

RECRUITMENT PRACTICES AND EMPLOYEE PERFORMANCE IN COMMERCIAL BANKS IN KENYA. A CASE STUDY OF NATIONAL BANK OF KENYA

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ABSTRACT

This study determines employees' recruitment practices and employee performance in commercial banks in Kenya. A case study of National Bank of Kenya Headquarters. The specific objectives guiding this study included; internal recruitment, recruitment agencies, media advertisement, and talent poaching as recruitment practices affecting the performance of employees at the National Bank of Kenya. The study incorporates the Herzberg's Two Factor Theory of Motivation and human capital theories. The study employed descriptive research design. The population for the study consisted of all the 65 Human Resource Staff at the National Bank of Kenya, Headquarters. A Census approach was adopted by the study, given the small size of the population. The researcher considered research questionnaires as a research instrument for primary data collection. The quantitative data achieved by the survey were presented in the form of mean averages, frequencies, and percentages. Statistical Packages for Social Sciences., version 25 was also incorporated into the data analysis. It was determined that there is a positive relationship between the adopted recruitment practices and performance of National Bank of Kenya. Therefore, the dependent and independent variables for the study had a strong relationship. The correlation was determined by an overall coefficient of correlation of (R) to be 0.516. Besides, it was also shown from the study analysis that the R square value was given as 0.273%. It was recommended that the National Bank Headquarters management need to diversify its recruitment resources to increase its chances of recruiting the right employees for improved performance levels.

Keywords: Employee Performance, Human Resource, Recruitment Practice

INTRODUCTION

Recruitment is one of the fundamental aspects of human resource management. Recruitment practices highly determine organizational growth and development. Hence the process should align with the organizational mission, vision, values, and strategy. According to Georges (2019), the present labour market has made it difficult for multiple organizations to recruit and select

highly talented employees since the competition is intense. Acquisition and retention of the right employees are critical for achieving organizational success (Chanda, 2019). Achieving effective employee recruitment strategies improves organizational performance; hence the more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. This further contributes to improved employee performance within an organization.

Devaro (2018) asserted that multiple recruitment practices among financial institutions in Sweden determine employees' financial performances. Recruitment as a human resource management practice clinically impacts organizational performance and all the stakeholders. It is argued by Musselin (2019) that while it is understood that poor decisions in the recruitment process affect the employee performance, that further affects the organizational performance and can limit the achievement of the organizational goals in Berlin, Germany. Rehman (2018) further determined that effective hiring strategies, acquisition, and retention of highly talented employees are essential in achieving employee motivation that translates into employee performance.

In Pakistan, Tipper (2019) determined that different employee recruitment techniques can influence employee performance. He further asserted that advertisement strategies such as media advertisement have a very wide reach, thereby increasing the probability of recruitment of the desired employees as it contributes towards attraction of qualified candidates as required by organizations. Florea et al., (2020) further highlighted that media advertisement as a recruitment strategy can determine employee performance since employees with collective skills and experience abilities can quickly be recruited through advertisement. These employees can further improve their skills and knowledge upon recruitment.

Internal recruitment practices such as job rotation, which implies systematic movement of employees from one job to another within the same organization has contributed to achievement of multiple resources objectives like orienting new employees, training employees, enhancing career development, and preventing job boredom or burnout (Darrag et al., 2020). It was highlighted by (Kucherov & Tsybova, 2021) that promotions as an internal recruitment strategy is common among manufacturing plants in Guinea. Internal promotion is a recruitment process from which an organization fills available job vacancies with in-house workers. Job promotion is

also regarded to be succession planning and is often used in organizations to reward the best performing employees (Singh & Kamal, 2019). Job redesigning is also a form of internal job recruitment. It is also referred to as job restructuring and often carried out to revisit and restructure jobs to meet the specific needs of a particular segment of the workforce within an organization (Adeola & Adebisi, 2019).

Abdullahi and Zakaria (2020) point out that human resource managers in insurance firms in Kampala, Uganda, prefer the use of recruitment agencies to recruit highly talented employees. They further determined that a recruitment agency is essential in shaping the effectiveness of employee performance within an organization. Wali (2020) further suggested that a recruitment agency appoints those employees who possess aptitudes, knowledge, and skills and can achieve accurate predictions concerning their future abilities. This reduces the risks of undesirable costs, staff turnover, dissatisfied customers of customers and poor performance, as observed by multiple manufacturing firms in Tanzania.

Whysall et al., (2018) highlights that in Madagascar, talent poaching is a determinant of organizational performance. He further asserts that in as much as talent poaching retards the performance of the affected organization, the poached talent would tend to be highly motivated by the new terms. This, in turn, improves the overall employee performance. On the other hand, it is highlighted by Weru (2017) that poaching a highly trained specialist causes a significant change in the shift of consumers following the change in standards of improved services.

Omollo & Oso (2018) identified that different recruitment strategies could be helpful in the determination of employee performance in Kenyan commercial banks. Besides, Milesi (2018) points out a growing interest in the concept of impacts of recruitment practices on employee performance since recruitment practices are the principal component of managerial and organizational effectiveness. Therefore, this study is keen to determine the recruitment practices and performance of employees in Kenyan commercial banks. A case of National Bank of Kenya headquarters.

Commercial Banks in Kenya have increasingly been facing challenges following unfair recruitment practices. Rehman (2018) points out that nepotism has become standard when hiring staff as a form of corruption. This has been a problem facing commercial banks in Kenya. According to Sutanto & Kurniawan (2017), commercial banks that try to attract employees without reference to cooperative values and identity are risking inappropriate appointments. Moreover, the absence of systematic employee recruitment strategies contributes to inappropriate choices for respective jobs hence the misdirection of skill and talent. It was highlighted by the Kenya Bankers Association that 12% of the Kenyan commercial banks face challenges of recruiting employees with the desired skills, thereby translating to low productivity contributed by poor employee performance (KBA, 2017).

Musselin (2019) highlights that recruitment practices adopted by organization can be perceived as a function of the quality of applications received. Besides, the selection process's effectiveness depends on the attracted applicants. There exist empirical studies that have been carried out to determine recruitment practices and the performance of employees. Justine & Agbodike (2017) determined that multiple organizations are unable to put in place strategies capable of recruiting competent employees and retaining them to achieve organizational goals.

Kepha et al., (2017) highlights that one of the first steps in the planning for recruiting employees into an organization is the establishment of adequate policies and procedures. Further, within such a policy, detailed plans and procedures for recruitment can be devised and put in place. The Kenya Bankers Association is the umbrella body for all the commercial banks in Kenya. Kenya Bankers Association reported that most commercial banks experience several challenges regarding recruiting and retaining competent and qualified human resources due to a lack of coherent human resource management policies. The commercial banks in Kenya face the challenge of service delivery delays, which indicates lower performance levels by employees. Some of the main contributors to employees' poor performance in commercial banks are poor recruitment and selection strategies, inappropriate skills, and high staff turnover levels (KBA Strategic Plan, 2020). The study therefore assessed the effect of internal recruitment, effect of media advertisement and talent poaching on employee performance at the National Bank of Kenya Headquarters.

LITERATURE REVIEW

Theoretical Literature Review

This study thrives on the Herzberg's Two Factor Theory of Motivation. The Herzberg's Two Factor Theory of Motivation was proposed and formulated by Fredrick Herzberg in 1959. The theory is based on the exhibition of Herzberg, there exist some organizational practices such as recruitment which are linked to meeting the organizational objectives. Herzberg further highlighted that there are two main factors that contribute towards fulfillment of the expected outcomes; hygiene factors and inspiration factors. The hygiene factors include institutional practices such as forms of employee recruitment employee recruitment (internal recruitment, recruitment agencies, media advertisement and talent poaching). Motivational factors on the other hand includes recognition, achievement, advancement and growth. The motivational factors have a great influence on employee performance.

Herzberg's Two-Factor Theory views employee recruitment practices to be sources of employee inspiration. On an exceptionally significant level, the theory incorporates different employee recruitment strategies to be determinants of inspirational factors and employee motivators as highlighted by Warren et al., (2013). As shown by Frederick Herzberg, organizational hygienic factors such effective recruitment processes are occupational factors that merge affiliation framework, association with supervision, improved work conditions that significantly improves employee motivation and performance levels. Abidal (2017) expounded on the theory by highlighting that employee recruitment practices as a hygiene factor contributes to employee empowerment and motivation levels, thereby making them highly productive. The Herzberg's Two Factor Theory of Motivation is highly relevant to this study as it provided association between recruitment practices as organizational hygiene variable and improved employee performance level.

Empirical Literature Review

Internal Recruitment and Employee Performance

Internal recruitment is an organizational human resource practice that entails filling the available job vacancies with their present employees. According to Moser (2018), internal recruitment enables human resource personnel to source talent from other teams, job functions, or departments within the same organization. Internal recruitment is preferred as it eases the recruitment process as the internal team members proactively fill the vacant skill gaps within the organization. The human resource department often focuses on the internal recruitment strategy as shortages in talents are expected to continue in multiple organizations (Georges, 2019).

Internal recruitment practices such as job rotation, which implies systematic movement of employees from one job to another within the same organization has contributed to achievement of multiple resources objectives like orienting new employees, training employees, enhancing career development, and preventing job boredom or burnout (Darrag et al., 2020). It was highlighted by (Kucherov & Tsybova, 2021) that promotions as an internal recruitment strategy is common among manufacturing plants in Guinea. Internal promotion is a recruitment process from which an organization fills available job vacancies with in-house workers. Job promotion is also regarded to be succession planning and is often used in organizations to reward the best performing employees (Singh & Kamal, 2019). Job redesigning is also a form of internal job recruitment. It is also referred to as job restructuring and often carried out to revisit and restructure jobs to meet the specific needs of a particular segment of the workforce within an organization (Adeola & Adebisi, 2019).

The human resource personnel often base their decisions on an internal recruitment strategy prior to setting up. Internal recruitment practice is often adopted upon determination and understanding of the team members' skills, abilities, and experiences within an organization (Peterson, 2020). Multiple organizations often develop a competency-based framework that helps assess the level of employee workforce from this framework (Rehman, 2018). Comparing the competencies and skills can then be achieved for the respective roles with the skills and individual employee competencies. The benefits of internal recruitment are that it is time-saving money as we all consume limited resources compared to external recruitment strategies.

Moser (2018) conducted a study to determine the relationship between internal recruitment and performance of Taxation firms in Oslo. The study determined that organizations prefer internal recruitment to decrease employee turnover. When an organization records a very high turnover rate, it can indicate that something is not right within an organization. It is recommended that there be a match between the internal candidates and the suitable roles concerning their unique skills and capabilities.

Across the globe, studies have been done concerning human resource practices and the performance of employees. There are studies which have been done to assess precisely the effects of internal recruitment practice and how it relates to the performance of employees. In Scotland, Pendola & Fuller (2021) conducted a study based on the relationship between internal recruitment practices and employee performance in mineral processing firms. The period for the study was one year, from April 2021 to March 2021. The study targeted 40 individuals, consisting of the management and staff within the mineral processing firms in Scotland. The Census sampling method was adopted by the study, from which the study considered all the respondents. Data collection was achieved through the use of structured questionnaires. Data obtained by the study was analyzed through analysis of variance and linear correlation to assess the extent of association between employee performance and internal recruitment practice. The findings from the study determined that internal recruitment practice strengthens employee engagement, thereby contributing to improved individual performance and that of the mineral processing firms. The study identified a significant relationship between internal recruitment practices and employee motivation that translates to improved performance.

Okolie (2020) assessed the effects of internal recruitment technique and employee performance in commercial banks in Lagos, Nigeria. The study considered all the 47 registered commercial banks in Lagos State. A total population of 148 staffs was targeted by the study. The study adopted a stratified sampling technique from which the study considered 88 respondents. Data collection was achieved through the use of research questionnaires. Data obtained by the study was analyzed with the help of multi collinearity models to assess the extent of association between employee performance and internal recruitment practice. The study findings highlight that internal recruitment practice provides employees with many opportunities to advance their careers in

commercial banks. Besides, internal recruitment enables the employees within the commercial banks to move from one job position to the other that may be of great interest to them. Hence, they can develop professionally, thereby improving their performance. The study also determined that internal practices contribute to building trust and culture, contributing to employee engagement and retention.

In Kenya, Omollo & Oso (2018) assessed the impacts of internal recruitment practice on the performance of medical staffs in Mama Lucy Hospital. The study was conducted for one year, June 2017 and August 2018. The survey made use of a cross-sectional survey study design. The target population for the study was made up of 54 medical staff within Mama Lucy Hospital. The Census sampling method was adopted by the study, from which the study considered all the respondents. Data collection was achieved through the use of study questionnaires as well as guides for the interview. Data obtained by the study were analyzed using statistical bivariant models. The findings from the study indicated that internal recruitment practice influences the performance of medical staff within Mama Lucy Hospital. Besides, the study also determined that internal recruitment in Mama Lucy Hospital contributes to employee empowerment and motivation levels, thereby making them highly productive.

RECRUITMENT AGENCIES AND EMPLOYEE PERFORMANCE

Recruitment agencies play a vital role in helping various organizations identify the right and qualified employees for their institutions by carrying out an extensive recruitment process. Dasborough et al., (2020) point out that the main aim of a recruitment agency is to assist aspiring employees in finding new roles and helping institutions find perfect employees for occupying their open positions. Partnering with the recruitment agencies in the recruitment process is beneficial to the recruitment officers, hiring managers, and the organization. It is important to note that recruitment agencies often have a lot of contacts and relationships that may not exist in various organizations, hence have the upper hand in locating relevant candidates as required by the institutions and hard to fill professional institutions (Njue, 2018). Using recruitment agencies as a recruitment practice conducts a speedy recruitment process. The agencies are also known to be providing reduced workload and expertise to the recruiting organizations. The recruitment agencies often conduct the recruitment exercise by first contacting their associates in the industry

or profession concerned. The more the contacts are, the better consultant in the executive search (Banter, 2018).

Multiple studies have been conducted to assess the association between recruitment agencies and organizational performance. In essence, Gullate et al., (2019) conducted a study to determine the effects of internal recruitment on the performance of Steel Manufacturing firms in Brussels, Belgium. The study was conducted for one year, from January to December 2019. The study targeted 168 employees within selected 24 steel manufacturing firms in Brussels. Stratified random sampling was used in sampling the study population from which the study identified 120 respondents. Data collection was achieved through the use of structured questionnaires and interview guides. Data obtained by the study were analyzed with the use of multiple regression and correlation analysis. The findings from the study revealed that the use of recruitment agencies is positively correlated with the performance of employees within steel manufacturing firms. The study also determined that recruitment agencies facilitate faster employee recruitment processes as they have their databases from the previous contacts that aid in the faster identification of qualified candidates. Besides, the study determined that those employees recruited through the recruitment agencies are capable of performing better to meet the organizational goals and objectives.

Nkula & Kivisto (2020) assessed the relationship between recruitment practices and staff performance at the Ministry of Agriculture in North Kivu, in the Democratic Republic of Congo. The study duration was one and half years, from June 2019 to December 2020. The study targeted 251 staff members within the Agricultural department in North Kivu. A systematic sampling technique was adopted by the study, from which the study selected a total of 165 respondents. The study data was collected using interview guides and research study questionnaires. The study also obtained secondary data from the journals published within the Ministry. Data obtained by the study were analyzed using multiple regression and correlation analysis. The findings from the study indicated that the determination of the best candidates within an organization could be achieved through the use of recruitment agencies as they ensure that only the most talented employees are recruited. The study also determined that the performance of the recruited

employees is positively correlated with the adoption of recruitment agencies as the recruitment method.

Human resource managers in insurance firms prefer the use of recruitment agencies to recruit highly talented employees. They further determined that a recruitment agency is essential in shaping the effectiveness of employee performance within an organization. Wali (2020) further suggested that a recruitment agency appointed those employees who possessed aptitudes, knowledge, and skills and could achieve accurate predictions concerning their future abilities. This reduced the risks of undesirable costs, staff turnover, dissatisfied customers of customers and poor performance, as observed by multiple manufacturing firms in Tanzania manufacturing firms in Tanzania.

Abdullahi & Zakaria (2020) conducted a study to determine the relationship between recruitment practices and the performance of Kenyan insurance firms. The study assessed recruitment agencies as one of the study variables. A cross-sectional study design was adopted for the survey. The study targeted a population of 245 staffs from the 49 registered insurance companies in Kenya. Clustered sampling was used in sampling the study population, from which 154 were declared to be the study respondents. Data collection was achieved through the use of structured questionnaires and interview guides. Data obtained by the study were analyzed using multiple regression and correlation analysis. The findings from the study indicated that recruitment agencies as a recruitment practice contributes towards improved performance of employees and organizations as the selected candidates are highly qualified. The study also determined that determining the right recruitment agency fastens the recruitment process as the attraction of the shortlisted candidates will not be needed when the agency will be in operation. The study further determined that recruitment agencies as a recruitment strategy create a pool of qualified candidates who have a chance of understanding the organizational needs. This was determined to be a major contributor to their motivation to achieve institutional goals and improve their performances.

MEDIA ADVERTISEMENT AND EMPLOYEE PERFORMANCE

Advertisement is a professional recruitment outreach practice that is often an organization's first impression. Advertisement is made upon the labor pool and should accurately articulate the organizational goals and values, portray a welcoming and positive corporate image, generate interest in the available job opportunities, and above all, the organization itself (Limbe, 2019). Media advertisement is a recruitment practice often adopted by multiple organizations across the globe. Johnson (2018) highlights that media advertising is a business communication strategy used by organizations to attract applicants. The most commonly used media advertisement channels include; journals, televisions, and newspapers as sources of recruitment. The benefit of media advertisement in the employee recruitment process is that it has extensive reach, as Miriam (2017) pointed out.

A large volume of studies has been carried out across the globe to assess the relationship between advertisement as a recruitment practice and employee performance. In Canada, Apollo (2017) conducted a study evaluating the effects of media advertisement on the performance of employees in food processing firms. The study made use of longitudinal and cross-sectional designs. The study targeted a population of 800 employees within 120 food processing firms in Canada. Stratified random sampling was used in sampling the study population, from which 564 were declared to be the study respondents. Data collection was achieved through the use of structured questionnaires and interview guides. Data obtained by the study were analyzed with the use of multiple regression and correlation analysis. The findings from the study revealed that media advertisement positively affects employee performance in food processing firms in Canada. The study also determined that media advertisement contributes to the recruitment of the desired employees who have the right skills and knowledge to perform the desired tasks, thereby enhancing improved performance both for the employees and the in-food processing firms in Canada.

Gibson et al., (2017) assessed the relationship between advertisement and the performance of employees in insurance firms in Guinea. The survey adopted the use of a descriptive survey study design. The study targeted a population of 245 staff from 65 insurance firms in Guinea. The Census sampling technique was adopted by the survey from which the study considered all the

245 staff in the insurance firms. Data collection was achieved through the use of structured questionnaires and interview guides. Data obtained by the study was analyzed with the use of multiple regression and correlation analysis. Quantitative data was analyzed through statistical packages, while content analysis was helpful in the analysis of qualitative data. The study determined a significant relationship between advertisement as an employee recruitment strategy and the performance of the employees in insurance firms in Guinea. The study also determined that since media advertisement is often used by well-established institutions such as insurance firms, the employees recruited often portray high motivation levels that drive their organizational performance.

In Kenya, Opondo (2017) assessed the association between the use of digital media advertisement platforms and the performance of employees at Kenya Technical Training Institute. The study was conducted for a period between May 2017 and June 2018. The survey made use of a cross-sectional survey study design. The target population for the study was made up of 5 human resource managers and 25 staff members within the Kenya Technical Training Institute. Data collection was achieved through the use of structured questionnaires and interview guides. Data obtained by the study were analyzed using multiple regression and correlation analysis. The findings from the survey revealed that the use of media advertisement contributes to the recruitment of the desired employees. They have the right skills and knowledge to perform the tasks in Kenya Technical Training Institute up to the required standards.

TALENT POACHING RECRUITMENT PRACTICE AND EMPLOYEE PERFORMANCE

Schaar (2019) highlights that talent poaching as a recruitment strategy involves hiring former or current employees from a competitor organization. In circumstances of open roles that need specific knowledge, skills, or experiences, hiring an individual who has similar capabilities would be preferred. Chugh & Bhatnagar (2018) define talent poaching as a recruitment practice where a competent and more knowledgeable employee who works with another organization in the same or different industry was recruited to fill the open role. The attraction of the talent from the competitive organizations can be done by offering attractive terms and conditions, including a pay package. However, this was seen as an unethical practice and had not been openly discussed;

hence, it is a significant challenge to the human resource managers in talent poaching (Whysall et al., 2018). Talent poaching always occurs whenever an employee is considered valuable to the rival agencies.

Globally, several studies have been conducted to determine the existing relationship between talent poaching and employee performance. Blattiston et al., (2017) assessed the effects of employee poaching on the performance of employees in Commercial Banks in Austria. The survey was conducted for a period of three years. The study targeted a population of 56 commercial banks in Austria, from which the study considered 312 staff. A random sampling method was used in selecting study respondents from which the study viewed 186 respondents. Data collection was achieved through the use of structured questionnaires. Data obtained by the study was analyzed through analysis of variance and linear correlation to assess the extent of association between employee performance and internal recruitment practice. The findings from the study determined that talent poaching strengthens the level of employee engagement in commercial banks in Austria. The study also identified a significant relationship between talent poaching recruitment practices and employee motivation that translates to improved performance.

Eboue (2018) assessed the influence of talent poaching recruitment strategy on the performance of employees in the Football Federation in Cameroon. The study considered 5 football federations in Yaoundé, Cameroon. The study targeted a total population of 25 staff. The study adopted the Census sampling technique from which the study selected all the 25 staff members. Data collection was achieved through the use of structured questionnaires. Data obtained by the study was analyzed with the help of linear correlation and multiple regression models to assess the extent of association between employee performance and internal recruitment practice. The study findings highlight that talent poaching significantly affects employee performance in football federations. The study also determined that since the federations needed to survive and overcome the intense competitions faced, poaching the staff with the best skills within the recruitment market is highly recommended. The study also found out that talent poaching improves employee productivity following working under newly improved terms and competition in the labour world.

Whysall et al., (2018) highlighted that in Madagascar, talent poaching was a determinant of organizational performance. He further stressed that in as much as talent poaching retards the performance of the affected organization, the poached talent would tend to be highly motivated by the new terms. This, in turn, improves the overall employee performance. On the other hand, it is highlighted by Weru (2017) that poaching a highly trained specialist caused a significant change in the shift of consumers following the change in standards of improved services.

Employee performance is based on task performance and explicit behaviors on the job responsibilities allocated and assigned as part of the job description. According to Limbe (2017), employee performance requires a lot of cognitive abilities and could be efficiently achieved through task technical knowledge, skills, and habits (ability to impede the performance in an organization).

In Kenya, Kottowa (2021) conducted a study to determine the relationship between talent poaching recruitment practice and employee performance in Kenya Sweets Limited Company, in Nairobi. The study was conducted for one year, January and December 2021. The survey made use of a cross-sectional survey study design. The target population for the study was made up of 35 staff within Kenya Sweets Limited Company. The survey adopted the Census sampling method from which the analysis considered all the respondents. Data collection was achieved through the use of structured questionnaires and interview guides. Data obtained by the study were analyzed using multiple regression and correlation analysis. The findings from the survey indicated that talent poaching recruitment practice influences the performance of staff within Kenya Sweets Limited. The study also determined that talent poaching in Kenya Sweets Limited Company contributes to employee empowerment and motivation levels, thereby making them highly productive.

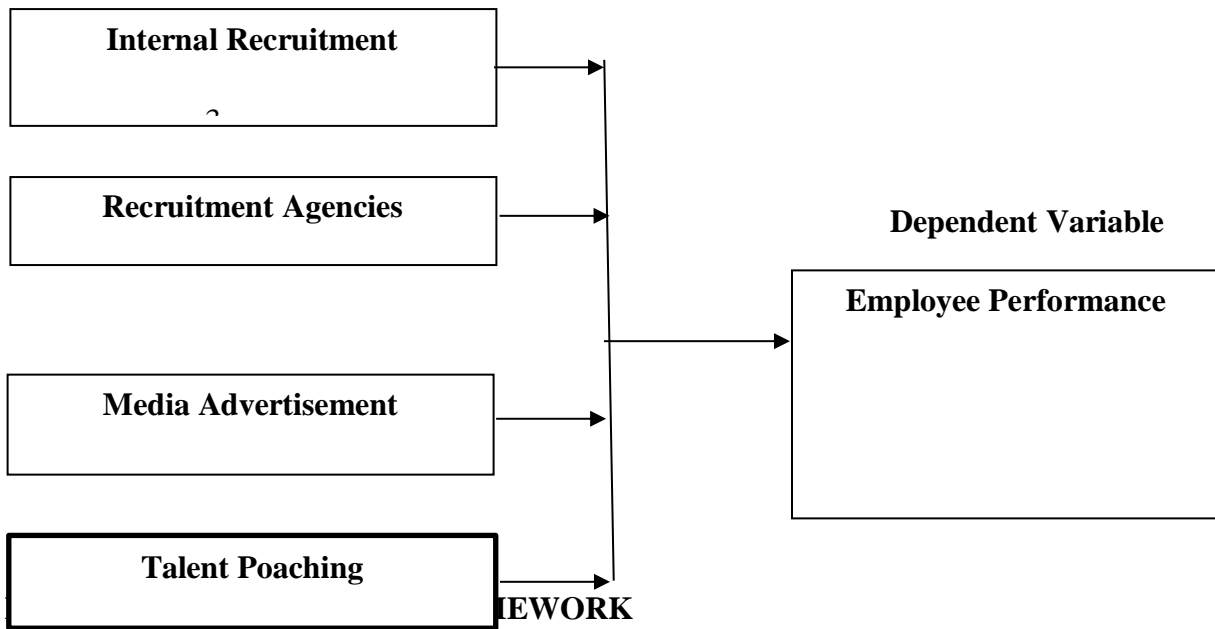
Omollo & Oso (2018) identified that different recruitment strategies could be helpful in the determination of employee performance in Kenyan commercial banks. Besides, Milesi (2018) points out a growing interest in the concept of impacts of recruitment practices on employee performance since recruitment practices are the principal component of managerial and organizational effectiveness. Therefore, this study is keen to determine the recruitment practices

and performance of employees in Kenyan commercial banks. A case of National Bank of Kenya headquarters.

CONCEPTUAL FRAMEWORK

A conceptual framework provides an illustration of the variables for the study as well as the indicators. The conceptual framework shows a highlight of the existing link between variables investigated by the study. According to Orgreen (2019), a conceptual framework is of great significance to a research study as it highlights all the indicators guiding the dependent and independent study variables. The determinant variables consist of; internal and external recruitment, recruitment agencies and advertisement as a recruitment practice. On the other hand, the dependent study variable is the performance of commercial banks in Kenya.

Independent Variables



METHODOLOGY

This study was keen to determine employees' recruitment practices and employee performance in commercial banks in Kenya. A case study of National Bank of Kenya Headquarters. This study adopted the use of descriptive research design. The study population was made up of all the 65

staffs at the National Bank of Kenya, Headquarters in Nairobi. The population consisted of head of various departments and human resource staffs employed in various departments within the National Bank of Kenya Headquarters.

TABLE 1: THE SIZE OF STUDY POPULATION TARGET

Category of Respondents	Population	Percentage
Head of Departments	10	15.4
Human Resource Staffs		
Human Resource Officers	13	20
Human Resource Assistants	12	18.5
Clerical officers in the HR Department	6	9.2
Senior Office assistants	4	6.1
Junior Office Assistants in various Departments	10	15.4
Support staff in Various Sections	10	15.4
Total	65	100

Census approach was adopted by the study given the small size of the population. This study therefore had a sample size consisting of all the 65 staffs within the National Bank of Kenya in the head office, Nairobi.

Table 2: The sample size of study population target

Category of Respondents	Population	Percentage
Head of Departments	10	15.4
Human Resource Staffs		
Human Resource Officers	13	20
Human Resource Assistants	12	18.5
Clerical officers in the HR Department	6	9.2
Senior Office assistants	4	6.1
Junior Office Assistants in various Departments	10	15.4

Support staff in Various Sections	10	15.4
Total Respondents	65	

The researcher considered research questionnaires as a research instrument for primary data collection. The questionnaire comprised of three parts, with part 1 having information on the respondents' demographic information, part 2 had questions on the recruitment practices, and part 3 had structured questions on the performance of the National Bank of Kenya. The survey questions were arranged on a Likert scale, from which the respondents provided their responses by rating the statements and questions within the research instrument.

The study obtained both qualitative and quantitative data. Analysis of the quantitative data was done through descriptive statistics. The descriptive statistics was significant in providing a highlight of the study variables. This method of data analysis was beneficial as it is simple and offers summaries of the variables investigated by the study. The quantitative data achieved by the survey was presented in the form of mean averages, frequencies, and percentages. Besides, Statistical Packages for Social Sciences., version 25 was also be incorporated into the data analysis. Analysis of the qualitative data was done through content analysis. This method was helpful in coming up with the study inferences. Study findings were also presented in the form of percentages and tables.

The equation for regression model having study variables include; s

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where:

Y = Employee Performance

X1 = Internal Recruitment

X2 = Recruitment Agencies

X3 = Media Advertisement

X4=Talent Poaching

ε = Factor of an error

β_0 = Least value changes in Y

β_1 =Magnitude of Y value changes

FINDINGS

The researcher distributed a total of 65 questionnaires to the National Bank Headquarters and 62 were returned when fully filled. This showed 95% response rate. The maximum percentage of response rate was regarded to be sufficient towards making a conclusion to the study. Male were 62% of the total respondents whereas female was represented by 38% of the total respondents. This is a highlight that the survey made a consideration of all the genders and therefore there was no gender bias. Regarding age distribution of respondents, the respondents aged below 30 years recorded the least percentage, 10% as compared to other age groups. The respondents having ages between 40-50 years were the majority, represented by 41%. The respondents having an age bracket between 30-40 years were represented by 32% while those above 50 years were 17% of the total respondents.

FIGURE1 : RESPONSE RATE RESPONDENTS

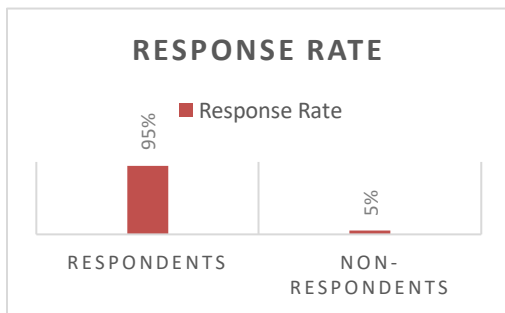


FIGURE 2: GENDER OF

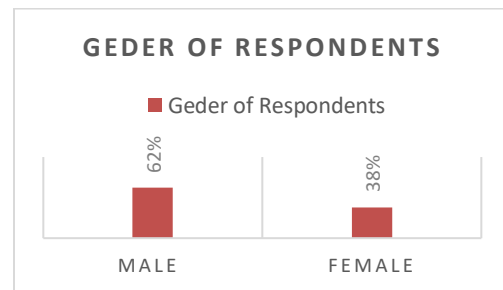
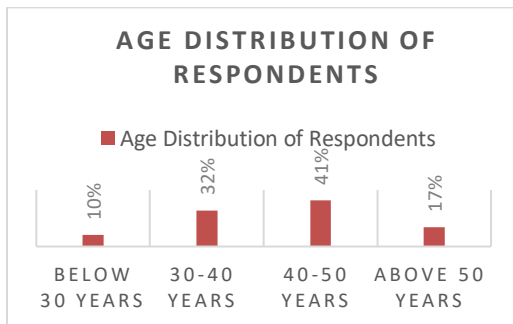


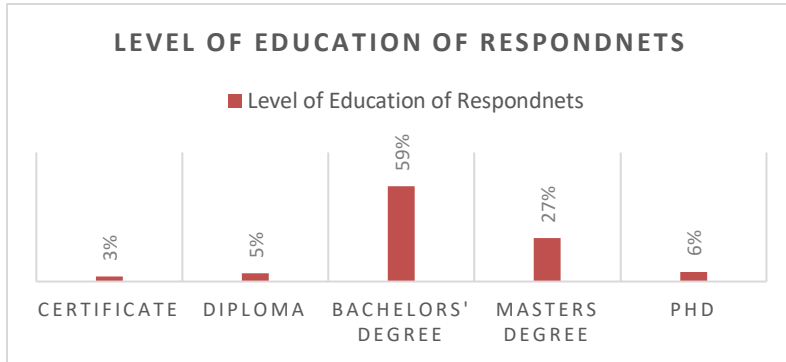
FIGURE 3: AGE DISTRIBUTION OF RESPONDENTS



Regarding education level, most of the respondents had achieved Bachelors' Degree Education Level, represented by 59% of the total respondents. Those who had achieved Masters' Degree had the least representation of 27% of the total respondents. The employees who had attained

up to Doctorate of Philosophy were represented by 6% of the entire respondents. Certificate and Diploma Education level recorded the least representation as determined by 3% and 5% of the total respondents respectively.

Figure 4: Level of Education of the Respondents



Recruitment Practices on Performance

Internal Recruitment

The findings determined that majority of the respondents agreed with the statement that internal recruitment was preferred in the National Bank headquarters as it contributed towards recruitment of highly skilled employees. This was determined by mean value of 1.59 and a standard deviation of 0.31, hence high level of significance.

Generally, the respondents highlighted that there was a significant relationship between internal recruitment practices and employee motivation and improved performance. in the National Bank of Kenya Headquarters. This was determined by a significant mean value of 1.72, a standard deviation of 0.28 and coefficient variation of 16%. This shows that this statement has relatively less variation in relation to its mean value.

Besides, majority of the respondents agreed with the statement that internal practices contribute towards building trust and culture which contributes towards employee engagement and retention in the National Bank of Kenya. The retention of the best recruited employees was key in achieving and determining improved performance within the Banks, hence was significant as determined by a mean level of 1.83 and a coefficient of variation at 17%.

Recruitment Agency

The findings from the study determined that the recruitment agencies played a vital role in helping National Bank of Kenya Headquarters in identifying the right and qualified employees as indicated by a mean value of 1.73 and a standard deviation of 0.31. The coefficient of variation was 18% indicating that the ability to involve recruitment agencies by the National Bank of Kenya headquarters influence performance of the Bank as the right employees are achieved. It was also determined by the study that the use of recruitment agencies as a recruitment practice conducts a speedy recruitment process to the right employees as indicated by a mean value of 1.42 and coefficient of variation of 11%. This indicates high level of significance since there was low level of variation relative to the mean. The findings from the study also highlight that employees that had been recruited through the recruitment agencies were capable of performing better. This was determined by a mean value of 1.35, standard deviation of 0.26 and coefficient of variation at 19% hence high level of significance.

Media Advertisement

The study determined that the use of media advertisement contributes towards recruitment of the desired employees in National Bank of Kenya. The benefits of the use of media advertisement in employee recruitment process is that it had a very wide reach and influences performance of the National Bank of Kenya to a greater extent as determined by a mean value of 1.57 and coefficient variation of 13%.

On the other hand, the mean value of 1.73 and standard deviation of 0.25 suggest that Media advertisement positively affect employee performance within the National Bank of Kenya. The low coefficient of variation at 13% suggested that the use of media advertisement contributes towards recruitment of employees having the right skills and knowledge. This was determined at a mean significant level of 1.41. It was also determined from the study that employees recruited often portrayed high motivation levels that drove the organizational performance at the National Bank of Kenya headquarters. This was determined by a significant mean value of 1.42 and a coefficient of variation of 9%.

Talent Poaching

The findings from the study highlight that talent poaching as a recruitment strategy influenced performance of the National Bank of Kenya as determined by a mean value of 1.59, standard deviation of 0.19 and coefficient of variation of 11%. The coefficient of variation was relatively low which was an indication that the responses were gathered around the respondents mean values. The study findings also determined that talent poaching was a motivational tool that translates to improved performance of the National Bank of Kenya as determined by a mean value of 1.63 hence significant.

A mean value of 1.71 and coefficient of variation of 19% directs that Talent poaching improved the employee productivity in National Bank of Kenya. The study was also used to determine that talent poaching contributes towards employee empowerment and motivation levels, thereby is a factor for improved performance of the National Bank of Kenya. This was determined by significant mean value of 1.65 and a coefficient of variation of 13%. Talent poaching made employees to be highly motivated by the new terms of recruitment. The motivational level among the newly recruited employees as determined played a key role towards the achievement of improved performance within the National Bank of Kenya.

Multi-Regression Analysis

The researcher went ahead and used a linear regression analysis based on all the four independent variables and one dependent variable as investigated by the study. The independent study variables included internal recruitment, use of recruitment agencies, media advertisement and talent poaching, while the dependent variable was performance of the National Bank of Kenya. This conducted regression analysis also involved Analysis of Variance (ANOVA) which was determined alongside coefficient of determination (R^2) and regression coefficients. All the results obtained following the multi-regression analysis were presented in the below table.

TABLE 3: REGRESSION MODEL SUMMARY

Model Summary				
Model	R Value	R Square	R Square Adjusted	Estimate Error
1	0.516 ^a	0.273	0.329	0.49517

Based on the findings obtained from the study, the study determined that there is a positive relationship between the adopted recruitment practices and performance of National Bank of Kenya. therefore, the dependent and independent variables for the study had a string relationship. The correlation was determined by an overall coefficient of correlation of (R) to be 0.516 as presented in the above table. Besides, it was also shown from the study analysis that the R square value was given as 0.273%. This translates that 27.3% of the overall performance of the National Bank of Kenya is determined by the adopted recruitment practices (internal recruitment, use of recruitment agencies, media advertisement and talent poaching).

CONCLUSION

It was also concluded that Internal practices contribute towards building trust and culture, which contributed towards employee engagement and retention. Besides, internal recruitment influences productivity as it aids employee empowerment and motivation. The study further concluded that using recruitment agencies to conduct a speedy recruitment process for the right employees. Whenever the National Bank of Kenya headquarters adopted recruitment agencies, it was concluded that employees recruited through the recruitment agencies are capable of performing better.

Media advertisement portrayed a positive correlation with the performance of the National Bank of Kenya Headquarters. The benefits of the use of media advertisement in the employee recruitment process are that it had a very wide reach and influenced the performance of the National Bank of Kenya to a greater extent. Talent poaching recruitment practice also portrayed a positive correlation with the performance of the National Bank of Kenya headquarters. Talent poaching was a motivational tool that translated to improved performance of the National Bank of Kenya as the practice made employees to be highly motivated by the new terms of recruitment. This in turn will organizational performance level.

RECOMMENDATIONS

The National Bank of Kenya headquarters should consider the use of realistic previews as a major aspect of the recruitment practice during media advertisement as this is key in enabling the applicants to have a critical self-examination on whether they are fit for the job or not, therefore, only qualified applicants would make the application. It is also recommended by the study that the Banking sector needs to consider recruiting employees based on their competencies as skilled and highly competent employees will contribute towards improved institutional performance as well as reduce the cost of training. It is suggested that the future researchers should consider carrying out research studies to determine the relationship between recruitment practices and the performance of other institutions in Kenya, other than commercial banks. The institutions can be inclusive of insurance firms, companies or manufacturing plants. Besides, it is suggested that future studies need to be conducted for a longer period, like three to four years for exhaustive research study as this survey was only conducted for one year.

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