

**ANALYSIS OF EMPLOYEE SELECTION METHODS ON PERFORMANCE OF  
THE COUNTY GOVERNMENT OF KISUMU**

**BY**

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## DECLARATION

### Declaration by the student

This research project is my original work and it has not been presented for a degree in any other University.

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PG/MBA/06/09

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### Declaration by Supervisor

This research project has been submitted for examination with my approval as University Supervisor

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## **ACKNOWLEDGEMENT**

This research project would not have been completed without the support of many people in my life. First, I would like to thank Dr Philip Adoyo for his incessant guidance and encouragement while I was writing this project. Second, I would like to thank my parents, William and Judith, whose support and love laid the foundation in my life for academic achievement. In you, parents, I saw the value and pleasantries of education. Third, I would like to thank my beloved son OJ and lovely daughters Florence and Kimberley for their inquisitive, inspirational and provocative thoughts. Fourth, I would like to thank the tough and hardworking Donnah and Benter who were both a great pillar and rock in constructing this essay, offered encouragements and support from a distant. Last, thank you Lord, you encourage and give hope to the down trodden. For in your own words, “But many that are first shall be last; and the last shall be first,” (Matthew 19:30, The Holy Bible, King James Version).

## **DEDICATION**

To my beloved son OJ and lovely daughters Florence and Kimberly

## ABSTRACT

Success of any organization depends on the quality of staff employed. Services offered by The County Government of Kisumu have always been seen to fail the tests of perfection even though they enjoy wide sources of revenue. This is evident from poor housing, drainage, water and sewerage systems in the county and is attributed to the quality of personnel recruited by the County government of Kisumu. But in broad outline, personnel quality relies heavily on selection methods used. The inadequacy of selection methods are the more likely is that personnel of questionable performance may trickle into the system. It is because of this that the study sought to analyze the effect of employees' selection methods on performance in The County Government of Kisumu. The specific objectives of the study were to: explore the effect of employee selection methods on customer satisfaction; determine the effect of employee selection methods on operational cost; and examine the effect of employee selection methods on employee satisfaction. The study adopted Iceberg and Herzberg's motivation-hygiene theories. The target population was 4300 employees of The County Government of Kisumu. Sample size of 366 was arrived at through Yamane's model. The study distributed 366 questionnaires out of which 350 questionnaires were received from the field which translates to 95.6% response rate. Sampling technique was stratified random sampling. The research tool was semi structured questionnaire, which was piloted. A validity index of .78 and reliability index of .801 was obtained. Data was analyzed through correlation and regression models and presented through tables. Employee selection methods had a statistically significant moderate positive correlation ( $R = .531$ ;  $p < .05$ ) with customer satisfaction. Employee selection methods had a statistically significant effect on customer satisfaction ( $F_{ratio} = 45.350$ ;  $p < .05$ ) attributing 28.2% variance. Standard curriculum vitae was the most predictor of customer satisfaction with beta value 1.372 ( $p < .05$ ) followed by interview with beta value of 1.352 ( $p < .05$ ) and psychological tests with beta value of .454 ( $p < .05$ ) implying employee selection methods had statistically significant effect on customers' satisfaction. Employee selection methods had a statistically significant moderate positive correlation ( $R = .549$ ;  $p < .05$ ) with operational cost. Employee selection methods had a statistically significant effect on operational cost ( $F_{ratio} = 49.781$ ;  $p < .05$ ) attributing 30.1% variance. Standard curriculum vitae was the most predictor of operational cost with beta value 1.621 ( $p < .05$ ) followed by interview with beta value of 1.511 ( $p < .05$ ) and psychological tests with beta value of .391 ( $p < .05$ ) implying employee selection methods had statistically significant effect on operational cost. Employee selection methods had a statistically significant moderate positive correlation ( $R = .406$ ;  $p < .05$ ) with employees satisfaction. Employee selection methods had a statistically significant effect on employees satisfaction ( $F_{ratio} = 22.799$ ;  $p < .05$ ) attributing 16.5% variance. Interview was the most predictor of employees satisfaction with beta value of .892 ( $p < .05$ ) followed by curriculum with beta value of .562 ( $p < .05$ ) and psychological tests with beta value of .493 ( $p < .05$ ) implying employee selection methods had statistically significant effect on employees satisfaction. In general, employee selection methods had a statistically significant moderate positive correlation ( $R = .417$ ;  $p < .05$ ) with performance. Employee selection methods had a statistically significant effect on performance ( $F_{ratio} = 24.311$ ;  $p < .05$ ) attributing 17.4% variance. Standard curriculum vitae was the most predictor of performance with beta value 1.200 ( $p < .05$ ) followed by interview with beta value of 1.029 ( $p < .05$ ) and psychological tests with beta value of .233 ( $p < .05$ ) implying employee selection methods had statistically significant effect on performance. In conclusion, curriculum vitae made the strongest unique effect on performance; interview made the second strongest unique effect on performance; and psychological test made the least effect on performance. The study recommends the need for enhanced adoption of psychological tests when selecting staff and improved quality of standard curriculum vitae in The County Government of Kisumu with a view to improving performance.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>CV:</b>	Curriculum Vitae
<b>HRM:</b>	Human Resource Management
<b>ILO:</b>	International Labour Organization
<b>PSC:</b>	Public Service Commission
<b>SPSS:</b>	Statistical Package for Social Sciences
<b>UNDP:</b>	United Nations Development Program
<b>UNICEF:</b>	United Nation Children Education Fund

## OPERATIONAL DEFINITION OF TERMS

**County government:** The administrative area under the Kisumu County Administration i.e. oversees economic, social development and enforces government development regulations.

**Employee selection:** Process of hiring suitable employees to undertake certain duties by use of their credentials and experience in the job.

**Employee:** Person who is hired to provide services to company on a regular basis for compensation and does not provide these services as part of independent business.

**Graphology:** This is the pseudoscientific study and analysis of handwriting especially in relation to human psychology. Here it refers to the process where a candidate is told to write an essay then assessed based on his or her handwriting.

**Management:** This is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively. In this research it refers to the top team managing the affairs of the County government of Kisumu.

**Performance:** The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost and speed.

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## CHAPTER ONE: INTRODUCTION

This chapter examines the background to the study problem, statement of the problem, objectives of the study, research questions, the significance of the study, the scope of the study, limitations of the study and the conceptual framework adopted for the study.

### 1.1 Background of the study

A selection method approved by an organization is very important for the survival of that organization. It can be conceptualized in terms of either choosing the fit candidates, or rejecting the unfit candidate or a combination of both. Thus selection assumes that there is more number of candidates than the number of candidates selected. According to Nzuve (2001), selection is defined as a later stage of recruitment process which involves choosing competent and qualified applicants suited for the job. Selection of competent employees is one of the most important activities firms can do. There are also legal considerations involved in selection of new employees. The fear of wrongful termination lawsuits has caused many companies to become far more concerned about whom they hire. Thus a company must be careful, thorough, and selective in its hiring practices which in the long run reduce unnecessary termination of employees. According to Milkovich & Bounreau (2003), selection is a process which involves the application of appropriate methods with the aim of selecting and appointing competent persons thus it is a two way process of communication that establishes a positive psychological contract. Graham & Roger (1998), argues that selection is the process of assessing candidates by various means and making a choice followed by an offer of employment. Gupta (2003) defined selection as a process of choosing the most suitable persons out of all the participants. In this process, relevant information about an applicant is collected through series of steps so as to evaluate their suitability for the job to be filled.

The cost of hiring an employee has enormous impact on both productivity and profitability, and costs over four times more than what you might spend on something as basic as a computer printer. For many organizations, more thought and time goes into replacing a computer printer than into hiring “their most important asset”. Doesn’t it

seem odd that a company that regards “people as its most important asset”, doesn’t accurately measure the cost of acquiring that asset (Armstrong, 1991)

A global survey of HR professionals reveals that the average firm spends upwards of £2,000 per head on hiring, yet one in five businesses claim that half the people they recruit don’t work out in the long term. As a result, companies are wasting millions every year through poor recruitment decisions. Large Organizations in both public and private sectors take on thousands of new staff every year and the costs quickly mount up. For example, based on these findings, the cost of hiring 1000 new staff at £2,000 per head is £2,000,000. The research shows, that a further 30% of businesses state that a fifth of all new recruits are not up to the job. Having the wrong people in the wrong job means poor productivity, lost opportunity and directly, hits the bottom line - even before the cost of recruiting replacements is considered (Biles *et al*, 1980)

Pilbeam and Corbridge, (2006) provide a useful overview of potential positive and negative aspects noting that recruiting and selection is very important for the survival of every organization but that does not end there, new recruits need to be developed and appraised from time to time in order for them to be abreast with new trends and challenges. When employees are developed it help increase their performance and help sustain the growth of organizations.

Companies can only succeed in the long-term if they recruit and motivate people who are able to respond to and shape the challenges of the future. These are the individuals with the capacity to create competitive advantage from the opportunities presented by changing markets, with the desire to learn from customers, consumers, suppliers and colleagues, and who possess the ability to build and influence long-lasting and effective partnerships (Walker, 1990). The recruitment of new employees helps to demonstrate a company’s aspirations, highlighting the skills and attitudes to which it attaches the highest priority. 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. Yet this competition for top talent is nothing new; and if the challenge for HR managers is to spot the best people and win their favour

(Walker, 1990). A well-prepared and motivated workforce is possibly the most important of the three intangible assets to support an organization's value creating processes.

There are more than one method used in selection of employees but this depends on the type of the job, competence of the staff involved in the selection, Administrative aspects, Costs and time factors. Pilbeam and Cambridge (2006) suggest a series of methods including Selection Forms, Curriculum Vitae, Tests (Aptitudes, Intelligence, and Personality), Group Test, Interviews, Assessment Centre, Work samples, Graphology. They also argue that there are a number of issues which need to be observed by management before selection and it includes validity which explains whether the method assesses all relevant aspects of the job and if it predicts the current and/or future performance thus validity is critical and also reliability which shows consistency of the method if it is free from random error. Selection methods should also provide the decision criteria clearly and be able to be applied by interpretation. A study done by Pilbeam and Cambridge (2006) provided the correlations between selection methods and employee performance that range from no correlation to 1.

On attracting candidates Okungu,(2000) noted that it is primarily a matter of identifying, evaluating and using the most appropriate sources of applicants. However, in cases where difficulties in attracting or retaining candidates are being met or anticipated, it may be necessary to carry out a preliminary study of the factors that are likely to attract or repel candidates-'the strength and weakness of the organization as an employer.' According to the Ministry of Public Service (2007) selection brings tried and tested public service best practices. Selection is essentially concerned with finding, assessing and engaging new employees or promoting existing ones. As such, its focus is on matching the capabilities and interest of prospective candidates and demands and rewards of a given job.

In this era of economic liberalization and globalization, a company is exposed to both domestic and foreign competition. In order to survive and grow against competition, it is necessary that a company creates and sustains its competitive advantage in terms of product quality, brand equity, customer service among others. Human resource

management is therefore an indispensable tool in the hands of organizations for gaining competitive advantage and thus from the point of view of the employee and the organization. In human resource planning, personnel needs must be identified and once these needs are established a job analysis must be conducted which will clarify the characteristics of job being done and the individual qualities necessary to do these job successfully. During the selection process, candidates are also informed about the job and organization. Successful in this case means performing well on the criteria the organization uses to evaluate personnel. In actuality, the selection process represents an effort to balance the objectives of evaluating and attracting (Graham & Roger, 1998).

Selection methods used in employing personnel shall determine the survival of that organization. Poor selection methods results in low or no performance thus it is recommended that the right methods should be applied in order to employ the right person at the right place for the right position so that organizational objectives, mission and vision statements are achieved. Armstrong (2006), commenting on selection board stated that selection boards tend to favour the confident and articulate candidate but in doing so they may miss the underlying weaknesses of a superficially impressive person. They can also understand the qualities of those who happen to be less effective in front of formidable board, although they would be fully competent in the less formal or less artificial situations that would face them in the job. Selection methods measure the applicant's qualification for the job and a wrong method achieves high turnover, extensive time required for training and development, poor performance, unequal employment opportunities among others are some of the symptoms of poor selection. If the wrong person is placed in the wrong job it leads to poor morale or lack of motivation and thus poor performance .The implication of poor selection decisions is catastrophic for the business as a whole. Ebert (2000) argues that success of an organization depends on the kind of staff employed and that creativity and innovation is a cornerstone of each organization. Ebert (2000) then concluded that clear selection methods must be used and each post may require a different selection method depending on its demands. It is for this reason that the study attempts to identify the selection methods and how they are applied and the possible effects on employee performance. It is further desired that the



results so found will have greater influence and its replicate behavior patterns can be a representative to any other organization.

## **1.2 Statement of the problem**

There are a number of methods used in employee selection and the methods depend on the type of job, competence of the staff involved in the selection, administrative aspects, costs and time factors. Performance of employees of an organization directly impacts on the quality of services rendered by that organization and hence poor services means low performance of employees. A number of past studies have concentrated on employee selection methods and methods of improving employee performance but little has been done to relate the selection methods used by various organizations with the performance of those employees. Performance of employees has been a major concern to almost all employers within the City's in Kenya and has been related to poor selection methods of their employees. Organizations need to effectively manage their employee selection processes if they have to get the maximum contribution from their employees. Failure to apply the proper human resource practices makes it hard at times for employers to detect on time when things go wrong and may sometimes end up treating the wrong symptoms. If proper selection methods are employed, this will help the top management to recommend a plan of action to improve their performance.

The services offered by County governments have always and perpetually failed the tests of perfection and are unsatisfactory even though they are seen to enjoy wide sources of revenue. This is seen by the inability to keep the towns and cities under their jurisdictions clean, poor drainage, water and sewerage systems, failure to remunerate their employees regularly leading to strikes and go-slows among others. County Government of Kisumu is no exception and whose performance in terms of efficient services has not been satisfactory to its customers. The researcher therefore seeks to establish the existence of a relationship between the County's selection methods and performance of its employees.

## **1.3 Objectives of the study**

In this section, the general objective and the specific objectives of the study are stated.

### **1.3.1 General Objective**

The general objective of the study was to analyze the effect of employee selection methods on performance of the County Government of Kisumu.

### **1.3.2 Specific objectives**

The specific objectives of the study were to:

1. Explore the effect of employee selection methods on customer satisfaction in the County Government of Kisumu
2. Determine the effect of employee selection methods on operational cost in the County Government of Kisumu
3. Examine the effect of employee selection methods on employee satisfaction in the County Government of Kisumu.

### **1.4 Research Hypothesis**

To realize the above objectives, this study was guided by the following research hypothesis;

Ho: Employee selection methods has no effect on customer satisfaction in the County Government of Kisumu

Ho: Employee selection methods has no effect on operational cost in the County Government of Kisumu

Ho: Employee selection methods has no effect on employee satisfaction in the County Government of Kisumu

### **1.5 Justification of the study**

This study will be of great significance to County Government of Kisumu management as it will provide some insights on the shortcomings of the current selection methods for improvement. It will also provide decision makers and policy formulators in both public and private organizations with some key guidelines and tenets of what should constitute ideal selection methods. The County Government of Kisumu will enormously benefit

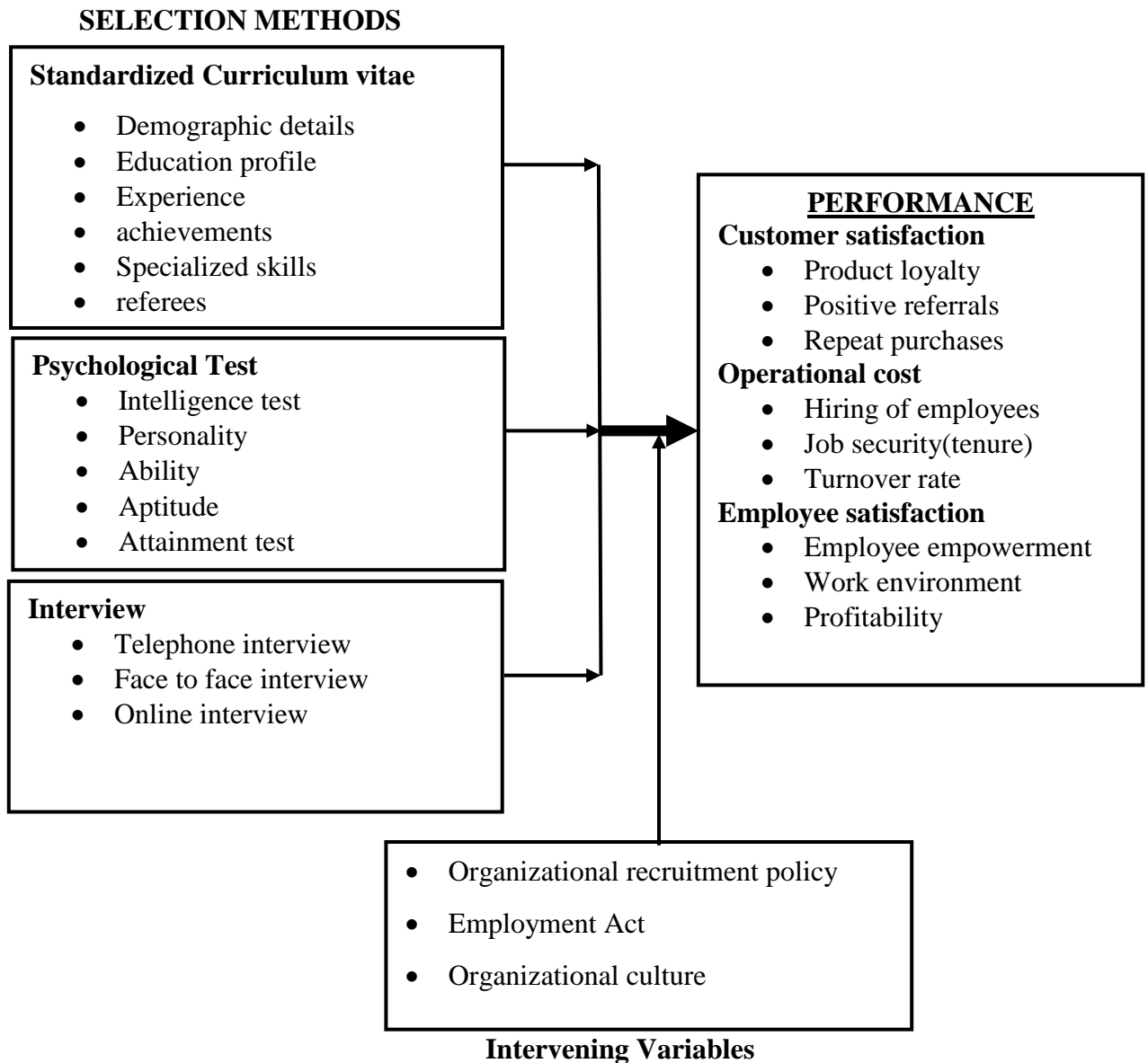
from the study as it will provide the basis from which heads of departments can acquire knowledge and skills that facilitates the process of requisitioning for employees and how they can improve their participation in the recruitment and selection processes. The study will provide vital information on how coordination between Human Resource and other departments can be improved for selection to be carried out successfully. The findings of the study will provide insights on how to improve selection process at organization and departmental level which ultimately translates to an improvement in performance, performance and ability to meet organization objectives. It will also interpret to a reduction in industrial accidents, cooperation, improved relations and industrial harmony. As a result of improved relations and industrial harmony, customers are bound to benefit from quality products of committed and motivated employees. The study will form a basis for further research on the management of selection process in both the public and private sectors. This should lead to the generation of new ideas for more innovative and suitable selection methods.

### **1.6 Scope of the study**

This study focused on the employee selection methods and its implication on performance in County government of Kisumu. County Government of Kisumu is in Kisumu County located on the equator on the shores of Lake Victoria and is bordered by Nyando district in the south, Muhoroni to the West and Kisumu District to the North. It has a population of 576,256 and a growth rate of 2.0% per annum.

## **1.7 Conceptual Framework**

Conceptual framework is the “abstract, logical structure of meaning that guides the development of the study and enables the researcher to link the findings to the existing body of knowledge” (Burns & Grove 2005). The conceptual framework depicts that there is a relationship between the independent variable (selection methods) and the dependent variable (performance). The conceptual framework illustrates how selection methods affect employee performance at County government of Kisumu. The framework was constructed using two variables namely: Selection methods (independent variable), which includes Standardized curriculum vitae, Psychological tests and interviews. It was perceived that this variable will affect performance (dependent variable) which includes; customer satisfaction, operational cost and employee satisfaction. The intervening variables include: organizational recruitment policy, Employment Act, and organizational Culture. These interrelationships are further illustrated by Figure 1.1



**Figure 1. 1: Employee selection methods and their implication on performance**

**Source: Author (2017)**

The conceptual framework in figure 1.1 illustrates how the selection methods under the study relate with and influence performance.

## CHAPTER TWO: LITERATURE REVIEW

### 2.1 Introduction

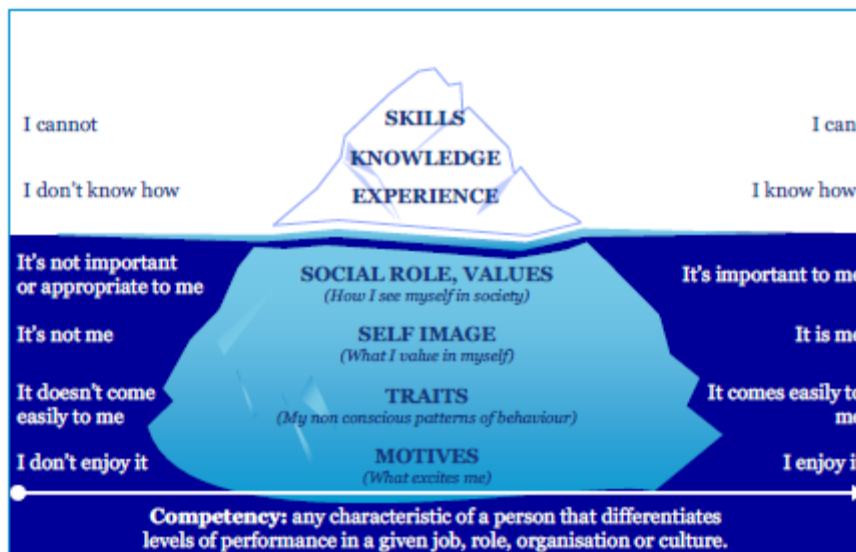
The main purpose of this section is to have the needed background information in the area of employee selection methods. The purpose of any researcher or literature review is to provide background information in the area of interest. This chapter explores the research on selection.

### 2.2 Theoretical Literature Review

The study will adopt two theories namely: the Iceberg theory model and the Herzberg's motivation-hygiene theory. These two theories are discussed as shown below.

#### 2.2.1 The Iceberg Theory of Staff Selection

The iceberg model is systems thinking tool designed to help an individual or group discover the patterns of behavior, supporting structures, and mental models that underlie a particular event. The figure 2.1 shows the iceberg theory model of competency



**Figure 2. 1** The iceberg model of competency

Source: M. Goodman (2002)

According to Iceberg theory, it establishes that there are many personal characteristics that influence what we do: skills, knowledge, social role, self-image, traits and motives. These various characteristics exist at different levels of consciousness. The iceberg model indicates that the most conscious personal characteristics are those above water on the visible tip of the iceberg, while the characteristics that are less conscious or unconscious are below water, on the submerged part of the iceberg, (Goodman, 2002). The characteristics which are most conscious are your knowledge and skills, depicted as the tip of the iceberg. Skills represent what you can do and knowledge is what you know, including your experience of things and situations.

The study adopted the iceberg model because it shows that the skills and knowledge of the employees are vital during the employee selection phase. The personal characteristics will play significant role during the selection time for it will have influence in the employee performance. The employees' skills can be most evident during the interview schedules and this will guide the management to select the right people for the job for achievement of desired performance.

### **2.2.2 Herzberg's Motivation-Hygiene Theory**

Herzberg's motivation-hygiene theory, also known as the two-factor theory has received widespread attention of having a practical approach toward motivating employees. In 1959, Herzberg published his analysis of feelings of 200 engineers and accountants from over nine companies in the United States. These professionals were asked to describe job experiences where they felt either extremely bad or exceptionally good about their jobs and rated their feelings on these experiences. Responses about good feelings are generally related to job content (motivators), and responses about bad feelings are associated with job context (hygiene factor). Motivators came about with factors built into the job itself, such as achievement, recognition, responsibility and advancement. Hygiene factors were related to feelings of dissatisfaction within the employees and were extrinsic to the job, such as interpersonal relations, salary, supervision and company policy (Herzberg, 1966).

In the case of the retail setting, Winer and Schiff (1980) have conducted a number of studies using Herzberg's dual factor theory. They found that 'achievement' variable was the highest rated motivator. Likewise, 'making more money' received second highest rating in the study, followed by 'chances of promotion' and 'recognition.' In contrast, Lucas (1985) discovered that 'supervisor employee relationship' was a significant factor of worker satisfaction in a study of US retail store, and two hygiene factors were reported significantly, namely 'company policy,' and 'relationship with peers'. A main point to be noted from Herzberg research was that he perceived motivational and hygiene factors to be separated into two different dimensions affecting separate aspects of job satisfaction. This belief was very much different from the traditional approach of viewing job satisfaction and dissatisfaction as opposite ends of the same continuum (Herzberg, 1966).

Hygiene factors prevent dissatisfaction but they do not lead to satisfaction. They are necessary only to avoid bad feeling at work. On the other hand, motivators are the real factors that motivate employees at work. The two-factor theory was tested by many other researchers. However, they showed very different results. Some of the factors declared by Herzberg (1966) as hygiene factors are actually motivators in their research. The results of Herzberg's theory can be different if the test is conducted in different industries. The differences are due to the intensity of the labor requirement, and the duration of the employment (Nave, 1968). Extensive criticism has emerged in making distinction between hygiene factors and motivators. While some factors have proved to fall accurately within the two groups, certain factors, particularly salary have proven ambiguous in the position as a motivator or hygiene factor.

### **2.3 Empirical Literature Review**

There are many different selection situations, from internal promotions to selecting candidates from open market. In all cases the objective is to choose a high quality procedure based on skills/competencies relevant to the job (Armstrong, 2006). Appointment on merit means the appointment of the best person for any given post through a transparent competitive recruitment process where the criteria for judging suitability of candidates can be related directly to the qualifications, attributes and skills



required to undertake the duties and responsibilities to the required standard. It is fundamentally fair and just approach to dealing with individual applicants resulting in the selection of individuals whose competencies, abilities experience and quality match the need of the organization in question. Merit is therefore an integral principle which must underpin all recruitment policies and practices.

Throughout any merit-based process, selection is to ensure that the process does not provide unjustifiable advantage or disadvantage to any particular group of candidates. Prudent selection process embrace inclusiveness, diversity, and genuine equality of opportunity and these issues are integral to the process by which appointments are made. A good selection process is efficient, cost effective and in line with best practices and they should extend to all aspects of the procurement processes including defining job and person specifications, advertising the vacancy and selecting appropriate assessment mechanisms. It also includes the supporting management arrangements and training provided (Ministry of Public Service, 2007).

The selection process adopted and the manner in which it is applied must be undertaken fairly and with real commitment to equality of opportunity. According to Bardwell (2001) if selection is transparent it enhances candidate confidence. Open and active communication in the process and the basis for assessment should be adopted. There should also be real commitment to offering meaningful feedback to candidates that are interviewed.

General principles that should guide selection are fairness, equity, confidentiality, professionalism and human dignity. All applicants who qualify are given an opportunity to compete for appointment, while serving officials may compete for promotion or transfer. According to Byars (1997), the human resource departments' needs to develop selection framework to maintain the principle of open competition on the basis of merit to appoint the best candidates, provide equal opportunity for all candidates, ensure that selection procedures are efficient and effective and maintain applicant confidentiality.

According to Cole (2009), most managers are faced with a challenge to ensure that after an advertisement has been closed, a transparent and accountable process is followed

which is correct, reasonable and fair. It is also challenging to ensure the equity of all candidates with due regard to all applicable legislation. Canvassing, favoritism, nepotism or similar practices are common. Cole (2009) noted that persons with any personal/vested interest in the process hardly declares such interest beforehand and excuses her/him from the process. It is also a challenge to assess the candidates outside the provided document such as Curriculum Vitae and other documents accompanying the application, which are taken into account during the screening process. In case of structured interviews, candidates are rarely exposed to the same questions or testing/evaluating due to uncontrolled interviewers prejudice. Balancing between the needs of an organization and legal provisions is also difficult.

The Anti-Discrimination Act 1991 (Queensland ) prohibits discrimination on the basis of sex, relationship status, pregnancy, parental status, breastfeeding, age, impairment, religious belief or religious activity, political belief or activity, trade union activity, lawful sexual activity, gender identity, sexuality and family responsibilities or association with, or relation to , a person identified on the basis of any of the above attributes. The implications of not recruiting fairly can be serious. You may not get the most suitable person for the job and the cost of recruiting again if you make the wrong recruitment decisions can be considerable (Chhabra, 2005). Selection in most organizations is not supported by properly evaluated Human Resource Management systems such as resource management, training and development programs, progression, performance management, health and safety and welfare issues.

Employing without clear procedures shall render the organization with a lot of problems and Torrington (2005), provided the following problems; Low performance in the organization due to unwillingness by those employed to meet their demands, lack of motivation, conflicts between the organization and employees themselves, nepotism, labour turnover, favoritism, tribalism, corruption.

Although the popularity of the “classic-trio” as organizations first choice selection procedure seems to be unbroken, Cook (1993), predicts future demise of these “old-fashioned, inefficient methods.” He maintains that the recruitment procedure successively

composed of application forms, free- form references and unstructured interviews is simply less efficient than alternative selection methods. He looked at the reliability, validity, practicality, generality, fairness and costs of the three classical steps of recruitment.

The reliability of a selection method refers to its “consistency of measurement” (Gary, 2000). The underlying question is; do we get the same results when we measure the same thing twice? If yes, the reliability of the last method is high. If the results of the two measurements vary considerably, the test reliability is low. A high validity on the other hand assures that the selection test actually measures what it is supposed to measure, that it predicts what it claims to predict. Various types of validity can be found in literature of which the most important ones are “face validity”, “content validity” and “criterion validity” (Cook, 1993).

Face validity indicates the extent to which a test appears to non-experts as plausible and related to the job (Gary, 2000). Content validity reflects the direct correspondence between the tests content and the specific job tasks and requirements. A test method is content valid “if the items on the test directly reflect observed behavior skills and knowledge considered essential for adequate job performance (Gary, 2000). The correspondence between test and job content must not necessarily be obvious to the non-expert. According to Torrington (2005) it is usual for one selection method to be used alone. A combination of two or more methods is dependent upon a number of factors that include: Selection criteria for the post to be filled, Acceptability and Appropriateness of the methods, Abilities of the staff involved in the selection process, Administrative ease, Time factors, Accuracy and cost.

Torrington (2005), argues that the factors for selection methods in a selection process is to solicit maximum possible information about the candidate to ascertain their suitability for employment, and given the fact that there are factors which affect the seeking of such information. Prasad (2005), proposed the following factors: First, on personnel to be selected e.g. more information is required for the selection of managerial personnel compared to subordinate workers. Secondly, selection process depends on the sources of

recruitment and the method that is adopted for making contact with perspective candidates, for example, in the case of advertisement, selection process is more comprehensive and time-consuming, whereas in the case of campus recruitment, the process is shortened and may be completed in a day. Thirdly, selection process depends on a number of candidates that are available for selection. If the number is large enough, there is a need for creating various filtering points and reducing the number of applicants at each successive point. However, where the number of applicants is small, lesser number of filtering points is required. Fourthly, organizations selection policy also determines the ways to be involved in selection process.

### **The Concept of Recruitment and Selection**

According to Costello (2006) recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests. In other words, the recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. Successful recruitment begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expanded to attract and retain such talent. Also related to the success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources. Organizations seeking recruits for base-level entry positions often require minimum qualifications and experiences. These applicants are usually recent high school or university/technical college graduates many of whom have not yet made clear decisions about future careers or are contemplating engaging in advanced academic activity. At the middle levels, senior administrative, technical and junior executive positions are often filled internally. The push for scarce, high-quality talent, often recruited from external sources, has usually been at the senior executive levels. Most organizations utilize both mechanisms to effect recruitment to all levels. The focus

of recruitment and selection according to Montgomery (1996) is on matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job.

Jovanovic (2004) said recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. For this reason, top performing companies devoted considerable resources and energy to creating high quality selection systems.

Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success Jovanovic (2004). Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to also consider utilizing this technology to re-organize the traditional recruitment and selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the recruitment and selection decision improved. A human resource information system is a system exploited to acquire, store, manipulate, analyse, retrieve, and distribute relevant information regarding an organization's human resources (Huselid, 1995).

The purpose of the system is to support human resource services from the strategic level down to the tactical and operational levels. Many decision-making problems, including recruitment and selection, are herein involved. The system facilitates automated or computerized procedures to solve the problems, and is of vital importance as an aggressive tool in the information age. Researchers indicate that effective recruitment practices and policies enable boards to find the best candidate for their organization. The personnel function becomes especially important when recruiting and selecting new administrators. A critical role for human resource management is how to elicit positive reactions from candidates when discussing administrative roles. When opportunities are presented to employees to move towards careers in administration (i.e., tapping shoulders of potential candidates), often a negative reaction occurs. People without administrative experiences have negative perceptions and views of the role of the administrator.

In attempts to attract and support individuals to the administrator's position it is necessary to identify what barriers prevent potential candidates from applying to the pool. Job complexity and workload are perceived by employees as the two considerations having had the greatest impact on the number of applicants for administrative positions. Other factors include poor remuneration as it relates to demands and expectations of the job and lack of resources and support structures in. Many highly qualified, competent, and talented employees dismiss careers in administration because they do not want to sit in an office all day. Until some alternative image is understood, or at least some support and resources put in place, a problem of pre-screening and identification will not likely improve (Mullins, 1999).

### **Recruitment and Selection Process and Development of the Organization**

Recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of workers. It frequently forms an important part of the work of human resource managers – or designated specialists within work organizations. However, and importantly, recruitment and selection decisions are often for good reason taken by non-specialists, by the line managers. There is, therefore, an important sense in which it is the responsibility of all managers, and where human resource departments exist, it may be that HR managers play more of a supporting advisory role to those people who will supervise or in other ways work with the new employee. Recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Dessler, 2000). Recruitment and selection is a topical area. While it has always had the capacity to form a key part of the process of managing and leading people as a routine part of organizational life, it is suggested here that recruitment and selection has become ever more important as organizations increasingly regard their workforce as a source of competitive advantage. Of course, not all employers engage with this proposition even at the rhetorical level. However, there is evidence of increased interest in the utilization of employee selection methods which are valid, reliable and fair.

Mullins (1999) indicated that to be a high performing organization, human resource management must be able to assist the organization to place the right person in the right job. The human resource management practices include recruitment, selection, placement, evaluation, training and development, compensation and benefits, and retention of the employees of an organization. Businesses have developed human resource information systems that support: (i) recruitment, selection, and hiring, (ii) job placement, (iii) performance appraisals, (iv) employee benefits analysis, (v) training and development, and (vi) health, safety, and security. The first few activities of human resource management are recruiting and selecting which deal with the actions concerned, and the recruiting is also less frequently alerted in human resource information system recently. Besides, e-recruitment on the web being the current trend for the recruitment and selection processes can further distinguish many activities of the processes. Dessler (2000) lists the essence of these in the following; build a pool of candidates for the job, have the applicants fill out application forms, utilize various selection techniques to identify viable job candidates, send one or more viable job candidates to their supervisor, have the candidate(s) go through selection interviews, and determine to which candidate(s) an offer should be made.

### **The Selection Decision**

While the calibre of candidate is determined by the value of the recruitment process, the selection decision remains a difficult one. Gould, (1984) argues that most mistakes are caused by the fact that managers generally give little thought to the critical nature of the decisions. Employers are surprised and disappointed when an appointment fails, and often the person appointed is blamed rather than recognizing the weaknesses in the process and methodology, even the soundest of techniques and best practice (in selection) contain scope for error. Some of this is due to the methods themselves, but the main source is the frailty of the human decision makers. Selection tools available to organizations can be characterized along a continuum that ranges from the more traditional methods of interviews, application forms and references, through to the more sophisticated techniques that encapsulate biographical data, aptitude tests, assessment centres, work samples, psychological testing, and so forth. Each method of selection has

its advantages and disadvantages and comparing their rival claims involves comparing each method's merit and psychometric properties. The degree to which a selection technique is perceived as effective and perhaps sophisticated is determined by its reliability and validity. In a comparison of personnel selection practices in seven European countries explored the utilization of a range of established selection methods. They reported a general trend towards structured interviews in all countries and, while the general validity and acceptability of methods such as work samples, group exercises and assessment centres were widely recognized, reported usage of these methods was infrequent (Miyake, 2002).

Clear differences in the frequency of the use of several selection methods did emerge from the study which reported, among others, the very high take-up of references and assessment centres in both the UK and Germany, the high, almost exclusive, frequency of graphology in France, and the limited use of testing and biographical inventories amongst all respondents. In his study of recruitment and selection practices in the USA, Burton (2001) found that approximately 25 per cent of respondent organizations conducted validation studies on their selection methods. Furthermore, in a rating of various selection methods, those perceived to be above average in their ability to predict employees' job performance included work samples, references/recommendations, unstructured interviews, structured interviews and assessment centres. Cran (1995) suggests that developments in the realm of selection lend some support to those who propound the HRM thesis, where a key feature has been the increase in testing designed explicitly to assess behavioral and attitudinal characteristics. He further indicates that the extent to which these more sophisticated and systematic approaches can be, and are, deployed, depends to a large degree, on sectoral circumstances and on the wider employment-management policies being pursued.

### **2.3.1 Employee selection methods and customer satisfaction**

Customer satisfaction is the result of the correlation between a customer's assumption and customer's feelings. By way of explanation, customer satisfaction is identified as the distinction between assumed quality of service and the customer's involvement or



feelings after having perceived the service. Customer satisfaction depends on such dimensions as assurance, responsiveness, reliability, empathy and tangibles, and further components such as personal, price and situational factors that may arise as the service quality. (Bateson & Hoffman 2000.)

The current business environment is becoming competitive and challenging than before. With multidimensional challenges and demand of globalization, the organizations are forced to reengineer their products and systems to improve the service quality and remain competitive. (Yasin et al., 2004; Rodie and Martin, 2001). Customer service is considered as an integral part of any facet of industry and it defines the future of any organization. The rapid advances in technology based systems related to internet are leading to fundamental ways in how different organizations interact. This applies same for relation of an organization with its customer. In different services industries the relationship between customer satisfaction and service attributes have been difficult to identify because services nature is intangible (Hong, Goo et al., 2004; Nguyen and Leblanc, 2002).

Due to intangible nature of services it is difficult for the firms to analyze how the customers perceive and evaluate the desired outcome of the service quality (Zeithaml, 1981). As customer evaluates their level of satisfaction by experimenting the service quality, satisfaction with services is related to conformation or disconfirmation of expectations (Smith and Houston 1982). The issue of highest priority today involves understanding the impact of service quality on profit and other financial outcomes of the organization (Zeithaml et al., 1996). As Organizations are increasingly becoming customer focused and is driven by customer demands, it is becoming equally challenging to satisfy and retain customer loyalty. Research by Oliver (2009) suggests that both service quality and customer satisfaction are two distinct but related constructs. It is particularly true for the services firms where increased level of customer satisfaction results in profit maximization. Therefore experts say that customer satisfaction should be the fundamental principle of all the service firms as it is the key indicator of firm's performance.

Researchers in the marketing and human resources fields are paying increased attention to the outcomes of personal interactions between customers and employees (Malhotra & Mukherjee, 2004). "It is generally observed that organizations pay insufficient attention to understanding the nature of the organizational commitment and job satisfaction of customer-contact employees who represent the organization to the customer and can directly influence customer satisfaction." The degree of employee satisfaction largely determines the profits of the company achieved through customer satisfaction and retention. Satisfaction of internal customers is indispensable in achieving satisfaction of external customers (Kondo, 2001).

This link between customer satisfaction and employee satisfaction can be effectively described through the "service-profit chain." The links in the chain are as follows: Business success (profit) is stimulated by customer loyalty, which is a direct result of customer satisfaction. Customer satisfaction is largely influenced by the quality of the service provided. Employees who are satisfied, loyal, and productive provide high value customer service (Heskett, et al, 1994). Satisfied employees exist in an environment that provides support services and policies that assist them in dealing with customers. Value is created by these satisfied and loyal employees, who in turn create loyal and satisfied customers (Sergeant & Frenkel, 2000).

Years of research have firmly grounded the theory that customer satisfaction leads to business success in the form of such factors as positive referrals, loyalty, and repurchase intentions. One widely quoted statistic in business and marketing journals estimates that a 5% increase in customer loyalty could produce profit increases by as much as 85%. Customer loyalty has been described as customers repeatedly purchasing goods or services over time and holding a favorable attitude towards those goods, services, or the company providing them. (Wong & Sohal, 2003)., agrees and argues that Customer loyalty comes naturally from satisfied customers.

Rust, et al (1996) claim employees who recognize and appreciate relationships with customers provide better service. Customers who receive better service complain less and create fewer problems for employees. Employees react positively to an increase in these

positive encounters, are more likely to provide better service, and satisfy more customers. Employee satisfaction among service personnel has the potential of increasing customer satisfaction, repeat purchases, and positive references to other potential customers (Rogers, et al, 1994)

### **2.3.2 The effect of employee selection methods on operational cost**

The cost of hiring an employee has enormous impact on both productivity and profitability, and costs over four times more than what you might spend on something as basic as a computer printer. For many organizations, more thought and time goes into replacing a computer printer than into hiring “their most important asset”. Doesn’t it seem odd that a company that regards “people as its most important asset”, doesn’t accurately measure the cost of acquiring that asset (Armstrong, 1991)

Whilst businesses have become more aware of the value of carefully thought out recruitment, the true downside of wrong recruitment decisions is also coming to light. Recent studies conducted by Royal Bank of Scotland show that the actual cost of a wrong hire can be in the region of a year’s salary, and this doesn’t even take into account the opportunity cost of not having a high performer in the role. Could these factors be responsible for the fact that 25% of top HR jobs are now going to people with backgrounds in marketing, finance and other operational functions? Perhaps, but one thing is clear, accountability for HR Professionals has increased dramatically along with the opportunity for HR to add significant value to the business. “Significant Value” means not just achieving bottom line savings through cost efficiencies but adding top line value to the business by making sure those individuals. To predict both tenure and performance of employees is undoubtedly a critical success factor of any HR function these days. How well an employee will perform and how long they will stay depends on: whether or not the individual has the right competencies for the job in the first place whether or not the individual has the right attitude and approach to doing the job, the “Cultural” fit between the individual and the organization they have joined (Arnolodo, 1985)

A global survey of HR professionals reveals that the average firm spends upwards of £2,000 per head on hiring, yet one in five businesses claim that half the people they recruit don't work out in the long term. As a result, companies are wasting millions every year through poor recruitment decisions. Large Organizations in both public and private sectors take on thousands of new staff every year and the costs quickly mount up. For example, based on these findings, the cost of hiring 1000 new staff at £2,000 per head is £2,000,000. The research shows, that a further 30% of businesses state that a fifth of all new recruits are not up to the job. Having the wrong people in the wrong job means poor productivity, lost opportunity and directly, hits the bottom line - even before the cost of recruiting replacements is considered (Biles *et al*, 1980)

SHL's research also reveals that the majority of companies surveyed (63%) recruit less than 10% of the candidates that apply for job vacancies. Not only does this create a lengthy sifting process for HR and line managers, but it represents a further drain on resources through extended candidate attraction and screening processes. John Bateson, CEO, SHL Group PLC, said "in a climate where cost savings have dominated the business agenda for a number of years, it's interesting to see that companies worldwide are pouring money away through their recruitment policies. Businesses need to re-evaluate the methods they are using to make decisions about candidates. In an increasingly performance driven economy, talent is critical to the success of the organization" (Biles *et al*, 1980).

Recently, the consulting company Watson Wyatt Worldwide published the results of a study that presents online recruiters with both an opportunity and a challenge. The study examined the human resource function at 405 companies to determine which area had the greatest impact on an organization's market value. The recruiting function not only came out on top by a wide margin, but Watson Wyatt estimated that a high quality recruiting capability will actually increase an organization's value in the market by over 10% - an impressive contribution in anybody's book (Biles *et al*, 1980)

### **2.3.3 The effect of employee selection methods on employee satisfaction**

Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. While it is understood and accepted that poor recruitment decisions continue to affect employee satisfaction and limit goal achievement, it is best that much effort is put in the recruitment and selection practices (Randall, 1987). Recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009). Recruitment and selection play a pivotally important role in shaping an organization's effectiveness and performance, if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities, recruiting and selecting staff in an effective manner can both avoid undesirable costs for example those associated with high staff turnover, poor performance and dissatisfied customers and engender a mutually beneficial employment relationship characterized, wherever possible, by high commitment on both sides.

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

Companies can only succeed in the long-term if they recruit and motivate people who are able to respond to and shape the challenges of the future. These are the individuals with

the capacity to create competitive advantage from the opportunities presented by changing markets, with the desire to learn from customers, consumers, suppliers and colleagues, and who possess the ability to build and influence long-lasting and effective partnerships (Walker, 1990). The recruitment of new employees helps to demonstrate a company's aspirations, highlighting the skills and attitudes to which it attaches the highest priority. 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. Yet this competition for top talent is nothing new; and if the challenge for HR managers is to spot the best people and win their favour (Walker, 1990). A well-prepared and motivated workforce is possibly the most important of the three intangible assets to support an organization's value creating processes.

According to Peter Drucker “The most valuable asset of a 20th century company was its production equipment. The most valuable asset of a 21st century institution will be its knowledge workers and their productivity (Drucker, 1999). Employee recruitment and selection encompasses the broad set of activities that improve the performance of the individual and teams, hence the organization. Training and development have come to be viewed as lifelong activity, rather than the front end acquisition of qualifications. As a result, the focus of concern has shifted from what the organization does, to what the employee requires. The ultimate aim of this process has been characterized as the creation of the learning organization, constantly reviewing its mistakes and successes and adapting its activities appropriately. The issues of workforce demographics, desirable characteristics of the workforce and the obstacles to achieving the workforce which is well prepared, motivated and strategically ready in today's libraries, are key elements to be considered when discussing employee selection and recruitment. Some of the other issues/challenges confronting human resource managers in this context are: Do we hire for today's needs or tomorrow's? How can we hire for the future needs of the library? How do we go about providing human resource development for the needs of the organization as a whole, not just for the specific jobs people perform? These issues are not confined to libraries. Many other organizations are also trying to deal with these challenges. Until recently, the focus when hiring has been more on skills, for reference, cataloguing, IT and so on, rather than on attributes like strategic thinking, flexibility,

adaptability and commitment to lifelong learning. There is a growing trend now to “hire for attributes and then train for the skills” (Whitmell Associates, 2004). The need to hire staff with abilities such as flexibility, adaptability, leadership potential and learning agility is increasingly recognized by human resource managers.

The process of bringing in such changes to our workplaces is not straightforward as it affects the hiring process as well as staff development and training activities. To keep alive the principles of training and development, all related initiatives need to be integrated. Hiring, orientation, communication, performance reviews, and rewards and recognition are interrelated and therefore should be linked to each other and to the training and development programs. Recruitment of staff that is flexible, strategic thinkers, multi-skilled, open to change and responsive is not a simple, straightforward process as identification of individuals with these skills is not as easy as identification of those with cataloguing, reference or IT skills. Retaining these skilled people and ensuring that once hired, they are motivated and continue to enhance the skills and attributes they had when they joined the organization may present challenges for human resource managers. It requires creation of an environment within the organization to ensure these happen, in other words a “knowledge-based organization” equipped to deal with the constantly changing environment.

### **Employee performance**

Performance in general has been defined in the Cambridge International and Oxford Advance Learner’s dictionaries as the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost and speed. On the other hand, performance is how well a person or machine does a piece of work or an activity.

It has further been defined as the ratio of the output (good and services) and input (Labour, capital or management). The definition of performance is utilized by economists at the industrial level to determine the economy’s health, trends and growth rate while at the project level, it applies to areas of planning, cost estimating, accounting and cost control (Mojahed, 2005).

Mathis and Jackson (2000) defined performance as a measure of the quantity and quality of work done considering the cost of the resource it took to do the work. They suggested that to measure organizational human resource performance one has to consider unit labour cost, or the total labour cost per unit of output. The authors further stated that an individual performance depends on three factors which are; ability to do the work, level of effort and support given to that person.

Several factors affect labour performance and prominent among them is the basic education for any effective labour force. In addition to the above is the diet of the labour force and social overhead such as transportation and sanitation (Heizer & Render, 1999).

An organization production capacity is dependent on two important factors. First is the machine production capacity and second is human resources which is considered as active factors. The machine might need Reward Management which in this case would be servicing, required repairing, need grease and oil etc. If machine is in working order that will work but human resources have got some special quality, if they are capable of doing certain things but they are otherwise not willing to do the work, their performance level would not be high. As a result they will not be in a position to contribute themselves to the cherished goal of the organization (Navdeep & Pankaj, 2011).

#### **2.4 Summary and Gaps to be filled**

A study by Delery and Doty (1996) argued that exposure to the selection procedures provides information about the culture and attributes of an organization, that providing students with greater awareness of employment opportunities and equipping them with the ability to be proactive in approaching potential employees will lead to more effective career self-management and selection processes.

Branine (2008) studied graduate recruitment and selection in the UK employment market and posits that the entry point into any organization is dependent on the effectiveness of the recruitment and selection practices of the hiring team within the organization. Branine (2008) further argues that this phenomenon of inability of the employment market to absorb the growing pool of graduates can be in part due to the complexities associated



with the selection of the most qualified individuals and as well due to the availability of several graduates in different disciplines. To that purpose, the demand for quality graduates will remain highly competitive, the most advantaged recruiters will be those with strong recruitment policies, coupled with exceptional training and development policies. In some instances, financial abilities of potential recruiters will play a substantial role in future graduate recruitment and selection processes.

In setting the context for the research to be undertaken in this paper, this research will limit itself to the discussion of employee selection methods on performance of the County Government of Kisumu. It will aim to cover the gaps that existed in previous researches that have been covered and written up on the field of employee selection methods by limiting the aspect of generalizations and concentrating on particular aspects. To that purpose it will define the concept of employee selection, examine the types and methods of employee selections used in the county government of Kisumu and identify the reasons behind variations in the changes and developments. Additionally, it will examine employee selection tools and mechanisms applied in various selection processes, and as well highlight particular aspects that interest employees during the selection process. Finally, yet important, the research is to provide a consistent conclusion based on the analysis of employee selection methods in the County Government of Kisumu and possibly offer recommendations regarding future researches in general, and the employee selection methods in particular.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This section provides some details of the selected research design and methodology. Research methodology is the strategy, plan of action, process or design lying behind the choice and use of particular methods and linking the choice and use of particular methods to the desired outcomes (Crotty, 1998). A methodology justifies the authenticity of the research setup. It is a philosophical inclination towards which a research is weighted.

### **3.2 Research Design**

The study applied exploratory research design; as a result the design used different groups of respondents to study a variable at various levels of the County Government of Kisumu. The study involved a manipulation of the variables or the subjects and describing the outcome. This design helped in explaining how selection methods influence on performance of employees at County Government of Kisumu.

### **3.3 Study Area**

The study area was in Kenya and conducted in County Government of Kisumu and the sub-counties. The county government head offices sits in Prosperity House opposite Central Bank of Kenya (Kisumu), geographically situated off Jomo Kenyatta Avenue. The prominent geographical feature in the county is Lake Victoria, the world's largest fresh water and the source of the Nile. Its geographical coordinates are 0° 60' 0" South, 34° 45' 0". The major economic activities in the county include, but not limited to fishing and cotton farming.

### **3.4 Target Population**

Oso and Onen (2009) defines population as the entire group of people, events, or things of interest that the researcher wishes to investigate. The study population included 4300 employees and management staff of County Government of Kisumu.

### 3.5 Sample size and Technique

The study sample size was 366. According to Kothari(2011), a sample design is a definite plan for obtaining a sample from the sampling frame. It refers to the technique or the procedure the researcher would adopt in selecting some sampling units from which inferences about the population is drawn. Sampling design is determined before any data is collected. The study used Yamane (1967) formula to determine the sample size. The Yamane formula is as shown below:

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

Where:

$n$  =sample size

$N$ =target population

$e$  = precision error (95% confidence level with 5% error level)

Therefore:

$$n = \frac{4300}{1+4300(0.05)^2}$$

$$= 366$$

The study adopted stratified random sampling technique to select the sample population of 366 respondents.

Sample size is shown in Table 3.1

**Table 3.1: Sample size**

<b>Management level</b>	<b>Target population</b>	<b>Sample size</b>
Top level managers	15	1
Middle level managers	100	9
Operational managers	4185	356
<b>Total</b>	<b>4300</b>	<b>366</b>

### **3.6 Data collection Methods**

The researcher used questionnaires to collect data. Oso & Onen (2009) observe that the selection of an instrument must be guided by the nature of the data to be collected, the time available and by the objectives of the study. For this study, all these factors are pointing to a questionnaire. A questionnaire was carefully designed instrument consisting of a set of items to which the respondents are expected to react, usually in writing Oso & Onen (2009). Questionnaire is the ideal tool for collecting data within the shortest time possible. Questionnaire is generally the most suitable tool for survey research. The study adopted semi-structured questionnaires so as to balance between quality and quantity of data to be collected. A semi-structured questionnaire contains a mixture of close-ended and open-ended items in a short time (Oso & Onen, 2009). The instrument enabled the researcher to collect information in a short time (from the closed-ended sections) while at the same time allowed the researcher to collect detailed qualitative information (from the open-ended sections). The balance was necessary for a thorough explanation of the views of the employees at County Government of Kisumu.

### **3.7 Validity of Research instruments**

Validity is the degree to which results obtained from the analysis of the data represents the phenomenon under study (Mutai, 2000), reliability ensures that the instrument is stable, consistent, accurate, dependent and predictable.

According to Mugenda & Mugenda (2004), validity refers to the accuracy and meaningfulness of inferences, which are based on the research results. It is the degree to which results obtained from the analysis of the data actually represent the phenomenon under study. Validity therefore, has to do with how accurately the data obtained in the study represents the variables of the study. If such data is a true reflection of the variables, then inferences based on such data will be accurate and meaningful. The instruments are rated in terms of how effectively they sample significant aspects of the purpose of the study. Best & Kahn (2002) suggest that the validity of the instrument is asking the right questions framed in the least ambiguous way. Thus a valid measure depends on collecting accurate data. Fraenkel (2005) posits that the instrument should be given to an individual who can be expected to render an intelligent judgment about the adequacy of the instrument. Validity was ensured through research experts who were the research supervisors at Maseno University. The questionnaire was given to the supervisors to evaluate and rate each item in relation to the study objectives as relevant or irrelevant on 1-4 scale. Validity index was then determined as 0.78 from the assessors agreement scale of  $n_{3/4}/N$ , where  $n_{3/4}$  was the number of items marked 3 or 4 by both supervisors and N was the total number of items assessed. The validity index was considered adequate because it was above .70 which is the recommended minimum value of questionnaire validity (Oso & Onen, 2009).

### **3.8 Reliability of the Research Instruments**

The reliability of an instrument refers to the extent to which the measure gives consistent results (Mugenda & Mugenda, 2004). It also refers to the consistency of scores obtained by the same test on different occasions or with different sets of equivalent items or under other variables examining conditions. Bryman (2001) and Gorard (2001) suggest that there is need to conduct a pilot study before the actual research in order to ensure that all the research instruments function well. The researcher used test-retest method in assessing the reliability of the research instruments whereby the same instrument was administered on different occasions to the same one (1) respondent in each stratum. Cronbach's Alpha ( $\alpha$ ) model programmed in SPSS version 20.0 software was used to obtain the value .801. The value was adequate because it was greater than the minimum

Cronbach Alpha ( $\alpha$ ) value of 0.7 considered appropriate for Likert scale questions (Mohsen & Reg, 2011).

The data used was from both primary and secondary sources. The main research instrument used was the questionnaire. Data was collected by use of open and closed ended questionnaires. The questionnaires consisted of research questions having multiple choices and structured questions. The researcher administered the questionnaires personally to all respondents. The researcher preferred to administer the tools personally to ensure the right data was collected from the respondents in time. Doubts that the respondents had been clarified on the spot, the researcher also had an opportunity to motivate respondents to respond to the research tools. The questionnaires were left for a day and then collected for analysis by the researcher.

### **3.9 Data Collection procedure**

The researcher obtained a letter of authority from University School of Business and Economics and thereafter booked an appointment with the management to administer the questionnaires to the staff at County Government of Kisumu. The researcher in person explained the purpose of the study and made clarifications where necessary. The respondents were given adequate time to complete the questionnaires. The researcher sought the consent of the respondents. Three hundred and sixty six (366) questionnaires were distributed to the respondents through hand delivery.

### **3.10 Data Analysis**

Data was analyzed through descriptive and inferential statistics. The data was coded, assigned labels to variables categories and entered into the computer. Quantitative data was analyzed using descriptive statistics such as frequency distributions, percentages and Tables. Inferential statistics involved Pearson correlation and regression analysis. Pearson correlation was used to test the level of relationship between the variables under study, and the regression analysis was used to test the level of independence among the variables. Qualitative data was organized into thematic areas for easier interpretation,

common items were obtained in data collected and clustered according to research objectives to identify variables that depict general concepts of the study.

### **3.11 Data Presentation**

The data collected were coded and analyzed appropriately. Descriptive statistics mainly frequencies and percentages was generated. Data was presented in the form of tables in chapter four.

### **3.12 Ethical Considerations**

In order to conduct research at an institution such as a County or any organization, approval for conducting the research should be obtained before any data is collected (McMillan and Schumacher 1993). In this study, the researcher sought permission from the County before collecting data. Participants should be given enough information pertaining to the study before data collection Schulze (2002). In this study, the participants were given enough information on the aims of the research, the procedures that would be followed, the possible advantages and disadvantages for the participants, the credibility of the researcher and the way in which the results are used. This was used to ensure the participation of the participants (DeVoset *al* 1998).

## CHAPTER FOUR: RESULTS AND DISCUSSIONS

### 4.1 Introduction

This chapter focused on the data analysis and presentation. It covers the response rate and the objective related questions.

### 4.2 Presentation of Results

#### 4.2.1 Response rate

The researcher distributed 366 structured questionnaires out of which 350 were received from the field. The questionnaires accepted as correctly filled were 350 which translate to a response rate of 95.6 percent. This response rate is acceptable for this study. According to Mugenda & Mugenda (2008), a response rate 50.0% is acceptable in a survey research. Therefore the above response rate meet the criterion hence the response rate was appropriate for this study. The response rate is shown in Table 4.1

**Table 4. 1: Response rate**

	Frequency	Percent
Issued questionnaires	366	100.0
Returned questionnaires	350	95.6
Not returned Questionnaires	16	4.4

Survey Data (2017)

#### 4.2.2 Background information

The study sought on the general information of the respondent. The background information included the following: gender, age bracket, level of education and the year of experience. The data analysis was done on the general information as shown below.



The study cross tabulated gender and age bracket. The finding is summarized in Table 4.2

**Table 4. 2: gender \* Age bracket Cross tabulation**

		<b>age bracket</b>				<b>Total</b>	
		<b>18-25 years</b>	<b>26-35 years</b>	<b>36-45 years</b>	<b>46-55 years</b>		
Gender	Male	Count	59	0	50	49	158
		% within gender	37.3%	0.0%	31.6%	31.0%	100.0%
Gender	Female	Count	98	44	33	17	192
		% within gender	51.0%	22.9%	17.2%	8.9%	100.0%
<b>Total</b>		<b>Count</b>	<b>157</b>	<b>44</b>	<b>83</b>	<b>66</b>	<b>350</b>
		<b>% within gender</b>	<b>44.9%</b>	<b>12.6%</b>	<b>23.7%</b>	<b>18.9%</b>	<b>100.0%</b>

Source: Research Data (2017)

The finding in Table 4.2 showed that 37.3 percent of male respondents were age between 18-25 years while 51.0 percent were female. Further, the results showed that 22.9% of the female respondents were age between 26-35 years. In addition, 31.6% of the male respondents are of age 36-45 years and 17.2 percent are female. Moreover, the results showed that 31.0 percent of the male respondents are age 46-55 years while 8.9 percent are female. The study finding indicated that most (57.5 percent) of the respondents were age 35 years and below. The finding implied that majority of the respondents are youthful population.

The researcher also cross tabulated gender and level of education. The finding was summarized in Table 4.3

**Table 4. 3: Gender \* level of education Cross tabulation**

			level of education				Total
			Kcse	Diploma	Degree	Masters	
Gender	Male	Count	17	42	50	49	158
		% within gender	10.8%	26.6%	31.6%	31.0%	100.0%
	Female	Count	42	78	39	33	192
		% within gender	21.9%	40.6%	20.3%	17.2%	100.0%
Total	Count	59	120	89	82	350	
	% within gender	16.9%	34.3%	25.4%	23.4%	100.0%	

**Source: Research Data (2017)**

Table 4.3 showed that 10.8 percent of the male respondents had Kenya Certificate of Secondary Education while 21.9% were female. The study results also showed that 26.6% of the male respondents had Diploma while 40.6% were female. In addition, the study result showed that 31.6% of the male respondents had degree while 20.3% were female. Further, 31.0% of the male respondents had Masters while 17.2% of them were female. The finding indicated that more than half (83.1%) of the respondents had diploma and above level of education. These findings implied that the employees of Kisumu County were literate and could be able to tackle the questions in the research tool with ease and little assistance.

The study sought on the year of service from the sampled respondents. Cross tabulation of gender and the year of service was done. The findings are summarized in Table 4.4.

**Table 4. 4: Gender \* year of service Cross tabulation**

			year of service				Total
			1-5	6-10	16-20	21-25	
Gender	Male	Count	20	39	83	16	158
		% within gender	12.7%	24.7%	52.5%	10.1%	100.0%
	Female	Count	20	138	34	0	192
		% within gender	10.4%	71.9%	17.7%	0.0%	100.0%
Total	<b>Count</b>	<b>40</b>	<b>177</b>	<b>117</b>	<b>16</b>	<b>350</b>	
	<b>% within gender</b>	<b>11.4%</b>	<b>50.6%</b>	<b>33.4%</b>	<b>4.6%</b>	<b>100.0%</b>	

Source: Research Data (2017)

The study result in Table 4.4 indicated that 12.7% of the male respondent had 1-5 years of experience while 10.4% were female. It also revealed that 24.7% of the male respondents had 6-10 years of work experience while 71.9% were female. In addition, the study result showed that 52.5% of the male respondent had 16-20 years of work experience while 17.7% were female. Moreover, the results showed that 10.1% of male respondents had 21-25 years of work experience. The study finding indicated that most (88.6%) of the respondents had 6 and above years of experience with the County government of Kisumu.

The research sought on the gender response on the selection methods applied by the County Government of Kisumu. The findings are summarized in Table 4.5.

**Table 4. 5: Gender \* selection method Cross tabulation**

		selection method			Total	
		Interview	standard curriculum vitae	psychological test		
Gender	Male	Count	126	0	32	158
		% within gender	79.7%	0.0%	20.3%	100.0%
	Female	Count	141	18	33	192
		% within gender	73.4%	9.4%	17.2%	100.0%
Total	Count	267	18	65	350	
	% within gender	76.3%	5.1%	18.6%	100.0%	

**Source: Research Data (2017)**

Table 4.5 showed that 79.7% of the male respondents cited interview as a selection method used by county government of Kisumu while 73.4% were female. On the other hand, only 9.4% of the female respondent stated standard curriculum vitae as a selection method used by county government of Kisumu. In addition, the finding revealed that 20.3% of the male respondents cited that psychological test was used by county government of Kisumu to select staffs while 17.2% of them were female. Overall, the

finding of the study indicated that majority (76.3%) of the respondents cited interview to be the common selection method adopted by county government of Kisumu in hiring employees.

### 4.2.3 Selection methods

#### 4.2.3.1 Standard curriculum vitae

The study sought on the respondents view on the effectiveness of the standardized curriculum vitae as a form of selection method used by the county government of Kisumu. The descriptive results are shown in Table 4.6

**Table 4. 6: Rating effectiveness of standardized curriculum vitae.**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
demographic details	350	3.74	.566
education profile	350	4.19	.656
experience	350	3.85	.598
achievements	350	3.74	.566
specialized skills	350	4.19	.656
referees	350	3.85	.598
Overall result	350	3.93	.607

**Source: Research Data (2017)**

The findings in Table 4.6 showed that the respondents agree that demographic details is effective (Mean = 3.74; std. deviation = .613), education profile (mean = 4.19; std. deviation = .656), experience (mean = 3.85; std. deviation = .598), achievement (mean = 3.74; std. deviation = .566), specialized skills (mean = 4.19; std. deviation = .656) and referees (mean = 3.85; std. deviation = .598). The overall result indicated that standardized curriculum vitae is effective (mean = 3.93; std. deviation = .607)

#### 4.2.3.2 Psychological test

The study sought on the level of effectiveness of psychological test method as a selection method used by county government of Kisumu. The results are summarized in Table 4.7.

**Table 4. 7: Rating effectiveness of Psychological test**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
intelligence	350	3.95	.613
personality	350	3.74	.566
ability	350	4.19	.656
aptitude	350	3.85	.598
attainment test	350	4.00	.608
Overall result	350	3.95	.608

**Source: Research Data (2017)**

Table 4.7 showed that respondents agreed that intelligence (mean = 3.95; std. deviation = .613) was effective, personality (mean = 3.74; std. deviation = .566), ability (mean = 4.19; std. deviation = .656), aptitude (mean = 3.85; std. deviation = .598) and attainment test (mean = 4.00; std. deviation = .608). The overall result indicated that psychological test was an effective selection method used by the county government of Kisumu.

#### **4.2.3.3 Interview method**

The study sought from the respondents on the level of effectiveness of the interview method as selection model used by the county government of Kisumu. The findings are summarized in Table 4.8

**Table 4.8: Rating the effectiveness of interview method.**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
telephone interview	350	3.76	.582
face to face interview	350	4.19	.656
online interview	350	3.85	.598
Overall result	350	3.93	.612

**Source: Research Data (2017)**

The study finding in Table 4.8 showed that the respondents agreed that telephone interview was effective (mean=3.76; std. deviation = .582), face to face interview (mean = 4.19; std. deviation = .656) and online interview (mean = 3.85; std. deviation = .598). The overall result indicated that interview method was an effective selection method used by the county government of Kisumu.

#### 4.2.4 Selection methods and customer satisfaction

The study also looked the effect of selection method on customer satisfaction in the county government of Kisumu. The findings are shown in Table 4.9

**Table 4. 9: selection methods on customer satisfaction**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
product loyalty	350	3.7	.700
positive referrals	350	3.8	.911
repeat purchase	350	4.0	.717
<b>Overall result</b>	<b>350</b>	<b>3.9</b>	<b>.776</b>

Source: Research Data (2017)

Table 4.9 showed that the respondents agreed that the selection methods contributed to the customer product loyalty (mean = 3.72; std. deviation = .700), positive referrals (mean = 3.80; std. deviation = .911), and repeat purchase (mean = 4.03; std. deviation = .717). The overall result revealed that the respondents agreed (mean = 3.9; std. deviation = .776) that selection method contributed to the employee satisfaction.

The finding of the study agreed with Oliver (2009) who suggested that both service quality and customer satisfaction are two distinct but related constructs. It is particularly true for the services firms where increased level of customer satisfaction results in profit maximization. Therefore experts say that customer satisfaction should be the fundamental principle of all the service firms as it is the key indicator of firm's performance. Moreover, the study results concurred with Malhotra & Mukherjee (2004) who observed that organizations pay insufficient attention to understanding the nature of the organizational commitment and job satisfaction of customer-contact employees who represent the organization to the customer and can directly influence customer satisfaction. The degree of employee satisfaction largely determines the profits of the company achieved through customer satisfaction and retention. Satisfaction of internal customers is indispensable in achieving satisfaction of external customers (Kondo, 2001). This link between customer satisfaction and employee satisfaction can be effectively described through the "service-profit chain." The links in the chain are as follows:

Business success (profit) is stimulated by customer loyalty, which is a direct result of customer satisfaction. Customer satisfaction is largely influenced by the quality of the service provided. Employees who are satisfied, loyal, and productive provide high value customer service (Heskett, et al, 1994). Satisfied employees exist in an environment that provides support services and policies that assist them in dealing with customers. Value is created by these satisfied and loyal employees, who in turn create loyal and satisfied customers (Sergeant & Frenkel, 2000). Therefore there is need for the county government of Kisumu to continue using the right employee selection methods which can boost the employee morale and ultimately cause customer satisfaction.

### **Test for relationship between selection methods and customer satisfaction**

The study further carried correlation analysis to test whether there was relationship between customer satisfaction and selection methods. The results are summarized in Table 4.10

**Table 4. 10: Correlation between selection methods and customer satisfaction**

		<b>Standard curriculum vitae</b>	<b>Psychological test</b>	<b>interview</b>	<b>Customer satisfaction</b>
<b>Standard curriculum vitae</b>	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	350			
<b>Psychological test</b>	Pearson Correlation	.645**	1		
	Sig. (2-tailed)	.000			
	N	350	350		
<b>interview</b>	Pearson Correlation	.986**	.635**	1	
	Sig. (2-tailed)	.000	.000		
	N	350	350	350	
<b>Customer satisfaction</b>	Pearson Correlation	.332**	.480**	.289**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	350	350	350	350

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

The results of correlation analysis in Table 4.10 revealed a positive moderate ( $r = .332$ ;  $p$  value  $< .05$ ) relationship between standard curriculum vitae and customer satisfaction as indicated in the spss output in Table 4.10. Also the finding in Table 4.10 showed that there was a positive moderate relationship( $r = .480$ ;  $p$  value  $< .05$ ) between psychological test and customer satisfaction. Further is showed a positive moderate relationship between interview and customer satisfaction.

#### **Testing level of independence between selection methods and customer satisfaction**

The research carried out regression analysis to establish the level of significance of selection methods and customer satisfaction of county government of Kisumu. The finding is shown in the tables below.



**Table 4. 11: Model Summary for selected methods and customer satisfaction**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.531 <sup>a</sup>	.282	.276	.49695

a. Predictors: (Constant), Interview, psychological test, standard curriculum vitae

The Table 4.11 showed that r square is .282 which means that about 28.2% of the customer satisfaction is affected by the selection methods while 71.8% is affected by other factors.

**Table 4. 12: Anova for selected methods and customer satisfaction**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	33.599	3	11.200	45.350	.000 <sup>b</sup>
	Residual	85.448	346	.247		
	Total	119.047	349			

a. Dependent Variable: customer satisfaction

b. Predictors: (Constant), Interview, psychological test, standard curriculum vitae

Table 4.12 revealed that the p value is less than 0.5. Therefore we reject null hypothesis. The study therefore concluded that selection methods have statistical significance on customer satisfaction at county government of Kisumu.

**Table 4. 13: Coefficients for selected methods and customer satisfaction**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.154	.436		-2.648	.008
1 standard curriculum vitae	2.718	.546	1.372	4.976	.000
psychological test	1.037	.136	.454	7.622	.000
Interview	-2.527	.510	-1.352	-4.955	.000

a. Dependent Variable: customer satisfaction

The Table 4.13 showed that the standard curriculum vitae is the most predictor on the customer satisfaction with a B value of 2.718, followed by interview and psychological test with the B values 2.57 and 1.037 respectively. On the other hand, the p values are less than 0.05 and therefore the study concluded that the selection methods have significant effect on customer satisfaction. The finding is summarized in the regression model below`:

$$customer\ satisfaction = -1.154 + 2.718x_1 + 1.037x_2 - 2.527x_3 + e$$

Where  $x_1$  is standard curriculum vitae;  $x_2$  is psychological test;  $x_3$  is interview;  $e$  is the precision error

#### **4.2.5 Selection methods and operational cost**

The study sought the respondents view on the effect of selection methods on operational cost in the county government of Kisumu. The finding of the study are summarized in Table 4.14

**Table 4. 14: Selection methods and operational cost**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
hiring employees	350	3.8	.426
job security	350	4.2	.616
turnover rate	350	4.2	.644
<b>Overall result</b>	<b>350</b>	<b>4.1</b>	<b>.562</b>

Source: Research Data (2017)

The findings in Table 4.14 showed the agreement of the respondents that the selection method contributed to hiring of employees (mean = 3.8; std. deviation = .426), job security (mean = 4.2; std. deviation = .616) and decreased turnover rate (mean = 4.2; std. deviation = .644). The overall result revealed that the respondents agreed (mean = 4.1; std. deviation = .562) that selection methods affected operational cost of the county government of Kisumu.

The finding of the study is in agreement with Biles et al., (1980) who highlighted that the methods used in decision making can affect the economy and thus the critical success of the organization. Moreover, the finding of the study concurred with Arnolodo (1985) who asserted that the right employee selection methods used can lead to significant value to the business by enabling cost efficiencies. Therefore there is need for the county government of Kisumu to ensure that they adopt the appropriate employee selection methods in order to achieve better performance through the reduced cost of operation and increase employee retention rate.

**Table 4. 15: Correlation between selection methods and operational cost**

		<b>Standard curriculum vitae</b>	<b>Psychological test</b>	<b>interview</b>	<b>Operational cost</b>
<b>Standard curriculum vitae</b>	Pearson Correlation	1	.645**	.986**	.384**
	Sig. (2-tailed)		.000	.000	.000
	N	350	350	350	350
<b>Psychological test</b>	Pearson Correlation	.645**	1	.635**	.477**
	Sig. (2-tailed)	.000		.000	.000
	N	350	350	350	350
<b>Interview</b>	Pearson Correlation	.986**	.635**	1	.336**
	Sig. (2-tailed)	.000	.000		.000
	N	350	350	350	350
<b>Operational cost</b>	Pearson Correlation	.384**	.477**	.336**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	350	350	350	350

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

The results of correlation analysis in Table 4.15 revealed a positive moderate ( $r = .384$ ;  $p$  value  $< 0.05$ ) relationship between standard curriculum vitae and operational cost as indicated in the spss output in Table 4.15. It showed a positive moderate relationship between operational cost and psychological test ( $r = .477$ ;  $p$  value  $> .05$ ). In addition, the finding in Table 4.15 revealed a positive moderate relationship between operational cost and interview ( $r = .336$ ;  $p$  value  $< .05$ ). We do therefore conclude that there was significant relationship between the selected methods and operational cost at the county government of Kisumu.

### Testing level of independence between the selection methods and operational cost

The research carried out regression analysis to establish the level of significance of selection methods and operational cost of county government of Kisumu. The finding is shown in the tables below.

**Table 4. 16: model summary for selection methods and operational cost**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.549 <sup>a</sup>	.301	.295	.28745

a. Predictors: (Constant), Interview, psychological test, standard curriculum vitae

Table 4.16 showed that r square is .301 which meant that 30.1% of the operational cost is affected by the selection methods while 69.9% are affected by other work.

**Table 4. 17: Anova for selection methods and operational cost**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.340	3	4.113	49.781	.000 <sup>b</sup>
	Residual	28.589	346	.083		
	Total	40.929	349			

a. Dependent Variable: operational cost

b. Predictors: (Constant), Interview, psychological test, standard curriculum vitae

Table 4.17 revealed that the p value is less than 0.5. Therefore we reject null hypothesis. The study therefore concludes that selection methods have statistical significance on operational cost at county government of Kisumu.

**Table 4. 18: coefficients for selection methods and operational cost**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.727	.252		2.886	.004
1 standard curriculum vitae	1.883	.316	1.621	5.961	.000
psychological test	.524	.079	.391	6.661	.000
Interview	-1.656	.295	-1.511	-5.612	.000

a. Dependent Variable: operational cost

The Table 4.18 showed that standard curriculum vitae was the most predictor on the operational cost with a B value of 1.883, followed by interview (1.656), and psychological test (.524). On the other hand, the p value is less than 0.05 and therefore the study concluded that selection methods have significant effect on operational cost. On the other hand, the p values are less than 0.05 and therefore the study concluded that the selection methods have significant effect on operational cost. The finding is summarized in the regression model below`:

$$\text{operational cost} = .727 + 1.883x_1 + .524x_2 + 1.656x_3 + e$$

Where  $x_1$  is standard curriculum vitae;  $x_2$  is psychological test;  $x_3$  is interview;  $e$  is the precision error

#### 4.2.6 Selection methods on employee satisfaction

The study sought on the respondents view on the effect of selection methods on employee satisfaction. The findings are summarized in the Table 4.19

**Table 4. 19: Selection methods on employee satisfaction**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
employee empowerment	350	4.4	.496
work environment	350	4.5	.499
Profitability	350	4.2	.825
<b>Overall result</b>	<b>350</b>	<b>4.4</b>	<b>.607</b>

Source: Research Data (2017)

The finding in Table 4.19 showed that employees agreed that selection methods had led to employee empowerment (mean = 4.4; std. deviation = .496); and increased profitability (mean = 4.2; std. deviation = .825; std. deviation = .825). The results also revealed that respondents strongly agreed that selection methods have improved work environment (mean = 4.5; std. deviation = .499). The overall result showed that the respondents agreed (mean = 4.4; std. deviation = .607) that the selection methods used by the county government of Kisumu had effect on the performance of the county government.

The results of the study concurred with Ballantyne (2009) who asserted that the employee selection methods used by organizations help in putting place workers who can perform at high level and demonstrate commitment. He further, stated that the selection methods shapes the organizational effectiveness and performance if the organization acquire workers who have relevant knowledge skills and aptitude. Further, the finding agreed with Pilbeam and Corbridge (2006) who established that employee selection method is fundamental to the functioning of the organization. They proceeded by pointing out that inappropriate selection decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual recruit and can be distressing for managers who have to deal with unsuitable employees. Recruiting and selection is very important for the survival of every organization but that does not end

there, new recruits need to be developed and appraised from time to time in order for them to be abreast with new trends and challenges. When employees are developed it help increase their performance and help sustain the growth of organizations.

**Table 4. 20: correlation between selection methods and employee satisfaction**

		<b>Standard curriculum vitae</b>	<b>Psychological interview test</b>	<b>Employee satisfaction</b>
<b>Standard curriculum vitae</b>	Pearson Correlation	1	.645**	.986**
	Sig. (2-tailed)		.000	.000
	N	350	350	350
<b>Psychological test</b>	Pearson Correlation	.645**	1	.635**
	Sig. (2-tailed)	.000		.000
	N	350	350	350
<b>Interview</b>	Pearson Correlation	.986**	.635**	1
	Sig. (2-tailed)	.000	.000	
	N	350	350	350
<b>Employee satisfaction</b>	Pearson Correlation	.000	-.289**	1
	Sig. (2-tailed)	.999	.000	
	N	350	350	350

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

Source: Research Data (2017)

The results of correlation analysis in Table 4.20 revealed a negative moderate ( $r = -.289$ ;  $p$  value  $< 0.05$ ) relationship between psychological test and employee satisfaction as indicated in the spss output in Table 4.20. It further revealed that was no significant relationship between standard curriculum vitae, interview and employee satisfaction because there p values were greater than .05



**Table 4. 21: Model summary for selection methods and employees satisfaction**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.406 <sup>a</sup>	.165	.158	.31707

a. Predictors: (Constant), Interview, psychological test, standard curriculum vitae

Table 4.21 showed that r square is .165 which meant that 16.5% of the employee satisfaction is affected by the selection methods while 83.5% are affected by other work.

**Table 4. 22: Anova for selection methods and employee satisfaction**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.876	3	2.292	22.799	.000 <sup>b</sup>
	Residual	34.785	346	.101		
	Total	41.661	349			

a. Dependent Variable: employee satisfaction

b. Predictors: (Constant), Interview, psychological test, standard curriculum vitae

Table 4.22 revealed that the p value is greater than 0.5. Therefore we accept null hypothesis. The study therefore concludes that selection methods had statistical significance on employee satisfaction at county government of Kisumu.

**Table 4. 23: Coefficients for selection methods and employee satisfaction**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.675	.278		20.415	.000
	standard curriculum vitae	-.658	.349	-.562	-1.889	.060
	psychological test	-.666	.087	-.493	-7.680	.000
	Interview	.987	.325	.892	3.032	.003

a. Dependent Variable: employee satisfaction

The Table 4.23 showed that the interview is the most predictor of employee satisfaction with a B value of .987, followed by psychological test (.666) and standard curriculum vitae (.658). On the other hand, psychological test is the most significant variable on the employee satisfaction with the p value = .000, followed by interview (p value = .003) and finally standard curriculum vitae (p value = .060). The finding is summarized in the regression model below`:

$$employeesatisfaction = 5.675 + -.658x_1 - .666x_2 + .987x_3 + e$$

Where  $x_1$  is standard curriculum vitae;  $x_2$  is psychological test;  $x_3$  is interview;  $e$  is the precision error

#### 4.2.7 Overall performance

The study carried out correlation analysis to test whether there was relationship between customer satisfaction and selection methods. The results is summarized in Table 4.24

**Table 4. 24: Correlational of selection methods and performance**

		Standard curriculum vitae	Psychological test	interview	performance
<b>Standard curriculum vitae</b>	Pearson Correlation	1	.645**	.986**	.335**
	Sig. (2-tailed)		.000	.000	.000
	N	350	350	350	350
<b>Psychological test</b>	Pearson Correlation	.645**	1	.635**	.353**
	Sig. (2-tailed)	.000		.000	.000
	N	350	350	350	350
<b>Interview</b>	Pearson Correlation	.986**	.635**	1	.302**
	Sig. (2-tailed)	.000	.000		.000
	N	350	350	350	350
<b>Performance</b>	Pearson Correlation	.335**	.353**	.302**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	350	350	350	350

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

Source: Research data (2017)

The results of correlation analysis in Table 2.24 revealed a positive moderate ( $r = .335$ ;  $p$  value  $< 0.05$ ) relationship between standard curriculum and performance as indicated in the spss output in Table 4.24. . It showed a positive moderate relationship between psychological test and performance ( $r = .353$ ;  $p$  value  $> .05$ ). In addition, the finding in Table 4.24 revealed a positive moderate relationship between interview and performance ( $r = .302$ ;  $p$  value  $< .05$ ). We do therefore conclude that there was significant relationship between the selection methods and performance at the county government of Kisumu.

The study also tested the level of independence between the selection methods and performance. The research carried out regression analysis to establish the level of significance of selection methods and performance of county government of Kisumu. The finding is shown in the tables below.

**Table 4.25: Model summary for selection methods and performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.417 <sup>a</sup>	.174	.167	.29714

a. Predictors: (Constant), Interview, psychological test, standard curriculum vitae

Table 4.25 showed that r square is .174, which implied that 17.4% of the organizational performance is affected by the selection methods used by the county government of Kisumu, while the 82.6% is affected by other factors.

**Table 4.26: ANOVA for selection methods and performance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.439	3	2.146	24.311	.000 <sup>b</sup>
	Residual	30.549	346	.088		
	Total	36.988	349			

a. Dependent Variable: performance

b. Predictors: (Constant), Interview, psychological test, standard curriculum vitae

Table 4.26 showed that the p-value is less than .05. This meant that the selection methods are statistically significant to performance of county government of Kisumu.

**Table 4.27: Coefficients for selection methods and performance**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.738	.261		6.674	.000
1 standard curriculum vitae	1.325	.327	1.200	4.057	.000
psychological test	.296	.081	.233	3.646	.000
Interview	-1.072	.305	-1.029	-3.516	.000

a. Dependent Variable: performance

The Table 4.27 showed that the standard curriculum vitae is the most predictor of performance with a B value of 1.325, followed by interview (1.072) and psychological test (.296). On the other hand, the p values are less than 0.05 and therefore the study concluded that the selection methods have significant effect on performance. The finding is summarized in the regression model below`:

$$\text{organizational performance} = 1.738 + 1.325x_1 + .296x_2 - .1.072x_3 + e$$

Where  $x_1$  is standard curriculum vitae;  $x_2$  is psychological test;  $x_3$  is interview;  $e$  is the precision error

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

The chapter provides the summary of findings of the main study, conclusion and recommendations arrived at

### **5.2 Summary of findings**

The finding of the study showed that the standard curriculum vitae is the most predictor on the customer satisfaction with a B value of 2.718, followed by interview and psychological test with the B values 2.57 and 1.037 respectively. On the other hand, the p values are less than 0.05 and therefore the study concluded that the selection methods have significant effect on customer satisfaction.

The study found out that the standard curriculum vitae was the most predictor on the operational cost with a B value of 1.883, followed by interview (1.656), and psychological test (.524). On the other hand, the p value is less than 0.05 and therefore the study concluded that selection methods have significant effect on operational cost.

The results of the study revealed a negative moderate ( $r = - .289$ ;  $p \text{ value} < 0.05$ ) relationship between psychological test and employee satisfaction as indicated in the spss output in Table 4.20. It further revealed that was no significant relationship between standard curriculum vitae, interview and employee satisfaction because there p values were greater than .05

The study found out that majority of the respondents agreed (mean = 4.4; std. deviation = .607) that the selection methods used by the county government of Kisumu had effect on the performance of the county government. In addition, the p values was less than 0.05 and therefore the study concluded that the selection methods have significant effect on performance.

### **5.3 Conclusion**

Based on the results, the study concluded that there was a significant relationship between the selection methods and customer satisfaction of county government of Kisumu.

Further, the study concluded that there was a significant relationship between the selection methods and operational cost of county government of Kisumu.

In addition, the research concluded that there was a negative significant relationship between the selection methods and employee satisfaction of county government of Kisumu.

Finally, the study concluded that there was a significant relationship between the selection methods and organizational performance of county government of Kisumu.

### **5.4 Recommendations**

The county government of Kisumu should continue in adopting the selection methods in order to achieve the best desired results from the staffs.

The study recommended that there is need for enhancing the adoption of psychological test when selecting staffs into the county government of Kisumu.

The study also recommended that standard curriculum should also be improved as a selection method for county government of Kisumu to enhance the performance of the organization as well as the staffs.

### **5.5 Suggestions for further studies**

The study suggests that similar study should be carried out in the private sector in Kenya on the effect of selection method on employees' performance.

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## APPENDICES

### Appendix I: Questionnaire

#### Introduction

This questionnaire seeks to establish employees' selection methods and their implication of performance. Your cooperation, honesty, objectivity and accuracy in responding to the questions that follow will assist in this research and will be highly appreciated. Your views will be treated with utmost respect and confidentiality.

I am a student at Maseno University undertaking Master of Business Administration (MBA). This questionnaire is in partial fulfillment of my research project. Please assist by filling in this questionnaire. Thanks in advance.

Yours faithfully,

Akoo David Onyango

**Instructions**

You are kindly requested to fill in the blank spaces at the end of each question or statement or simply put a tick [√] where appropriate.

**SECTION A: BACKGROUND INFORMATION**

1. (Age bracket)

18 - 25yrs

26 - 35yrs

36 - 45 years

46 - 55yrs

56 years and above

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

2. Gender

Male

Female

<input type="checkbox"/>
<input type="checkbox"/>

3. Level of Education

'0' level

Diploma

Degree

Masters

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Others specify.....

.....

4. Years of service

a) 1-5

b) 6-10

c) 11-15

d) 16-20

e) 21-25

f) Over 25

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

**SECTION B INFORMATION ON SELECTION METHODS**

5.(i) Which of the following methods is used to select employees at County Government of Kisumu?

- (a) Interviews
- (b) Standard Curriculum vitae
- (c) Psychological Tests

(d) Others  
specify.....

.....

.....(ii) For the selection method noted in 5 (i) outline its merits and demerits

.....

.....

.....

6. Rate the effectiveness of the delineated selection methods at County Government of Kisumu, where

Key: 1-Not effective; 2- Some how effective ; 3-Not sure; 4-Effective; 5-Very effective

<b>SELECTION METHODS</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Standardized Curriculum Vitae</b>					
Demographic details					
Education profile					
Experience					
Achievements					
Specialized skills					
Referees					
<b>Psychological Test</b>					
Intelligence test					
Personality					
Ability					
Aptitude					
Attainment test					
<b>Interview</b>					
Telephone interview					
Face to face interview					
Online interview					

7. Indicate your level of agreement on the contribution of delineated performance factors at County Government of Kisumu, where

Key: 1-Strongly disagree; 2-Disagree; 3-Undecided;4-Agree; 5-Strongly agree

PERFORMANCE	1	2	3	4	5
<b>Customer satisfaction</b>					
Product loyalty					
Positive referrals					
Repeat purchases					
<b>Operational cost</b>					
Hiring of employees					
Job security (Tenure)					
Turnover rate					
<b>Employee satisfaction</b>					
Employee empowerment					
Work environment					
Profitability					

8. Comment briefly on the following as indicators of performance?

Customer satisfaction

.....  
 .....

Operational cost

.....  
 .....

Employee satisfaction

.....  
 .....

**Thank you**



**Appendix II: Map of Kisumu County.**



Source: Google Map (2017)