44	10
	%	0	12.2	22	53.7	12.2
NTSA utilizes internal recruitment to fill in positions in the organization	f	0	2	31	35	14
	%	0	2.4	37.8	42.7	17.1
NTSA utilizes external recruitment to fill in positions in the organization	f	12	50	16	4	0
	%	14.6	61	19.5	4.9	0
NTSA uses all available methods to reach out to the general public for awareness on vacancies in the organization	f	0	4	10	48	20
	%	0	4.9	12.2	58.5	24.4
The current NTSA recruitment strategy affects organizational performance	f	0	1	16	39	26
	%	0	1.2	19.5	47.6	31.7

Source: Author, 2022

The first statement looked at whether NTSA has a policy that guides on how recruitment of employees is done, 65.9% of the respondents agreed that there is policy for guiding NTSA on how to do employee recruitment whereas 22% were neutral and 12.2% disagreed. This an indication that NTSA has a policy in place for guiding it while recruiting employees. A recruitment policy makes an organization's stand on how they go about looking for and attracting potential workers to apply for jobs in the organization known. A recruitment policy clearly states what the organization will or will not do in the recruitment process, for instance, the entry level positions at

NTSA are externally advertised. Some respondents were non-committal about the availability of a policy because information about its existence may not be available for all employees and also other employees may ignorant of the existence of the policy. A recruitment policy alerts the employees on what to expect from the recruitment process. This concurs with Cowgill, Hoffman, and Housman (2017) who noted that organizations must have recruitment policies to guide them in the recruitment process and the policy should specify the recruitment goals and give a framework for the execution of the recruitment process.

On whether NTSA utilizes internal recruitment to fill positions in the organization, 59.8% agreed that internal recruitment is utilized at NTSA to fill in positions while 37.8% were neutral and 2.4% disagreed. This is an indication that NTSA prefers to use internal recruitment to fill in vacant positions. Internal recruitment implies that whenever there is a vacancy, priority is given to current employees. The rationale for internal recruitment is that it is cost effective and it motivates current employees as it provides opportunities for promotion. Also, it saves organizational resources on training as the internal applicant will have more knowledge of the organization and culture. The findings correlate with those of Muthua (2012) who argued that adoption of internal recruitment by organizations not only inspire the existing employees to post high performance and enhance their commitment towards the organization but might as well enhance their sense of job security.

As to whether NTSA utilizes external recruitment to fill in positions in the organization, 75.6% of the respondents disagreed that external recruitment is used by NTSA to fill in vacant positions while 19.5% were neutral and 4.9% agreed. This indication that NTSA does not use external recruitment much to fill in vacant positions to a great extent. This could be attributed to the fact that external recruitment could take longer and incur more costs as compared to employing internally within the company. It could as well damage morale of employees since the existing employees might perceive this as a reduced chances of promotions. However as confirmed by DeVaro (2020), external recruitment has its advantages as it brings new people with new ideas to the organization.

Regarding whether, NTSA uses all available methods to reach out to the general public for awareness on vacancies in the organization, 82.9% of the respondents agreed that NTSA use every method available to raise awareness on available vacancies in organization whereas 12.2% were neutral and 4.9% disagreed. This shows that NTSA use a variety of methods to reach out to the general public for awareness on vacancies in the organization. Raising awareness on the available vacancies ensures that qualified candidates apply enabling the organization to find the best possible

person for the job. This practice is also per the National Employment Authority Act (2016), which stipulates the need to promptly circulate advertisements of employment openings in Kenya for potential candidates to apply through suitable means like use of social media, organization websites and printed media.

On whether the current NTSA recruitment strategy affects organizational performance, 79.3% agreed whereas 19.5% were neutral and 1.2% disagreed. This is an indication that employees perceive that the recruitment strategy has an effect on organizational performance at NTSA. This is because strategies like internal recruitment improves employee productivity and promotes loyalty as well as improving employee morale as it serves as a reward for existing employees. Attraction-Selection-Attrition (ASA) theory highlights that a recruitment and selection system that is effective should result in a high fit for the employee and organization, enhancing the employee attachment to the organization. These concur with Mustapha, Ilesanmi, and Aremu (2016) who noted a strong and substantial association amongst the recruitment and selection based on merit and organizational performance.

To gauge their general perception of the organization’s recruitment strategy, respondents were asked to specify the extent to which they are satisfied with the current recruitment strategy at NTSA. The findings are shown in Figure 4.4.

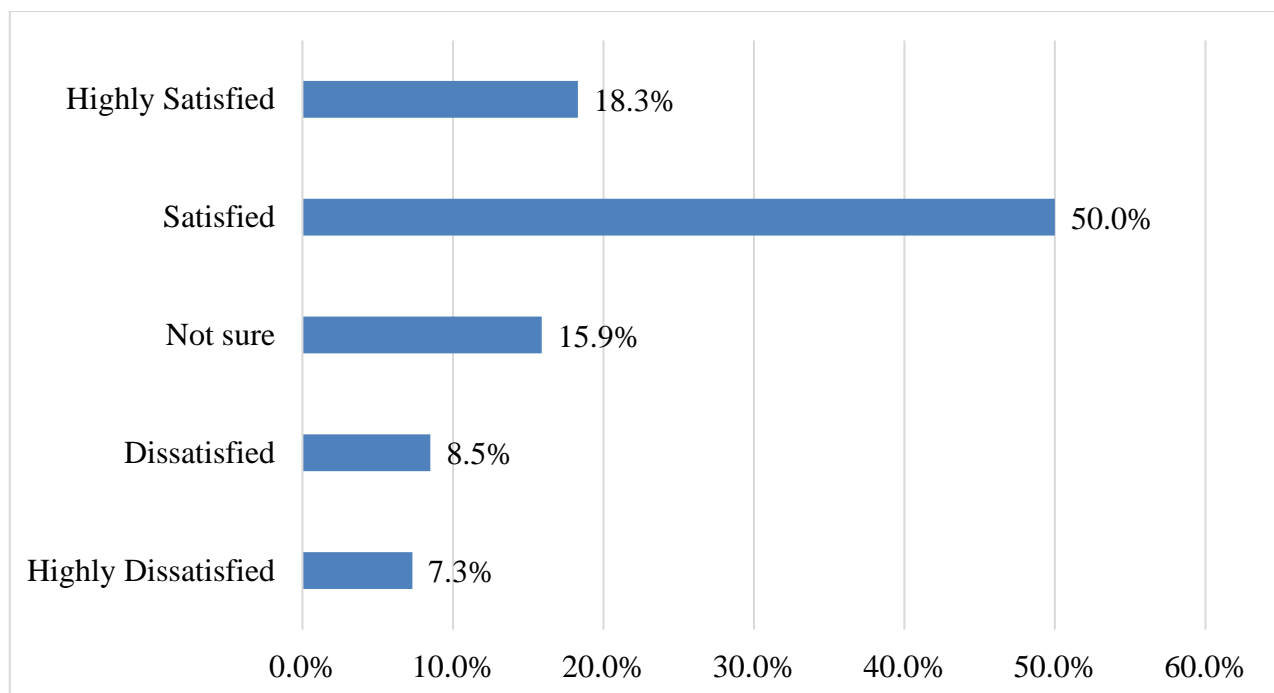


Figure 4. 4: Satisfaction with Current Recruitment Strategy at NTSA

Source: Author, 2022

From the findings, a majority of the respondents at 68.3% indicated that they were satisfied with the current recruitment strategy at NTSA. Other respondents indicated not sure as shown by 15.9%, dissatisfied as shown by 8.5% and highly dissatisfied as shown by 7.3% . This shows that there is satisfaction with current recruitment strategy at NTSA. This could be credited to the fact that current recruitment strategy promotes use of internal recruitment which improves employee morale and performance as well as enhancing recruitment transparency at NTSA.

4.6 Selection Strategy

The study sought to establish the effect of selection strategy on organizational performance of NTSA. The respondents were asked to specify agreement level on several statements about selection strategy using 1-5 likert scale where 1 is strongly disagree (SD), 2 is disagree (D), 3 is Neutral (N), 4 is agree (A) and 5 is strongly agree (SA). The findings are shown in Table 4.7.

Table 4. 7: Agreement with Statements on Selection Strategy

		SD	D	N	A	SA
There is employee selection policy that guides on how selection of employees is done at NTSA	f	0	0	6	51	25
	%	0	0	7.3	62.2	30.5
NTSA conducts all necessary background checks before offering employment	f	0	4	8	42	28
	%	0	4.9	9.8	51.2	34.1
There is a set criterion by NTSA on how the final selection of an employee should be done	f	1	4	16	39	22
	%	1.2	4.9	19.5	47.6	26.8
NTSA employee selection is a challenging task to the organization	f	24	46	8	4	0
	%	29.3	56.1	9.8	4.9	0
The organization has the capacity to conduct a fair employee selection.	f	0	0	21	48	13
	%	0	0	25.6	58.5	15.9
All newly appointed employees undergo an induction training before starting their work.	f	0	0	8	43	31
	%	0	0	9.8	52.4	37.8
The current NTSA employee's selection strategy affects organizational performance	f	0	5	10	48	19
	%	0	6.1	12.2	58.5	23.2

Source: Author, 2022

On the first statement regarding whether there is employee selection policy that guides on how selection of employees is done at NTSA, 92.7% of the respondents agreed while 7.3% were neutral. This is an indication that NTSA has an employee selection policy which guides them on how to select employees. The employee selection policy is important to any organization as determines the quality of the new hires and has an impact both on daily operations and the

organisation's long-term success. It also helps in eliminating all forms of unfair discrimination and bias in the selection process. Saviour, Kofi, Yao and Kafui (2016) pointed out that a recruitment and selection process is an integral part to the success of any organization.

Regarding whether NTSA conducts all necessary background checks before offering employment, 85.3% agreed, 9.8% were neutral while 4.9% disagreed. This is an indication that employees undergo background checks before being employed at NTSA. Background checks are important when selecting employees as it reveals candidates' past employment and performance which confirms the candidates' past experience and ensure that only honest and trustworthy candidates are employed. As observed by Benedict (2012), background checks entail organization getting and evaluating the data regarding the candidates such as age, qualifications, skills, experience and this helps in selecting the most suitable person after getting rid of the unqualified candidates through consecutive stages of selection process.

On whether there is a set criterion by NTSA on how the final selection of an employee should be done, 74.4% of the respondents agreed whereas 19.5% were neutral and 6.1% disagreed. Most employees at NTSA were aware of set criterion on how the final employee selection is done because they are adequately involved in human resource planning. This shows that NTSA has known criteria for the final selection of employees, which ensures that the best candidates are selected without any bias, and as noted by Becker (2011), every organization needs an effective recruitment and selection strategy.

Respondent were asked to indicate whether NTSA employee selection is a challenging task to the organization, 85.5% disagreed that selection of employees is a challenging task at NTSA whereas 9.8% were neutral and 4.9% agreed. This is an indication that the organization did not find it hard to select the most qualified candidates. This could be linked to the fact that NTSA well established recruitment and selection procedures. Employee selection can be challenging if the organization does not have clear procedures. In addition, the selection procedures have to be compliant to the requirements of the law otherwise the organization can be accused of discrimination. Hausdorf and Duncan (2014) notes that employee selection is challenging at times since the process differs from one organization to another depending on the strategies adopted in relation to the roles and the competitiveness of an organization.

From the findings in Table 4.7, 74.4% of the respondents agreed that NTSA has a capacity to conduct a fair employee selection while 25.6% were neutral. Fair employee selection is important

as it results in the best person being selected for the job. Fair employee selection means that NTSA adheres to Kenyan Employment Act 2007 that prohibits discrimination in employment on grounds of race, colour, gender, language, religion, nationality, ethnic origin, disability, mental status or HIV status. Omolo (2018) revealed a substantial effect of recruitment on performance of SMEs. Recruitment and selection account for 72.4% of variations in SME's performance. As such, the higher SMEs performance are linked to good recruitment and selection of employees.

Whether all newly appointed employees undergo an induction training before starting their work, 90.2% of the respondents agreed that there is induction training for all new employees while 9.8% were neutral. This is an indication that NTSA conducts induction training for all new employees before they start working. Induction training is important as it integrates new employees into the organization and makes them comprehend the systems and procedures it applies. This concurs with Pearsall (2016), who argues that induction training helps the new workers in settling down quickly in the new environment of work and offers them a sense of belonging.

On whether the current NTSA employee's selection strategy positively affects organizational performance, 81.7% of the respondents agreed whereas 12.2% were neutral and 6.1% disagreed. This is an indication that current NTSA employees perceive the selection strategy to affect organizational performance. The findings concur with Attraction-Selection-Attrition (ASA) theory which notes that when there is awareness among employees regarding the rigorous practice used in hiring it could enhance their productivity and it has been proven that perceived competence has a strong relationship with commitment; recommending that recruitment of employee could enhance employee retention and hence performance.

The respondents were also requested to specify the extent to which they are satisfied with the current selection strategy at NTSA. The findings are shown in Figure 4.5.

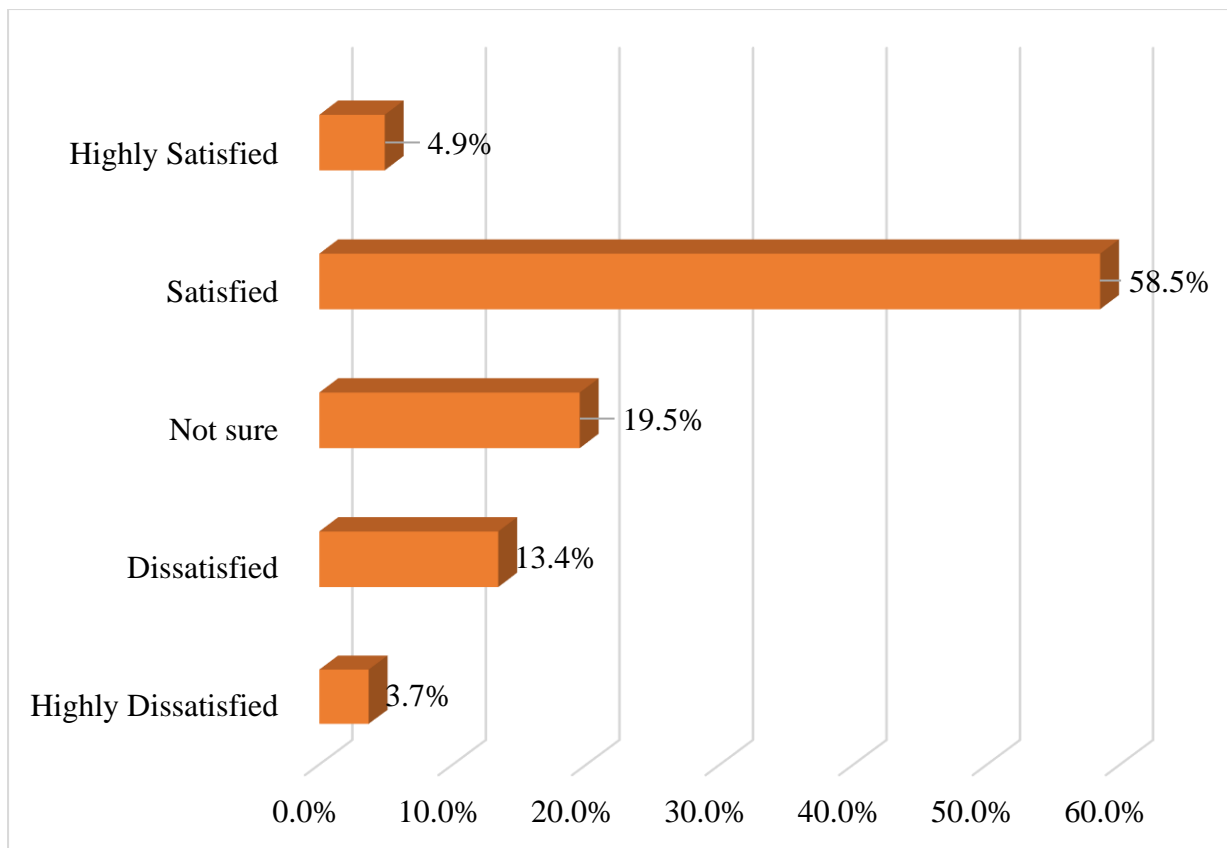


Figure 4. 5: Satisfaction with Current Selection Strategy

Source: Author, 2022

From the findings, most of the respondents specified to be satisfied with the current selection strategy at NTSA as shown by 58.5%. Other respondents indicated to be not sure as shown by 19.5%, dissatisfied as shown by 13.4%, highly satisfied as shown by 4.9% and highly dissatisfied as shown by 3.7%. This shows that generally there is satisfaction with current selection strategy at NTSA. This could be because NTSA has an employee selection policy and a set criterion for final selection. NTSA also effectively conducts background checks and to enable a fair employee selection. Fairness in selection can be motivating to employees resulting in better performance.

4.7 Performance Appraisal Strategy

The study sought to determine the effect of performance appraisal strategy on organizational performance of NTSA. The respondents were asked to indicate their level of agreement on several statements about performance appraisal strategy using 1-5 likert scale where 1 is strongly disagree (SD), 2 is disagree (D), 3 is Neutral (N), 4 is agree (A) and 5 is strongly agree (SA). The findings are shown in Table 4.8.

Table 4. 8: Agreement with Statements on Performance Appraisal Strategy

		SD	D	N	A	SA
NTSA conducts performance appraisal of all staff annually	f	0	2	13	39	28
	%	0	2.4	15.9	47.6	34.1
Staff were involved in preparing the current performance appraisal tool and standards	f	0	11	19	37	15
	%	0	13.4	23.2	45.1	18.3
NTSA trains its managers on how to supervise employees and conduct performance appraisal	f	0	7	10	46	19
	%	0	8.5	12.2	56.1	23.2
Performance appraisal management implementation is effective	f	17	34	31	0	0
	%	20.7	41.5	37.8	0	0
There is no resistance of performance appraisal by employees of NTSA	f	0	4	30	45	3
	%	0	4.9	36.6	54.9	3.7
The current NTSA performance appraisal systems affects organizational performance	f	0	4	10	38	30
	%	0	4.9	12.2	46.3	36.6

Source: Author, 2022

Regarding whether NTSA conducts performance appraisal of all staff annually, 81.7% of the respondents agreed that performance appraisal for every staff is conducted annually whereas 15.9% were neutral and 2.4% disagreed. This is an indication that NTSA annually conduct performance appraisal for all its employees. The few who disagreed that performance appraisal is carried out annually could be new employees. Performance appraisal is very important for the growth of an organization and the employees as it assists the organization to determine whether the employees are productive or liability as well as showing the employees where to improve. As noted by Robbins (2017), performance appraisals are vital component of performance management, that usually results in a serial impression of effectiveness and efficiency of workers.

On whether staff were involved in preparing the current performance appraisal tool and standards, 63.4% of the respondents agreed whereas 23.2% were neutral and 13.4% disagreed. This is an specification that the current performance appraisal tool and standards were prepared with staff engaged. Engaging staff in preparing performance appraisal tool is important since employee views are highlighted in setting performance targets. This concurs with Mollel (2017) who argued that every organization needs competent employees to enhance their productivity. It is the responsibility of the human resource division/section to ensure that employee performance is continually assessed.

Regarding whether NTSA trains its managers on how to supervise employees and conduct performance appraisal, 79.3% of the respondents agreed while 12.2% were neutral and 8.5%

disagreed. This is an indication that managers at NTSA undergo training on how performance appraisal is conducted. Training managers instils them with appropriate skills to effectively conduct employee performance appraisals. Performance results with errors will not help management make proper human resource decisions. As noted by Okumbe (2018), the managers need to be trained on how conduct performance appraisals since it was recently introduced in the employment systems in Kenya.

On whether performance appraisal management implementation is effective, 62.2% of the respondents were of the opinion that performance appraisal management implementation is not effective while 37.8% were neutral. Ineffective implementation of performance appraisal management at NTSA could be credited to the fact that some employee's belief that performance appraisals have not born the desired outcomes like promotions, salary increment and job satisfaction. According to Mondy (2017), performance appraisal is an efficient tool in the HRM which if utilized appropriately and reasonably can enable organizations attain their performance objectives.

To determine the degree to which performance appraisal has been embraced at the NTSA respondents were asked if there is resistance of performance appraisal by employees of NTSA, 58.6% indicated that employees do not resist performance appraisal at NTSA whereas 36.6% were neutral and 4.9% indicated that they do. Employees do not resist performance appraisal at NTSA because it is mandatory. This concurs with Paauwe and Boon (2019) who argued that performance appraisal is mandatory in public organizations in Kenya with the objective of motivating employees to strive hard towards the desired performance. However, the effectiveness of the performance system is often questioned.

On whether the current NTSA performance appraisal systems improves organizational performance, 82.9% of the respondents agreed whereas 12.2% were neutral and 4.9% disagreed. This is an indication that NTSA performance appraisal systems have affected performance of organizations. This could be linked to the fact that performance appraisals provides a suggestion of areas of training needs and direction for developing leaders, enhancement of performance and planning for succession. Performance appraisals create a connection the personal worker's expectations and how the work of employees work contribute to the success of larger organizations. Moreover, performance appraisals augments rapport between management and employees, augment job satisfaction and enhance employees' sense of loyalty toward the

organization. The findings correlate with Rao (2017) who noted that the appraisal system should assist employees to recognize their strength and weaknesses.

The respondents were also asked to specify the extent to which they are satisfied with the current performance appraisal strategy at NTSA. The findings are shown in Figure 4.6.

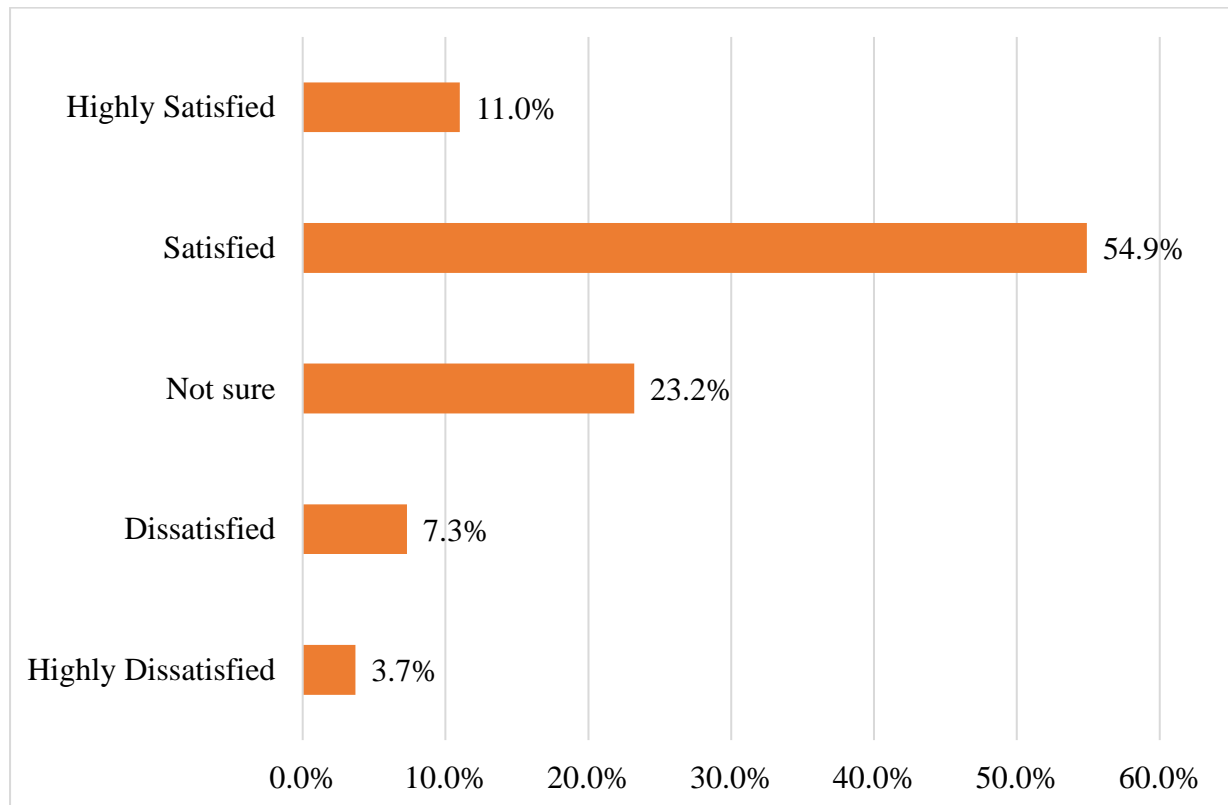


Figure 4. 6: Satisfaction with Current Performance Appraisal Strategy

Source: Author, 2022

From the findings, most of the respondents specified to be satisfied with the current performance appraisal strategy at NTSA as shown by 65.9%. Other respondents indicated to be not sure as shown by 23.2%, dissatisfied as shown by 7.3% and highly dissatisfied as shown by 3.7%. This shows that there is general satisfaction with current performance appraisal strategy at NTSA. The employees will be satisfied with the performance appraisal if they perceive it as fair and results of performance appraisals are used in motivating employees through promotions and increased salary. Additionally, performance appraisals create a connection between individual employee expectations and how the employee’s work contributes to the success of larger organization.

4.8 Organizational Performance

To determine organizational performance, the respondents were asked to indicate their level of agreement on several statements about organizational performance using 1-5 likert scale where 1

is strongly disagree (SD), 2 is disagree (D), 3 is Neutral (N), 4 is agree (A) and 5 is strongly agree (SA). The findings are shown in Table 4.9.

Table 4. 9: Agreement with Statements on Organizational Performance

		SD	D	N	A	SA
The customers are satisfied with NTSA services [Customer satisfaction]	f	0	0	10	51	21
	%	0	0	12.2	62.2	25.6
There is increased operational effectiveness in service provision at NTSA [NTSA service provision]	f	0	3	16	45	18
	%	0	3.7	19.5	54.9	22
There is improved employee performance at NTSA [Employee performance]	f	0	19	16	30	17
	%	0	23.2	19.5	36.6	20.7
Services are reliably and efficiently provided by NTSA [NTSA service provision]	f	0	3	15	50	14
	%	0	3.7	18.3	61	17.1
There is continuous enhancement of road safety for all users by managing and regulating road transport system [Implementation of road safety strategies]	f	15	40	18	9	0
	%	18.3	48.8	22	11	0

The first statement looked at whether the customers are satisfied with NTSA services. From the findings in Table 4.9, 87.8% of the respondents agreed that customers are satisfied with NTSA services whereas 12.2% were neutral. This perception could have been established through analysis of customer feedbacks forms filled by the clients. This is because the services are automated and timely delivered. From the interviews, more than 13 customers said that they are satisfied with the services receive at NTSA. One of the reasons given that there is efficiency in service delivery is because of the use of ICT. The need for IT skills was identified during the performance appraisals and the organization introduced a mandatory IT training for all the employees. This was meant to guarantee that all the customers’ needs are met. This concurs with Davis (2015) who argues that organizations cannot meet their objectives with no quality human resources, thus the need for efficient strategies for employee resourcing. In support of the above findings, one interviewee said:

“I am very satisfied with services have been receiving NTSA. This is because the services are timely, I am also able to get some of the services without going to NTSA services like provisional driving license and the payment for services have been made easy through adoption of mobile money payment”(Interviewee 14) .

Regarding whether there is increased operational effectiveness in service provision at NTSA, 76.9% agreed, whereas 19.5% were neutral and 3.7% disagreed. This is an implication that operational effectiveness in service provision at NTSA have increased. This could be attributed to

the fact that NTSA hires highly qualified staff and have enhanced the Transport Integrated Management System (TIMS) for automating its services. In addition, from the interviews, more than 11 customers were of the opinion that what NTSA needs to do to improve its service delivery is devise ways to motivate their staff, enhance the Transport Integrated Management System (TIMS), automate all the services and track performance of employees through frequent appraisals. Armstrong (2009) argued that the performance concept covers both what has been attained and how it has been accomplished. Moreover, on what NTSA needs to do to improve its service delivery, one interviewee said:

“I think NTSA need to employ courteous staff especially in department of driver tests where most staff are very rude for citizens seeking driving license. Also, there is need for NTSA to reduce turnaround time so as to enhance customer satisfaction, digitize all the motor vehicle records to enable access to vehicle information and convenient online transactions”
(Interviewee 6).

On whether there is improved employee performance at NTSA, 57.3% agreed while 23.2% disagreed and 19.5 were neutral. This is an indication that there is improved employee performance at NTSA. This could be credited to the fact that better employee resource strategies lead to recruitment of competent and productive employees. This was supported by interviewees, where more than 9 interviewees said that they think the NTSA staff are highly qualified because they offer all the services efficiently and are knowledgeable about all the services the customers are seeking. As noted by Taylor and Collins (2018), attraction and employing hiring talent is crucial for both continuous competitive advantage and organizations’ survival. Therefore, coming up with better ways of inspiring qualified candidates to apply for employment is enormously significant to an organization since among the adverse repercussions of poor human resourcing is the likelihood of a high staff turnover level that will in turn affect its overall performance.

Concerning whether transport services are reliably and efficiently provided by NTSA, 78.1% agreed whereas 18.3% were neutral and 3.7% disagreed. This shows that transport services such as logbooks transfers and driver’s licenses registration are reliably and efficiently provided by NTSA. From the interviews, more than 12 customers said that the services they get from NTSA include application for driving license, application of PSV license, renewal of driving and speed governors’ license and application for motor vehicle inspection and certification. The reliability and efficiency of which could be attributed to automation of services at NTSA. In support, one of the interviewee said,

“I usually get several services from NTSA including vehicle inspections, license renewal, a duplicate driving license and application for motor vehicle registration. I am able to get these services because the staff at NTSA are very efficient in service delivery and treat customers well” (Interviewee 8).

Finally, on whether there is continuous enhancement of road safety for all users by managing and regulating road transport system, 67.1% agreed whereas 22% were neutral and 11% agreed. This is an indication that road safety for all users is continuously enhanced by managing and regulating road transport system. As noted by Zahid (2015), organizational performance is extensively determined by employees resourcing strategies put in place. The study reveals that performance of an organization relies on the employee recruitment and selection, trainings after selection and rewards and motivations that follows in the workplace.

4.9 Hypothesis Testing

The study conducted multiple regression analysis to test the research hypotheses meant to establish the effects of employee resourcing strategies on organizational performance of NTSA. The findings are illustrated in Table 4.10, 4.11 and 4.12.

Table 4. 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error
1	.852 ^a	.726	.712	.169

a. Predictors: (Constant), Performance appraisal strategy, Human resource planning strategy, Recruitment strategy, Selection strategy

Source: Author, 2022

As per the results, the R square from the model summary was 0.726. This implies that 72.6% changes in organizational performance of NTSA are explained by human resource planning strategy, recruitment strategy, selection strategy and performance appraisal strategy. This shows that the remaining 27.4% of the changes in organizational performance of NTSA were attributed to other factors.

Table 4. 11: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.039	4	1.510	51.077	.000 ^b
	Residual	2.276	77	0.030		
	Total	8.315	81			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Performance appraisal strategy, Human resource planning strategy, Recruitment strategy, Selection strategy

Source: Author, 2022

From the ANOVA Table, p-value was 0.000 and F-calculated was 51.077. Because the p-value was less than 0.05 and the F-calculated was greater than F-critical (2.4904), then the regression model was significant in determining how human resource planning strategy, recruitment strategy, selection strategy, performance appraisal strategy affected organizational performance of NTSA.

Table 4. 12: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.396	.132		9.566	.000
	Human resource planning strategy	.613	.181	.711	3.387	.001
	Recruitment strategy	.758	.107	.892	7.084	.000
	Selection strategy	.731	.288	.871	2.538	.013
	Performance appraisal strategy	.616	.194	.715	3.175	.002

a. Dependent Variable: Organizational Performance

Source: Author, 2022

From the regression coefficients, the regression model was:

$$Y = 1.396 + 0.613X_1 + 0.758X_2 + 0.731X_3 + 0.616X_4$$

Where: -

Y= Organizational Performance

X₁= Human resource planning strategy

X₂= Recruitment strategy

X₃= Selection strategy

X₄= Performance appraisal strategy

The findings showed that a unit change in human resource planning strategy would lead to 0.613 changes in organizational performance of NTSA. The p-value for the variable was 0.001. Since “p-value (0.001) was less than 0.05, the hypothesis one” that, “Human resource planning strategy has a significant effect on organizational performance of NTSA” was accepted and study established that human resource planning strategy significantly affects organizational performance of NTSA.

Moreover, the study established that a unit change in recruitment strategy would lead to 0.758 changes in organizational performance of NTSA. The p-value for the variable was 0.000. Since p-value (0.000) was less than 0.05, the hypothesis two that, “Recruitment strategy has a significant effect on organizational performance of NTSA” was accepted and study found that recruitment strategy significantly affects organizational performance of NTSA.

In addition, the study established that a unit change in selection strategy would lead to 0.731 changes in organizational performance of NTSA. The p-value for the variable was 0.013. Since p-value (0.013) was less than 0.05, the hypothesis three that, “Selection strategy has a significant effect on organizational performance of NTSA” was accepted and study deduced that selection strategy significantly affects organizational performance of NTSA.

Finally, the study found that a unit change in performance appraisal strategy would lead to 0.616 changes in organizational performance of NTSA. The p-value for the variable was 0.002. Since p-value (0.002) was less than 0.05, the hypothesis four that, “performance appraisal strategy has a significant effect on organizational performance of NTSA” was accepted and study concluded that performance appraisal strategy significantly affects organizational performance of NTSA.

Overall, the study established that recruitment strategy had the greatest effect on organizational performance of NTSA followed by selection strategy then performance appraisal strategy while human resource planning strategy had the least effect on organizational performance of NTSA.

CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the findings, makes conclusions and recommendations of the study.

5.2 Summary of Findings

From the findings, in line with the first specific objective, the study established that the current NTSA human resource planning strategy significantly affects organizational performance. The study found that NTSA undertakes comprehensive HR planning annually and mainstreams the HR plans into its overall strategic plan. Furthermore, both internal and external factors like technology, population demographics, labour market, the attrition rates and availability of required skills that may affect human resource demand and supply are considered in the HRP. It was established that employees are adequately involved in human resource planning, although there was an indication that some departments are not as fully involved in the process. It was also established that the NTSA's HRP is streamlined into the strategic plan of the organization. Most of the respondents indicated that they were satisfied with the current human resource planning at NTSA. Overall, a majority of the respondents felt that human resource planning affects organizational performance as it enables the organization to fulfil their existing as well as their anticipated demands for talent consequently affecting organizational performance positively.

The second specific objective of the study was to examine the effect of recruitment strategy on organizational performance of NTSA. From the findings, the study established that the current NTSA recruitment strategy positively affects organizational performance. The study found that NTSA has a recruitment policy that guides on how recruitment of employees is done. It was established that NTSA uses various recruitment methods to make the general public aware of vacancies in the organization including direct advertisement through newspapers and NTSA website, public service recruitment and online recruitment. Generally, there is satisfaction with current recruitment strategy at NTSA which was attributed mainly to the use of internal recruitment which improves employee morale and performance there is expectation that if they perform well they will be promoted.

In line with the third objective which was to establish the effect of the selection strategy on organizational performance of the NTSA, the study revealed that the current NTSA employee's selection strategy positively affects organizational performance. The study found that the organization has an employee selection policy that guides on how selection of employees is done.

The selection at the NTSA is based on a set criterion to ensure fairness in the selection process. To confirm the credibility of the selected candidates, necessary background checks are done before employment is offered. All new recruits undergo an induction training before starting their work in order to enable them settle down quickly and start contributing to the organization's performance. Overall, there is a general satisfaction with the current selection strategy at NTSA.

The fourth objective of the study sought to establish the effect of the performance appraisal on organizational performance at the the NTSA. The findings of the indicated that NTSA acknowledges the importance of performance appraisal that is why it trains its managers on how to conduct performance appraisals appropriately. To keep track of employee performance, performance appraisal is done annually. It was established that to ensure that employees accept the exercise of performance appraisal, they are involved in preparing the performance appraisal tool and standards. Consequently, there is no resistance to the performance appraisal process by employees. NTSA employees are satisfied with the current performance appraisal strategy at the organization because it indicates areas of training need and direction for leadership development, performance improvement, and succession planning.

The findings indicate that the customers are satisfied by the services they receive at NTSA. The study established that there is increased operational effectiveness in service provision at NTSA and that there is improved employee performance at NTSA. The study found that transport services are reliably and efficiently provided by NTSA and that there is continuous enhancement of road safety for all users by managing and regulating road transport system.

5.3 Conclusions

The study concludes that human resourcing strategies significantly affects organizational performance of NTSA. By having an effective HRP strategy, NTSA can meet its current and future demands for talent. As a result, human resource managers can easily anticipate and develop the skills most valuable to an organization to be effective and meet its objectives. HRP also ensures there is no manpower shortages or surpluses at organization as the human resource needs are identified and filled in time. Moreover, HRP ensures that organizations have efficient and productive staff now and in the future.

The study further concluded that the recruitment strategy significantly affects organizational performance of NTSA. This is because strategies like internal recruitment improve employee productivity and promote loyalty as well as improving employee morale as it serves as a reward for current employees. Internal recruitment improves employee productivity because existing

employees have pre-established connections and knowledge of how things get done in the organization, making it easier for them to succeed in a new role. Moreover, raising awareness about the available vacancies ensures that a large pool of qualified candidates applies, thus enabling the organization to find the best possible person for the position.

The study also concluded that selection strategy significantly affects organizational performance of NTSA. This is because the selection policy determines the quality of the new hires and has an impact both on daily operations and the organization's long-term success. In addition, background checks ensure that only competent employees are recruited to ensure that organizational goals are achieved. Moreover, induction training integrates new employees into the organization and make them comprehend the systems and procedures followed by the organization with an aim of enhancing the organizational performance.

The study further concluded that performance appraisal strategy significantly affects organizational performance of NTSA. This is because performance appraisal could offer an indication of areas the organization needs to enhance so as to improve organizational performance. Moreover, performance appraisals create a connection between individual employee expectations and how the employee's work contributes to the larger organization's success. Furthermore, performance appraisals augment rapport amongst management and employees, increase job satisfaction and enhance employees' sense of loyalty toward the organization.

5.4 Recommendations of the Study

- i. From the study findings, it is recommended that the management of NTSA ensure full involvement of all the departments during the human resource planning. Involving all the departments in human resource planning will guarantee that all the human resource needs in the entire organization are taken care of and addressed.
- ii. The study recommends that management at NTSA should come up with imitative of increasing awareness of the existing recruitment policies. This is because recruitment policy guarantees that an organization continues maintaining its commitment to provide equal opportunities to workers and adherence to such a policy will let the organization hire the best possible candidates.
- iii. Noting that NTSA mainly uses internal recruitment, the study also recommends that management of NTSA should use external recruitment for filling in vacant positions. This is because the external recruitment opens up the organization to a larger pool of applicants,

which increases their opportunity to hire the appropriate candidate for the job. Hiring fresh talent from outside the organization can assist inspire the existing employees to work better and attain more to secure the next promotion opportunities.

- iv. The study recommended that the management of NTSA should guarantee that staff members are involved in preparing the current performance appraisal tool and standards because almost half of the employees at NTSA indicated that they are not involved. This will guarantee minimal resistance from the employees when performance appraisal is conducted annually.
- v. There is also a need for NTSA and other corporations to train their managers on how to supervise employees and conduct performance appraisals. The study recommends that NTSA needs to deliberate on introducing sessions of benchmark both domestically and globally on how performance appraisals are conducted in other organizations. This would allow NTSA to identify gaps in the performance appraisals system and come up with an effective appraisals for its employees.

5.5 Suggestions for Further Research

This study only looked on effect of employee resourcing strategies on organizational performance of National Transport and Safety Authority. Hence this study recommends that future studies should focus on other state corporations in Kenya and establish how employee resourcing strategies affect their organizational performance.

This study only focused on four employee resourcing strategies: human resource planning strategy, recruitment strategy, selection strategy, and performance appraisal strategy. Thus, the study recommends that future studies look at” other employee resourcing strategies like training, career development, and retention strategies and establish how they affect the organizational performance of NTSA.

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APPENDICES

Appendix I: Letter of Introduction

Fatuma Roba Hanti
University of Nairobi
Nairobi

Dear Sir/ Madam

RE: Letter of Data Collection Instruments

I am a student at the University of Nairobi pursuing a Master of Public Administration. As part of the fulfilment for the degree, I am required to carry out a research project. My topic of research is “*Effect of employee resourcing strategies on organizational performance: A case of the National Transport and Safety Authority*”. I therefore request you to provide me with information by filling the accompanying questionnaire. All the information gathered from this research will be for academic purposes only and will be kept confidential.

Thanks in advance.

Yours faithfully,

Fatuma Roba Hanti

Appendix II: Questionnaire for NTSA & Stakeholders

By means of a tick () kindly indicate an option that best describes your response:

SECTION A: GENERAL INFORMATION

1. Indicate your gender

Male

Female

2. Indicate your age: -

Below 25 years

25-30 years

31-35 years

36-40 years

41-45 years

46-50 years

Over 51 years

3. Indicate your level of education: -

Secondary education (O level)

Diploma

Degree

Masters & Above

Any other

4. Indicate your current organization:

NTSA

Ministry of transport

Ministry of Interior

5. Nature of your employment by NTSA:

Permanent

Contract

Secondment

SECTION B: HUMAN RESOURCE PLANNING STRATEGY

7. In relation to human resource planning strategy, tick the most appropriate response to the statement made in the table below;

Where 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4 =Agree; 5= Strongly Agree

Statement	1	2	3	4	5
NTSA undertakes comprehensive HR Planning annually					
NTSA considers all the major human resource factors when conducting human resource planning					
All departments are involved during human resource planning by NTSA					
There is adequate employees' involvement in human resource planning by NTSA					
NTSA mainstreams HR plans into its overall strategic plan					
The current NTSA human resource planning affects organizational performance					

8. To what extent are you satisfied with the current human resource planning at NTSA?

- a) Highly Dissatisfied
- b) Dissatisfied
- c) Not sure
- d) Satisfied
- e) Highly Satisfied

SECTION C: RECRUITMENT STRATEGY

9. In relation to recruitment strategy, tick the most appropriate response to the statement made in the table below;

Where 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4 =Agree; 5= Strongly Agree

Statement	1	2	3	4	5
NTSA has a policy that guides on how recruitment of employees is done					
NTSA utilizes internal recruitment to fill in positions in the organization					
NTSA utilizes external recruitment to fill in positions in the organization					
NTSA follows all available methods to reach out to the general public for awareness on vacancies in the organization					
The current NTSA recruitment strategy affects organizational performance					

10. To what extent are you satisfied with the current recruitment strategy at NTSA?

- f) Highly Dissatisfied
- g) Dissatisfied
- h) Not sure
- i) Satisfied
- j) Highly Satisfied

SECTION D: SELECTION STRATEGY

11. In relation to selection strategy, tick the most appropriate response to the statement made in the table below;

Where 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4 =Agree; 5= Strongly Agree.

Statement	1	2	3	4	5
There is employee selection policy that guides on how selection of employees is done at NTSA					
NTSA conducts all necessary background checks before offering employment					
There is a set criterion by NTSA on how the final selection of an employee should be done					
NTSA employee selection is a challenging task to the organization					
The organization has the capacity to conduct a fair employee selection.					
All newly appointed employees undergo an induction training before starting their work.					
The current NTSA employee's selection strategy affects organizational performance					

12. To what extent are you satisfied with the current employee's selection strategy at NTSA?

- a) Highly Dissatisfied
- b) Dissatisfied
- c) Not sure
- d) Satisfied
- e) Highly Satisfied

SECTION E: PERFORMANCE APPRAISAL STRATEGY

13. In relation to performance appraisal strategy, tick the most appropriate response to the statement made in the table below;

Where 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4 =Agree; 5= Strongly Agree

Statement	1	2	3	4	5
NTSA conducts performance appraisal to all staff annually					
Staff were involved in preparing the current performance appraisal tool and standards					
NTSA trains its managers on how to supervise employees and conduct performance appraisal					
Performance appraisal management implementation is effective					
There is no resistance of performance appraisal by employees of NTSA					
The current NTSA performance appraisal systems affects organizational performance					

14. To what extent are you satisfied with the current performance appraisal system at NTSA?

- a) Highly Dissatisfied
- b) Dissatisfied
- c) Not sure
- d) Satisfied
- e) Highly Satisfied

SECTION F: ORGANIZATIONAL PERFORMANCE

13. In relation to organizational performance, tick the most appropriate response to the statement made in the table below;

Where 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4 =Agree; 5= Strongly Agree

Statement	1	2	3	4	5
The customers are satisfied with NTSA services					
There is increased operational effectiveness in service provision at NTSA					
There is improved employee performance at NTSA					
Services are reliably and efficiently provided by NTSA					
There is continuous enhancement of road safety for all users by managing and regulating road transport system					

Appendix III: Interview Schedule for Customers

Kindly respond to the following questions:

1. What services do you get from NTSA?

- a.
- b.
- c.
- d.
- e.

2. How frequently do you get the services?

- a.
- b.
- c.
- d.

3. How satisfied are you with the services you receive at NTSA? Give reasons for your answers

- a.

4. In your opinion, do they think the NTSA staff are highly qualified? Give reasons for your answer

- a.
- b.
- c.

5. What do you think NTSA needs to do to improve its service delivery?

- a.
- b.
- c.