

Influence of Recruitment Practices on rganizational Performance of Non-Governmental Organizations In Nakuru East Sub-County

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Abstract: Employee recruitment is one of the most important human resource functions. However, research on recruitment practices has been relatively narrow in scope and frequently failed to link recruitment practices to organizational performance in Non-Governmental Organizations (NGOs). The study sought to establish the influence of recruitment practices on organizational performance of NGOs in Nakuru East Sub County. The objectives of the study were to examine the influence of employee referrals and mass media vacancy advertisement on organizational performance of NGOs. The study was guided by three theories namely the human capital theory, resources based view theory and equity theory. The study was based on a descriptive survey design. The target population comprised of senior and middle level management employees in selected NGOs in Nakuru East Sub-County. A sample of 86 respondents was selected through stratified random sampling. Data was collected using questionnaires and analyzed using descriptive and inferential statistics with the aid of the statistical package for social sciences (SPSS) version 25. Descriptive statistics comprised of means, standard deviations, frequencies and percentages were used to analyze the data. Regression and correlation analysis were used to establish the association between the independent and dependent variables. The study concluded that 27.4% of organizational performance of NGOs in Nakuru East Sub-County was explained by referrals as a recruitment practice while 21.5% of organizational performance was influenced by mass media announcement. The results further revealed that 64.48% of total variance in organizational performance of NGOs in Nakuru East Sub-County was influenced by recruitment practices adopted. The study recommends that NGOs in Nakuru East Sub-County should become more proactive in adapting to changing dynamics of employee recruitment practices by embracing different recruitment practices.

Key words: Organizational performance, Mass media vacancy advertising, Recruitment practices, Employee Referral, Non-governmental organizations

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I. Introduction

1.1 Background of the Study

Employee recruitment is one of the most important decisions that organizations regularly make. When choosing between internal and external recruitment, managers need to consider their own organizational environment, since some environments favor one method over the other (Chan, 2015). Other factors include the nature of the job and its level within the organization, characteristics of the firm and the interaction of internal and external recruitment policies and other practices in a firm's human resources management system (Waldman, 2003). Recruitment practices can equip managers to design and manage recruitment policies in their organizations.

All over the world human resources development has become one of the factors influencing organizational performance. The success of an organization is directly linked to the performance of those who work for that business. Underachievement can be as a result of workplace failures. Because recruiting the wrong people or failing to anticipate fluctuations in recruitment needs can be costly, it is important that conscious efforts are put into human resource planning (Biles, 2011). According to Mullins (2013) employees bring their own perspectives, values and attribute to organizational life, and when managed effectively, these human traits can bring considerable benefits to the organization. Recruitment is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications (Walker, 2009). Thus, recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment. Recruitment begins when the right caliber of candidates are identified. Recruitment is thus the process through which organizations make decisions about who will or will not be

allowed to join the organization. The recruitment process varies from organization to organization, job to job, and country to country (Waldman, 2003). Some of the processes include screening applications and resumes, testing and reviewing work samples, interviewing and checking references. Organizations use these processes to increase the likelihood of recruiting individuals who possess the right skills and abilities to be successful at their jobs (Walker, 2009). Following the initial recruitment of incumbents they are likely to again be chosen to develop their further interest in the organization and later to encourage them to apply for other jobs. Using appropriate techniques the suitable candidates can thus be recruited during career development. It has been argued that in order for the firm to build and sustain the competitive advantage, proper staff recruitment is critical. Despite a recent increase in published literature discussing recruitment practices, there has been little change in the types of methods used to recruit and select employees (Kelly, 2014). The effectiveness of a recruitment system can influence organizational outcomes such as productivity.

1.1.1 Global Perspective of Recruitment Practices

Globally, improving performance is a major goal of many organizations. The outcome of organizational performance depends largely on employees' recruitment (Huyen, 2013). In England, there are difficulties of recruiting suitably competent, high caliber employees despite additional incentives (Welch, 2011). In the United State of America (USA) the issues of employee competence has been a centerpiece in many of organizations. In Wales the competence of job applicants is far lower and some organizations are increasingly finding it difficult to fill posts and this implies that recruiting competent employees is a serious problem (Myers, 2004). In Vietnam, employee recruitment challenges are evident across all levels of organizations (Huyen, 2013). Zain (2013) examined the effect of recruitment practices on organizational performance in Malaysia and found that these aspects of recruitment practices were significant determinants of general organizational performance. Shakil (2012) studied recruitment practices in Pakistan in order to ascertain association between organizational culture and the practices adopted by the management. Using regression and correlation analysis, the study found out that recruitment consistency and adaptability had significantly positive influence on organizational performance.

Lorraine, Dorai and Zubair (2011) investigated the influence of organizational culture on performance management in insurance industry. The results established some link between organizational culture and performance management. However, the study reported that different types of recruitment practices had different levels of acceptance of performance management. In Nigeria, Aluko (2004) studied the perceived effect of recruitment culture on performance of textile companies. Using both qualitative and quantitative methodologies, the study reported that despite the kind of recruitment practices, workers appeared to have affirmative beliefs about work, organizational principles and personal attitudes.

1.1.2 Regional Perspective of Recruitment Practices

In African countries, a focus on employee recruitment is evident in many organizations (Mulkeen, 2004). According to Mulkeen (2004) the supply of high-competent employees far exceeds projected demand due to remarkable decline in the number of organizations. However, the recruitment of employees is a demand driven process. In Ghana, most organizations advertise vacancies externally and document the possibility of permanency in the advertisement. In Zimbabwe, the employee recruitment policy has been marred by nepotism, favoritism, bribery and corruption (Wadesango, 2012). In Nigeria and South Africa, many NGOs have to go through rigorous recruitment procedure due to large number of job applicants. In Tanzania studies on recruitment practices in NGOs are still inadequate. However, the available research seems show no particular preference for employee recruitment practices. Nevertheless, recruitment plays a pivotally important role in shaping the nongovernmental organization's effectiveness and organizational performance.

1.1.3 Employee Recruitment Practices in Kenya

In Kenya, the cornerstone of organizational performance is based on the ability to attract competent employees although corruption and tribalism tend to influence the recruitment criteria in many organizations. In Nakuru East Sub-County there are many NGOs. Some of these NGOs deal with humanitarian assistance while others provide educational, economic, environmental and health care services to the public. According to Otiende (2013) some of these NGOs have relatively small of employees ranging from ten to twenty employees. In a few cases especially in international NGOs with a presence in Nakuru East Sub county, the number of employees can be in excess of one hundred depending on their mandate and the nature of services they offer (Ngugi, 2015). According to Mwangi (2015) recruitment practices in most of these NGOs are mainly done based on affiliations, nepotism and social and political inclinations. This presents a challenge not only to the youth seeking employment but also to organizational performance in these NGOs (Randall, 2012). It is often claimed that recruitment of employees occurs not just to replace departing employees or add to a workforce but rather aims to put in place employees who can perform at a high level and demonstrate commitment (Anyim,

2009). In situations where organized recruitment takes place, NGOs generally go for internal hiring. Even if vacancy announcement was made through mass media, online employment advertising and other forms of external advertising NGOs are likely to choose an insider. Although recent studies show that NGOs are gradually gaining momentum in their competitive advantage, something still needs to be done to make them more competitive (Ngugi, 2015). Hence, a better functioning recruitment process is needed to stimulate organizational performance.

1.2 Statement of the Problem

The performance of employees in an organization depends on the recruitment practices adopted during hiring. Therefore, recruitment practices are important in enhancing organizational performance. This promotes a culture of urgency, teamwork, trust and aligning organizational aspirations with the corporate objectives. Although recruitment practices have been correlated with performance, it has received relatively inadequate empirical investigation especially in NGOs. In Kenya, different NGOs are guided by different recruitment practices that reflect the pattern of interaction not only among the workers but also the employers as well. These differences which constitute hiring practices are quite evident due to the fact that different NGOs serve a variety of clientele. As a result this has a pervasive effect on organizational performance because it spells out how employees contribute to the organization. In deciding whether to hire from within or outside the organization, NGOs usually consider the nature and level of the job, characteristics of the firm and industry, and a firm's system of human resource management policies. However, there are challenges with regard to organizational performance in NGOs as reflected in employees' incompetency, high rate of staff turnover, inadequate supervisory capabilities and slow adoption of new technologies (Rugut, 2013; Oloo, 2012). Although these challenges are evident though organizational performance is required to enhance the capacity of employees through effective hiring practices. Even though it is the wish of every NGO to attract the best human resource in order to channel their collective effort into excellent performances, preliminary studies show that recruitment practices can hinder their performance (Cran, 2012).

In the NGOs in Nakuru East Sub County, preliminary studies by Mwangi (2015) and Otiende (2013) show that employee recruitment process could be affecting organizational performance. In addition, Musioka (2015) found a positive effect of organization culture on organizational performance. Kamau (2013) noted the existence of a significant relationship between recruitment culture and efficiency of service delivery among employees. However, Lagat (2013) established a weak association between recruitment culture and performance of NGOs in Nakuru East Sub County. Wambugu (2014) studied the effect recruitment culture on worker performance NGOs and found that hiring practices had a more significant effect on organizational performance than other variables. In the studies reviewed, it is evident that there are knowledge gaps that were not addressed. The studies ignored NGOs in Nakuru East Sub County. Also the variables in these studies are markedly different from the variables in this study. The studies therefore did not address the effect of recruitment practices on organizational performance in NGOs in Nakuru East Sub County. Thus, inadequate knowledge exists about how recruitment practices impacts on organizational performance. In view of these limitations, the study sought to establish the influence of recruitment practices on organizational performance of NGOs in Nakuru East Sub-County.

1.3 Research Hypotheses

H₀₁: There was no statistically significant influence of referrals on organizational performance of NGOs in Nakuru East Sub-County.

H₀₃: There was no statistically significant influence of mass media advertisement on organizational performance of NGOs in Nakuru East Sub-County.

II. Literature Review

2.1 Theoretical review

2.1.1 Human Capital Theory

This theory was proposed by Adam Smith (1723-1790) in Teixeira. The central idea of this theory is that people are fixed capitals because they have skills and useful abilities that have genuine costs and yields profits. Thus, people and their collective skills, abilities and experiences, coupled with their capacity to deploy these in the interests of the employing organization, are now recognized as having a significant contribution to organizational success and provides significant source of competitive advantage (Armstrong, 2014). The theory argues that the most common aspect of human capital is that it improves the efficiency of resource allocation. Therefore, it is conceivable to say that open recruitment is the *raison d'être* in the provision of goods and

services whose consumption is limited to organization's jurisdictions. By tailoring recruitment practices to particular preferences and organizational circumstances, organizational performance will be enhanced and this will lead to increases in economic welfare above that which results from the more uniform levels of such services that are likely under ordinary human capital development.

The basic point is that the efficient level of organizational performance varies across jurisdictions as a result of both differences in preferences and cost differentials. In the context of NGOs one pillar of recruitment is that because NGOs are closer to the people, employees should have better information about the preferences of local populations (Musgrave, 2013). Hence, recruitment practices should be done in a way that responds to the variations in demands for service provision by the NGOs. Hence, recruitment is considered to be most responsive human capital that facilitates variations in demands for and cost of providing public goods. It increases the likelihood that NGOs would respond to the demands of local population (Tiebout, 1956). Competitive recruitment allows a variety of employees to be hired to ease the pressure for optimum performance. This theory is applicable in this study because the recruitment process involves identifying vacancies, job analysis and person specification before filling vacancies in order to enhance organizational performance in NGOs. Therefore, to enhance human capital development in NGOs, it is necessary to apply this theory. By such means, productivity is enhanced and sustained based on an increased and diversified labor force. Babalola (2003) asserts that the contribution of NGOs to economic growth and development occurs through its ability to increase the productivity of an existing labor force in various ways. Therefore, recruitment practices must be diverse and organizational performance should take into account the balance between the opportunity costs of resources and the expected future benefits. This augments the argument that human capital leads to greater output for NGO and enhanced earnings for the individual worker. It increases their chances of employment in the labor market, and allows them to reap pecuniary and non-pecuniary returns and gives them opportunities for job mobility. As the study has established, the accumulation of human capital is an important contributor to the organizational performance of NGOs.

2.1. 2 Equity Theory

This theory was developed by Stacey Adams (1965). The theory maintains that people are motivated by their beliefs about the reward structure as being fair or unfair, relative to their inputs. Generally, employees have a tendency to use subjective judgment to balance the outcomes and inputs in the relationship for comparisons between different employees. If employees feel that they are not equally rewarded they either reduce the quantity or quality of work or migrate to some other organizations. However, if they perceive that they are rewarded highly, they may be motivated to work harder (Reiss, 2004). Inequity exists when individuals perceive that the ratio of efforts to rewards is different compared to their peers. Employees may attempt to reduce inequity in various ways. An employee may change his or her level of effort; an employee who feels under rewarded is likely to exert less effort. A person may also try to change his or her rewards, such as by asking for a raise. Another option is to change the behaviour of the reference person by encouraging that person to exert more effort.

Equity theory is also concerned with how institutions can handle inconsistencies that emerge between different types of comparisons. For example, when pay dispersion is high, star performers making self-comparisons perceive high equity, but average and low performers making social comparisons may perceive low equity. In general, the costs of perceived inequity among the latter group can outweigh the benefits of perceived equity among the former group. Irrespective of the kind of perception, equity theory ensures fair results for both the employer and the employee. This is because organizational equity theory is predicated on the assumption that an employee is perceived to be paid equally for work done when compared to those in similar categories, as well as treated equally in terms of other benefits. However, perceptions of inequities lead to stress; the higher the feeling of inequity, the greater the level of stress is. It is evident that equity is a major factor in performance, and thus, it should be prioritized. The study sought to identify conditions under which NGOs can create favourable equity perceptions for different groups of employees, making this theory suitable in guiding this study.

2.2 Influence of Referral on Organizational Performance

Recruitment may be conducted internally through referral. The relative value of referrals is higher when firms rely heavily on promotions to motivate workers and when specialized knowledge and skills that apply mostly to the firm in question are crucial for productivity (Mwangi, 2015). Empirical work suggests that the efficacy of referrals hinges on other policies also in place. When a vacancy is filled by internal promotion, either the firm's personnel shrinks by one or a second vacancy is created, so that a sequence of internal promotions creates a cascade of vacancies down the job ladder. Although the sequence of new vacancies has the benefit of creating incentives throughout the ranks of the organization, there are clear costs attached to new vacancies. Promoting some workers internally may be unappealing because they are simply too good in their current job to pull them out of it (Kauhanen&Napari, 2012). Where internal recruitment is the chosen method of filling

vacancies, referrals usually by word-of-mouth could be preferred. Internal recruitment does not always produce the quality of personnel needed. There are sound reasons for recruiting from sources within the organization. The ability of the recruit is known so it is easy to assess potential for the next level. Insiders know the organization, its strengths and weaknesses, its culture and, most of all, its people.

According to DeVaro (2015) referral builds motivation and a sense of commitment to the organization. Referred employees are more likely to become involved in developmental activities if they believe that these activities will lead to promotion. Referrals are cheaper and quicker than advertising in various media and interviewing outsiders. It is also easy to find the right candidate within and the organization may settle for an employee who possesses the ideal mix of competencies (Miyake, 2002). However, infighting, inbreeding and a shortage of varied perspectives and interests may reduce organizational flexibility and growth, and resistance to change by those who have an interest in maintaining the status quo may present long term problems (DeVaro, 2015). Part of the human resource planning strategies incorporate this technique and, although it may be a case of those involved not actually receiving a promotion but rather a transfer at their existing level, the result is increased multiskilling and the avoidance of possible redundancies (Dess & Jason, 2010). The use of referrals also constitutes an informal recruitment method. Because they are relatively inexpensive to use and can be implemented quickly, referral is commonly used for hiring clerical and other base-level recruits who are more likely than other groups to have submitted unsolicited applications.

According to Otiende (2013) external recruiting methods have traditionally included college recruitment. In a study by Djabatay (2012) revealed that referrals influence the introduction of new ideas, concepts and methods in the organization, but has the disadvantage that new employees may be compromised by those who recommended them for employment. The recruitment process can vary in complexity and degree of difficulty depending on the recruitment objectives and the recruitment sources chosen. The most commonly used sources for small organizations include referrals. Ekwoaba (2015) investigated the impact of recruitment criteria on organizational performance at Fidelity Bank in Lagos, Nigeria. The analyses of 130 valid responses obtained through a questionnaire randomly administered to selected respondents revealed that recruitment criteria had significant effect on organization's performance. According to Huselid (2012) recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid recruitment regime that will have a substantial influence over the quality and type of skills new employees possess.

According to Wanyama (2009) nepotism in hiring of staff is one of the key problems facing organizations in Kenya. According to Davis (2004), organizations that try to attract workers without reference to known values and identity are risking inappropriate appointments. Inevitably, the lack of a systematic technique for employee recruitment results in inappropriate choices for respective jobs hence the misdirection of skill and talent (Njenga, 2012). According to Huselid (2012) firms with more supervisory employees are more likely to choose an insider.

2.3 Mass Media Announcement and Organizational Performance

According to Otiende (2013) recruitment via mass media announcements has traditionally included newspaper/magazine/journal advertising. Although relatively expensive and time-consuming, running advertisements in newspapers, periodicals and journals will continue to be an important way to reach potential candidates (Kaplan & Norton, 2004). Executive search firms tend to match candidates to jobs faster than most organizations can, on their own, primarily because the recruiting firms/employment agencies possess larger databases of, and wider access to, persons and have a greater awareness of the location of competencies needed by the client agencies. Of course, it is possible for an organization to reduce the risks and high costs of recruitment by maintaining a small cadre of full-time, permanent employees and meeting an unexpected and temporary need for staff through the use of ad hoc and short-term contract workers who come to the position already trained (Dess & Jason, 2010).

In a study by Otiende (2013) revealed that mass media announcements influence the introduction of new ideas, concepts and methods in the organization, but has the disadvantage that new employees need a longer period of adjustment to the new organization. Recruitment by mass media announcements must be well planned and coordinated and is especially needed for fast growing organizations or those for which a keen interest from highly qualified labor force. The most often reported benefits of electronic recruitment include wider applicant outreach, faster information exchange between potential employees and employers, lower costs of advertising, data accessibility and availability, reduced costs of communications and improved organizational attraction. The drawbacks of e-recruitment are associated mainly with résumé overload, increased diversity in quality of candidates, lack of personalized response to applicants, and issue-related candidate confidentiality. This is so because the development of people, their competencies, and the process development of the total organization are the fulcrum of human resource management (Mullins, 2013).

According to Gamage (2015) the objectives of recruitment is to get the right person to the right job, establish and maintain a good image as a good employer, and maintain the recruitment process as cost effective as possible (Henry & Temtime, 2009). With specific reference to recruitment criteria and organizational

performance, Montana (2016) maintained that recruitment includes sourcing candidates by advertising, screening potential candidates using tests and interviews, selecting candidates based on the results of the tests or interviews, and on-boarding to ensure that the candidates are able to fulfill their new roles effectively.

According to Huselid (2012) recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid recruitment regime that will have a substantial influence over the quality and type of skills new employees possess. This implies that an organization's human resource policies and practices represent important forces for shaping employee behaviour and attitudes. According to Gamage (2015) the recruitment practices will determine who is hired and if properly designed, it will identify competent candidates and accurately match them to the job. Terpstra and Rozell (2010) reported of a positive association between the extensiveness of recruiting test validation and the use of formal selection procedures and firm profits. Similarly, Rauf (2016) discovered that sophisticated recruitment procedures are positively related to performance in organizations. István (2010) observed that there are a plenty of techniques used in recruitment some of which are universally accepted.

However, which recruiting channels should be used depends on the job position, on the company's employer brand, on the resources the company has on its recruiting team, on how much recruiting budget the company has among other considerations (Sinha&Thaly, 2013). The effectiveness of different employee recruitment criteria has been the topic of research for over 60 years (Sinha&Thaly, 2013). The effectiveness has primarily been assessed by examining the rates of turnover, job survival and job performance along with organizational issues such as referrals by current personnel, in house job postings, and the re-hiring of former employees (Zottoli&Wanous, 2016). The study by Sen and Saxena (2016) has emphasized the importance of a quality process during the time of recruitment given that the right type of labor is hard to come by. Although the study conducted by Subbarao (2014) explained the recruitment sources used by individual job seekers at various levels, the study further highlighted the importance of different types of approaches used at the time of recruitment which in turn makes any organization well-established or less established. According to Sarkar and Kumar (2016) organizational performance is hinged on the approach which the organization adopts in the recruitment of employees. Sarkar and Kumar (2016) emphasize the importance of the whole process of recruitment and the interdependence of its parts (Sinha&Thaly, 2013).

However, Munyon (2011) admonished that team staffing should translate to competitive advantages to a firms. In similar vein, DeVaro (2012) demonstrated that recruitment strategies can lead to positive organizational outcomes and help organizations to grow as they have been able to get the right people for their vacancies. In addition, the appropriate channels have helped the organizations to get different and varied sources to which they can turn to for effective hiring (Sinha&Thaly, 2013). Recruitment in any organization is a serious business as the success of any organization or efficiency in service delivery depends on the quality of its workforce who was recruited into the organization through recruitment exercises (Ezeali&Esiagu, 2010). The findings indicate that e-recruitment had a noticeable effect on the overall recruitment process in the studied organizations. The investigation revealed changes in the sequence, divisibility and repetitiveness of a number of tasks and subtasks. The new process design supported by information and communications technologies was identified and is presented in the paper. This process allowed recruiters in the study to perform recruitment tasks more efficiently. However, practitioners should be aware of the increasing demands of the quality of online communication with applicants, and with it the electronic communication skills of recruitment professionals. In a comparative study of the recruitment process in three different companies, Munyon (2011) used online recruiting as the main recruitment process. After the pre-screening was completed, a number of candidates were contacted to arrange further assessment activities. This electronic tracking ended with the employment of a selected candidate.

Traditional recruitment by means of job advertising is often viewed as a discrete, fixed process, initialized by an apparent need and request for new employees (Barber, 2013). It consists of tasks and subtasks which are fairly well-defined and repeated for each new vacancy, but which are sequential and not easily divisible. Such process design is viewed by organizational design researchers as being complicated, since it requires the coordination of connected processes and continuous attention. The recruitment process investigated in the study rests on the process design, which is characterized by a high level of repetitiveness and a medium to high level of divisibility, as a number of tasks and subtasks can run con-currently, or even be performed independently. The orderly design has a major advantage over the complicated design in its task divisibility, inasmuch as problems encountered in performing one task do not necessarily prevent progress in other tasks. This therefore requires less coordination and is more efficient (Munyon, 2011).

Various studies have been done related to recruitment practices and how it affects performance of employees in organizations. Zheng and Hong (2014) and Croucher (2012) point out that there is a positive and significant relationship between recruitment and performance of a firm. Sang (2014) also discovered a positive association between recruitment and business performance. Ichniowski and Shaw (2013), Katou (2014) and Wright (2014) also reported similar positive results between. Many public agencies in Kenya have increasingly been experiencing unfair recruitment practices. According to Wanyama (2009) nepotism in hiring of staff is one

of the key problems facing cooperatives in Kenya. According to Davis (2004) co-operatives that try to attract workers without reference to co-operative values and identity are risking inappropriate appointments. Inevitably, the lack of a systematic technique for employee recruitment results in inappropriate choices for respective jobs hence the misdirection of skill and talent. This failure translates to loss; both to the employer on one end in the form of mediocre worker productivity as well as the employees whose aptitudes are underutilized hence wasted talent capacity (Njenga, 2012).

Odiorne (2012) postulates that the quality of recruitment practices put in place by an organization is a function of the quantity of application that will be received, more so he started further that the relative effectiveness of the next human resources phase is inherently dependent upon the quality of applicant attracted. There is adequate empirical evidence to the effect that one of the fundamental challenges facing organizations in the area of performance is their inability to put in place strategies capable of recruiting competent employees and retaining them to achieve organizational goals (Cascio, 2003; Heneman & Judge, 2003). Cole (2002) contends that one of the first steps in the planning for the recruitment of employees into the organization is to establish adequate policies and procedures.

In a study in Finland, the most common way to enter a new job is via an external source, in which a worker changes firms but not job levels. These moves account for 32% of new job entries. The second and third most common ways are internal promotions and internal lateral moves. External promotions are infrequent but internal demotions account for more than 8% of entries into new jobs. In Denmark, BayoMoriones (2014) found that average job performance is higher for internally promoted workers. Empirical evidence generally shows that external and internal recruitment occurs at all levels of a job hierarchy but that the prevalence of internal recruitment increases at higher levels. Empirical evidence consistently shows that external hires look better on paper than internal hires (Miyake, 2002). If an internal and an external prospect look similar on paper, employers generally go for the internal worker, meaning an external applicant's record must exhibit a large margin of superiority to secure the position. This result is consistent with external hires facing a handicap when evaluated alongside internal workers. Compared with internal hires, external hires are older and have more experience and education.

III. Methodology

The study was based on a descriptive survey design. The target population consisted of managerial employees in registered NGOs in Nakuru East Sub-County. The NGOs targeted were involved in different activities such as environmental protection, water provision, humanitarian assistance, sustainable development, legal support, agricultural development, health promotions, peace building initiatives, welfare and youth and children education support. 77 registered NGOs with a total number of 616 senior and middle level employees were involved in the study. To obtain the study sample size, Nassiuma's (2006) formula for estimating a sample size n from a known population, N was used in selecting the study respondents:

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

Where

n = Sample size

N = Population, 616 in this case

C = co-efficient of variation (30% for survey research)

e = standard error, assumed to be 0.03 in this study

Substituting these values in the equation estimated sample size was:

$$n = \frac{616 \times 0.3^2}{0.3^2 + (616 - 1) 0.03^2} = 86$$

Proportional and stratified simple random sampling procedures were applied in selecting the study respondents. Data was collected using questionnaires. The validity of the research instrument was ensured by good instrument design to reflect the research objectives. The supervisors were also consulted to verify the content and face validity of the instrument. Cronbach's alpha for estimating internal reliability was used. Cronbach's alpha of 0.81 was obtained and considered acceptable. Descriptive and inferential statistics were used in data analysis, with the aid of Statistical Package for Social Sciences (SPSS) version 25. Correlation analysis and regression analysis were used to establish the influence of recruitment practices on organizational performance of NGOs in Nakuru East Sub-County.

IV. Results and Discussion

4.1 Employee Referrals

The researcher computed the means and standard deviation of the responses to describe the respondents' perception in regard to referrals as a recruitment practice. The findings are presented in table 1.

Table 1: Perception on Referrals

Statements	N	Mean	Std. Dev
Sometimes our NGO receives applicant through referrals	81	3.79	1.03
In your observation, existing employees are usually given preference in recommending potential employees	81	3.51	1.15
When vacancies occur similar organization is requested to deploy an employee for a specific period	81	3.63	1.13
Job vacancies are made open to all employee within the NGO	81	2.59	0.83
In our organization existing employees are asked to second new employees for jobs	81	3.32	0.78
The management of my organization seeks opinion of existing employees on the suitability of new recruits	81	3.40	0.94
In my NGO employees are promoted from within	81	4.09	1.014

From the findings it is evident that majority of the respondents strongly agreed that sometimes their NGOs received applicants through referrals as revealed by a mean response rate of 3.79 with a standard deviation of 1.03. On the other hand majority of the respondents agreed that in their observation, existing employees were usually given preference in recommending potential employees as shown by a mean response of 3.51 and a standard deviation of 1.15. The results also reveal that the respondents agreed that when vacancies occurred similar organizations were requested to deploy employees for specific periods of time. This is shown by a mean response of 3.63 with a standard deviation of 1.13. Similarly, the respondents agreed that job vacancies were made open to all employees within the NGOs as shown by a mean response of 2.59 and a standard deviation of 0.85. In addition, the respondents agreed that in their NGOs existing employees were asked to second new employees for jobs as revealed by a mean response of 3.32 with a standard deviation of 0.78. Moreover, the management of the NGOs often sought the opinion of existing employees on the suitability of new recruits as revealed by a mean response of 3.4 and a standard deviation of 0.94. The results further show that majority of the respondents agreed that in their NGO employees are promoted from within as revealed by a mean response of 4.09 with a mean with a standard deviation of 1.01. These findings concur with a study by Elwood and James (2013) that reported a positive and significant relationship between referral as a recruitment practice and organizational performance. Similarly, Sang (2014) also reported an increased usage of referrals as it stimulated organizational change. However, a study by Mwangi (2012) failed to establish any links between organizational performance and referral as a method of employee recruitment. The analysis of the open ended questions revealed that the respondents observed that the NGOs hired employees who were suited for the job and whose performance was evident from both physical appearance and curriculum vitae. In addition, employee referral secured competent, qualified and honest staffs that were willing to work under no supervision. In addition, employee referral secured highly competent employees. Other respondents observed that referral was easy to administer as the ability of the applicant was known in advance. It also promoted job performance, encouraged hard work; competencies of the applicants can be verified prior to recruitment and it is cost effective. However, some respondents observed that it tended to favour friends who lacked the requisite and relevant experience since there is no transparency.

4.2 Mass Media Announcement

The researcher further sought to establish the views of the respondents regarding mass media announcements as a recruitment practice. The means and standard deviation were computed and the results presented in table 2.

Table 2: Mass media announcement in NGOs in Nakuru East Sub County

Statements	N	Mean	Std. Dev
In my NGO, broadcast media is used in search of employees to fill vacancies	81	3.89	1.01
Our NGO relies on TV and radio for employees' recruitment	81	3.57	0.94
There are employment bureau for the recruitment of employees for my NGO	81	3.68	1.03
Job vacancies are made open to the general public through broadcast media	81	3.62	0.83
Potential applicants for jobs in our NGO usually apply through print media	81	2.409	1.021
Our NGO advertises job opening in organizational journals	81	3.41	0.73

The results show that the respondents agreed that broadcast media was used in search of employees to fill vacancies as revealed by a mean response of 3.89 with a standard deviation of 1.01. Also the respondents

agreed that NGOs relied on TV and radio for employees' recruitment (M=3.57; SD=0.94). The study has also revealed that there were employment bureaus for the recruitment of employees as shown by a mean response rate of 3.68 with a standard deviation of 1.03. Similarly, the respondents agreed that job vacancies were made open to the general public through broadcast media as revealed by a mean response of 3.62 and a standard deviation of 0.83. However, the respondents were undecided on whether potential applicants for jobs in their NGO usually applied through print media as revealed by a mean response of 2.409 with a standard deviation of 1.021. There was a higher response rate in regard to whether NGOs advertised job openings in organizational journals as revealed by a mean response of 3.57 with a standard deviation of 0.93. These results concur with Otiende (2013) who observed that recruitment via mass media was mainly done in NGOs through newspaper/magazine/journal advertising and TV in spite of the fact that new employees needed a longer period of adjustment to the new organization. The findings also concur with Munyon (2011) who reported that mass media recruitment enabled organizations to get the right people for their vacancies. Cole (2002) contends that recruitment of employees through mass media is fundamental to the functioning of an organization. The responses to the open ended questions revealed that competencies sought through mass media were teamwork, efficiency, ability to work with little supervision, punctuality, accountability, ethics, honesty, unique skills, competence, sharing the same vision and mission, academic qualification, experience, computer literacy, good communication and commitment.

4.3 Organizational Performance

The researcher further sought to establish the respondents' perceptions regarding organizational performance of the NGOs. The results are presented in table 3.

Table 3: Organizational performance of the NGOs

Statements on Organizational performance	N	Mean	Std. Dev
In my NGO projects are completed on time	81	4.01	0.91
In my NGO the needs of the community are met on time	81	3.70	0.92
Goals and objectives of the NGO are attained on time	81	3.65	1.001
The level of employee productivity in my organization is high	81	3.49	0.73
There is efficient service delivery as employees commit maximum efforts to their work	81	3.68	0.70
My NGO has competitive advantage compared to other NGOs	81	3.88	1.03
There is greater accountability in my organization	81	2.50	0.14
Level of customer satisfaction in our organization is high	81	3.74	1.15

The findings demonstrated that the respondents concurred that in their NGOs projects were completed on time as reflected in a mean response of 4.01 and a standard deviation of 0.91; the needs of the community were met on time (M=3.70, SD=0.92) and that goals and objectives of the NGO were attained on time (M=3.65, SD=1.001). The respondents further agreed that the level of employee productivity in their organization was high (M=3.49, SD=0.73), that there was efficient service delivery as employees committed maximum efforts to their work (M=3.68, SD=0.70) and that their NGOs had competitive advantage compared to other NGOs (M=3.88, SD=1.03). These findings concur with Musioka (2015), Kamau (2013), Lagat (2013) and Wambugu (2014) whose studies suggested an existence improved organizational performance as a result of recruitment culture. This was reflected through efficiency of service delivery among employees. However, the respondents disagreed that there was greater accountability in their organizations (M=1.98, SD=0.14). Moreover, low responses were reported in regard to whether the level of customer satisfaction in their organization was high as indicated by mean of 1.89 with standard deviation of 1.15. It can be noticed that recruitment practices impacted on the organizational performance of NGOs. These results agree with previous researchers such as Rugut (2013), Oloo (2012), Mwangi (2015) and Otiende (2013) who reported challenges experienced by some NGOs in regard to organizational performance as reflected in employees' incompetency, high rate of staff turnover, inadequate supervisory capabilities and slow adoption of new technologies. In order to enhance organizational performance, the respondents suggested that the recruitment practices should be open and transparent, involve wide circulation, contain clear job description, recruit only for vacant position to avoid work overlap, involve public participation, outline recommendations and service package and combine recruitment practices.

4.4 Relationship between Referrals and NGOs' Organizational Performance

The researcher established the relationship between referrals and organizational performance in NGOs in Nakuru East Sub County. Pearson correlation coefficient was used to establish the relationship between the two variables. The findings from the analysis are as presented in table 4.

Table 4: Relationship between Referrals and Organizational performance

Organizational performance	Referrals	
	Pearson Correlation	0.274
	Sig. (2-tailed)	0.001
N	81	

The findings indicated the presence of a positive relationship ($r=0.274$, $p=0.005$) between referrals and the organizational performance of the NGOs. In addition, the relationship was found to be statistically insignificant at $p<0.05$ level of significance. Therefore, the researcher observed that referrals as a recruitment practice influenced NGOs’ organizational performance. Hence, the hypothesis H_{01} which stated that there was no statistically significant influence of referrals on organizational performance of NGOs in Nakuru East Sub County was rejected. This is similar to previous studies which revealed that recruitment was a major part of an organization’s overall performance (Gamage, 2015). Other studies have also indicated that there was a positive and significant relationship between recruitment and the performance of an enterprise. These studies include Gamage (2015), Sang (2014), Ichniowski and Shaw (2013) and Wright (2014) have all established a positive association between recruitment and organizational performance. This implies that effective recruitment process is positively related to organizational performance.

4.5 Mass Media Announcement and Organizational Performance in NGOs

The researcher sought to test the hypothesis that mass media announcement had no influence on organizational performance in NGOs in Nakuru East Sub County. The results are presented in table 5.

Table 5: Relationship between Mass Media and Organizational performance

Organizational Performance	Mass Media Announcement	
	Pearson Correlation	0.215
	Sig. (2-tailed)	0.0012
N	81	

The analysis revealed the presence of a positive relationship ($r=0.215$; $p=0.0012$) between mass media announcement and organizational performance in NGOs in Nakuru East Sub County. The relationship was found to be statistically significant at $p<0.05$ level of significance. Therefore, the null hypothesis H_0^2 that mass media announcement had no influence on organizational performance of NGOs was accepted. Thus, the researcher observed that mass media announcement influenced the organizational performance of the NGOs in Nakuru East Sub County. This agrees with Zheng and Hong (2014) and Croucher (2012) who pointed out that there is a positive and significant relationship between recruitment through mass media and performance of a firm. Similarly, Sang (2014) discovered a positive association between mass media recruitment and business performance. While it is understood that poor recruitment decisions continue to affect organizational performance and limit goal achievement, Randall (2012) failed to establish the link between mass media recruitment and organizational performance. Nevertheless, Pilbeam and Corbridge (2014) note that the recruitment of employees is fundamental to the functioning of an organization, and there are compelling reasons for getting it right.

4.5 Regression Model

The researcher attempted to fit a regression model for this study to show the mathematical relationship between the independent variables and the dependent variable. Multiple regression analysis was performed and the results presented in table 6.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.803 ^a	0.6448	0.0623	0.004984
a. Predictors: (Constant), Mass Media Announcement, Referrals				

The model summary indicated the presence of a positive multiple correlation ($R=0.803$) between the independent variables and the dependent variable. Further, the R-squared value of 0.6448 indicated that the independent variables accounted for 64.48% of the total variance in organizational performance. Therefore, the researcher observed that the independent variables and the dependent variable were statistically related. This showed that the independent variables taken together significantly influenced organizational performance of NGOs in Nakuru East Sub County. The model coefficient values from the regression are presented in table 7.

Table 7: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.495	0.463		3.537	0.000
	Referrals	0.274	0.133	0.061	0.432	0.001
	Mass media announcement	0.215	1.0201	0.087	0.746	0.001

a. Dependent Variable: Organizational Performance

From the derived regression model, with all the other factors remaining constant, organizational performance of NGOs is a constant value of 3.495. However, the influence of referrals when all other factors remained constant was a multiple of 0.274. Further, the influence of mass media announcement was a multiple of 0.215. This suggests that, holding other factors constant, referrals and mass media announcement led to 0.993 units of organizational performance of NGOs. Therefore, it is important that conscious efforts are put into human resource planning in order for NGOs to sustain the competitive advantage and proper staffing as recommended by Djabatey (2012). This is because the objective of recruitment is to get the right person to the right job, establish and maintain a good image as a good employer, and maintain the recruitment process as cost effective as possible (Henry & Temtime, 2009). Based on previous studies it can be assumed that the findings of this study concur that organizational performance is positively affected by recruitment practices.

V. Conclusions and Recommendations

5.1 Conclusions

The purpose of this study was to investigate the influence of recruitment practices on organizational performance of NGOs in Nakuru East Sub-County. From the findings, the study concludes that 27.4% of organizational performance of NGOs in Nakuru East Sub-County was explained by referrals as a recruitment practice. The study also concluded that mass media announcement influenced 21.5% of organizational performance of NGOs in Nakuru East Sub-County. Hence, mass media announcement and employee referrals positively influenced organizational performance of NGOs in Nakuru East Sub-County. The R-squared value of 0.6448 indicated that the independent variables accounted for 64.48% of the total variance in organizational performance. The highest influence was explained by employee referral followed by mass media announcement.

5.2 Recommendations

Based on the findings and conclusions drawn from the study, it is recommended that NGOs should become more proactive in adapting to changing dynamics of recruitment practices by embracing different recruitment practices. Hence, NGOs should diversify recruitment practices in order to enhance organizational performance. NGOs in Nakuru East Sub-County should embrace referrals since it helps to improve organizational performance of NGOs in Nakuru East Sub-County. In regard to practice, it is evident that organizational performance of NGOs was influenced by the type of recruitment practices adopted. Hence, human resource personnel of NGOs should be more proactive, innovative and flexible in applying the right recruitment practice. The need to utilize innovative recruitment practices stems from the reality of the rapidly changing external environment and the need to keep pace with constant change.

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