

**RECRUITMENT PRACTICES AND PERFORMANCE OF ADMINISTRATIVE
STAFF AT MASINDE MULIRO UNIVERSITY OF SCIENCE AND
TECHNOLOGY, KENYA**

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DECLARATION

I hereby declare that this submission is my own work towards the award of Master of Business Administration and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the any institution of higher learning, except where due acknowledgement has been made in the text.

Signature.....

Date.....

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D61/62104/2010

This research project has been presented for examination with my approval as the supervisor.

Signature.....

Date.....

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DEDICATION

I dedicate this entire work to Almighty God, for enabling me to get this far. To my loving and wonderful family: dad Prof. Chris Mukwa and mum Mrs. Janet Mukwa, my husband Jeff Otieno, son Samuel Otieno and daughter Hope Otieno, brothers Engineer Maxwell Mukwa, Jotham Mukwa, Dr. Samuel Mukwa and aunties Carolyn Murunga and Dr. Felly Murunga. Thank you for the love, encouragement and continuous support throughout my studies. God bless you

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Foremost, I would like to express my profound and heartfelt gratitude to my project supervisor and moderator, Dr. B. M. Wabuyabo and Dr. V. Ndambuki respectively who painstakingly supervised the study by offering countless suggestions and required guidelines all the way to bring my project work to a successful completion. My fellow classmates who assisted me in various ways. Thank you. Special thanks goes to Bishop Johnstone Wandera, Pastor Aggrey Amulavu sister Evelyne Amuguni and mum Florence Ouma and their entire families for their endless prayers and support towards my education. My hearty appreciations goes to my sister Pelesiah Okuthe and Leilah Anyango (Mbegu), Dr. Moses Poipoi, Dr. Fedinard Makhanu, and all my friends for being resourceful to this study. My deep gratitude also goes to the respondents who patiently completed my questionnaires within the shortest time possible. I thank you all.

ABSTRACT

Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of any organization irrespective of its size and location. While it is understood and accepted that poor recruitment decisions continue to affect organisational performance and limit goal achievement, the effective recruitment practices of employees is a fundamental Human Resource Management activity which if managed well it can have a significant impact on organizational performance as well as lead to a more positive organizational image. This study sought to determine the recruitment practices of administrative staff in public universities, a case study of Masinde Muliro University of Science and Technology (MMUST). The population of study comprised of 124 administrative staff at Masinde Muliro University of Science and Technology, Kakamega County in Kenya. A cross sectional survey was used. Data was collected using questionnaires targeting administrative staff from the various sections in Masinde Muliro University of Science and Technology. The respondents were asked questions regarding the recruitment practices at MMUST as well as the presence of the recruitment policies. The response rate was excellent because many of the questionnaires were filled and returned. Data analysis was done using measures of central tendencies such as mean and standard deviation. The study indicated that MMUST have a recruitment policy. The study findings indicated that both external recruitment practices and internal recruitment practices are used to recruit employees at MMUST. However, it was noted that most of the university employees are recruited through media advert internal advertisement, external advertisement and through transfers and promotions. There is a positive effect of recruitment practices on employee performance. The university should avoid biasness in the recruitment process. Past studies reveal that is the recruitment process is not followed well; there is evidence of negative effect on employee performance.

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CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Recruitment is one of the core areas of human resource management. The success or failure of the recruitment practices has a significant impact on the organization's growth and the process should be consistent with the organizational strategy, vision and values. According to Armstrong (2010) the current labor market is making it more difficult for organizations to find, recruit and select talented people. The competition for talent is intensifying, as there are fewer qualified applicants available. The shortage of applicants makes it all the more important for organization to be able to effectively attract, select and maintain quality candidates. Effective recruitment and selection strategies result in improved organization outcome, hence the more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. Recruitment is the process of finding and attracting capable applicants for employment.

People and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and also constitution a significant source of competitive advantage (Armstrong & Boron 2002). This is the premise in the human capital theory. It underlines that people possess innate abilities, behavior and personal energy and these elements make up the human capital they bring to their work. It is indeed the knowledge, skills and abilities of individuals that create value. Individuals generate, retain and use knowledge and skill (human capital) creating intellectual capital. The human capital theory considers people as assets and stresses that

investment in people by organizations will bring worthwhile returns. Armstrong points out that the human capital theory is closely linked to the Resource Based View (RBV) of firms by Barney, (1991).

The Resource Based View suggests that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals and firms would constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage, (Barney, 2001). A major part of any firms' strength or weakness stem from the caliber of the people employed and the quality of their working relationships. Identifying what is most valuable and protecting it with "Barriers to imitation" is at the heart of resource based thinking. Firms which recruit and retain exceptional individuals have the capability of generating human capital advantage. Catano et al., (2010) stress that, employers must aspire to hire applicant who possess the knowledge, skills abilities or other attributes (KSAOs) required to successfully performing the job most effectively.

Theoretically, the problem under study relates effects of recruitment work performance for non-teaching staff using MMUST as a case reference. In this study, administrative staff is viewed to be influenced by recruitment as one the HR strategies. Hence, the independent variable will be recruitment practices while the dependent variable will be administrative staff work performance. The framework also indicates that contextual factors moderate the relationship between recruitment practices and administrative staff work performance which serves as intervening or mediating variables.

Conceptual factors are premised on the reality that recruitment and work performance is part of organizational dynamics and that they shape and are shaped by the environment in which they operate. Because recruitment is just one the human resource processes, gender, availability of funds, organizational politics, organizational policies, legal specifications (ethnic groups) and law are the intervening variables. Even when an organization may have a good recruitment exercise the above intervening variables will affect the end results.

1.1.1 Concept of Employee Recruitment

Armstrong (2010) defines recruitment as the process of searching the candidates for employment and stimulating them to apply for jobs in the organization. Recruitment is a continuous process where the firm develops a pool of qualified applicants for the future of human resources needs even though specific vacancies do not exist. Usually the recruitment process starts when a manager initiates the employee requisition for a specific vacancy or an anticipated vacancy without an efficient workforce organizations lose their ability to compete, both locally and internationally, eventually leading to poor organizational performance and thus ending up with little or no economic success.

Any management process revolves around recruitment and failure in recruitment may lead to difficulties and unwanted barriers for any company, including untoward effects on its profitability and inappropriate degrees of staffing or employee skills. In additional,

insufficient recruitment may result into lack of labor or hindrances in management decision making, and the overall recruitment process can itself be advanced and amended by complying with management theories.

1.1.2 Concept of Employee Performance

Employee performance is the job related activities expected of a worker and how well those activities were executed. Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement. A performance management process sets the platform for rewarding excellence by aligning individual employee accomplishments with the organization's mission and objectives and making the employee and the organization understand the importance of a specific job in realizing outcomes (Armstrong 2010). Human resource is an important and indispensable part of a business organization. Qualified workers ensure greater productivity. Strengthening employee performance ultimately benefits the company. Qualified, skilled, and motivated workforce contributes a lot to achieve the organization's success. More than just an annual performance review, performance management is the continuous process of setting objectives, assessing progress, providing on-going coaching, feedback to ensure employees meet their objectives and career goals.

1.1.3 University Education

Since the establishment of University of Nairobi in 1970, the first public University in Kenya, the higher education fraternity has undergone tremendous transformation in the

recent past. Key among them is the enactment of Universities Act No. 42 of 2012 which commenced on 12th December 2012. Prior to 13th December 2012, Public Universities were established through individual Acts of Parliament. Following enactment of Universities Act No. 42 of 2012, 22 Public Chartered Universities have since been established, 9 Public University Constituent Colleges, 17 Private Chartered Universities, 5 Private University Constituent Colleges and 2 Registered Private Universities. These came into existence before the establishment of the Commission for Higher Education in 1985 which has since transformed to Commission for University Education (CUE 2012). Masinde Muliro University of Science and Technology is the 7th Public University.

The functions of the Commission for University Education (CUE) include Accreditation and regular re-inspection of universities; Planning for the establishment and development of higher education and training; Mobilization of resources for higher education and training; Documentation, information service and public relations for higher education and training.

1.1.4 Masinde Muliro University of Science & Technology (MMUST)

Masinde Muliro University of Science and Technology (MMUST) is located on the East of Kakamega town along Kakamega-Webuye road. The University is a successor of the former Western College of Arts and Applied Sciences (WECO). In December, 2002, WECO was upgraded to a constituent College of Moi University through Legal Notice No. 373. The name changed to Western University College of Science and Technology (WUCST) which was further upgraded to a full fledged university status through a Parliamentary Act of 2006. The name changed to Masinde Muliro University of Science

and Technology (MMUST) and on 1st March 2013, the Parliamentary Act of 2006 was repealed after the introduction of the Universities Act, 2012. On the same day, Masinde Muliro University of Science and Technology was awarded a charter.

Currently, MMUST is structured into the following; three (3) Faculties, five (5) Schools, one (1) Centre, eight (8) directorates, 148 Senate approved Academic Programmes, one (1) University Constituent College, three (3) campuses with ten (10) study centres spread all over the country. The University has experienced noticeable growth in students enrolment from just about 70 students in 2002 to 15,000 students currently. The staff is at about one thousand and seventy three (1073) of whom 124 are administrative staffs.

The University has established campuses in Bungoma and Webuye and study centres in Nairobi, Nambale (Busia), Ebugwera, Bukura, Lobujoi (North Nandi), Bumbe, Mount Elgon, and Kaimosi. All academic programmes are approved by MMUST Senate. MMUST being an organization has a recruitment practices. The present study focuses on effect of recruitment practices on work performance of administrative staff at the University level.

1.2 Research Problem

The Public Universities are experiencing high rate of staff turnover, resignation, mismanagement of resources, delayed/late salaries, lack of motivation by staff and poor working environment among others. This is occasioned by people going for greener pastures (Internet 2014). MMUST being one of them cannot be isolated and this

warrants me to do a study in the university. The study is to investigate effects of recruitment practices on work performance for administrative staff at MMUST. Recruitment decisions are amongst the most important of all decisions that managers have to make because they are a prerequisite to the development of an effective workforce (Ryan et al., 2005).

There has been a growing interest in the concept of effects of recruitment practices on work performance of administrative staff due to the fact that the recruitment practices are a principal component of managerial and organizational effectiveness (Armstrong, 2010). This has led to the documentation of a number of studies on employee recruitment practices both locally and internationally. The local studies include those of Wandurua (2008) focused on An Investigation into Recruitment Practices of Non-Teaching Staff in Institutions of Higher Learning, a case study of Middle Level College in Nyeri District, Khator (2010) focused on Investigation into Factors Influencing Recruitment of Employees in Banks, a Survey of Commercial Banks in Nairobi and Lagat (2006) focused on use of electronic recruitment by state corporations.

Among studies done outside Kenya include those of Carroll, Marchington, Earnshaw and Taylor (1999) in their study on recruitment in small firms and Haroon M (2010) in Determination of Relative Effective Recruitment Sources. A case Based on experience of Pakistani Banks. These studies have laid focus on different conceptual aspects of the employee recruitment practices in different contexts. There is no known study that has

been done to lay focus on effects of recruitment on performance of administrative staff in public Universities. Hence the study will fill this gap. It is against this background that the study on effect of Recruitment Practices on Work Performance of administrative staff at Masinde Muliro University of Science and Technology (MMUST) ought to be conducted.

According to Oso and Onen (2008), a conceptual framework is a scheme of variables which the researcher will operationalize in order to achieve set objects. Kombo and Tromp (2006) argue that it is important for a researcher to develop a conceptual framework and use it as a tool to create awareness and understanding of the situation under scrutiny and to communicate the same to the relevant parties. Kombo and Tromp (2006) define variables as a difference in the attributes or qualities of cases that we measure or record. The study seeks to address the following research question: What is the effect of Recruitment Practices on performance of administrative staff at MMUST?

1.3 Research Objectives

The objectives of the study are:-

- (i) To evaluate how administrative staff are recruited at MMUST in Kakamega County, Kenya.
- (ii) To evaluate how recruitment practices affect performance of administrative staff at MMUST
in Kakamega County, Kenya.

1.4 Value of the Study

It is expected the findings of this study would be utilised by the relevant policy makers, both within and outside university, adopt the best recruitment process which will help them recruit the best caliber of people that will increase productivity in their different organizations. It is anticipated that the findings will help us identify solution to recruitment problems and enhance the participation of the university staff in decision making within the university.

To future and current researchers, the information will provide more insight into the recruitment practices among Public Universities and update themselves. Finally, it is hoped that the findings of the study may add more knowledge to the already existing one especially in the area of recruitment.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter deals with the assessment of literatures which relate to the topic the recruitment and job performance of an organization. Several literatures would be selected and relevant areas would be reviewed and evaluated. This chapter provides information about aspect of previous works which relate to this study.

2.2 Theoretical Background

The theoretical framework is the structure that can hold or support a theory of a research study. The theoretical framework introduces and describes the theory which explains why the research problem under study exists. “People and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and also constitution a significant source of competitive advantage” (Armstrong & Boron 2002). This is the premise in the human capital theory. It underlines that people possess innate abilities, behavior and personal energy and these elements make up the human capital they bring to their work. It is indeed the knowledge, skills and abilities of individuals that create value. Individuals generate, retain and use knowledge and skill (human capital) creating intellectual capital. The human capital theory considers people as assets and stresses that investment in people by organizations will bring worthwhile returns. Armstrong points out that the human capital theory is closely linked to the Resource Based View (RBV) of firms by Barney, (1991).

The Resource Based View suggests that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals and firms would constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage, (Barney, 2001). A major part of any firms' strength or weakness stem from the caliber of the people employed and the quality of their working relationships. Identifying what is most valuable and protecting it with "Barriers to imitation" is at the heart of resource based thinking. Firms which recruit and retain exceptional individuals have the capability of generating human capital advantage. Catano et al., (2010) stress that, employers must aspire to hire applicant who possess the knowledge, skills abilities or other attributes (KSAOs) required to successfully performing the job most effectively.

2.2.1 The Concept of Employee Recruitment

Recruitment is the [process](#) of finding and hiring the best-qualified [candidate](#) (from within or outside of an [organization](#)) for a [job](#) opening, in a timely and [cost effective](#) manner. Armstrong (2010) defines recruitment as the process of searching the candidates for employment and stimulating them to apply for jobs in the organization. Recruitment can also be defined as a process of finding and attracting capable applicants for employment (Ahmad et al., 2002). Recruitment is also the process of generating a pool of capable people to apply in an organization for employment (Bratton & Gold, 2007).

The main objective of the recruitment process is to expedite the selection process. After sourcing for target candidates, the load of recruiters is not relieved until the most suitable candidate for the job has been identified, assessed and selected. Organizations with effective selection systems can better identify and hire employees with the right skills and motivation to succeed in the positions and organizations. When employees are successful in their jobs, organizations benefit through increased productivity, higher products and services, as well as lower employee turnover (Shaun, et al., 1988). According to Armstrong (2010), recruitment is essential to effective Human Resource Management (HRM). It is the heart of the whole Human Resource (HR) systems in the organization.

Selection is a process of matching the qualifications of applicants with the job requirements. It is a process of weeding out unsuitable candidates and finally identifies the most suitable candidate (Armstrong, 2010). Effective recruitment and selection are critical to organization success. They enable organizations to have high-performing employees who are also satisfied with their jobs, thus contributing positively to the organization's bottom line (Ahmad et.al., 2002) on the contrary, poor recruitment and selection often results in mismatches which can have negative consequences for the organization. A misfit who is not in tune with the organization's philosophies and goals can damage production, customer satisfaction, and relationship with other employees and the overall quality of work.

2.2.2 Recruitment Process

The main objective of the recruitment process is to expedite the selection process. Recruitment is a continuous process whereby the firm attempts to develop a pool of qualified applicants for the future human resources needs even though specific vacancies do not exist. Usually, the recruitment process starts when a manager initiates an employee requisition for a specific vacancy or an anticipated vacancy. Recruitment needs of an agency are of three types: Planned needs are needs arising from changes in the agency and recruitment policy; Anticipated needs are those movements in personnel, which an agency can predict by studying trends in internal and external environment; Unexpected needs arising due to resignation, deaths, illness (Torrington et al.,2005).

Recruitment policy specifies the objectives of recruitment and provides a framework for the implementation of the recruitment process. Cole (2011) states that recruitment policy represents the organizational code of conduct in this area of activity. Recruitment methods such as newspaper advertising and the use of employment agencies are regarded as formal recruitment methods, while word-of-mouth and referrals are regarded as informal recruitment methods (Armstrong 2010). Researchers have shown a positive relationship between the size of an organization and the likelihood of recruiting graduates and recruitment methods differ with the type of position that needs to be filled.

Figure 2:1 below illustrates the recruitment process.

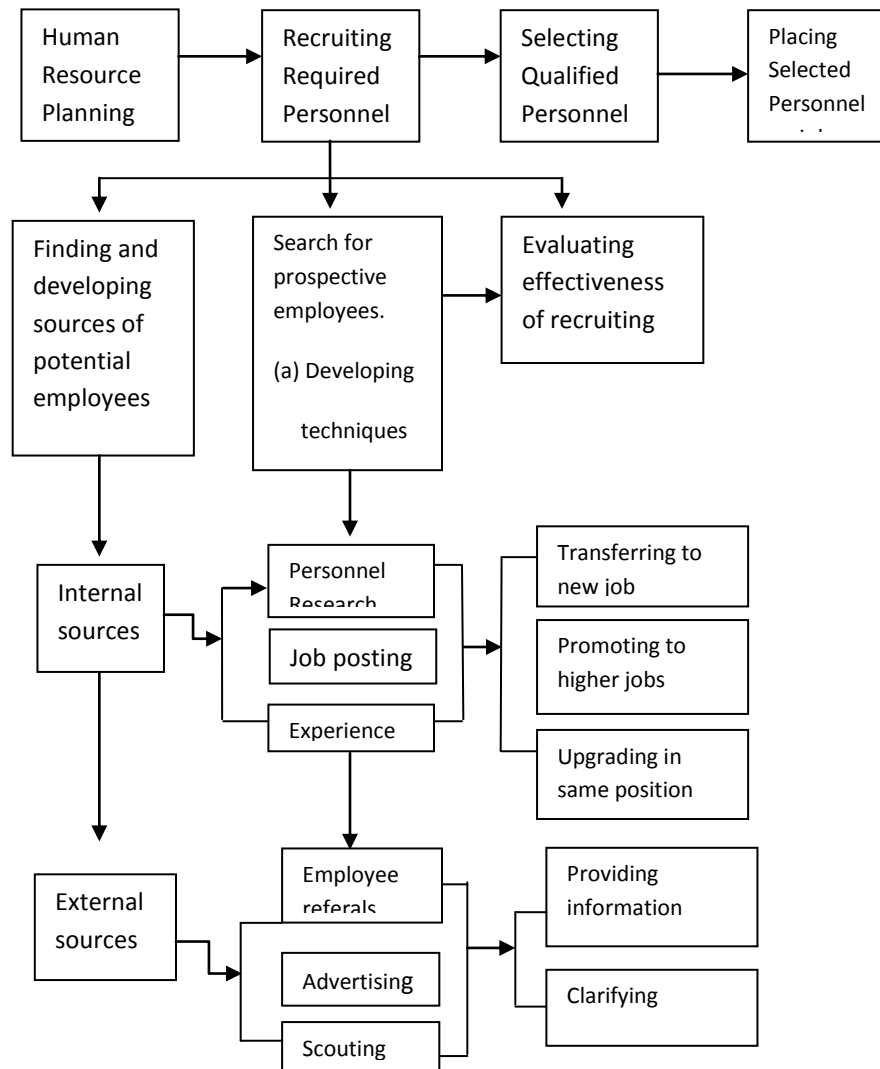


Fig 2.1 The Recruitment Process (Gupta 2001 page 2)

2.3 Recruitment Practices and Methods

Gupta (2001) define recruitment methods or techniques as the means by which an organization establishes contact with potential candidates, provide them necessary

information and encourage them to apply for jobs. Various methods exist and they can be classified into: Direct methods, indirect methods and third party methods. Various source of recruitment may be classified into two broad categories namely internal and external recruitment. Internal sources of recruitment are a situation where the organization recruits its present employees to fill vacancies which are within. External sources of recruitment lie outside the organization (Gupta 2001).

2.3.1 Recruitment Agencies/Executive Search Consultants

Recruitment agencies can be viable source of applicants. The agencies often have contact and relationships that the organization does not, and might be able to locate excellent candidates for higher level managerial and hard-to-fill technical and professional positions. Use an executive search consultant, or 'head hunter' for senior jobs where there are only a limited number of suitable people and a direct lead to them is wanted.

Their advantage is specialist skills they bring and the speed with which they normally provide candidates. The cost is the high agency fees. Agencies should be briefed carefully on what is wanted. They provide expertise and reduce workload. Executive search consultant's first approach their own contacts in the industry or profession concerned. The good ones have an extensive range of contacts and their own data bank. The more numerous the contacts, the better the executive search consultant (Beardwell et.al., 2007).

2.3.2 Poaching Recruitment

“Buying talent” (rather than developing it) is the latest mantra being followed by organizations today. Poaching means employing a competent and experienced person already working with another reportable organization in the same or different industry; the organization might be a competitor in the industry. An organization can attract talent from another organization by offering an attractive pay package and other terms and conditions. But it seems to be unethical practice and not openly talked about thus a challenge for human resource managers to face and tackle poaching, as it weakens the competitive strength of the organization (Shaun et al., 1998). Lazer (1986) explains why the best workers are stolen by rivals. Employee poaching occurs when the worker is more valuable to the raiding agency.

Poaching key employees from close competitors has become a prevalent and controversial

issue. When poaching sufficiently injures the entrant’s ability to compete, predatory hiring can occur in the sense that the incumbent would have been unprofitable in the absence of the entrant’s exit. From an economic perspective, poaching a rival’s high-level executives or highly trained specialists poses a serious threat to the original employer because the defection of key employees not only benefits the poaching firm, it also inflicts substantial damage to the initial employer. That is, when the supply of top talent is scarce, job turnover can directly affect market competition between firms. Thus, in an oligopoly poaching can be used as a strategic tool to injure a competitor’s business.

2.3.3 E-Recruitment/Online Recruitment

The latest trend in recruitment is e-recruitment also called online recruitment employees. Online or e-recruitment uses the internet to advertise or 'post' vacancies, provide information about jobs and the organization and enable e-mail communication to take place between employers and candidates. The latter can apply for jobs online and can e-mail application forms and their CVs to employers or agencies. Tests can be completed online.

Some organizations are using Web 2.0 technologies to search for recruits online through social networking sites such as Facebook and My Space. The advantages include reaching a wider range of possible applicants, quicker and cheaper than traditional methods of advertising. More details of jobs and firms are supplied on the site, CVs matched and applications can be submitted electronically. The disadvantages are it may produce too many irrelevant/poor applications (Shaun et al., 1998).

2.3.4 Media Advertisement

Advertisement in newspapers, television and journals is a widely used source of recruitment. The advantage is that it has a very wide reach. This form of recruitment seems to attract quite a large number of the labor force required by an organization. One advertisement in a leading daily on television can cover millions of people all over the country and at low cost.

If the company wants to keep its identify secret only a box number can be given for reply. Considerable details about the job to be filled and qualifications required can be given in the advertisement to facilitate self-screening. This method can be used for clerical, technical and managerial jobs bringing in a large number of applications from unsuitable candidates thus the company has to waste considerable time and efforts in sorting out applications.

2.3.5 Educational and Training Institutions

Many jobs can, of course, be filled by school leavers. Institutions or events (such as medical offices, schools, community sports organizations, health fairs, community events, and churches) often are used as a setting for recruitment. Schools present a promising avenue for the recruitment and assessment of youth. Some organizations major source of recruits for training schemes will be universities, training establishments or schools (French, 1982).

However, recruitment of participants from schools may meet resistance from school administrations for political or practical reasons. Graduate recruitment is a major annual exercise for some companies, which go to great efforts to produce glossy brochures, visit campuses on the 'milk run' and use elaborate sifting and selection procedures to vet candidates, including 'biodata' and assessment centres (Anderson et al., 2001).

2.3.6 Unsolicited Applicants

This happens to jobs requiring only routine ability and skills. Many employees are able to fill their labor needs largely by means of direct hiring at the gate. Recruitment plagued with all kinds of irregularities at this stage, nepotism, and secretionalism which give rise to inappropriate screening of candidates of jobs. Surveys of some big firm in labor market found out that for manual workers, direct hiring at the gate was the second most commonly used sources of labor. One factor affecting this method is the image and the reputation of the organization in the community (Coleman, 1967).

Other forms of hiring include Referrals and Recommendations where there are certain people who have experience in a particular area and they enjoy goodwill and stand in the company. There are certain vacancies that are filled by recommendations from such people. Office bearers of trade unions are often aware of the suitability of candidates. In some organizations there are formal agreements to give priority in recruitment to the candidates recommended by trade unions. Relatives and friends of employees are given priority in recruitment in some companies. Public sector gives preference to local people (sons of the soil) in recruitment particularly at lower and middle level jobs (Torrington et al, 2005)

Public Employment Exchange is another form that involves certain employment exchanges which are run by the government and provide information about job vacancies to the jobseekers and help employers in different types of jobs. The Employment

Exchanges (Compulsory Notification of Vacancies) Act, 1957 makes it obligatory for public and private sectors enterprises to fill certain types of vacancies through employment exchanges with vocational guidance and job counseling to jobseekers (Anderson et al., 2001).

Transfers and Promotions is a common source of recruitment. Transfer implies shifting of an employee from one job to another without any major change in the status and responsibilities of the employee. Vacancies may be filled up from such employees through promotions, transfers, upgrading and even demotion (Plumbley, 1985). Retired and retrenched employees who want to return to the company may be re hired. They know the organization culture and policies and are likely to stay with the organization. Gate Hiring where unskilled workers may be recruited at the factory gate (Armstrong, 2010).

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2.4 Influence of Recruitment Practices on Employee Performance

Armstrong and Baron (2003) define performance management as ‘a process which contributes to the effective management of individuals and teams in order to achieve high levels of organizational performance. As such, it establishes shared understanding about what is to be achieved and an approach to leading and developing people which will ensure that it is achieved’. A performance management process sets the platform for rewarding excellence by aligning individual employee accomplishments with the

organization's mission and objectives and making the employee and the organization understand the importance of a specific job in realizing outcomes (Armstrong 2010).

Employee performance is determined by measuring the actual outputs of an organization against its intended outputs. Recruitment plays a pivotally important role in shaping an organization's effectiveness and performance, if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities, recruiting staff in an effective manner will avoid undesirable costs, staff turnover, poor performance and dissatisfied customers.

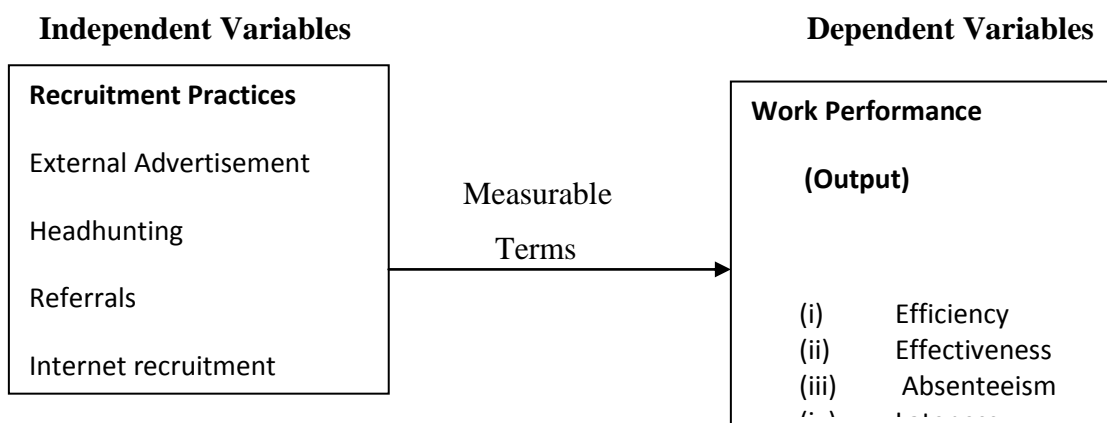
2.5 Organizational Factors Affecting Recruitment

Recruitment policies and practices: The caliber of people recruited into an organization no doubt, determines to a larger extent their contribution to the organization and the success or failure of the organization. Wrong recruitment and selection practices such as ethnic, religions, political and other considerations have created a situation where we have "garbage in and garbage out", or putting square papers in round holes. MMUST as a learning institution is not an exception. Nepotism in the form of favourism by those in high positions such as the chairman, commissioner and so on, to their relatives. Corruption as recruitment of very junior employees by resorting to collecting bribes from the applicants 'no bribe no employment.' Paper qualification which is not a true test of the merit which the qualification proclaimed in the certificate is supposed to carry. It is common knowledge that due to cultural diversity and sentiment, every group and tribe, want to occupy high positions, whether qualified or not. These candidates may be blood

relations or relations of family friends or persons from the same town or clan whereby the results are outcome rub my back and I rub your own.

Improper recruitment where certain persons are required or employed in organizations without recourse to the laid down rules of recruitment and are found not to be qualified nor their credential relevant to the position they are seeking for and this makes low productivity in the organization. Gender discrimination where females with the same qualification with their male counterparts are still being discriminated even when they have been found better managers than the men. Ethnicity or tribalism affects recruitment where people from one same locality especially where the institution is situated making it that people from other locality are not welcomed. Others include cost, ease, participant time demands and efficiency.

2.6 Operationalization of Conceptual Framework



2.7 Recruitment Follow-up

It is essential to follow up newly engaged employees to ensure that they have settled in and to check on how well they are doing. If there are any problems it is much better to identify them at an early stage rather than allowing them to fester. Following up is also important as a means of checking on the selection procedure. If by any chance a mistake has been made, it is useful to find out how it happened so that the procedure can be improved.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This part of the chapter will give a brief description of the nature of the study and will attempt to give the sampling methods used. It also gives a brief description of the data collection methods that was used; it described the methods and the basis on which data analysis will be done.

3.2 Research Design

The study was a cross-sectional survey because it involved data collected at a defined time. Cross sectional survey research involves using different groups of people who differ in the variable of interest but share other characteristics, such as socioeconomic status, educational background and ethnicity. Cross sectional survey is important because it is relatively inexpensive and takes up little time to conduct. It often uses visual aids such as graphs and charts to aid in understanding the data distribution.

Cross sectional survey study is also quick and easy to conduct as there are no longer periods of follow ups. The data on all variables is only collected once, the researcher is able to measure prevalence for all facts under investigation and multiple outcomes and exposures can be studied.

3.3 Target Population

The total population for this study comprised of 124 Administrative staff at Masinde Muliro University of Science and Technology. Questionnaires will be issued to the administrative staff in the various Departments employed on permanent and pensionable terms.

3.4 Data Collection Methods

Primary data was used for this research in order to address the research objectives. Data was collected using questionnaires. Questionnaires were preferred because it will allow the researcher to collect information from a large number of target group. Kombo & Tromp (2006) explain that questionnaires are also be relevant in collecting confidential information from the respondents since their names are not be captured in the questionnaire.

Questionnaires with both open and closed ended questions were administered to administrative staff. The information on the questionnaire was divided into three sections capturing the respondent's data, recruitment practices and employee performance in relation to recruitment practices. The questions were well formulated to minimize on errors thus giving valid and reliable data. Finally copies of the questionnaire were distributed to respondents at their respective work places.

3.5 Validity and Reliability of the Instruments

Validity is the degree to which the results that will be obtained from the data actually represents the phenomenon under study. Saunders et.al (2007) refers for validity as the

degree to which a measuring instrument measures what it is supposed to measure. The construct validity will be enhanced through combination of data collection instruments such as observation, interview and questionnaire (Onen and Oso, 2005). Mugenda and Mugenda (2003) define reliability as the degree to which research instruments yield consistent results after repeated trials. The researcher used test and retest technique in order to test reliability of the research instruments. A pilot study was carried out before actual research on the target respondents in order to test the validity and reliability of the instrument.

3.6 Data Analysis

Completed questionnaire were coded and analyzed to ensure accuracy of information, and then the data collected was summarized. The collected data will be statistically analyzed, using the Statistical Package for Social Sciences software (SPSS). The data also presented using tools like frequency distribution tables, pie charts to make conclusions to be drawn more clearly measures of central tendencies like the mean and standard deviation were also computed to help generalize and draw conclusions and also to determine dispersions that exists among the administrative staff in MMUST .

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The results of data analysis are presented in this chapter. Data has been organized and interpreted as per the objectives of the study and socio-economic status of the respondents at the time of study.

4.2 Data collection process and response rate

All statistical tests were performed SPSS version 20 software programs. Commonly accepted descriptive statistics including measures of central tendency for frequency distribution, correlation, regression and standard deviation as a measure of variation were determined, as advocated by Neuman (2003) and Stephens (2004). The questionnaire return rate was 98.4% since 122 questionnaires were returned out of 124. The response rate of at least 90 % was considered a good rate according to Saunders et al. (2007).

4.3 General information of the respondents

There were several questions relating to the back ground information of the respondents. The questions were on gender, age bracket, level of education, job designation and length of service. The response was as discussed below;

4.3.1 Gender of the respondents

In question 1 of the questionnaire, the respondents indicated their gender and the results were recorded in Table 4.1.

Table 4.1: Gender distribution
Gender of respondents

	Frequency	Percent	Cumulative Percent
Male	88	72.1	72.1
Female	34	27.9	27.9
Total	122	100.0	100.0

Source: Research data (2014)

According to the results in Table 4.1 above, majority of the respondents were male (72.1%) while the rest were female (27.9%). It was an indication that more male participate in this study than females. This could be as a result of more male employees than female. Alternatively women's traditional reproductive roles have to be combined with other activities, like employment leaving little energy and time for the latter (UDEEC, 2002), may explain why the number of women who participated in this study is lower.

4.3.2 Age of Respondents

The study sought to find out the age brackets of the respondents by asking them to indicate their age ranges. This was to help determine the age distribution for the respondents. Their responses are shown in Table 4.2. The results show in the age brackets of 20-24 years we had 3.3%, 25-29 years (31.1%), 30-34 years (45.1%), 35-39 years we had 15.6% and those at 40-44years constituted 4.9% of the sample. From these results, it implies that majority of the respondents (60%) were in the age bracket of 30-44 years.

Table 4.2: Age Distribution of Respondents

Age bracket of respondents			
Age bracket	Frequency	Percent	Cumulative Percent
20-24	4	3.3	3.3
25-29	38	31.1	31.1
30-34	55	45.1	45.1
35-39	19	15.6	15.6
40-44	6	4.9	4.9
Total	122	100.0	100.0

Source: Research data (2014)

According to Selamat et al (2005) and Sin (2010) age affects the level of motivation to perform any function in an organization by the employee. Majority of respondents were in the age range of between 30 to 44 years old.

4.3.3 Educational Level of the respondents

The study sought to find out formal educational levels of respondents in one of the questions. This was to determine whether the respondents were in a position to read, understand and fill the questionnaires. The results illustrate that 26.2% had diplomas, 54.4% had degrees and 19.7% had masters' degrees. This shows that the majority of the respondents could fill the questionnaires.

The level of education was important to this study because it showed whether the respondents have adequate level of education to understand the concept of the study. The findings indicate

that majority of the respondents have adequate education and therefore have good understanding of recruitment practices used by the University. The results are recorded in Table 4.3.

Table 4.3 Educational level of Respondents

level of education

	Frequency	Percent	Cumulative Percent
Undergraduate	66	54.1	54.1
Diploma	32	26.2	80.3
Masters	24	19.7	100.0
Total	122	100.0	

Source: Research data (2014)

4.3.4 Job designation

The study sought to find out the title of the respondents who participated in the study. The results indicate that 66.4% of the respondents are administrators while the remaining 33.6% re office administrators. This implies that majority of the respondents were in the cadre of administrator.

Table: 4.4 Respondent's job designation

Job designation			
	Frequency	Percent	Cumulative Percent
Administrators	81	66.4	66.4
Office administrators	41	33.6	100.0
Total	122	100.0	

Source: Research data (2014)

4.3.5 Length of service of the respondent

There was also a question that specifically aimed at determining the length of service of the respondents. The results were as presented in Table 4.5. The results indicate that 16.4% have heard at most two years in their job, 74.6% have been there between 3 to 5 years while the remaining 9% have been there between 6 to 9 years. Most of the respondents have indicated to be there for at least two years. This played a role in determining whether the respondents have been there long enough to give accurate responses.

Table 4.5: Working Experience of Respondents

Working experience			
No. of years worked	Frequency	Percent	Cumulative Percent
0-2 years	20	16.4	16.4
3- 5 years	91	74.6	74.6
6-9 years	11	9.0	9.0
Total	122	100.0	100.0

Source: Research data (2014)

4.4 Evidence of Formal recruitment policy in the university

The respondents were told to indicate if the university had a recruitment policy in place.

The results were as shown in Table 4.6.

Do you have any formal policy for the recruitment of employees

	Frequency	Percent	Cumulative Percent
Yes	114	93.4	93.4
No	8	6.6	100.0
Total	122	100.0	

Source: Research data (2014)

From the results in Table 4.6 above, 93.4% are in agreement that the policy is in place while the remaining 6.6% are of the negative opinion that the policy is not there. Majority of the respondents are sure there is a policy.

4.5 Descriptive statistics of recruitment practices

The results in this section have been presented in accordance with the study variables shown in the conceptual framework. There were various recruitment practices that were listed in the conceptual framework. They include external advertisement, headhunting, referrals, internet recruitment, internal adverts, transfer and promotions. The first objective of the study was to evaluate how administrative staffs are recruited at MMUST in Kakamega County, Kenya. To answer this objective, mean and standard deviation was used.

4.5.1 Effectiveness of the recruitment practices of MMUST

Respondents were asked to evaluate how effective the recruitment process is at MMUST.

The questions that were rated on the five (5) point Likert scale ranging from 1= bad, 2= Not Effective, 3= Indifferent, 4= Good, 5= Very Effective. The response levels of agreement were as shown in the table 4.7.

Table 4.7 How effective are the recruitment practices of MMUST

How effective are the recruitment practices of MMUST

	Frequency	Percent	Cumulative Percent
Not effective	10	8.2	8.2
Indifferent	76	62.3	70.5
Good	20	16.4	86.9
Very effective	16	13.1	100.0
Total	122	100.0	

Source: Research data (2014)

From the results, 8.2% of the respondents indicated that the recruitment practice is not effective, 62.3% feel it is indifferent, 16.4% feel it is good while the remaining 13.1% feel it is very ineffective. Majority of the respondents are of the opinion that the recruitment practice is indifferent.

4.5.2 How administrative staffs are recruited at MMUST in Kakamega County, Kenya

The respondents were asked questions that were scored on the five (5) point Likert scale ranging from 1=Not at all,2= Less extent,3= Moderate extent, 4= Large extent and 5= Very large extent . The item mean and standard deviation was evaluated and the results were as analyzed and presented in the table below;

Table 4.8 How MMUST recruits its administrative staff

Descriptive Statistics		
	Mean	Standard Deviation
External Advertisement	3.1672	0.19454
Headhunting	2.4672	0.12311
Referrals	1.6803	0.18353
Internet recruitment	1.2787	0.18480
Employment Agencies	1.2787	0.19547
Poaching	1.3279	0.10935
Media Advert	3.6803	0.29552
Internal Advertisement	3.2869	0.19751
Transfer & Promotion	3.2131	0.17088
Retired and Retrenched	1.2705	0.12378

Source: Research data (2014)

The results indicate that most of the university administrators are recruited through media advert which had a mean of 3.6803 with standard deviation of 0.29552. The other recruitment practice in MMUST is internal advertisement which scored a mean of 3.2869 with a standard deviation of 0.19751. The other practice is external advertisement which had a mean of 3.1672 and standard deviation of 0.19454. The last practice done by MMUST in recruiting the administrators is through transfers and promotions which had a mean of 3.2131 and standard deviation of 0.17088. The results imply that the university uses the listed recruitment practices that scored above three to a large extent. It is possible and often desirable to combine methods to enhance the recruitment practices. In addition, given that the standard deviation of all the items is between 0 and 1 further confirm to us that the response can be trusted.

4.6. Inferential statistics of how recruitment practices affect performance of administrative staff at MMUST in Kakamega County, Kenya.

The second objective of this study was to determine how recruitment practices affect performance of administrative staff at MMUST in Kakamega County, Kenya. To achieve this end, simple regression analysis beta (β), equivalent to the Karl Pearson correlation coefficient (r) was used. The test of the effect of recruitment practice on performance of administrative staff was done at 0.05 % significance level, with 95% confidence, which is acceptable in non –clinical research works.

Table 4.9 Effect of recruitment practices on performance of administrative staff at MMUST in Kakamega County, Kenya

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.568 ^a	0.322	0.310	0.57937		
Predictors: (Constant), Recruitment practices						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	17.075	2	8.537	25.434	.000 ^b
	Residual	35.916	107	.336		
	Total	52.991	109			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Recruitment practices						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.628	.848		1.920	.057
	recruitment practices	.029	.041	.568	.717	.475

The effect of recruitment practices on employee performance can either be positive, negative or no effect. If the beta value is negative, it will mean the effect of recruitment practices is negative on employee performance and vice versa. From the results, the beta value is 0.568. , which is a positive value. This therefore implies that there is a positive effect of recruitment practices on employee performance. The results indicate that 32.2% of employee practice can be explained by how the recruitment practice was done ($r^2 = 0.322$).

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study findings, conclusions and the recommendations made from the findings of the study. The conclusions are made from the analysis and the objectives of the research. It also presents the suggestions for further researches.

5.2 Summary

According to the results analyzed, majority of the respondents were male (72.1%) while the rest were female (27.9%). The results show in the age brackets of 20-24 years we had 3.3%, 25-29 years (31.1%), 30-34 years (45.1%), 35-39 years we had 15.6% and those at 40-44 years constituted 4.9% of the sample. From these results, it implies that majority of the respondents (60%) were in the age bracket of 30-44 years. According to Selamat et al (2005) and Sin (2010) age affects the level of motivation to perform any function in an organization by the employee.

The study sought to find out formal educational levels of respondents in one of the questions. This was to determine whether the respondents were in a position to read, understand and fill the questionnaires. The results illustrate that 26.2% had diplomas, 54.4% had degrees and 19.7% had masters' degrees. This shows that the majority of the respondents could fill the questionnaires. The results indicate that 66.4% of the respondents are administrators while the remaining 33.6% are office administrators. This

implies that majority of the respondents were in the cadre of administrator. There was also a question that specifically aimed at determining the length of service of the respondents. The results indicate that 16.4% have heard at most two years in their job, 74.6% have been there between 3 to 5 years while the remaining 9% have been there between 6 to 9 years. Most of the respondents have indicated to be there for at least two years. The respondents were told to indicate if the university had a recruitment policy in place. From the results in Table 4.6 above, 93.4% are in agreement that the policy is in place while the remaining 6.6% are of the negative opinion that the policy is not there. Majority of the respondents are sure there is a policy.

Respondents were asked to evaluate how effective the recruitment process is at MMUST. The questions that were rated on the five (5) point Likert scale ranging from 1= bad, 2= Not Effective, 3= Indifferent, 4= Good, 5= Very Effective. From the results, 8.2% of the respondents indicated that the recruitment practice is not effective, 62.3% feel it is indifferent, 16.4% feel it is good while the remaining 13.1% feel it is very ineffective. Majority of the respondents are of the opinion that the recruitment practice is indifferent.

The results indicate that most of the university administrators are recruited through media advert which had a mean of 3.6803 with standard deviation of 0.29552. The other recruitment practice in MMUST is internal advertisement which scored a mean of 3.2869 with a standard deviation of 0.19751. The other practice is external advertisement which had a mean of 3.1672 and standard deviation of 0.19454. The last practice done by MMUST in recruiting the administrators is through transfers and promotions which had a

mean of 3.2131 and standard deviation of 0.17088. The results imply that the university uses the listed recruitment practices that scored above three to a large extent. In addition, given that the standard deviation of all the items is between 0 and 1 further confirm to us that the response can be trusted.

The second objective of this study was to determine how recruitment practices affect performance of administrative staff at MMUST in Kakamega County, Kenya. To achieve this end, simple regression analysis beta (β), equivalent to the Karl Pearson correlation coefficient (r) was used. The test of the effect of recruitment practice on performance of administrative staff was done at 0.05 % significance level, with 95% confidence, which is acceptable in non –clinical research works. The effect of recruitment practices on employee performance can either be positive, negative or no effect. If the beta value is negative, it will mean the effect of recruitment practices is negative on employee performance and vice versa. From the results, the beta value is 0.568., which is a positive value. This therefore implies that there is a positive effect of recruitment practices on employee performance. The results indicate that 32.2% of employee practice can be explained by how the recruitment practice was done ($r^2 = 0.322$).

5.3 Conclusion

The following conclusion can be made from the results. The results indicate that most of the university administrators are recruited through media advert internal advertisement, external advertisement and through transfers and promotions. There is a positive effect of recruitment practices on employee performance. The results indicate that 32.2% of employee practice can be explained by how the recruitment practice was done ($r^2 = 0.322$).

The results are in line with past studies which reveal that transfers and Promotions is a common source of recruitment. Vacancies may be filled up from such employees through promotions, transfers, upgrading and even demotion (Plumbley,1985). Retired and retrenched employees who want to return to the company may be re hired. They know the organization culture and policies and are likely to stay with the organization. Gate Hiring where unskilled workers may be recruited at the factory gate (Armstrong, 2010).Advertisement in newspapers, television and journals is a widely used source of recruitment. The advantage is that it has a very wide reach. This form of recruitment seen to attract quite a large number of the labor force required by an organization. One advertisement in a leading daily on television can cover millions of people all over the country and at low cost.

Armstrong and Baron (2003) define performance management as ‘a process which contributes to the effective management of individuals and teams in order to achieve high levels of organizational performance. As such, it establishes shared understanding about what is to be achieved and an approach to leading and developing people which will ensure that it is achieved’. A performance management process sets the platform for rewarding excellence by aligning individual employee accomplishments with the organization’s mission and objectives and making the employee and the organization understand the importance if a specific job in realizing outcomes (Armstrong 2010).

5.4 Recommendations

The following recommendations were made based on the findings and conclusions of the study;

(1)The university should use different recruitment practices when hiring its employees. Blending of the practices will have a positive effect on the employee performance since the best applicants will be sources. The external recruitment practices opens up the organization to a larger pool of applicants, which increases its chance to find the right person for the job. It also provides an opportunity for a fresh outlook on the industry that a company may need to stay competitive. Bringing in fresh talent from the outside can help motivate the current employees to produce and achieve more in hopes of obtaining the next promotional opportunity. This gives the organization a chance to stay a step ahead of the competition.

(2)Secondly the university should avoid biasness in the recruitment process. Past studies reveal that is the recruitment process is not followed well; there is evidence of negative effect on employee performance. By not being aware of the influence that bias has on us all, managers risk making costly recruitment mistakes, including poor hiring decisions, wasted investment in training, low productivity and even the need to carry out dismissalal procedures. Another dangerous pitfall is to accidently apply discriminatory recruitment practices that violate the 2010 Equality Act.

5.5 Suggestions for Further Research

Firstly, the study was done in Masinde Muliro University of Science and Technology. Future research is recommended to include other universities in Kenya and outside Kenya. This should include both private and public Universities and to include other organizations that are not higher learning institutions.

Secondly the study was on recruitment practices against employee performance. Future research is encouraged to investigate the effect of moderating factors on the relationship between recruitment practices and employee performance.

Thirdly, the other area of research can also be to determine the recruitment practices in a different context from the Kenyan public universities like private organizations because there might be a variation. This will help determine and compare how recruitment practices in public university, private university and other organizations are related, what is the difference and which is the best recruitment practices that will be end up with the best candidates.

5.6 Limitations of the Study

The study experienced few cases where some of the respondents failed to fill and complete the questions. Time constraint is the major constraint of the study. Respondents were also reluctant to disclose complete and correct information about the university because recruitment practices topic is a sensitive issue. This was solved by presenting an introduction letter from the Co-ordinator, School of Business Kisumu Campus which gave the respondents confidence that the research was purely for academic purposes. Also our data was cross-sectional which constrains our ability to make causal inferences. The study was also limited to recruitment practices in public universities a case study of MMUST while we have private universities, other organizations like health sectors.

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APPENDICES

Appendix I: Letter of Introduction



UNIVERSITY OF NAIROBI

SCHOOL OF BUSINESS

KISUMU CAMPUS

Telegrams: "Varsity" Nairobi
Fax: 4181650
Kisumu, Kenya
Telex: 22095Varsity
Mobile: 0720348080
Email: ajaleha@uonbi.ac.ke

P.O Box 19134-40123
Kisumu, Kenya

Date: 08th October, 2014.

TO WHOM IT MAY CONCERN

The bearer of this letter Ms. Mukwa Silako Jocelyne

REGISTRATION NO: D61/62104/2010

The above named student is in the Master of Business Administration degree program. As part of requirements for the course, she is expected to carry out a study on "**Recruitment practices and performance of administrative staff at Masinde Muliro University of Science and Technology, Kenya.**"

She has identified your organization for that purpose. This is to kindly request your assistance to enable her complete the study.

The exercise is strictly for academic purposes and a copy of the final paper will be availed to your organization on request.

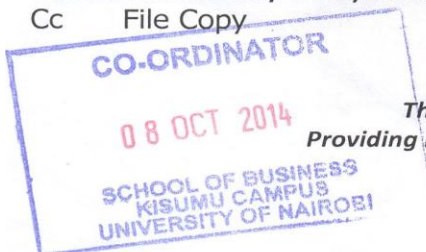
Your assistance will be greatly appreciated.

Thanking you in advance.

Sincerely,

MR. ALEX JALEHA
COORDINATOR, SOB, KISUMU CAMPUS

Cc File Copy



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Appendix II: Research Questionnaire for Administrative Staff

This questionnaire is designed to gain understanding of recruitment practices at Masinde Muliro University of Science & Technology (MMUST). Kindly complete this questionnaire as objectively as possible. The information given out is solely for academic purpose and would be treated with utmost confidential. Thank you.

Instructions

Write or tick (✓) the appropriate response to each of the question

SECTION A - PERSONAL INFORMATION

1. Gender: Male: Female
2. Age bracket: 20-24 years 25-29 30-34 35-39 40-44
 45 – 49 50 – 55 55 – 59 60 and over.
3. Highest Level of Education: Primary Secondary Diploma
Undergraduate
Degree Masters Doctoral others, (specify)
].....
4. What is your job designation? Registrar Administrator Office
Administrators Others (specify).....
5. For how long have you been in employment at the University?
0– 2 year 3 - 5years 6 - 9years 10 – 12 years 13 – 15 years

Other (specify) []

.....

SECTION B: RECRUITMENT PRACTICES

6. Do you have any formal policy for the recruitment of employees? Yes [] No []

7. If yes to above, briefly mention some of the contents?

.....
.....

8. How effective are the recruitment practices of MMUST? a. Very Effective [] b. Good [] c. Not Effective [] d. Indifferent [] e. Bad []

9. Are job vacancies made open to the general public? Yes [] No []

10. To what extent does the University use the following recruitment activities?

1. Not at all 2. Less extent 3. Moderate extent 4. Large extent 5. Very large extent

Recruitment practices	1	2	3	4	5
External Advertisement					
Headhunting					
Referrals					
Internet recruitment					
Employment Agencies					
Poaching					
Media Advert					
Internal Advertisement					
Transfer & Promotion					
Retired and Retrenched					

Other(s) Specify.....

11. How were you recruited? (*based on the above*).....

.....
.....
12. To what extent does the University recruitment practices affected your performance?

1. Not at all 2. Less extent 3. Moderate extent 4. Large extent 5. Very large extent

13. Explain answer

.....
.....

14. What is your impression about the recruitment practices at MMUST?

a. Effective [] b. Non-Effective [] c. Poor [] d. Very Poor [] e. Bias []

15. To what extent does these organizational factors affect recruitment practices at MMUST?

1. Not at all 2. Less extent 3. Moderate extent 4. Large extent 5. Very large extent

Organizational Factors	1	2	3	4	5
Recruitment policies and practices					
Wrong recruitment and selection practices such as ethnic, religions					
Corruption Paper qualification which is not a true test of the merit					
Improper recruitment of required personnel					
Gender discrimination					
Ethnicity or tribalism					
Cost					
Participant time					
Demands and efficiency					

Other(s) Specify.....

16. Are there equal opportunities for all would-be (potential) employees to MMUST?

a. Yes [] b. No []

17. If no to the above question, give reasons

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.....

18. How can recruitment practices at MMUST be improved?

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