



RESEARCH ARTICLE

EFFECT OF RECRUITMENT AND SELECTION PRACTICES ON EMPLOYEE SATISFACTION IN PUBLICLY OWNED SUGAR MANUFACTURING FIRMS IN WESTERN KENYA

¹Loice Faith Agoi, ²Namusonge, G.S. and ²Dr. Amuhaya Iravo,

¹Human Resource Management at Jomo Kenyatta University of Science and Technology, P.O Box, 2284 Kakamega

²School of Human Resource Development, Jomo Kenyatta University of Agriculture and Technology P.O Box 62000-00200, Nairobi, Kenya

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ABSTRACT

The focus of this study is to examine how recruitment and selection practices affect employee satisfaction in sugar manufacturing firms in Kenya. Simple random sampling technique was used to select a representative sample. Data was collected using questionnaire. Data was analyzed using descriptive statistics such as means, standard deviations, skewness and kurtosis, while inferential statistics were Pearson correlation and multiple regressions. Confirmatory Factor Analysis (CFA) was used to test convergent Validity and discriminant validity. Study findings indicated that recruitment practices were scored high in sugar firms. However, the recruitment practices used in sugar firms do not satisfy employees. This is supported by the study correlation results that recruitment practices were negatively and significantly associated with employee satisfaction ($r = -0.337$, $p < 0.01$) and regression results that recruitment practices had a negative and significant effect on employee satisfaction level. Thus, in order for organizations to reap the benefits of the recruitment and selection of employees and in turn enhance employee satisfaction, it is important that they highlight the skills and attitude to which they attach the highest priority. Once a firm has undertaken recruitment of employees, the new employees need to be appraised and developed so that they are well versed with knowledge on new trends and challenges.

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INTRODUCTION

Employee satisfaction has been one of the major areas of interest in both fields of organizational behavior and human resource management practice as it reflects employee's attitudes towards their job and performance to an organization. Hence, today's managers are compelled to consider the job satisfaction of their subordinates. Also the managers have a moral responsibility to provide the employees with a satisfying work environment and they are made to believe that satisfied workers make positive contributions in terms of higher productivity, quality products and services and less wastage to the organization (Balozi, 2011). As a result, it is important that a firm adopts HRM practices that make the best use of its employees.

**Corresponding author: Loice Faith Agoi,
Human Resource Management at Jomo Kenyatta University of
Science and Technology, P.O Box, 2284 Kakamega*

Human resource management practices such as recruitment and selection (Armstrong, 2010) are aimed to improve the overall performance of employees within the organization, ultimately resulting in increased organizational performance through job satisfaction. Recruitment and selection is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications (Walker, 2009).

Thus, recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment. The recruitment and selection process varies from organization to organization, job to job, and country to country. Some of the processes include screening applications and resumes, testing and reviewing work samples, interviewing, checking references and background. Organizations use these processes to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful at their jobs (Walker, 2009). In

the context of a developing economy like Kenya, where the need for formation of capital is pressing, where developments in the field of industrial and bank management are dynamic, and where financial crises accompanying pangs of economic growth are frequent, the challenges posed by Human Resource Management are of great importance ; and as a sequel, exploring the possibilities of the application of recruitment and selection process management becomes a very relevant field of enquiry and research (Hossain, 2012). The ability to attract best HRM practices is a major challenge in increasing government capacity to produce and implement good policies, including recruitment and selection process policy. In Africa, The need for the HRM policy, strategy and systems to underpin the business strategy has never been greater. Organizations have been downsized, right-sized and transformed to enable them to compete in the 21st century. Unfortunately HRM systems have not always responded and often lag organizational transformation. It is the HRM policy and strategy that underpins the business strategy and not the other way around (Lee *et al.*, 2010). Therefore one of the areas of Kenya public service that must undergo radical transformation is the management of human resources beginning with the recruitment and selection process policies. They are critical not only because they enhance human capital but they also are at the vanguard of shaping the leadership capabilities, professionalism, ethics and integrity in the Public Service. However, before any recommendations are made there is need to assess some of the recruitment practices employed in Kenya sugar firm and how they affect job satisfactions among employees which has received attention from scholars. Recruitment and selection process reflect the most challenging issues that face the sugar industry in their performance (KSB, 2014). Based on the above issues the study hypothesized.

H₀₂: *There is no significant relationship between recruitment and selection practices and employee satisfaction in publicly owned sugar manufacturing firms in Western Kenya.*

Theoretical Framework

According to Morrison (2006) Weber who was an influential German sociologist, viewed bureaucracy as a special form of administration that is fully developed in what he terms “the modern state” in “the most advanced institutions of capitalism”. These forms of institutions have gradually been displacing traditional administrative systems. Morrison (2006:380) argues that by observing the roles of officials within the legal-rational authority structures, one could identify the distinctive characteristics of bureaucracy, which is: a clear hierarchy of officials, clearly defined responsibilities and spheres of authority and officials appointed on the basis of merit (their competency and qualifications) to carry out their functions. In addition, there exists a unified system of discipline and control which is based on a relatively fixed body of established rules and standardized procedures

Conceptual Framework

Based on the above theories and models, the study independent variables will be recruitment and selection practices

(Armstrong, 2010) which is assumed to affect employee satisfaction (dependent variable), as presented in Figure 1

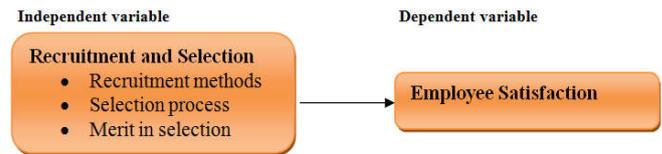


Figure 1. Conceptual Framework showing Interaction of Variables

Conceptualization and Measurement of Recruitment And Selection

Swanepoel, Erasmus, Van Wyk and Schenk (2003:311) define “selection” as the process of trying to determine which individuals will best match particular jobs in the organizational context, taking into account individual differences, the requirements of the job and the organization’s internal and external environments. Robert (2005:77) argues that selection is basically a task of prediction. It presupposes a screening and sorting procedure in the course of which the candidates with the least potential are separated from those with the most potential. Selection is a complex procedure that comprises the following: the collection of information, coding, interpretation retrieval, integration of information and decision- making. Robert (2005:77) further defines “selection” as involving the evaluation of candidates and development of systems, procedures and methods according to which sound selection can be made in order to ensure the addition of high quality personnel to the organisation concerned. According to Van der Westhuizen (2005:100) the recruitment should policy stipulate broad guidelines for the way in which a public sector institution intends to deal with recruitment.

In brief terms, the recruitment policy must indicate the institution’s position concerning the general objectives of recruitment and the principle of equal opportunities in recruitment. For the purposes of this study it is important to provide an example of a recruitment policy. The study used 10 items to measure recruitment and selection practices which include; Applicants are fully informed about the qualifications required to perform the job before being hired , the curriculum vitae, references and qualifications are checked thoroughly before appointing a candidate, applicants undergo a medical test before being hired , vacancies are filled from qualified employees who are working in sugar firms , applicants undergo structured interviews (job related questions, same questions asked of all applicants) before being hired , applicants for this job take formal test (written or work sample) for selecting applicants for vacancies, candidates are selected on the basis of their competency and qualification, irregularities regarding the selection of candidates can be freely reported without fear of victimization, we are involved in a selection process, advertisements for vacancies should cater for employment equity.

Empirical Review

The recruitment and selection process determines the decisions as to which candidates will get employment offers (Otieno,

2013). The aim of this practice is to improve the fit between employee and the organization, teams, and work requirements and thus to create a better work environment (Tzafirir, 2012). Sophisticated recruitment and selection system can ensure a better fit between the individual's abilities and the organization's requirement (Otieno, 2013). Mulei and Karanja (2011) concluded that employment stability could be achieved through a selection procedure based on ability. Katou and Budhwar (2007) in a study on the greek manufacturing firms found that recruitment and selection was positively related to all organizational performance variables such as effectiveness, efficiency, innovation and quality. Recruitment is the process of searching candidates for employment and stimulating them to apply for jobs in an organization (Chhabra, 2005). Recruitment and selection process is concerned with identifying, attracting, and choosing suitable people to meet an organization's human resource requirement.

Recruitment and selection are essentially concerned with finding, assessing, and engaging new employees or promoting existing ones. The focus is on matching the capabilities and interests of prospective candidates with the demands and rewards of a given job. Recruitment and selection decisions are amongst the most important of all decisions that managers have to make because they are pre-requisite to the development of an effective workforce. Recruitment and selection has an important role to play in ensuring worker performance and positive job satisfaction outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment thereby leading to high level of job satisfaction (Ballantyne, 2009). Recruitment and selection play 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 and selecting staff in an effective manner can both avoid undesirable costs for example those associated with high staff turnover, poor performance and dissatisfied customers and engender a mutually beneficial employment relationship characterized, wherever possible, by high commitment on both sides.

Pilbeam and Corbridge, (2006) provide a useful overview of potential positive and negative aspects noting that the recruitment and selection of employees is fundamental to job satisfaction within an organization, and there are compelling reasons for getting it right. Inappropriate selection decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual recruit and can be distressing for managers who have to deal with unsuitable employees. Recruiting and selection is very important for the survival of every organization but that does not end there, new recruits need to be developed and appraised from time to time in order for them to be abreast with new trends and challenges. When employees are developed it help increase their performance and help sustain the growth of organizations. Simmons, (2005) in his paper presented in Vancouver asserts that companies can only succeed in the

long-term if they recruit and motivate people who are able to respond to and shape the challenges of the future. These are the individuals with the capacity to create competitive advantage from the opportunities presented by changing markets, with the desire to learn from customers, consumers, suppliers and colleagues, and who possess the ability to build and influence long-lasting and effective partnerships. The recruitment of new employees helps to demonstrate a company's aspirations, highlighting the skills and attitudes to which it attaches the highest priority hence increasing job satisfaction.

The choice also provides a major opportunity to communicate the values and successes of the organization to explain why the company offers the most attractive place for a person to develop their career. Terpstra and Rozell (1993) have found a positive relationship between the extensiveness of recruiting, selection test validation and the use of formal selection procedures and firm profits. Other studies have shown that implementing an effective staffing process is positively related to organizational performance (Syed & Jama, 2012). Rauf (2007) also found that sophisticated recruitment and selection procedures are positively related to labor productivity. According to Dessler (2003), there has been a significant amount of research examining what skills and qualities employers value most in job applicants. Qualifications, work experience and communication or interpersonal skills are the most frequently identified qualities. Work experience and qualifications are measures of competence in relation to an applicant's technical skills, whereas the concept of communication skills appears to be a generic term incorporating many different specific skills. Indeed, communication in the workplace encompasses team skills; leadership skills; an ability to negotiate with or persuade others; problem solving skills; organizational skills; crisis management skills; and presentation skills. Other communication competencies include cultural adaptation, social competence and language proficiency.

Miyake, (2002) indicated that while advertising is usual for job vacancies, applicants were sometimes recruited by word of mouth, through existing employees. Besides being cheaper, the "grapevine" finds employees who stay longer (low voluntary turnover) and who are less likely to be dismissed (low involuntary turnover). People recruited by word of mouth stay longer because they have a clearer idea of what the job really involves. Miyake, (2002) reviewed five studies in which average labour turnover of those recruited by advertising was 51 per cent. The labour turnover for spontaneous applicants was 37 per cent and turnover for applicants recommended by existing employees was 30 per cent. One hypothesis proposed to account for this was the "better information" hypothesis. It was argued that people who were suggested by other employees were better and more realistically informed about the job than those who applied through newspapers and agencies. In a study assessing the recruitment of new graduates, Kersley *et al.* (2006) reiterated the anticipatory socialization stage for students planning to enter professions, and in particular the effects of recruitment and selection experiences on career expectations and orientation. They agreed that the nature of students' job search activity, the possession of relevant work experience, and exposure to

employers through recruitment and selection activities may form part of the “evolving sequence of a person’s work experiences” which contributes to anticipatory socialization. It has been argued that exposure to employers through recruitment and selection is a social process where employers and potential employees gradually perceive a match. Exposure to selection procedures provides information about the culture and attributes of an organization, and candidates form judgments from their perceptions of the fairness of the selection methods used. Delery and Doty (1996) argued that providing students with greater awareness of employment opportunities, and equipping them with the ability to be proactive in approaching potential employers, will lead to more effective career self-management and selection processes. Based on the above the study hypthsises that;

H₀₂: There is no significant relationship between recruitment and selection practices and employee satisfaction in publicly owned sugar manufacturing firms in Western Kenya

Research Methodology

The research employed descriptive survey and correlation research designs. The target population comprised of 8859 employees in all the sugar firms (KSB, 2015; Firms employee database, 2015). Using this Nassiuma, (2000) formula a sample of 173 employees was selected. Simple random sampling procedure was used to pick the sample size in every stratum. This study used questionnaires to collect data relevant to the study.

Table 1. Recruitment and selection Practices

n=210	Mean	Std. Deviation	Skewness	Kurtosis
Applicants are fully informed about the qualifications required to perform the job before being hired	3.97	0.656	-0.177	-0.048
The curriculum vitae, references and qualifications are checked thoroughly before appointing a candidate	4	0.902	-0.751	-0.081
Applicants undergo a medical test before being hired	3.61	0.806	-0.571	-0.176
Vacancies are filled from qualified employees who are working in sugar firms	3.88	0.603	-0.738	1.74
Applicants undergo structured interviews (job related questions, same questions asked of all applicants) before being hired	3.9	0.678	-0.439	0.542
Applicants for this job take formal test (written or work sample) for selecting applicants for vacancies	3.9	0.602	-0.487	1.153
Candidates are selected on the basis of their competency and qualification	3.82	0.707	-0.227	-0.056
irregularities regarding the selection of candidates can be freely reported without fear of victimization	3.89	0.876	-0.646	-0.104
We are involved in a selection process	4.19	0.869	-1.21	1.123
Advertisements for vacancies should cater for employment equity	3.87	0.769	-0.158	-0.52
Advertisements for vacancies are done online	4.04	0.874	-0.855	0.47
recruitment practices	3.916	0.53841	-2.007	3.113

Table 2. Employee Satisfaction

n=210	Mean	Std. Deviation	Skewness	Kurtosis
I am happy with the sugar firm	4.02	0.858	-0.633	0.261
I am contended with working for the sugar firm’s	3.93	0.997	-0.732	-0.339
Am have no intention leaving the firm	3.59	1.155	-1.094	0.192
I am satisfied with the value firm gives me	3.38	1.105	-0.724	-0.125
I feel I am valued at the sugar firm	3.48	1.203	-0.663	-0.458
I feel a strong sense of belonging to my company	3.53	1.04	-0.952	0.772
Employee Satisfaction	3.564	0.64298	-0.083	-0.499

Table 3. Factor Analysis for recruitment Practices

	Component		
	1	2	3
Applicants are fully informed about the qualifications required to perform the job before being hired	0.781		
The curriculum vitae, references and qualifications are checked thoroughly before appointing a candidate	0.565	0.743	
Applicants undergo a medical test before being hired	0.689		
Vacancies are filled from qualified employees who are working in sugar firms		0.571	0.759
Applicants undergo structured interviews (job related questions, same questions asked of all applicants) before being hired		0.94	
Candidates are selected on the basis of their competency and qualification		0.935	
irregularities regarding the selection of candidates can be freely reported without fear of victimization	0.845		
We are involved in a selection process	0.765		
Advertisements for vacancies should cater for employment equity			0.814
Advertisements for vacancies are done online	0.741		
	Eigen values	% of Variance	Cumulative %
	3.62	32.911	32.911
	3.269	29.72	62.63
	1.799	16.358	78.988
KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.606		
Bartlett's Test of SphericityApprox. Chi-Square	2467.429		
df	55		
Sig.	0.000		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

To ensure reliability of the questionnaires, a pilot study was carried out in Kibor Sugar Company and tested for reliability by computing the Cronbach alpha statistical tests where reliability coefficients a value of 0,71 attained considered excellent(Koul, 2005). Multiple regressions and correlation as a form of inferential statistical analysis will be used in determining the relationship between the dependent and independent variables.

Analysis and Findings

This chapter presents the regression analysis and hypothesis testing and discussion of the results. A total of 219 questionnaires were distributed, data was successfully collected from 210 respondents representing a response rate of 96% (Table 4.1). Fowler (1993) recommends 75% as a rule of the thumb for minimum responses.

Recruitment Practices

The researcher examined the effect of recruitment practices on employee satisfaction. The results in table 1 that the company is usually involved in a selection process (mean = 4.19, SD = 0.869) after advertisement for vacancies are done online (mean = 4.04, SD = 0.874). The company ensures that advertisement for vacancies cater for employment equity (mean = 3.87, SD = 0.769). Applicant undergo structured interviews (job related questions, same questions asked of all applicants) before being hired (mean = 3.9, SD = 0.678). Applicants for the job take formal test (written or work sample) for selecting applicants for vacancies (mean = 3.9, SD = 0.602). The curriculum vitae, references and qualifications are checked thoroughly before appointing a candidate (mean = 4, SD = 0.902).With this put into consideration, candidates are selected on the basis of their competency and qualification (mean = 3.82, SD = 0.707). In a nutshell, the results on recruitment practices summed up to a mean of 3.916 which shows most of the listed recruitment practices were employed by sugar firms but not to a great extent.

they are happy with sugar firm's assistance for housing (mean = 3.93, SD = 0.997).Further, the sugar firm provides comfortable working environment in terms of space, light, seating arrangement and air condition (mean = 3.59, SD = 1.155).Additionally, employees feel that they are valued at the sugar firm (mean = 3.48, SD = 1.203) and feel a strong sense of belonging to their company (mean = 3.53, SD = 1.04). Generally, the results on employee satisfaction summed up to a mean of 3.564 indicated that employees were not adequately satisfaction with the firm.

Factor analysis

Factor analysis was used to determine if the observed variables are under an influencing set or construct in a succinct and interpretable form (Hair *et al.* 2005). The study requested that all loading less than 0.5 be suppressed in the output, hence providing blank spaces for many of the loadings. The results in table 3 indicated the all values for all the items for recruitment and selection practices were more than 0.5 reflecting the accepted value of factor loading. Each extracted factor has Eigen value greater than 1 and accounts for a different percentage of variance to the squared loadings. KMO The results demonstrates that the probability associated with the Bartlett's test is less than 0.001 which satisfies the requirement of having less than the significance level.

Correlation Analysis

Findings revealed that recruitment practices was negatively and significantly associated with employee satisfaction ($r = -0.337$, $p < 0.01$). This implies that recruitment practices, are expected to influence employee satisfaction. This allows the study to conduct regression analysis.

Regression Results and Hypothesis Testing

Table 5 illustrates the model summary of linear regression model, the results showed that recruitment practices explained

Table 4. Correlation Analysis

	Employee Satisfaction	Recruitment Practices
Employee Satisfaction	1	
Recruitment Practices	-.337**	1

** Correlation is significant at the 0.01 level (2-tailed)

Table 5. Regression Results

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	2.878	0.376		7.653	0.000
Recruitment practices	-0.428	0.07	-0.353	-6.07	0.000
R Square	0.515				
Adjusted R Square	0.503				
F	43.247				
Sig.	.000b				

a Dependent Variable: Employee Satisfaction

Employee Satisfaction

This section of the analysis focused on employee satisfaction. Table 2 illustrates the results. Based on the results, employees are happy with assistance given by the sugar firm in terms of money, leave subscriptions (mean = 4.02, SD = 0.858).Also,

51.5 percent variation of employee satisfaction (R squared = 0.515). Table 5 further reveals that the F-value of 43.247 with a p value of 0.00 significant at 5% indicate that the overall regression model is significant, hence, the contribution of the independent variable was significant in predicting employee satisfaction.

H₀₂: Recruitment practices has no significant effect on employee satisfaction

The results of table 5 showed that the standardized coefficient beta and p value of recruitment practices were negative and significant (beta = -0.353, p < 0.05). Thus, the researcher rejects the null hypothesis and it is accepted that, recruitment practices has a negative and significant effect on employee satisfaction. Contrary to the results, Ballantyne, (2009) argues that selection of workers aims at putting in place workers that are able to perform at a high level and demonstrate commitment thereby leading to high level of employee satisfaction. As well, as opposed to the results, Pilbeam and Corbridge, (2006) note that the recruitment of employees is fundamental to employee satisfaction within an organization. In terms of recruitment practices, the sugar manufacturing firms advertise for vacancies online. While undertaking advertisement for vacancies, they ensure that there is employment equity. Applicants for the job undergo structured interviews. Applicants' curriculum vitae, references and qualifications are checked thoroughly. Once suitable candidates are identified, they are fully informed about the qualifications required to perform the job before being hired and undergo a medical test. In addition, during the selection process, the firms have made sure that irregularities regarding the selection of candidates can be freely reported without fear of victimization.

Conclusion and Recommendations

In conclusion, recruitment and selection of employees is crucial for the survival of any organization. The recruitment of staff in a desirable manner is beneficial since it helps to avoid eventualities such as high staff turnover and poor performance. The study has however revealed that recruitment practices have a negative effect on employee satisfaction. There is therefore need for further research on the same in order to augment the findings. In order for organizations to reap the benefits of the recruitment and selection of employees and in turn enhance employee satisfaction, it is important that they highlight the skills and attitude to which they attach the highest priority. Once a firm has undertaken recruitment of employees, the new employees need to be appraised and developed so that they are well versed with knowledge on new trends and challenges. In so doing, growth of the organization will be sustained as well as employee satisfaction. Additionally, there is need for further research on the relationship between recruitment practice and employee satisfaction.

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