

# **INFLUENCE OF HUMAN RESOURCE MANAGEMENT PROFESSIONAL ACT (2012) ON EMPLOYEE PERFORMANCE IN PUBLIC UNIVERSITIES IN KENYA**

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## **Abstract**

*Globally, the environment of higher education is facing relentless and rapid change. HRM practices represent one avenue that can be used by organizations in shaping their employees' attitudes and behaviors. The study focused on the effect of HRMP act guidelines on recruitment and selection on employee performance in selected public universities in Kenya. Descriptive survey research design was employed. The target population included HR workers in public universities with a sample of 125 HR employees. Structured questionnaire was used as the main data collection instrument. The data collected was using statistical package for social sciences (SPSS). Analysis was in form of descriptive (Frequencies, percentages, means and standard deviations) and inferential (Pearson correlation coefficient, and regression analysis) statistics. Regression model was used to show relevant relationships. The study established that recruitment and selection had significant relationship with employees' performance.*

*Regression analysis further indicated that recruitment and selection significantly accounted for the variance in the performance of employees in public universities. Therefore the study concluded that employee performance is influenced by proper adherence to the HRMP Act guidelines on recruitment and selection. The study recommends that public universities should adhere to the guidelines stipulated in this act guiding on recruitment and selection.*

*Keywords: Professional Act, Employee Performance, Recruitment and Selection, Public Universities, Human Resource Development*

## **INTRODUCTION**

Organizations today face an increasingly competitive and rapidly changing environment characterized by a diverse labor market, advancement in information technologies, globalization, deregulation, continuous customer demands and others. To be successful, a firm must be able to improve performance by reducing costs, creating new products and processes, enhancing quality and productivity, and increasing speed to market (Luthans & Sommers, 2005). In this regard, organizations need to focus on the capabilities of their workforces.

According to Harter, Schmidt, and Hayes (2002), effective management of a firm's human resources would be able to generate and increase knowledge, motivation, synergy, and commitment, resulting in a source of sustained competitive advantage for the firm. This suggestion is in tandem with that of Huselid (1995) who argued that HRM practices represent one avenue that can be used by organizations in shaping their employees' attitudes and behaviors. This is because HRM practices create conditions where employees become highly involved in the organization and work hard to accomplish the organization's goals.

According to Morrison (1996), how an organization manages its human resources establishes the tone and conditions of the employee-employer relationship. Human Resource Management involves the policies and practices for dealing with management's Human Resource (HR) aspects (Dessler, 2007). HRM is composed of the policies, practices and systems influencing and affecting the behavior, attitude and performance of employees in an organization (Gerhart, et al, 2007). Strategic approach of HRM is used for acquiring, developing, motivating, managing and gaining the employee's dedication and organization's key resources (Ahmed, 1999). HRM concept is considered by some as the personnel management and by some as an approach for personnel management integration involving organization strategy (Storey, 1995). The employees are more committed to their work and they play their extra role for the benefit of organization.

According to Guest (2002) the impact of HR practices on performance of employees is also related with the response of employee towards HR practices because employees have their own perception regarding them. Shehzad et.al. (2008) explains that there are a number of HR practices which are related with employee performance. Teseema & Soeters (2006) discussed eight HR practices which include recruitment and selection practices, placement practices, training practices, promotion practices, grievance procedure and pension or social security.

Ethical issues have increased for managers and organizations, and reputation can help or hurt a firm's recruitment and retention (Vickers, 2005). Changes in laws mean that HRM practitioners must work to keep up (Adler, 2003). HRM practitioners are under pressure to show how they add value to the firm (Adler, 2003). Some suggest that this can occur through increased employee abilities and increased organizational capabilities (Losey, Meisinger, & Ulrich, 2005). However, traditional HRM activities such as recruiting and career planning are devolving to line managers (Perry & Kulik, 2008), and the impact of HRM is increased for those HRM managers who collaborate with line managers (Losey, Meisinger, & Ulrich, 2005).

Human Resource Management attributes that the meaning employees attach to HRM practices vary depending on employees' interpretations of an employer's underlying motivation (Nishii et al., 2008). Employees respond positively if they believe that the employer is willing to implement HRM practices, but are less likely to exhibit positive behaviors if they perceive that the adoption of HRM practices is mostly a response to external forces. Kim and Wright (2011) employ Nishii et al.'s reasoning to propose that employees are more likely to believe that the adoption of HRM practices by firms is voluntary in a loosely regulated context where legal institutions do not severely restrict managerial autonomy. Thus, employees are more likely to interpret supportive HRM practices as a favor from their firms and tend to feel obligated to reciprocate the firm's favor by engaging in discretionary behaviors such as cooperation with coworkers. In a sample including different industries, Boselie, Paauwe, and Richardson (2003), show that HRM practices are more effective in a less-institutionalized sector than its more-institutionalized counterpart.

Industrial regulation refers to constraints prescribed by the governmental policies on organizations. Industrial regulations posed by governments include industry access control, new investment ratification, progress and pattern control of privatization or decentralization, and government involvement in business activities (Luo, 2003). Because governments may use regulations to strategically restrict vital industries, regulations can protect firms by creating barriers to new entry. Firms in a regulated environment often experience dependence on regulators who act as powerful constraints on existing business (Hambrick & Finkelstein, 1987).

In our society, within which public universities exist, certain professions and occupations perform work activity of such a nature that if it is carried on in a negligent or fraudulent way, it can be dangerous to the public or contrary to the public interest. As a result, it has been the accepted practice to regulate the activities of groups such as doctors and nurses, engineers and lawyers, real estate and insurance brokers, carpenters and electricians and many other professions. Self-regulation is a privilege delegated to a professional or occupational group by the Legislature only when it is clear that the public can best be served by regulating the profession or occupation (Casey 2005). The purpose of Professional Regulation is to assure the quality of professional services in the public interest. The regulation of a profession involves the setting of standards of professional qualifications and practice; the keeping of a Register of qualified persons and the award of titles; determining the conduct of registrants, the investigation of complaints and disciplinary sanctions for professional misconduct.

There is considerable public concern when professional practice falls short of expected standards or is judged not to be in the public interest (Ulrich & Brockbank, 2005). There is an increasing public expectation that a professional should be competent to current standards. The public must have confidence in professionals to follow a Code of Conduct, maintain their competence and only undertake professional tasks for which they are competent. The professional standing of HRM has been on the spotlight worldwide. An example of this is the formalization of professional human resource management standards in countries like Canada and Germany.

In South Africa, the South African Board for People Practices (SABPP) drafted the Human Resource Professions Bill in 2004 and revised it in 2006. It initiated much discussion about the merits of regulating the human resource (HR) profession. One of the key points raised in these debates is whether one can regard HR management as a profession. Losey (1997) stated that human resource management is a profession. Ulrich and Eichinger (1998) maintained that HR must become more professional. Numerous researchers in the HR field (Losey, Meisinger & Ulrich, 2005) and various institutions (Harvard, Cornell, and the American Business Association) use the term 'HR professionals' in their writings. Human resource management as a profession in South Africa uses Huma van Rensburg's (2009) MCom dissertation as its basis.

### **Background of Professional Act 2012**

In Kenya, the Human Resource Management Professionals Act 2012 was enacted in January, 2013 and it required that all human resource practitioners in Kenya be certified for them to practice. According to the Kenya Gazette notice of March 2013, Human resource managers

now need a practicing certificate to work in the sector. The Act, which received the President's assent on December 31, 2012, is expected to govern the entry and conduct of professionals in the management of human resource functions.

The law also provides for disciplinary measures that HR professionals will be subjected to if they fail to conduct themselves in a professional manner. Under the Act, the Institute of Human Resource Management (IHRM) is required to register HR professionals and maintain high governance standards within the profession. The act also established the Human Resource Management Professionals Examinations Board, which is tasked with drawing-up a curriculum, and setting and administering examinations for HR practitioners. The Board will thereafter issue professional qualifying certificates and other awards to candidates who satisfy examination requirements.

It will also make and enforce rules pertaining to the examinations. According to the Institute of Human Resource Management (IHRM), a professional member's organization, has estimated that about half of Kenya's practicing HR officers do not have the relevant academic training. The government since has embarked on facilitating the additional training necessary for certification for civil servants currently working as human resource officers. This is being done by awarding scholarships and setting up of the training revolving fund where study loans can be accessed.

Since the enactment of Human Resource Management Professionals Act 2012 in January, 2013, HR managers are expected to align their functions with this act. However, a new constitution or law does not necessarily lead to an immediate shift in the practice of individuals regarding their interaction with others. Any law or constitution designed as a formal institutional framework to guide people and their behavior will only be successful if the new stipulations are viewed and accepted by individuals as legitimate.

Despite the fact that the act was enacted in the last three years, its impact is yet to be felt in the HRM practices. Most public universities have not yet embraced the spirit of the act. The foregoing elicited the undertaking of this study to establish the influence of the act to the HR function in selected public universities in Kenya. This will shed light as to how employee performance has changed with the establishment of this act. The study therefore seeks to analyze the influence of the act to the HR function in selected public universities in Kenya.

### **Concept of Employee Performance**

Individual work performance is an issue that has not only bothered companies all over the world but also fueled a great deal of researching in the fields of management, occupational health, work and organizational psychology. Numerous studies on individual work performance have

been conducted. However, different approaches of studying individual work performance circulate in today's literature. Whereas the field of management has primarily occupied itself with how one can make an employee as productive as possible, Work and organizational psychologists, on the other hand, have an interest in the influence of determinants, such as work engagement, job satisfaction, and personality, on individual work performance.

Performance is associated with quantity of output, quality of output, timeliness of output, presence or attendance on the job, efficiency of the work completed and effectiveness of work completed (Mathis & Jackson 2009). According to Mooney (2009) performance is not only related to results but it also relates with activities and behaviors of employees that they adopted to achieve their given goals. The traditional view that employees were regarded as a cost to the organization has been sharply contrasted to a fresh approach to human capital by Poisat (2006).

He argues that there exists compelling evidence why organizations need to engage their employees in order to improve their performance and hence significantly contribute to the organization's bottom line. According to Van Dyk and Herholdt (2004) disputed the organizations claim that people are their greatest asset, and is convinced that, even though possibly subconsciously, the belief still exists that people need the organization more than it needs them. He argues that in fact, organizations and institutions have to market membership as much as, and perhaps more than, products and services.

They asserted that institutions should attract people, retain people, recognize and reward people, motivate people, serve and satisfy people. Additionally, they argue that Performance is about behavior or what employees do, not about what employees produce or the outcomes of their work. Perceived employee performance represents the general belief of the employee about his behavior and contributions in the success of organization. Employee performance may be taken in the perspective of three factors which makes possible to perform better than others, determinants of performance may be such as declarative knowledge, procedural knowledge and motivation (McCloy et al., 1994).

Human Resource practices have positive impact on performance of individuals. Huselid (1995) argued that the effectiveness the HR practitioners will transfer on the behavior of employees, which also proves a positive association. Teseema and Soeters (2006) have carried out study on eight HR practices including recruitment and selection practices, placement practices, training, compensation, employee performance evaluation, promotion, grievance procedure and pension or social security in relation with the perceived performance of employees. They concluded that these HR practices have positive and significant associations with the perceived performance of employees.

Employee satisfaction and retention have always been important issues for organizations and institutions of learning. High levels of absenteeism and staff turnover can affect the bottom line of the organization, as temps, recruitment and retraining take their toll. The term Employee Satisfaction refers to an individual's general attitude toward his or her job.

A person with a high level of job satisfaction holds positive attitudes toward the job and tends to be more productive, creative and committed to their employers while a person who is dissatisfied with his or her job tends to hold negative attitudes about the job. Organizations that can create work environments that attract, motivate and retain hard-working individuals will be better positioned to succeed in a competitive environment that demands quality and cost-efficiency (Gibbs, 2000).

According to Huselid (1995) recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regime, will have a substantial influence over the quality and type of skills new employees possess. An organization's human resource policies and practices represent important forces for shaping employee behaviour and attitudes. The selection practices will determine who is hired. If properly designed, it will identify competent candidates and accurately match them to the job. The use of the proper selection device will increase the probability that the right person is chosen to fill a slot. When the best people are selected for the job, productivity increases. According to Robbins (2003), a dissatisfied employee can still be a loyal employee where such an employee will be passively waiting for conditions to improve. In addition, such an employee can also express their dissatisfaction by terminating their relationship with the organization, actively making their opinion heard in an attempt to improve matters, or by passively allowing conditions to worsen through neglect. He further emphasizes the importance of employee job satisfaction as a factor influencing, amongst others, employee work performance. He argues that happy workers aren't necessarily productive workers.

This argument is in line with Poisat's deduction (2006) that satisfied employees are not necessarily productive employees. Robbins (2003), however, suggests that the opposite might be more accurate; that productivity will probably lead to satisfaction. The enactment of the HRMP Act 2012 implies that HR practitioners adopt new approaches on employee recruitment and retention, training, compensation and performance appraisal. These changes in the long run impacts on the job outcomes of the employees and the productivity of organizations. This study intends to assess the influence of HRMP Act on employee performance in selected public universities in Kenya.

## Public Universities in Kenya

Higher education in Kenya can be traced back to 1922 when the then Makerere College in Uganda was established as a small technical college which was then expanded to meet the needs of the three East African countries; Kenya, Uganda and Tanganyika and Zanzibar, as well as Zambia and Malawi. In the 1940s and early 50s it was the only college that was providing university education in East Africa. This lasted until 1956 when the Royal Technical College was established in Nairobi. In 1963, the Royal Technical College became the University College, Nairobi, following the establishment of the University of East Africa with three constituent colleges in Nairobi, Dar es Salaam and Kampala (Makerere).

The University of East Africa offered programs and degrees of the University of London till 1966. In 1970, the University of East Africa was dissolved to create three autonomous universities of Nairobi, Dar es Salaam and Makerere. The University of Nairobi was thus established as the first university in Kenya. Kenya placed considerable importance on the role of education in promoting economic and social development after the achievement of independence in 1963 (Sifuna, 1998). This resulted in the rapid expansion of the education system to provide qualified persons for the growing economic and administrative institutions, and to undertake some reforms to reflect the aspirations of an independent state (Court & Ghai, 1974)

Throughout 1970s the Kenyan government strengthened and expanded the University of Nairobi, the only one then, as a conscious effort to provide university education to all qualified Kenyans and as a move to develop the necessary human resource for the private and public sectors. As years went by, the number of Kenyans seeking university education exceeded the capacity of University of Nairobi. This led to the establishment of Moi University in 1984 as the second university in Kenya. This was in line with recommendations of the Presidential Working Commission (Mackay Report, 1981). The commission collected views from many people and found an overwhelming support by Kenyans for the establishment of a second and technologically oriented university in the country and recommended the establishment of a second university.

From then, university education in Kenya has expanded with a rise in student enrolments, expansion of universities, diversity of programs and setting up of new universities and campuses. Kenyatta University which had operated as a constituent college of the University of Nairobi since 1972 became a full-fledged university in 1985. A previous agricultural college also gave way to Egerton University in 1988.

Those in higher education management and leadership positions are finding it essential that they understand shifting demographics, new technologies, and the commercialization of

higher education, the changing relationships between institutions and governments and the move from an industrial to an information society. Particularly in the developing world, higher education institutions must be poised to create the human capital necessary to keep pace with the knowledge revolution. Current leaders must be trained, new leaders prepared, and students identified who will both lead and study higher education for the future. As such, the enactment of the new HRMP Act opens a new paradigm shift and the HR teams in the universities need to keep up with the requirement of the act as well as enhance the performance of the employees in the universities.

### **Statement of the Problem**

Institutions of higher learning are facing relentless and rapid changes. These circumstances underscore the crucial role of leadership and management in maintaining morale, enhancing productivity, and helping staff at all institutional levels cope with momentous and rapid change. Organizations all over the world are striving to improve service delivery and quality of products through a number of strategies. Employers from all walks of life are practicing human resource management. Managers who perform HR management practices are not HR professionals. This affects the perception of HR management. HRM practitioners are under pressure to show how they add value to the firm.

According to annual report of the institute of human resource management (2011), 60% of HR managers have no formal training as HR specialists. As such the Kenyan government enacted the HRMP act to guide HR professionals. The law is supposed to guide the conduct of HR practitioners in their functions. HR managers' role mostly revolves around management of employees. Consequently the enactment of the HRMP act means that the way the HR managers handle employees should also be guided by the act. Additionally, the role of any stakeholder in an organization is to enhance the performance of the said organization.. It is largely the responsibility of human resource practitioners to implement labor legislation in public universities. This environment requires an understanding and knowledge of the legislation as well as the competence to introduce the correct measures in the workplace. It is an area of HR management that requires specialized and continually updated knowledge, expertise and competence. In public universities, just like any other business enterprises sharpening of strategies to attract, retain and motivate employees is necessary.

The study therefore sought to examine the influence of the new Human Resource Management act 2012 on recruitment and selection, employee training, compensation and performance appraisal.

## Objective of the Study

The study sought to examine the influence of the new HRMP act 2012 on employee performance. More specifically, the study set out to examine the effect of HRMP act (2012) guidelines on recruitment and selection practices on employees' performance in public universities in Kenya.

## Hypothesis of the study

**H<sub>0</sub>:** HRMP Act (2012) guidelines on recruitment and selection practices has no significant effect on employees' performance in public universities in Kenya.

Figure 1: Conceptual Framework



## THEORETICAL REVIEW

### Equity Theory

Equity Theory as proposed by Adams (1963), underlines the principle of fairness. According to the principles of the Equity Theory, the best recruitment and selection criteria in the organization is that which portrays the firm as Equal Opportunity Employer. For companies to strive to adapt their equal opportunity policies (EOP) to their recruitment and selection programs, Straw (1989) identified three levels of equal opportunity policies: Equal opportunity as equal chance (non discriminatory), Equal opportunity as equal access (fair procedures) and Equal opportunity as an equal share (outcomes and positive action).

Healy (1993) further provides a typology of organizations according to their approach to equal opportunity. Negative organizations are those that have no knowledge of EOP and also no knowledge of legislative requirements. This is based on the assumption that the organization does not discriminate whereas they might consciously discriminate. Minimalist/Partial organizations are those with espoused EOP. Here, equal opportunity has a low priority or profile focus on informality as the method to management; Complaint organizations take a more conscious and professional approach to EOP and fulfills legal obligations; comprehensive

organizations have a dynamic approach to EOP but will have more of the features of the complaint organizations.

However, the expectation is that, this equity approach should be implemented in a way to promote the organization by making it a desirable workplace for all future employees. This implies an appropriate application of the diversity policies. The Chartered Institute of Personnel and Development - CIPD (2011) factsheet on Good Employment Practices and diversity management in the workplace argues that, organizations should ensure that recruitment and selection processes are fair and diversity friendly. They should be careful in drafting advertisements in a manner that will avoid discrimination and stereotyping through either language or images and should aim to attract candidates from diverse backgrounds.

Organizations should strive to operate transparent and consistent appraisal and performance management processes. They should have clear career pathways including promotion and training opportunities for all categories of employees. For this to be feasible, organizations should be able to create a culture of respect and dignity of all employees through effective implementation of well designed policies and procedures which support both individual and business needs. Secondly, the fostering of respect to realize different perspectives matter, and that diversity is everyone's responsibility. Organizations should make the business case for diversity be seen as an opportunity and strength, rather than a threat (Oliver, 1997).

Furthermore, management should think inclusively when designing diversity policies and procedures to ensure they are transparent, fair and address different needs and also make sure that there are continuous checks to make sure that policies and practices are bias free and working across the organization. This will help to enhance the effectiveness in the practice of such policies. In his study of a large manufacturing company, Omanovic (2009) notices that diversity management does not only entail the attitude of organizations to welcome many different "types" of participants because there is likelihood for contradictions to occur in the production of diversity especially when conflicting or opposite ideas and interest meet. In which case, such controversies or tensions cannot be resolved through the elimination of one side of the interest in diversity.

Therefore, it is important to take cognizance of the process through which different ideas or interest are socially produced and maintained in an organization. However, what is important to note here is that managing diversity does not entails a focus on appreciating, leveraging or even understanding the concept itself, but it is a way to obtain from a heterogeneous workforce the same commitment, productivity, quality and profits that organizations obtain from their homogenous workforces, (Omanovic2009).

Assuming that the organizations of today are constantly changing, it is essential therefore to have employees that are willing to change, adapt to new ways of work and always ready to learn new things. Also, because of the changing forces in the labor market, it is important to look for people with core values that correspond with the organizations. As envisioned by Boxall & Purcell (2008), the fitness of HR strategies and the organization of work and handling workers in a proper way which is the basic premise in the best fit or the contingency theory is what organizations should strive to achieve. The theory coincides with the HRMP act in providing the atmosphere for employee treatment in their workplace. As such it is significant in the study as far as employee fair treatment is concerned.

## **EMPIRICAL REVIEW**

Human Resource Management practices enhance organizational performance. Rondeau and Wager (2001) examined the relationship between HRM practices, workplace climate and perceptions of organizational performance, in a large sample of Canadian nursing homes and found that nursing homes, which had implemented more 'progressive' HRM practices and which reported a workplace climate that strongly valued employee participation, empowerment and accountability tended to be perceived to generally perform better on a number of valued organizational outcomes. Joseph & Dai (2009) found that there are significant connections between HRM practices and firm performance; that the strategic alignment of HRM is also a driver for firm performance. In this study the researcher provides empirical studies on various HRM practices and their relationship on employee performance in line with HRMP act.

## **Recruitment and selection Activities and HRM Professional Act 2012**

Kong and Thomson (2009) explain that in the last few decades employees have been widely recognized as a valuable resource; however the debate has now shifted from whether human resources are important to how important they are in an organization. Employees bring knowledge to an organization and this is believed to provide the organization with a valuable asset. In the fierce economy of today, organizations are forced to compete for the best talent as this facilitates the effective functioning of the business and this is one of the reasons why human capital has become more prominent; another is because of the increase in diversity.

In his study, Cole (2002) stated that the principal purpose of recruitment activities is to attract sufficient and suitable potential employees to apply for vacancies in the organization. The principal purpose of selection activities, by comparison, is to identify the most suitable applicants and persuade them to accept a position in the organization. The importance of having efficient and effective procedures for recruitment and selection can hardly be

exaggerated. Recruitment, selection and retention of personnel (HR) are fundamental functions for successful running of the organization hence adequate attention is being paid to recruitment, selection, motivation, and retention of employees (Hornsby & Kuratko, 2003).

Although employee resourcing is defined in various ways and different writers have drawn various boundaries around it, the core areas concerned is getting the right people (with appropriate experience, skills, knowledge and other attributes) in the right place at the right time. Armstrong (2012) opines that the term is used as people resourcing, employee resourcing or simply resourcing. It is used to cover employment activities that focus on an organization having the people it needs, and deals with employee turnover and absenteeism issues. It is significantly about aligning the employees with the strategic and operational needs of the organization and ensuring full utilization of the resources.

Study by Armstrong (2001) notes further that it goes beyond obtaining and keeping the number and quality of the required personnel, but also deals with selecting and promoting people who 'fit' the culture and the strategic needs of the organization. According to Mathis and Jackson (2010), humans are the glue that binds the other resources useful to an organization. This implies that, without the right personnel, SMEs will be found wanting in terms of performance. Spencer (2004), agreeing with Mathis and Jackson (2010), state that effective recruitment and selection are strategically important to any firm.

Recruiting and selecting the wrong candidates can have extensive negative cost implications, while effective processes can contribute to a reduction in turnover and therefore increase in productivity. Scholars have long noted that the ability to attract and retain high quality workers is critical to organizational competitiveness (Delery & Shaw, 2001) and a stream of research in strategic HRM has examined the linkage between HR practices and firm performance and effectiveness (Boselie, Dietz & Boon, 2005). However, critical analyses have suggested that a systematic approach to creating a workplace with high performance work systems which serve as an inimitable resource supporting the effective implementation of corporate strategy and the attainment of operational goals (Becker & Huselid, 1998) may not be sufficient to attract and retain high skilled employees nor lead to firm performance (Combs, Liu, Hall & Ketchen, 2006).

Organizations' also need to provide employee focused good employment/ high involvement practices that build a positive workplace experience to attract and retain employees (Boxall & Macky, 2009). Barber, Wesson, Roberso, and Taylor (1999) on surveying 171 SMEs in the United States, found that the majority relied on referrals and advertising as their recruitment practices of choice. Barber et al. (1999) also found that very few SMEs had any kind

of formal brochures or information pamphlets available for applicants, which is reinforced in actual business practice.

According to Cassell, Nadin, Gray, and Clegg (2002) found word of mouth/referrals from existing employees to be highly effective. They already had some commitment to the firm and the owner/manager was able to find out some information before the new employee started. Word of mouth has no financial outlay which is very beneficial for SMEs as they often suffer from resource scarcity. According to Huselid (1995) recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regime, will have a substantial influence over the quality and type of skills new employees possess.

An organization's human resource policies and practices represent important forces for shaping employee behaviour and attitudes. The selection practices will determine who is hired. If properly designed, it will identify competent candidates and accurately match them to the job. The use of the proper selection device will increase the probability that the right person is chosen to fill a slot. When the best people are selected for the job, productivity increases. Recruitment and selection form a major part of an organization's overall resourcing strategies, which identifies and secures people needed for an organization to survive and succeed in the short to medium-term (Elwood & James, 1996).

Moreover, there is a positive and significant relationship between recruitment and selection and the performance of a firm. Sang (2005) also discovered a positive association between recruitment and selection and business performance. Research by Katou and Budhwar (2006) and Wright et al. (2005) also reported similar positive results between recruitment and selection and performance in Canada, in Finland and in New Zealand. 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.

Effective recruitment and selection can also provide significant improvements in productivity and employee morale and allow organizations to build a workforce of more able employees who collectively provide a superior product or service (Robertson, et al., 1996). The profitability and even the survival of an enterprise usually depend upon the caliber of the workforce and it has been argued that the costs of ineffectual commercial viability can often be attributed to decades of ineffective recruitment and selection methods (Terpstra, 1996). Recruitment and selection activity should be directed at getting the right people, in the right place, at the right time with the right skills to achieve the business objectives. Recruitment and selection practices seek to identify and hire the most suitable applicant (Kleiman, 2003).

## **Employee Performance and HRMP Act 2012**

Human resources are considered the most important asset of an organization, but very few organizations are able to fully harness its potential. According to Lado and Wilson (1994) human resource is seen as a system consisting of a set of distinct but interrelated activities, functions, and processes that are directed at attracting, developing, and maintaining (or disposing of) a firm's human resources.

Traditionally, management of this system has gained more attention from service organizations than from manufacturing organizations. However, to enhance operational performance, effectively managing this system is equally important in both types of organizations. Needless to say, sophisticated technologies and innovative manufacturing practices alone can do very little to enhance operational performance unless the requisite human resource management (HRM) practices are in place to form a consistent socio-technical system.

For this reason, organizations need to carefully evaluate their existing HRM practices and modify them, if needed, so that employees can effectively contribute to operational performance improvement. The widely accepted theoretical basis for the relationship between human resource management and organizational performance is the high performance work system framework provided by Appelbaum et.al. (2000). At the core of a high performance work system, according to Appelbaum et.al., is an organization that enables non-managerial employees to participate in substantive decisions.

The high performance work system also requires supportive human resource practices that enhance worker skills and that provide incentives for workers to use their skills and participate in decisions. Appelbaum et.al (2000) showed how these three elements of a high performance work system: opportunity to participate, skills and incentives contributed to productivity in three manufacturing industries. Regarding the effects of HR practices on organizational outcomes, Deng, Menguc, and Benson (2003) reported that in their sample of SOEs, a bundle of HR practices had a substantial impact on export performance.

Yu and Egri (2005) found that several HR practices were related to job satisfaction and affective organizational commitment of employees working in a JV and an SOE. Bjorkman and Fan (2002) reported that HR practices that focus on individual performance and employment motivation were strong predictors of firm performance in FIEs. Takeuchi, Wakabayashi, and Chen (2003) also found support for the positive relationship between a firm's HR practices and financial performance in a sample of Japanese subsidiaries.

According to Ussal and Koca (2009) research on HRM practices and organizational performance, HRM practices have a positive outcome on organizational performance but a

weak relationship with market performance. Uysal and Koca (2009) further found that performance-based pay, training and recruitment have a strong positive relationship with organizational performance. Also Khan (2010) found that there is a positive relationship between compensation, performance appraisals, training and development, and recruitment and selection by themselves and also on organizational performance.

In Kenya, a new law was passed to have all HR practitioners be certified in order to work in the profession. This came as a result of some organizations not adhering to the requirements of standards, qualifications and skill required for a person to practice HR. There is an example of an organization whereby a store keeper was moved to HR when a vacancy arose (Maurer, 2013). This is evidence of how organizations don't fully grasp the benefits of HR practices to their overall performance. We see these types of promotions in many organizations; people are put in HR positions without having the required certification and skills.

In other professions such as accounting, the East African Community Institutes of Accountants and the Institute of Certified Public Accountants of Kenya (ICPAK) ensures that the nation not only has professionally trained accountants, but also that the organizations in the country follow strict financial rules and regulations, including adherence to the international financial reporting standards. In this study the influence of the new law on the operational performance of HR practitioners will be established.

## **RESEARCH METHODOLOGY**

### **Research Design**

The study employed a descriptive survey research design. According to Burns & Grove (2003), the purpose of research design is to achieve greater control of the study and to improve the validity of the study by examining the research problem. This study sought to obtain descriptive and self-reported information from the HR employees in public universities in Kenya. The design allows the researcher to expose the respondents to a set of questions to allow comparison.

A survey design was appropriate for this study because it allows collection of information for both independent and dependent variables using questionnaires (Orodho, 2005). This design allows the researcher to combine both qualitative and quantitative research approaches. According to Kothari (2009) qualitative approaches provide verbal descriptions rather than numerical descriptions. Descriptive Survey research design was successfully used by Ghansah (2011) on the role of employee retention on job performance in Accra Brewery Company Limited. The researcher obtained both primary and secondary data which necessitated the choice of descriptive survey.

## Target Population

This study focused on all HR professionals employed in public universities in Kenya. The target population of the study included the HR employees from selected public universities in Kenya. Kenya has a total of 22 public universities distributed across the country.

## Sample Size and Sampling Technique

The purpose of sampling is to secure a representative group (Mugenda, 2008). Burns and Grove (2003), refer to sampling as a process of selecting a group of people, events or behavior with which to conduct a study.

The sample for the study was designed to produce a representation of the HR employees working in public universities in Kenya. To arrive at a sample size, the study adopted a formula by Nassiuma (2009) for estimating a sample size,  $n$ , from a known population size,  $N$  and a coefficient of variation (V.C) of 30%.

$$n = \frac{NC^2}{C^2 + (N-1)e^2}$$

Where

$n$  = is sample size;

$N$  = is population size;

$C$  = is coefficient of variation and  $e$  is error margin.

Substituting these values in the equation, estimated sample size ( $n$ ) was:

$$n = 280 * 0.3^2 / \{0.3^2 + (280-1)0.02^2\}$$

$$n = 125$$

To arrive at the above sample size, the study adopted a multistage sampling design in two stages. In the first stage, Purposive sampling technique with a maximum variation technique was used to select eight universities in the country. According to Cochran, (1977), multi stage sampling is useful when the population sampled is divided in subsets which may be considered exchangeable and which have a role of some administrative nature. Small numbers of units or cases that maximize the diversity relevant to the research question were used in the sample selection. Financial, accessibility and time constraints were taken into consideration in the selection of the first-stage sample. Cohen, Manion, & Morrison (2001), state that the whole population was shared into homogenous groups, each group having comparable features.

In this respect, it was assumed that HR professionals have similar characteristics. In this case Moi, Laikipia, Egerton, JKUAT, South Eastern, Maseno, Bondo and Kisii universities respectively were selected since they meet the criteria for selection. Lee, Forthofer and Lorimer (1989), considered random sampling technique as a more practical approach because it offers

no biasness by providing every element with equal chance of being selected. In the second stage simple random sampling technique suggested by Vuuren and Maree (2002) was adopted to select the portion of the sample by dividing the total number of HR officers in that university by the total number of all HR officers in the eight selected universities and then multiplied by the sample size (125).

Simple random sampling was then used to select the specific number of HR workers allocated to each selected university. Researchers used a multi-stage sampling design to survey teachers in Enugu, Nigeria, Iyoke, Onah, & Onwasigwe (2006), in order to examine whether socio-demographic characteristics determine teachers' attitudes towards adolescent sexuality education. First-stage sampling included a simple random sample to select 20 secondary schools in the region. The second stage of sampling selected 13 teachers from each of these schools, who were then, administered questionnaires.

### **Data Collection Instruments**

The study used structured questionnaires that were distributed to all the HR workers. Questionnaires were used so as to cope with the constraints of limited time and budget. It helped to obtain more responses from a large number of respondents in a short time and was used for obtaining structured responses which is also convenient in data analysis (Cooper & Schindler, 2003). The questionnaire contained various items seeking different information from the targeted respondents. It contained a five point Likert scale (5-strongly agree, 4-agree, 3-neutral, 2-disagree and 1-strongly disagree) to measure the variables under the study.

### **Pilot Testing**

In conducting the pilot study, the researcher was interested in establishing whether the respondents have understood the questions and thus offer the information required. Mugenda and Mugenda (2003) argue that conducting a pilot study is important before the main study. The pilot testing was done using 10% of the sample population who were later excluded during data collection stage. This enabled the researcher to conduct reliability tests and familiarize herself with the research environment. This also was important in checking the suitability and the clarity of questions on the instruments designed, relevance of the information being sought, the language used and the content validity of the research instrument.

### **Validity of the Questionnaire**

According to Mugenda and Mugenda (2003), Validity is the accuracy and meaningfulness of inferences, which are based on the research results. For a data collection instrument to be

considered valid, the content selected and included must be relevant to the need or gap established. The research instruments were tested for validity to ascertain whether they measure the variables under study. According to Borg and Gall (1999), validity of an instrument is improved through expert judgment. As such, the content validity was ascertained by engaging the research supervisor to check and assess the frequency of errors and the accuracy of data expected. The process of validation enabled the researcher to test the suitability of the questions, the adequacy of the instructions provided, the appropriateness of the format and sequence of questions. Some corrections were made to the questionnaires and the final version was printed out.

### **Reliability of the Questionnaire**

According to Kohl (2005) reliability is the ability of a test to consistently yield same results when repeated measurements are taken of the same individual under the same conditions. Trial testing of the measuring instruments should be undertaken using a few subjects whose characteristics are similar to those in the sample to ascertain the feasibility of the study (Nkpa, 1997). The reliability of the research questionnaire for this study was determined through half split technique. The questionnaire will be piloted by taking 10% in the sample population who were later excluded in the actual data collection process. Reliability coefficient values were computed using Cronbach alpha coefficient method. Cronbach's alpha reliability coefficient normally ranges between 0 and 1. The scale used in the study recorded a Cronbach alpha coefficient value of 0.812 which was above the recommended threshold of 0.7. Therefore the instrument was considered to be reliable for data collection.

### **Data Analysis Approach**

Data collected was processed and analyzed based on the objectives and research hypotheses using Statistical Package for Social Sciences (SPSS) version 24. Descriptive statistics (percentages, frequencies, standard deviation and means) presented in tables was used to organize and summarize data and to describe the characteristics of the sample while Pearson correlation coefficient was used to test all hypotheses.

## **ANALYSIS AND FINDINGS**

### **Response Rate**

A total of 125 questionnaires were distributed to the respondents across the selected public universities. From these, 120 questionnaires were returned. The researcher tried to reach the respondents to enhance the response rate by sending short messages to remind them. In

In addition the researcher made phone calls to enquire of the respondents' progress in the filling of the questionnaire. After sorting out the returned questionnaires, 116 questionnaires were found to be appropriate for data analysis since they were completely filled and they had no multiple entries. This represented a response rate of 92.8 which was classified as a very good response rate according to Babbie (1990).

### **Descriptive Statistics**

The study sought the respondents' perceptions towards the various variables under the study. Their level of agreement or disagreement was assessed through a Likert scales of 1 to 5 ranging from strongly disagree to strongly agree. The findings were presented relative to the study variables as discussed hereafter.

### **Recruitment and Selection**

The trends in respondents' perception regarding recruitment and selection were established through computing the frequencies and percentages as shown in table 1. The findings indicated that in general, the respondents disagreed that all HR employees are aware of the new HRMP act guiding recruitment and selection with 38.8% disagreeing and 15.5% strongly disagreeing. 44% of the respondents disagreed that a lot of attention is paid in recruitment and selection for the successful running of the universities whereas 21.6% and 19.8% agreed and were undecided on the same respectively. 42.2% of the respondents disagreed while 38.8% agreed and or strongly agreed that the university relies on referrals and advertising as their recruitment practices of choice.

About 45% of the respondents agreed and or strongly agreed while 43% disagreed and or strongly disagreed that the university management is keen in following the guidelines on recruitment and selection as in HRMP act. On the other hand, 48.2% disagreed and or strongly disagreed while 37.1% agreed and or strongly agreed that the university has formal brochures or information pamphlets available for job applicants. 41.4% of the respondents disagreed and or strongly disagreed that the university recruitment procedure helps identify competent candidates and accurately match them to their job while 23.3% and 12.1% agreed and strongly agreed respectively. 23.3% of the respondents were however undecided on whether the university recruitment procedure helps identify competent candidates and accurately match them to their job.

Additionally, 43.9% disagreed and or disagreed while 37.1% agreed and or strongly agreed that recruitment and selection procedures influence institutional performance. About 39.6% of the respondents agreed and or strongly agreed, and 41.4% disagreed and or strongly

disagreed that effective recruitment and selection have boosted employee morale while 19% were undecided. The researcher also observed that 40.6% agreed and or strongly agreed while 40.5% disagreed and or strongly disagreed that recruitment and selection is directed towards getting the right people in the right place.

Table 1: Responses Regarding Recruitment and Selection

	n	SA (%)	A (%)	U (%)	D (%)	SD (%)
i. All HR employees are aware of the New HRMP act guiding recruitment and selection	116	4.3	27.6	13.8	38.8	15.5
ii. A lot of attention is paid in recruitment and selection for the successful running of the universities	116	11.2	21.6	19.8	44	3.4
iii. The university relies on referrals and advertising as their recruitment practices of choice.	116	9.5	29.3	14.7	42.2	4.3
iv. The university management is keen in following the guidelines on recruitment and selection as in HRMP act.	116	10.3	28.4	24.1	28.4	8.6
v. The university has a formal brochures or information pamphlets available for job applicants	116	7.8	29.3	14.7	37.0	11.2
vi. The university recruitment procedure helps identify competent candidates and accurately match them to their job.	116	12.1	23.3	23.3	31.9	9.5
vii. Recruitment and selection procedures influence institutional performance.	116	9.5	27.6	19	35.3	8.6
viii. Effective recruitment and selection have boosted employee morale.	116	12.9	26.7	19	30.2	11.2
ix. Recruitment and selection is directed towards getting the right people in the right place.	116	14.7	25.9	19	31	9.5
Valid n (listwise)	116					

To ascertain the respondents' perceptions in regard to recruitment and selection, the means and standard deviations of the responses was established and results recorded in Table 1. The respondents were seen to be non-committal on all the items of recruitment and selection

indicating mean values approximately equal to 3 (undecided). They were indifferent on whether all the HR employees are aware of the new HRMP Act 2013 guiding recruitment and selection, whether a lot of attention is paid in recruitment and selection for the successful running of the universities and on whether the university relies on referrals and advertising as their recruitment practices of choice. In addition the respondents were undecided on whether the university management is keen in following the guidelines on recruitment and selection as in HRMP Act, whether the university has formal brochures or information pamphlets available for job applicants and on whether the university procedure helps identify competent candidates and accurately match them to their job. Consequently they remained indifferent in regard to recruitment and selection procedures influencing the institutional performance, on whether effective recruitment and selection have boosted employee morale and on whether recruitment and selection is directed towards getting the right people in the right place. It was however noted that the respondents had very diverse views in all the aspects demonstrated by the standard deviation values which above one.

Table 2: Respondents Perceptions on Recruitment and Selection

	n	Min	Max	Mean	Std. Dev
x. All HR employees are aware of the New HRMP act guiding recruitment and selection	116	1	5	2.66	1.164
xi. A lot of attention is paid in recruitment and selection for the successful running of the universities	116	1	5	2.93	1.117
xii. The university relies on referrals and advertising as their recruitment practices of choice.	116	1	5	2.97	1.130
xiii. The university management is keen in following the guidelines on recruitment and selection as in HRMP act.	116	1	5	3.03	1.157
xiv. The university has a formal brochures or information pamphlets available for job applicants	116	1	5	2.85	1.189
xv. The university recruitment procedure helps identify competent candidates and accurately match them to their job.	116	1	5	2.97	1.194
xvi. Recruitment and selection procedures influence institutional performance.	116	1	5	2.94	1.167
xvii. Effective recruitment and selection have boosted employee morale.	116	1	5	3.00	1.244
xviii. Recruitment and selection is directed towards getting the right people in the right place.	116	1	5	3.05	1.243
Valid n (listwise)	116				

### **Employee Performance**

Analysis was further done to establish the perceptions of the respondents towards employee performance. In this regards the trend in responses was sought by showing the frequencies and percentages of the responses (Table 3). The findings showed that 56.9% of the respondents disagreed and or strongly disagreed that the management enables non-managerial employees to participate in decision making. 25.9% disagreed with the foregoing statement while 12.9% were undecided. About 50.9% of the respondents disagreed and or strongly disagreed, 23.3% agreed and 20.7% were undecided on whether the performance in their institution has been enhanced by high employee motivation.

Further 40.5% of the respondents disagreed while 31.9% agreed that the performance of their institution has been improved due to better reward system in the institution. The findings further showed that 31% of the respondents agreed whereas 28.4% were undecided and 24.1% of them disagreed with the assertion that adherence to regulations and legislation guides the employee performance of the institution. On the other 33.6% of the respondents agreed while 29.3% disagreed and 19% were undecided on whether hiring of qualified human resource as guided by HRMP Act has enhanced the employee performance of the institution. Further 34.5% of the respondents agreed while 29.3% were undecided and 23.3% disagreed that the institution has performance reviews and appraisal systems in place. In addition 31% Of the respondents agreed and 25.9% disagreed while 22.4% remained undecided on whether as a result of improved employee performance the institutional infrastructure has expanded to accommodate more customers.

Table 3: distribution of responses on employee performance

	n	SA (%)	A (%)	U (%)	D (%)	SD (%)
i. The management enables non-managerial employees to participate in decision making.	116	4.3	25.9	12.9	52.6	4.3
ii. Performance in this institution has been enhanced by high employee motivation.	116	5.2	23.3	20.7	45.7	5.2
iii. The performance of this institution has been improved due to better reward system in the institution.	116	10.3	31.9	12.1	40.5	6
iv. Adherence to regulations and legislation guides the employee performance of this institution.	116	10.3	31	28.4	24.1	6

v.	Hiring of qualified human resource as guided by HRMP Act has enhanced the employee performance of the institution.	116	12.9	33.6	19	29.3	5.2
vi.	The institution has performance reviews and appraisal systems in place.	116	8.6	34.5	29.3	23.3	4.3
vii.	As a result of improved employee performance, institutional infrastructure has expanded to accommodate more customers.	116	12.9	31	22.4	25.9	7.8
Valid N (listwise)		116					

The study further established the means and standard deviation values to get the general view of the respondents regarding the employee performance under HRMP Act (Table 4). The findings indicated that on average the respondents were undecided in all the aspects of employee performance. The responses registered means approximately equal to 3 (undecided). Respondents were noncommittal on whether the management enables non-managerial employees to participate in decision making, on whether performance in their institutions have been enhanced by high employee motivation and whether the performance of their institutions have improved due to better reward in the institutions.

Table 4: Respondents Perceptions on Employee Performance

		N	Min	Max	Mean	Std. Dev
viii.	The management enables non-managerial employees to participate in decision making.	116	1	5	2.73	1.033
ix.	Performance in this institution has been enhanced by high employee motivation.	116	1	5	2.78	1.031
x.	The performance of this institution has been improved due to better reward system in the institution.	116	1	5	3.03	1.154
xi.	Adherence to regulations and legislation guides the employee performance of this institution.	116	1	5	3.16	1.092
xii.	Hiring of qualified human resource as guided by HRMP Act has enhanced the employee performance of the institution.	116	1	5	3.20	1.151
xiii.	The institution has performance reviews and appraisal systems in place.	116	1	5	3.20	1.032
xiv.	As a result of improved employee performance, institutional infrastructure has expanded to accommodate more customers.	116	1	5	3.16	1.177
Valid N (listwise)		116				

The respondents further could not decide whether adherence to regulations and legislations guides the employee performance in their institutions and whether the hiring of qualified human resource as guided by HRMP Act has enhanced the employee performance of the institution. Respondents were also not sure that the institutions have performance reviews and appraisal systems in place and that as a result of improved employee performance, institutional infrastructure have expanded to accommodate more customers. It was also observed that the respondents were not in agreement with one another with most having diverse views as demonstrated by standard deviation values that were greater than 1 in all the aspects.

### **Inferential Statistics**

In this section the researcher sought to establish the relationship between the study variable as well as testing the study's hypotheses.

### **Correlation Analysis**

The data collection instruments were made in a way that they elicited responses in form of a Likert scale where; 1-Strongly Disagree (SD), 2-Disagree (D), 3-Undecided (U), 4-Agree (A), 5-Strongly Agree (SA). This enabled the transformation of the responses into a composite score of their means which facilitate the multivariate analysis of the data.

### **Recruitment and Employee Performance**

To establish the relationship between the two variables, Pearson product moment correlation coefficient was established as in table 5. From the table the researcher observed that there was a strong positive significant relationship ( $r=.713$ ,  $p<.01$ ) between recruitment and selection under HRMP Act and employee organizational performance.

Table 5: Relationship between Recruitment and Selection and Employee Performance

		Recruitment and selection
	Pearson Correlation	.713**
Employee Performance	Sig. (2-tailed)	.000
	N	116

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

Thus the researcher noted that recruitment and selection had significant implication towards employee organizational performance. Therefore, enhancing the process of recruitment and selection under HRMP Act would lead to improvement in employee performance.

### **Hypothesis Testing**

The analysis of variance (ANOVA) was used in hypothesis testing. A confidence level of 95% was set for this analysis. The results are as discussed hereafter.

### **Recruitment and selection and employee performance**

The study sought to examine the effect of HRMP act (2012) guidelines on recruitment and selection practices on employees' performance in public universities in Kenya. To be able to accomplish this, the following hypothesis was formulated.

**H<sub>0</sub>:** HRMP Act (2012) guidelines on recruitment and selection practices have no significant effect on employees' performance in public universities in Kenya.

The hypothesis postulated that the HRMP Act (2012) guidelines on recruitment and selection did not have an effect on employees' performance. To ascertain this analysis of variance was performed at  $p < 0.05$ . The findings from the analysis are shown hereafter.

Table 6: Recruitment and Selection Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713 <sup>a</sup>	.509	.505	.56859

a. Predictors: (Constant), Recruitment and selection

From table 6, it was established that there was a positive significant relationship ( $R = .713$ ) between recruitment and selection and the employee performance. The R-squared value for the model was 0.509. This meant that the model could account for 50.9% of the total variance in employee performance. Therefore, recruitment and selection was depicted to be important in determining employee performance in public universities in Kenya. The ANOVA analysis yielded the following results.

Table 7: ANOVA<sup>a</sup> on Recruitment and Employee Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	38.209	1	38.209	118.185	.000 <sup>b</sup>
Residual	36.856	114	.323		
Total	75.065	115			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Recruitment and selection

The analysis yielded an F-statistic value of 118.185 which was found to be significant at  $p < .000$ . This implies that HRMP Act guidelines on recruitment and selection have a significant effect on employee performance in public universities in Kenya. Therefore the null hypothesis,  $H_{01}$ , that HRMP Act (2012) guidelines on recruitment and selection practices have no significant effect on employees' performance in public universities in Kenya was consequently rejected. The study concluded that recruitment and selection significantly influences the performance of employees in HR departments in public universities. To demonstrate the relationship between recruitment and selection in form of a linear model, the model coefficients were established as shown in table below.

Table 8: Model Coefficients<sup>a</sup> on Recruitment and Selection and Employee Performance

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	1.158	.181		6.414	.000
	Recruitment and selection	.640	.059	.713	10.871	.000

a. Dependent Variable: Employee Performance

The findings showed that the t-values for both the model constant and coefficient for recruitment and selection were significant at  $p < .01$ . Therefore the following model was generated to indicate the linear association between recruitment and selection and employee performance in public universities in Kenya.

$$\text{Employee performance (Y)} = 1.158 + .640 \times \text{Recruitment and Selection (X}_1\text{)}$$

The model shows that with all other factors held constant, employee performance remains at a constant level of 1.158 units. However, with the consideration of recruitment and selection as a factor in the model, employee performance increases by a factor of 0.64. Thus, recruitment and selection is of paramount importance in as far as employee performance is concerned.

## CONCLUSIONS AND RECOMMENDATIONS

Based on the study findings the researcher concludes that employee operational performance is influenced by proper adherence to the HRMP Act guidelines on recruitment and selection. The operational performance of the employees in public institutions including public universities greatly depend upon adherence to the regulations provided for the conduct of their operations. The HRMP Act is geared towards enhancing the effective performance of the HRM function

upholding professionalism and competence. The study recommends that the public universities should adhere to the guidelines stipulated in this act guiding on recruitment and selection.

The study recommends that public universities should enhance recruitment and selection procedures in line with HRMP Act. This would go a long way towards ensuring that the universities get competent and most qualified staff. In doing so the study recommends that the universities should be able to prepare official brochures which should be made available to the potential job applicants. This will ensure that they are well acquainted with the job specification and will evaluate themselves prior to application. Further the study recommended that the universities should always bring to the knowledge of the employees on the HRMP Act guidelines on recruitment and selection.

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