



INFLUENCE OF EMPLOYEE RECRUITMENT PRACTICES ON EMPLOYEES PERFORMANCE IN SELECTED SUGAR COMPANIES IN WESTERN KENYA

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ABSTRACT

The objective of this research was to find out the influence of employee recruitment practices on employee performance in selected sugar Companies in Western Kenya. Expectancy theory underpinned the study. The study adopted descriptive research design. The study population involved all the employees in selected Sugar Companies in Western Kenya who were 5000 in total. The sample size for this population was 357 employees. Data was collected by a questionnaire and analyzed using a statistical package for social sciences. Both descriptive and inferential statistics were used in analysis of the data. The findings of the study resulted in an understanding that employee recruitment practices influence employee performance. The study recommended that firms should streamline with recruitment practices in order to improve employee job performance. The findings of this study would help managers use the results to assess what decision-making processes could be used to increase employee job performance.

Key Words: Recruitment, Employee Performance

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INTRODUCTION

Human resource has been recognized as a strategic tool, essential to organizational profitability and sustainability. This realization has led to the new role of human resource managers as strategic partners in formulation and implementing organizational strategy (Myloni, Harzing & Mirza, 2004). Much research has demonstrated statistically relationships between measures of HRM practices and firm profitability (Guthrie, 2001). While these studies have been useful for demonstrating the potential value created through HRM practices, they have revealed very little regarding the processes through which this value is created (Wright & Gardner & Wright, 2003).

In New Zealand Gruber (2010) surveyed corporations and found that their HRM practices were related to turnover and profitability. MacDuffie (2011) found that "bundles" of HRM practices were related to productivity and quality in his sample of worldwide auto assembly plants. Delery and Doty (2004) found significant relationships between HRM practices and accounting profits among a sample of banks. Youndt, Snell, Dean, and Lepak (2005) found that among their sample of manufacturing firms, certain combinations of HRM practices were related to operational performance indicators.

In Kenya, human resource management practices is faced with its fair share of challenges that have hindered its success and development. There is a need for these challenges to be tackled so that organization can succeed in the modern day market. The main challenges of implementing HRMP in Kenya are limited resources for training, challenges from trade unions, recognition of human resource practices in contributing to business access and achievement, retrenchment and downsizing, organizational work ethic and limited research in the field of HRM (Caliskan, 2010). In this regard Nyakundi (2016) noted that with the exception of human resource in an organization, all the other resources present are rendered static (Okpara & Wynn, 2010).

Traditionally, the core functions of the human resource department in Kenya had been hiring and retaining staff. However, these core functions of the human resource were only emphasized in the private sector. This has however changed in recent days as public servants are called upon to be more accountable in service delivery. The changing dynamics of employment terms in the civil service has led many employees to regard public service employment as less lucrative thus leading to a mass exodus of talented staff from the public service. For this to be evaded, the human resource in the various departments should come up with best practices on how to recruit and retain the right staff (Nyakundi, 2016).

Employees have riddled the sugar companies with various human resources practice problems ranging from strikes and factory shut downs due to problems like poor pay for the employees and poor patronage based management systems resulting to poor internal management Reynolds, (2014). Due to political influences and general mismanagement, the sugar companies employed workers who did not really add value to the organizations but instead increased their operational costs Shabbir, (2014). The government introduced stricter supervision through performance-based contracts for the top management and this has made the organizations resort to massive retrenchment of employees who did not meet the skills and knowledge required by the sugar companies so as to manage their costs and compete effectively (Longenecker & Fink, 2011). Against the background of increasing competition from a liberalized market, and especially from the COMESA region, sugar firms need prudent human resource management practices that will enable them to rise above these problems that affect their capacity to compete effectively.

Statement of the Problem

In Kenya, it has been reported that poor conditions affect employee performance in many manufacturing firms. According to the performance audit of manufacturing firms (2014), the poor

working conditions of the employees put excessive pressure on the personnel and put them under severe stressful conditions hence affecting their performance. Theoretical and empirical studies have shown that there are many push and pull factors affecting employee performance among them human resource management practices such as remuneration (Munyiva, 2015), career advancement (Gupta, S., Karpowicz, I., & Tareq, 2015), work-life balance (Kar and Misra, 2013) and work environment (Winterton, 2011). Recruitment practices have a significant role in the enhancement of employee performance.

Previous studies done in Kenya are limited and hence a need for more evidence from the Sugar Industry to support the link between human resource management practices and employee performance. Other Studies conducted in this area include: Kiboi (2006) focused on management perception of performance contracts in State Corporation. Tuitoek (2008) studied performance appraisal practices among mass media in Nairobi. Lang'at (2006) evaluated factors that are necessary for the design of good performance contracts in state corporations. Obare (2006) focused on implementation of strategic plans in the public sector with reference to personnel management of the Government of Kenya.

These studies have not considered employee performance management practices. It was important to conduct a study to determine employee recruitment practices in Kenya Sugar Board. For any business organization to have a sustained competitive advantage, an effective performance management system needs to be put in place. Infusion of employee recruitment practices is vital to improve performance. This research determined the influence of recruitment practices on employee job performance in selected sugar companies in Western Kenya.

Study Objective

The objective of this study was to determine the influence of recruitment practices on employee job

performance in selected Sugar Companies in Western Kenya. The study tested the following research hypothesis;

- H₀: Employee recruitment practices has no influence on employee performance in Selected Sugar companies in Western Kenya.

LITERATURE REVIEW

Expectancy Theory

Expectancy theory of Performance Management was proposed by Victor Vroom in 1965. According to him, individuals behave in a specific manner because they get motivated by the desirable outcome of such behavior. Expectancy theory is applied practically in almost all types of organizations. This is primarily used in all aspects of employment relationship with the main focus on monitoring employee performance (Eisenberger, 1990). Implementation of expectancy theory is seen in organizational processes such as recruitment and selection of employees for a particular job. Similarly, it is also used in order to analyze the outcome of organization training and assessment of employee performance as per organizational goals (Hillman & Dalziel, 2003). On the other hand this theory is also applied to identify the variables that motivate individual employees in the organization. Specifically, in case of recruitment and selection of employees, this theory helps in determining the motivators that influence people to join an organization based on needs, goals and past experiences.

In case of assessment of organizational performance, this theory works towards interpreting the specific behavior that the employees exhibit based on their individual expectancy calculations. Here it needs mentioning that expectancy theory also postulates that different people want different things from their organization. This ranges from good salary to job security to scopes for professional enrichment. Consequently, this theory helps to map behavioral outcome in respect of organizational training. In other words this theory helps in identifying specific

determiners behind a particular behavioral outcome of individual trainees (Lunenburg, 2011).

Expectancy theory is advantageous over other theories in a number of ways. For example, it helps in identifying self-interested individuals in an organization who are willing to perform at their best. These employees can achieve maximum job satisfaction if the right motivator is provided to them. Thus, the theory helps in interpreting individual psychologies. This in turn helps in recognizing the individual motivators that influence people to make choices based on their specific expectations (Ramlall, 2004). Moreover, this theory centres upon expectations of people and perceptions of the organization about their corresponding organizational behavior. Therefore, it helps in making individual employees aware about organizational behavior and consequent expectations from the organization. On the other hand, organizations are able to identify actual performance of their employees using this theory. So, this theory helps them in retaining employees who can add value to their firm by recognizing their respective intrinsic and extrinsic motivators (Ramlall, 2004; Samuel & Chipunza, 2009).

Expectancy theory is often criticized for being too idealistic. The attributes for performance measurement in expectancy theory is motivation, employee effort, value of rewards, etc. However, these variables are quite difficult to measure. Hence, managers often need to incorporate additional performance measurement theories along with expectancy theory in order to measure and monitor individual performances (Parijat & Bagga, 2014). Moreover, as the model makes a hypothetical assumption that people are too rational and logical in calculating these variables. However, in reality the theory fails to provide specific solution to specific motivational problems. Secondly, involvement of a number of variables makes the theory complicated in nature. This not only makes it difficult to test the variables of employee motivation but also pose difficulty in implementing them in many situations (Parijat &

Bagga, 2014). Similarly, the implication of the multiplier effects of more than one motivator on employee performance cannot be accurately calculated (Shermerhorn, 2002).

According to Robbins and Judge (2013), expectancy theory is more suitable than other theories like goal-setting theory in organizations which have proper infrastructure. In this case the infrastructure refers to the proper mechanism to measure the employee efforts, outcome and rewards. However, this theory might not prove as effective in other organizations where such an infrastructure is absent.

This theory is deemed relevant for this study because individuals behave in a specific manner due to the motivations they get by the desired outcome of such behavior. When this performance of an individual are aligned with organizational expectations regarding achievement of identified goals in future the organizational performance will be increased. Therefore motivation that influences individuals to behave in a particular manner over other forms of behavior is their expectancy. This expectancy is regarding the effect of the selected behavior. The employees should believe a specific type of behavior that will certainly help the organization in attaining desired performance goals. Thus, this theory helps organizations in determining if they have the required skill set for accomplishing work accurately.

Employee Recruitment Practices and Employee Performance

The recruitment process determines the decision as to which candidates get employment offers (Otieno, 2013). The aim of this practice is to improve the fit between employee and the organization, teams, and work requirements and thus to create a better work environment (Tzafirir, 2012). Sophisticated recruitment and selection system can ensure a better fit between the individual's abilities and the organization's requirement (Otieno, 2013). Mulei and Karanja (2011) concluded that employment stability could

be achieved through a selection procedure based on ability.

Katou and Budhwar (2007) in a study on the Greek manufacturing firms found that recruitment and selection was positively related to all organizational performance variables, such as influenceiveness, efficiency, innovation and quality. Recruitment is the process of searching candidates for employment and stimulating them to apply for jobs in an organization (Chhabra, 2005).

Recruitment and selection process are concerned with identifying, attracting, and choosing suitable people to meet an organization's human resource requirement. Recruitment and selection are essentially concerned with finding, assessing, and engaging new employees or promoting existing ones. The focus has been on matching the capabilities and interests of prospective candidates with the demands and rewards of a given job. Recruitment and selection decisions are among the most important of all decisions that managers have to make because they are a pre-requisite to the development of an influenceive workforce. Recruitment are vital functions of human resource management for any type of business organization. These are terms that refer to the process of attracting and choosing candidates for employment. The quality of the human resource the firm has heavily depends on the influenceiveness of these two functions (Gamage, 2014).

Recruiting and selecting the wrong candidates who are not capable come with a huge negative cost which businesses cannot afford. Thus, the overall aim of recruitment and selection within the organization is to obtain the number and quality of employees that is required to satisfy the strategic objectives of the organization at minimal cost (Ofori & Aryeetey, 2011). Recruitment and selection have an important role to play in ensuring worker performance and positive job satisfaction outcomes. It is often claimed that selection of workers occurs, not just to replace departing employees or add to a workforce but, rather, it aims to put in place workers who can perform at a high

level and demonstrate commitment, thereby leading to high level of job satisfaction (Ballantyne, 2014).

Recruitment and selection play a pivotally important role in shaping an organization's influenceiveness and performance. If recruiting and selecting staff in an organization acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities, they will have, in an influenceive manner, avoided undesirable costs, for example those associated with high staff turnover, poor performance and dissatisfied customers, and engendered a mutually beneficial employment relationship characterized, wherever possible, by high commitment on both sides.

Pilbeam and Corbridge (2006) provide a useful overview of potential positive and negative aspects, noting that the recruitment and selection of employees is fundamental to job satisfaction within an organization, and there are compelling reasons for getting it right. Inappropriate selection decisions reduce organizational influenceiveness, invalidate reward and development strategies, are frequently unfair on the individual recruit and can be distressing for managers who have to deal with unsuitable employees. Recruitment and selection is very important for the survival of any organization, but that is not the end. New recruits should be developed and appraised from time to time in order keep abreast with new trends and challenges. When employees are developed, it helps increase their performance and sustain the growth of organization. Recruitment is central to any management process and its failure can increase difficulties for any organization, including adverse influence on its profitability and inappropriate levels of staffing or skills (Soliman, 2000).

Gupta (2006) observes that selection can be conceptualized in either choosing "fit" candidates or rejecting the candidates, or a combination of both. The selection process rightly assumes that there are more candidates than the number of job

openings available (Prasad, 2005). The basic idea in the selection process is to solicit maximum possible information about the candidates to ascertain their suitability for employment, given the fact that there are factors which affect the seeking of such information (Graham, 1996). Simmons (2005) in his paper presented in Vancouver asserts that companies can only succeed in the long-term if they recruit and motivate people who are able to respond to and shape the challenges of the future. These are the individuals with the capacity to create competitive advantage from the opportunities presented by changing markets, with the desire to learn from customers, consumers, suppliers and colleagues, and who possess the ability to build and influence long-lasting and influenceive partnerships.

The recruitment of new employees helps to demonstrate a company's aspirations, highlighting the skills and attitudes to which it attaches the highest priority, hence increasing job satisfaction. The choice also provides a major opportunity to communicate the values and successes of the organization to explain why the company offers the most attractive place for a person to develop their career. Terpstra and Rozell (1993) have found a positive relationship between the extensiveness of recruiting, selection test validation and the use of formal selection procedures and firm profits. Other studies have shown that implementing an influenceive 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 labour productivity. Dessler (2003) argues that there has been a significant amount of research examining what skills and qualities employers value most in job applicants. Qualifications, work experience and communication or interpersonal skills are the most frequently identified qualities. Work experience and qualifications are measures of competence in relation to an applicant's technical skills, whereas the concept of communication skills appears to be a generic term incorporating many different specific

skills. Indeed, communication in the workplace encompasses team skills, leadership skills, the ability to negotiate with or persuade others, problem solving skills, organizational skills, crisis management skills, and presentation skills. Other communication competencies include cultural adaptation, social competence and language proficiency.

An applicant's success with job seeking is related to their ability to describe their experiences, skills and knowledge through a range of media. Thus, influenceive communication is an essential competency required by all job applicants. Miyake (2002) indicated that while advertising is usual for job vacancies, applicants are sometimes recruited by word of mouth through existing employees. Besides being cheaper, the "grapevine" approach finds employees who stay longer (have low voluntary turnover) and who are less likely to be dismissed (have low involuntary turnover). People recruited by word of mouth stay longer because they have a clearer idea of what the job really involves.

Miyake (2002) reviewed five studies in which average labour turnover of those recruited by advertising was 51 per cent. The labour turnover for spontaneous applicants was 37 per cent and turnover for applicants recommended by existing employees was 30 per cent. One hypothesis proposed to account for this was the 28 "better information" hypothesis. It was argued that people who were suggested by other employees were better and more realistically informed about the job than those who applied through newspapers and agencies.

Kersley *et al.* (2006) reiterated the anticipatory socialization stage for students planning to enter professions, in particular the influences of recruitment and selection experiences on career expectations and orientation. They agreed that the nature of student job search activity, the possession of relevant work experience, and exposure to employers through recruitment and selection activities may form part of the "evolving sequence

of a person's work experiences" which contributes to anticipatory socialization. It has been argued that exposure to employers through recruitment and selection is a social process where employers and potential employees gradually perceive a match.

Through job search activities and awareness of employers' recruitment literature and events, students gather information about the organization's goals, values, climate and work practices to guide their ultimate decision. Exposure to selection procedures provides information about the culture and attributes of an organization, and candidates form judgments from their perceptions of the fairness of the selection methods used. Delery and Doty (1996) argue that providing students with greater awareness of employment opportunities and equipping them with the ability to be proactive in approaching potential employers lead to more influenceive career self-management and selection processes.

Recruitment is the process of attracting, screening, and selecting qualified people for a job. According to Montana and Charnov (2000), recruitment includes sourcing candidates by advertising or other methods, screening potential candidates using tests and interviews, selecting candidates based on the results of the tests or interviews, and on-boarding to ensure that the candidates are able to fulfill their new roles influenceively. Recruitment forms 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, as Zheng (2006) and Croucher (2008) point out, there is a positive and significant relationship between recruitment and selection and the performance of a firm. Sang (2005) also identified a positive association between recruitment and selection and business performance.

Others like Ichniowski and Shaw (1999), Katou and Bedhwar (2006), and Wright *et al.*, (2005) also reported similar positive relationship between recruitment and selection and performance in

Canada, in Finland and in New Zealand. Available evidence indicates that there is a positive and significant relationship between recruitment and selection and the performance of an enterprise (Gamage, 2014). Sang (2005) for example discovered a positive association between recruitment and selection and business performance. There was also a positive relationship between recruitment and selection and performance as noted by Ichniowski and Shaw (1999), Katou and Budhwar (2006) and Wright *et al.*, (2005). Other studies, such as that by Syed and Jama (2012), have equally shown that implementing an influenceive recruitment and selection process is positively related to organizational performance.

Omolo *et al.* (2012) investigated the influence recruitment and selection had on the performance of SMEs in Kisumu Municipality in Kenya. The study found that the overall average performance of SMEs in Kisumu Municipality was 60.71%. There was a significant positive correlation between recruitment and selection, and performance of SMEs at $\alpha = .01$. The average performance of SMEs with good recruitment and selection was 81.90%; with moderate at 67.94% and poor at 53.90%. Recruitment and selection account for 40.8% of the total variance in performance of SMEs. The study concludes that recruitment and selection have a significant influence on the performance of SMEs in Kisumu Municipality.

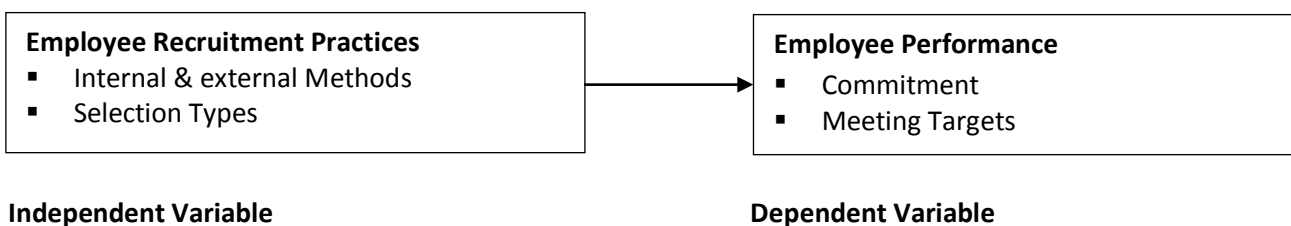
Kepha *et al.* (2012) sought to establish the influence of recruitment and selection on the performance of employees in research institutes in Kenya. His study adopted descriptive and correlation research designs. Its results revealed that the correlation between employee performance and recruitment and selection were highly significant, at 0.374 ($P=0.000$). The study recommended that research institutes strictly adhere to job specifications when filling vacant positions.

Following these observations, this study tested the null hypothesis,

H₀: Employee Recruitment practices has no influence on employee Performance in Selected Sugar Companies in Western Kenya.

Employee performance refers to the final fulfillments of an employee with respect to meeting certain targets within the prescribed period of time. Gibson *et al.*, (2010) argue that employee performance can be perceived to be the ability of an employee to realize high profit, quality production, large market share for the product produced and the ability to survive in a competitive field. Koontz and Donnell (2013) see employee

performance as the manifestation of the productivity of the employees in terms of revenue, profit, growth, development and expansion of organization. Enhancing performance requires a balance between employee motivation and achieving organization's goals and objectives. Proper human resource management practices will by extension result in managing organizational performance. It is also vital to note that employee performance determines survival of organization in a competitive world of business.



Independent Variable

Dependent Variable

Figure 1: Conceptual Framework

Empirical Review

Kun, Cowden and Karodia (2014) research conducted in Singapore on the impact of training and development on employee performance pointed out that knowledge is a paramount component required to perform effectively at their places of expertise. A research conducted by Jabbouri and Zahari (2014) on the role of core competencies on organizational performance, expounds that employee competence plays an important role in creating synergy between organizational units. Employee competency has some benefits which include and not limited to reduced training costs and employee turnover hence leading to better organizational performance (Kolibacova, 2014). The author points out that employee competence plays an important role in promoting ones morale while performing his duties at the job place.

Further, Jabbouri and Zahari (2014) pointed out that competence improves organizational performance and its effectiveness. Researchers used descriptive statistical research where

questionnaires were used to collect data. Analysis of data was done using SPSS and presented the findings using tables. Based on the research conducted by Partlow (1996), Tihanyi *et al.*, (2000) and Boudreau *et al.*, (2001) cited in Raja *et al.*, (2011), organizations which develop a good training design based on the needs of the employees and the organization, always get good results. This means that training design plays a vital role in the employee as well as organizational performance. Research showed that good training design, on-the-job training and training delivery style lead to positive performance of the employees and the organization.

METHODOLOGY

The study adopted descriptive survey research design since it explained the relationship between the study variables. The study targeted 5000 employees working in the sugar companies namely Muhoroni, Butali, WestKenya and Nzoia sugar. The study used questionnaire as a tool for collecting the data. The primary data was gathered using questionnaire for closed-ended and open ended

questions. The study assessed validity of the primary data instrument using content and construct validity. The statistical package for social sciences (SPSS) computer software was used for analysis.

FINDINGS

The study used the parameters where: 1= Strongly Disagree (SD), 2 = Disagree (D), 3=Neutral (Ne) , 4 = Agree (A) and 5= Strongly agree (SA). A summary of the findings was as shown in Table 1.

Table 1: Descriptive Statistics of Employee Recruitment Practices

	N	SD (%)	D (%)	Ne (%)	A (%)	SA (%)	Mean	Std. Dev.	Max	Min
Vacancies are internally filled in the organization	307	6 (2.1)	37 (12.1)	67 (21.8)	129 (41.9)	68 (22.1)	4.24	1.204	5	1
Vacancies are filled from qualified employees externally	307	31 (10.0)	39 (12.8)	82 (26.6)	104 (33.9)	51 (16.6)	4.02	1.059	5	1
Applicants undergo structured interviews (job related questions, same questions asked of all applicants) before being hired	307	36 (11.8)	38 (12.5)	82 (26.6)	109 (35.6)	41 (13.5)	3.91	1.183	5	1
Candidates are selected on the basis of their competency and qualification	307	29 (9.3)	41 (13.5)	86 (28.0)	108 (35.3)	42 (13.8)	4.14	1.309	5	1
Irregularities regarding the selection of candidates can be freely reported without fear of victimization	307	34 (11.1)	33 (10.7)	55 (18.0)	87 (28.4)	98 (31.8)	4.15	1.147	5	1
We are involved in a selection process	307	35 (11.4)	36 (11.8)	74 (24.2)	101 (32.9)	61 (19.7)	4.05	1.073	5	1
Advertisements for vacancies should cater for employment equity	307	28 (9.0)	84 (27.3)	79 (25.6)	84 (27.3)	33 (10.7)	3.93	1.353	5	1

Vacancies are internally filled in the organization(mean =4.24; std dev. = 1.204). Vacancies are filled from qualified employees externally (mean =4.02; std dev. = 1.059). Applicants undergo structured interviews (job related questions, same questions asked of all applicants) before being hired (mean =3.91; std dev. = 1.183). Candidates are selected on the basis of

their competency and qualification (mean =4.14; std dev. = 1.309). Irregularities regarding the selection of candidates can be freely reported without fear of victimization(mean = 4.15; std dev. = 1.147). We are involved in a selection process(mean =4.05; std dev. = 1.073). Advertisements for vacancies should cater for employment equity (mean =3.93; std dev. = 1.353).

Table 2: Descriptive Statistics on Employee Performance

	N	SD (%)	D (%)	U (%)	A (%)	SA (%)	Mean	Std. Dev.	Max	Min
Employees in our organization are able to meet target by producing the units allocated	307	32 (10.4)	40 (13.1)	46 (14.9)	106 (34.6)	83 (27.0)	4.21	1.142	5	1
Employee performance is indicated by the number of units produced	307	31 (10.0)	43 (13.9)	76 (24.9)	100 (32.5)	57 (18.7)	4.03	1.066	5	1

The employees time taken per task is an indicator of performance	307	35 (11.4)	54 (17.6)	86 (28.0)	91 (29.5)	41 (13.5)	4.16	0.944	5	1
Employee performance enhances profits	307	41 (13.4)	47 (15.2)	58 (18.8)	89 (29.1)	72 (23.5)	4.02	0.865	5	1

Employees in our organization are able to meet target by producing the units allocated (mean =4.21; std dev. = 1.142) Employee performance is indicated by the number of units produced (mean =4.03; std dev. = 1.066) The employees time taken per task is an indicator of performance (mean =4.16; std dev. = 0.944) Employee performance enhances profits (mean =4.02; std dev. = 0.865)

Table 3: Correlations Employment Recruitment Practices on Employee performance

		Employee Performance	Employment Recruitment Practices
Employee Performance	Pearson Correlation	1	.541**
	Sig. (2-tailed)		.003
	N	307	307
Employment Recruitment	Pearson Correlation	.541**	1
	Sig. (2-tailed)	.003	
	N	307	307

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

Testing Hypothesis

H_0 Employee recruitment practices has no influence on employee performance in Selected Sugar companies in Western Kenya.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.226 ^a	.045	.040	2.675

From findings in Table 4, the value of R-Square was 0.045. This implied that, 4.5% of variation of employee performance in selected sugar companies in Western Kenya was explained by employee recruitment practices.

Table 5: ANOVA test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1232.942	1	1232.942	659.160	.045 ^b
	Residual	153.379	306	1.870		
	Total	1386.321	307			

a. Predictors: (Constant), employee recruitment practices

b. Dependent Variable: employee performance

From the findings, at 0.05 level of significance the ANOVA test indicated that in this model the independent variable namely; employee recruitment practices, is important in predicting of employee performance in selected sugar companies in Western Kenya as indicated by significance value=0.045 which is less than 0.05 level of significance ($p=0.045<0.05$).

Table 6: Coefficients for the model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.406	.557		7.913	.567
	Employee recruitment practices	.628	.024	.943	25.674	.045

a. Dependent Variable: Employee performance

From Table 6; the study revealed that employee recruitment practices had a significant influence on employee performance in selected sugar companies in Western Kenya (t statistic=25.674, p-value=0.045< 0.05). Therefore at 5% level of significance the null hypothesis was rejected, indicating that employee recruitment practices had a positive influence on employee performance in selected sugar companies in Western Kenya. Likewise for every unit increase in employee recruitment practices there was a corresponding increase in employee performance in selected sugar companies in Western Kenya by 0.628.

CONCLUSIONS AND RECOMMENDATIONS

From the results of the study implied a variation of employee performance in selected sugar companies in Western Kenya was explained by employee recruitment practices. The level of significance the ANOVA test indicated that in this model the independent variable namely; employee recruitment practices, is important in predicting of employee performance in selected sugar companies in Western Kenya as indicated by significance value. Influence of selected human resource practices on employee job performance in selected Sugar Companies in Western Kenya was studied in terms

of employee recruitment practices and its influence. The study would make a number of important contributions into sugar companies. The findings of the study resulted in an understanding that employee recruitment practices has influence on employee job performance. The findings of the study indicated employee recruitment practices if controlled is an important driver to employee job performance.

The findings of the study would assist policy makers in providing justification for allocation of resources and maintenance.

In today's dynamic market environment employee job performance is perceived to be significant. The study therefore recommended that for organizations to be more competitive so as to cope with more highly changing environments. There is need in enhancing their employee recruitment practices.

Recommendation for Future Research

- The research focused on selected public sugar companies so it can also be done on a wider perspective to include all sugar companies in Kenya.

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