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RECRUITMENT AND SELECTION PROCEDURES AND THEIR RELATIVE EFFECTIVENESS ON
EMPLOYEES' PERFORMANCE IN THE HOSPITALITY INDUSTRY IN OGUN STATE

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ABSTRACT

This study examines the relative effectiveness of recruitment and selection procedures on employees' performance in the hospitality industry. The success of any organization in this modern business environment depends on the caliber of the manpower that steer the affairs of the organization. The overall objective of the study was to determine how recruitment and selection affect employee's performance in the hospitality industry in Ogun State, Nigeria. This study adopts survey research design. The population was drawn from leading hotels in Ogun State, Nigeria. The sample for this study are the employees of hotels in Yewa South Local Government amounting to 115 hotels with 1179 employees. The sample size was 100 employees and questionnaire was used to collect data while Cronbach alpha was used to test the instrument. The result of the study shows that there is correlation between recruitment and selection and employee's performance, were highly significant. There is a relationship between recruitment and selection and employee's performance in the hospitality industry..

Keywords: Recruitment, Selection, Employee performance, Human resource management, Practices.

INTRODUCTION

Recruitment and selection of human resources is a major part of an organizational overall resourcing strategy which identify and secure people needed for the organization to survive and succeed. Better recruitment and selection procedure result in improved organizational outcome. The more effectively an organization recruits and select candidates the more likely they retained satisfied personnel.

Every organization is made up of two major components, the human and material resources. Without suitable and adequate human and material resources, the objective of any organization will be difficult to achieve. Human and material resources are input into the system throughout process in order to achieve the desired output. Human and material resources are important because it comprises the workforce of organization, (Aminchi, Amina and Andrew, 2014).

Recruitment and selection of employee's in an organization are procedures that put flesh into the bones of an organizational structure. It involves

assessing candidates, and the most suited ones recruited to fill the vacant positions. The need for selection of employee's becomes crucial because it determines the success of an organization. No organization can grow effectively unless the proper recruitment and selection procedure are carried out effectively, (Ifenowo, 2014).

According to Adebayo (2000), the functions of a personnel department and personnel manager includes recruitment, selection, training and development, job evaluation and formulation of manpower policies in an organization

An effective approach to recruitment and selection will help an organization to maximize the competitive advantages by choosing the best pool of candidates quickly and cost efficiently (Kleinman, 2005) but successful recruitment and selection is crucial for a business, because unsuccessful recruitment and selection can be responsible for the failure of the business (Ahmed, Tobassum and Hossain, 2006).

Recruitment is an important process in the success of any organization. Gomez-Mejia, Balkin and Candy (2004), described recruitment as the

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process of generating a pool of qualified candidates for a particular job. The process involves determining the characteristics required for effective performance and then measuring applicant on these characteristics. Similarly Olalekan (2006), noted that the aim of recruitment is to attract qualified job candidates. He further stressed that in order to avoid waste of fund; recruiting effort should be targeted solely at applicant who has the basic qualification for the job. 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 formulate plans to fill or eliminate future job opening 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.

Selection is part of the staffing processes, it involves screening of candidates in order to identify those coming forward, and the individual likely to fulfill the recruitment of the organization (Aminchi, Amina and Andrew, 2014). Selection is the process by which managers and others use specific instruments from a pool of applicants a person or persons more likely to succeed in the job(s), given management goals and legal requirement (Bratton and Gold, 2007).

Recruitment and selection are processes that are critical for accomplishing any Organizational goals, therefore it is important to understand this at the beginning that recruitment and selection are activities entrusted to the Human Capital Management to the final decision as to which candidates should be employed.

The success of an organization in this modern business environment depends on the caliber of the manpower that steers the day to day affairs of the organization. The process of recruiting and selecting all categories of employees into both private and public companies has been a matter of concern to many and need attention.

Even though, it is the wish of every organization to attract the best human resources in order to channel their collective effort into excellent performance.

Unconventional selection practices in terms of poor policy in selecting candidates, inconsistency in the selection process, side tracking employment test and interview, godfatherism in

selection process and influence of the management on interviewer on those whom to pick may mar organization business plan and poses performance challenges.

This study, therefore, sought to explore how recruitment and selection policy affect the employee's performance in the hospitality industry with a particular attention on the hotel industry.

Objectives of the Study

1. To access the effects of recruitment and selection of employee's performance in an organization.
2. To examine how recruitment and selection policy affect customer's satisfaction.

Research Hypotheses

- H₁: There is no significant relationship between recruitment and selection and employee's performance in an organization.
- H₂: There is no significant relationship between recruitment and selection and customer's satisfaction.

Literature Review

Concept of Recruitment

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 organization can select each other in their own interests.

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 recruit for base level entry positions often require minimum qualifications and experiences these applicant are usually recent high school or university/polytechnic graduates many of whom have not yet made clear decision 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 has usually been at the senior executive levels. Most organization utilizes both mechanisms to effect recruitment to all levels.

Organizations can adopt different methods of recruitment for selecting of people in the organization. These methods are internal sources, external sources and e-recruitment sources.

When an organization makes the decision to fill an existing vacancy through recruitment, the

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first stage in the process involves conducting a comprehensive job analysis. Once a job analysis has been conducted, the organization has a clear indication of the particular requirements of the job, where that job fits into the overall organization structure, and can then begin the process of recruitment to attract suitable candidates for the particular vacancy. A number of recent studies have suggested that some recruitment methods are more effective than others in terms of the value of the employee recruited.

Miyake, (2002) indicated that while advertising is usual for job vacancies, applicants were sometimes recruited by word of mouth, through existing employees. Besides being cheaper, the "grapevine" finds employees who stay longer (low voluntary turnover) and who are less likely to be dismissed (low involuntary turnover).

Miyake, (2002) reviewed five studies in which average labour turnover of those recruited by advertising was 51 percent. The labor turnover for spontaneous applicants was 37 percent and turnover for applicants recommended by existing employees was 30 percent. One hypothesis proposed to account for this was the "better information" hypothesis. It was argued that people who were suggested by other employees were better and more realistically informed about the job than those who applied through newspapers and agencies. Thus, they were in better position to have a more realistic view of the job, culture of the organization and job prospects.

Concept of Selection

Selection is a process of choosing the right person for the right job from a pool of different candidates who applied for a certain job. Rucker (2001), sees selection as the process that represent the final stage of the decision making in the recruitment process which involves screening of candidates in order to identify from those coming forward, the individual must likely to fulfill the requirement of the organization. The process of selection is not the same in all organizations; it can be different in many organizations depending upon the nature of the organization.

Much of the recent literature on Human Capital Management has emphasized the necessity for the recruitment and selection of employees who are committed to the goals of the organization. Recent waves of organizational restructuring have dramatically changed and, in many cases, destroy existing employment relationship. As traditional

autocratic structures flatten and organization utilize multidisciplinary teams to remain competitive, the need for strategic and transparent systems becomes paramount (Bingley 2004).

Recruitment and Selection are processes that are critical to accomplishment of any organization goals. Personnel department must assess HR Planning. In order to get the right number of people with the skills, experience and competencies in the right job at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labour market are important in recruiting and deploying appropriate employees at the right time. Past research shows that the competency level of HR managers has a major influence on recruitment and selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team (Kaplan and Nortan, 2004)

Organizational Performance

Recruitment, as a human resources management function, is one of the activities that impact most critically on the performance of an organization. Much effort should be given to recruitment and selection practices, for poor recruitment decisions will continue to affect organizational performance and limit goal achievement.

Recruitment and selection also has 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 workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballntyne, 2009).

Recruiting and selecting 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 trend and challenges. When employees are developed it help increases their performance and help sustain the growth of the organization.

Performance is to take series of action that integrate skills and knowledge to produce a valuable result. In some instances, the performer is

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an individual. In other instances, the performer is a collection of people who are collaborating such as an academic department, research team, committee, student team, or an institution.

Theoretical Framework

It is necessary to provide a relevant theoretical framework to enable us understand the important of recruitment and selection of competent candidates. The most appropriate framework for the focus of study is the institutional theory, Weber's Bureaucratic theory, system theory and Natural system model. The rationale behind the adoption of this theoretical framework is stated below.

Institutional Theory

Glover and Rushbrooke in Masete (2006) argue that institution have certain features in common, with each possessing an identity such as name, an objective, a written constitutional list of employees and method of replacement and recruiting new employees to ensure continuity. These institutions have certain characteristic in common such as institutional objectives, the use of employees to achieve the task, a form of structure to coordinate the people expected to achieve the objective and changing environment to operate within.

Bureaucratic Theory

Every organization has a system of rules and regulation that states the right and responsibilities of each position and individual in the enterprise. The rules enhance the coordination of activities at various level of the organization when there is a turnover among personnel. Rules ensure continuity of operations instead of the use of individual judgment or discretion. This policy varies from one organization to another, our approach on this study is to examine or enquire or assess into the policy of the organizational regards our subject matter, these are rules or policies guiding the recruitment and selection of employees in the industry (i.e Dangote cement industries). These rules if less strictly adhered to, like improper placement would create problems for the organization since the processes determine the success and failure of any organization.

System Theory

The system theory is relevant to our study in the sense that it is concerned with a whole system in which such system interact and inter-relates to achieve organizational goals. In applying

the system, the various department such as production, accounting, purchasing and marketing department serves as the subsystem while the organization becomes the whole system. The hotel industries have system that are capable of growing but could eventually die if the problem of recruitment and selection are not adequately taken care of. In a situation where proper scientific selection and placement procedures are well covered, the organization will continue to grow, selection of the right candidates for job may affect the standard of product or services. In a nutshell, all the subsystem must be interrelated with one another. Hence, the caliber of people operating in these subsystem is of utmost important to an organization.

Natural system theory

According to the naturalist systems theorists, it is impossible for any organization to completely eliminate sources of disturbances such as social qualifications, externally validated roles qualities and interest. According to theorists goal attainment considerations are secondary to survival. They argue that many participants possess are recruited precisely because they possess extra institutional characteristics viewed as valuable to that end, what is viewed as a strategic questions by these theorist facing all the institutional was how to recruit in the service of the institutional goals (whether attainment or survival), while avoiding or minimizing the danger of

becoming captives to participant external interest or personal agenda (Morrison 2006)

Robbins and Decenzo (2001) argue that to a great extent the quality of the institutions is dependent upon the quality of people it employs, which implies recruiting competent and qualified employees that can perform task successfully. What this means is that recruitment, selection, decisions, policies, practices and procedures are critical in ensuring that institutions recruit, select and place competent and qualified candidates (Ramokhojane, 2011).

Empirical Review

A growing number of studies have empirically examined the impact of recruitment and selection activities, often in conjunction with other HR practices, on measure of organizational performance. Terpstra and Rozell (1993) conducted one of the first such studies. Assuming that key staffing practices yield better employee, who in

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turn contribute to higher level of organizational performance, these researchers investigated the relationship of five staffing practices, including one in the area of recruitment (the use of follow-up studies of recruitment source effectiveness) to four indices of firm performance (annual profit, profit growth, sales growth, and an overall combined performance). Findings showed that firm conducting studies of recruitment source effectiveness also tended to display higher levels of performance in three separate industries. Manufacturing (annual profit), service (sales growth, and overall performance) and wholesale/retail (annual profit and overall performance). Thus, the findings of Terpstra and Rozell (1993) provide some evidence that one recruitment practices (the evaluation of recruitment source effectiveness) is related to a firm overall performance. It also suggest that recruitment effect may be stronger in some industries than others, perhaps due to contextual factors that limit how well recruitment practices are able to satisfy the criteria of sustained competitive advantages. (Taylor and Collins, 2000).

A study by Koch and McGrath (1996) proposed that organizations may gain competitive advantages from HR practices that lead to the development of a superior workforce with knowledge, skills, abilities, and personal traits that are more closely aligned with the firm strategy. Using a cross-industry sample selected at the business level, the researchers examined the relationships between labour productivity and three HR practices sets. Overall findings indicated that front-end HR activities such as planning, recruitment and selection explained a significant percentages of variance in firms' productivity (Taylor and Collins, 2000).

Djabatey (2012) in a study opines that Recruitment and selection practices of organization, a case study of HFC Bank, was to assess the effectiveness of the recruitment and selection practices and procedure of HFC Bank. The result of their study indicates that advertising of job vacancies and employee referrals are mostly the mode for recruiting potential employees, it was also realized that the method used in the recruiting and selection process was very effective and more over helped improve employee performance.

Deepisethi (2005). A study on the recruitment and selection practices of IT-ITEMS firms in India. The results of this study revealed the implementation of best practices in the areas of

job analysis and recruitment, but only partial implementation in the area of initial screening and selection due to various time cost and resources obstacles. Further, IT-ITES firm were found to have adopted arranged of innovative recruitment and selection strategies, though a greater focus on innovation in recruitment than in selection was observed. It was found also that the recruitment and selection of foreign firms were not more sophisticated and structured than those of local firms except in certain aspects.

In line with the empirical studies that was reviewed in this study, it was observed that recruitment and selection play a vital role in bringing out the best or the worst out of an employee and the policy of recruitment and selection of an organization always affect the general performance in terms of service delivery and profitability of an organization.

Methodology

Population

The population was drawn from leading hotels in Ogun State, Nigeria. The sample for this study are the employees of hotels in Yewa South Local Government amounting to 115 hotels with 1179 employees. The sample size was 100 employees and questionnaire was used to collect data while Cronbach alpha was used to test the instrument.

Sampling Techniques

The sample of this work is the employees in hotels in Yewa South local government area of Ogun state. The sample size arrived at using the sample size calculator is 128. This a representation of the population.

Method of Data Collection

In tandem with the nature of this study and in line with prior studies on recruitment and selection. The researchers used questionnaire for data collection. Structured questionnaires were used to collect primary data. Kothari (2008) observes that collecting data through the use of primary data saves time.

In order to achieve a high level of reliability and validity of the research instruments, a pilot study was carried out by the researcher. A pilot study was carried out by administering on 10% of the total sample size on the subject who were not part of the selected final sample.

The Cronbach's Alpha value of 0.765 shows that the response on each of the items included in the questionnaire is reliable for the purpose of this study.

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Interpretation of Results

Inferential analysis was done using chi-square test to establish if there is a significant relationship between component of recruitment and selection on employee's performance in the hotel industry.

Hypothesis 1

H₀: There is no significant relationship between recruitment and selection and employee's performance in an organization

Chi-Square Tests

| | Value | Df | Asymp. Sig. (2-sided) |
|------------------------------|----------------------|----|-----------------------|
| Pearson Chi-Square | 175.164 ^a | 28 | .000 |
| Likelihood Ratio | 157.590 | 28 | .000 |
| Linear-by-Linear Association | 45.264 | 1 | .000 |
| N of Valid Cases | 792 | | |

a. 16 cells (40.0%) have expected count less than 5. The minimum expected count is .38.

Since the Chi-square P value of 0.000 is less than 0.05 and 0.01 (95% and 99% significant levels, respectively), hence we reject H₀ and conclude that there is a significant relationship between recruitment and selection and employee's performance in an organization.

Hypothesis 2

H₀: There is no significant relationship between recruitment and selection and customer's satisfaction.

Chi Square Tests

| | Value | Df | Asymp. Sig. (2-sided) |
|------------------------------|----------------------|----|-----------------------|
| Pearson Chi-Square | 175.164 ^a | 28 | .000 |
| Likelihood Ratio | 157.590 | 28 | .000 |
| Linear-by-Linear Association | 45.264 | 1 | .000 |
| N of Valid Cases | 792 | | |

a. 16 cells (40.0%) have expected count less than 5. The minimum expected count is .38.

Since the Chi-square P value of 0.000 is less than 0.05 and 0.01 (95% and 99% significant levels,

respectively), hence we reject H₀ and conclude that there is a significant relationship between recruitment and selection and customer's satisfactions.

Discussion of Results

According to the results of the chi-square, recruitment and selection was found to have a positive effect on employee's performance. This illustrated by the results at P value of 0.000 is less than 0.05 and 0.01(95% and 99% significance levels, respectively), the study rejected the null hypothesis that there is no significant relationship between recruitment and selection and employee's performance. Therefore, the study accepted the alternative hypothesis that there is significant relationship between recruitment and selection and employee performance.

In supporting the findings of the study on significance of recruitment and selection on employee performance, previous studies conducted by Stewart and Knowles (2008) indicates that large organization now termed that are as acquisition of relevant skills through effective recruitment and selection process. They argue that if recruitment and selection is done objectively, it will have a positive influence on employee's performance since it will enable organizations to recruit the best workers. Armstrong (2008) indicates that if recruitment and selection process is not compromised, then an organization is capable of procuring employees who are committed to the ideas of the organization. We argue in line with Armstrong (2008) that employees who are recruited and selected objectively tend to be more productive. This study also indicate that recruitment and selection process is a critical component of the human resource management function since it will have a direct effect on employee's performance. In line with these, this study agree with various strategic plans for service industries that have suggested that internal and external recruitment and selection of an employee should be done on merit.

According to the results of the chi-square, P value of 0.000 is less than 0.05 and 0.01 (95% and 99% significant levels, respectively), hence we reject H₀ and conclude that there is a significant relationship between recruitment and selection and customer satisfaction. Recruitment and selection was found to have a positive effect on customer's satisfaction. And also accepted the alternative hypothesis that there is relationship between recruitment and selection and customer's

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satisfaction because when employee increase in performance it will reflect in satisfying the customer which are the core reason an organization exist.

Conclusion

The paper submit that for any firm in the hospitality industry to remain in business, employee's performance and customer's satisfaction is mandatory. It will be worthy to note here that employee's performance and customer's satisfaction rest largely on recruitment and selection. The effect of recruitment and selection may differ from one organization to the other. In whatever manner the most important thing as regards recruitment and selection is that, it must help the organization in achieving its goals.

There is evidence to show that recruitment and selection affect the performance of employees in the hospitality industry. Employees that possess the right required skills, knowledge and abilities and performs well in the process show good on the job performance. Their performance is well above average. The sustenance of effective recruitment and selection process is germane to a injection of self-motivated workers in the hospitality industry.

There is a relationship between recruitment and selection and customer's satisfaction. It can be deduced from this study that recruitment and selection was found to have a positive effect on customer's satisfaction. This suggest that a good recruitment and selection process will bring about employees with the right required skills that will satisfy the needs and desires of their clients and customers. The study emphasizes the right recruitment and selection policies be put in place. The policy must be objective as much as possible in selecting the right person that will get results needed to attain the organisations objectives.

Recommendations

- Based on the findings and the fact that recruitment and selection has a significant effect on the employee's performance and customer's satisfaction in Hotels, recruitment and selection policy must be objective as much as possible in selecting candidate.
- There should be consistency in selection policy adopted by the organization.

- Job specifications should be developed and strictly adhere to during recruitment and selection process.
- Any potential candidate recruited must not be allowed to sidetrack employment test and interview.
- Professional interview panels that will not be biased must be adopted to avoid godfatherisms in selection process.
- The hospitality industry must not allowed external influences to affect their selection process and must have interview panels of high pedigree.

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