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**Recruitment and Organizational Performance of Association of  
Sisterhoods of Kenya**



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## Recruitment and Organizational Performance of Association of Sisterhoods of Kenya

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### Abstract

**Purpose:** This study investigated the influence of the recruitment process on the performance of the Association of Sisterhoods of Kenya. The study was aimed at examining the influence of recruitment methods, selection process, employment interview, placement, and induction. The study analyzed Contingency, Human Capital, Resource-based, and Person-Organization Theories. The study adopted a survey research design subjecting all A.O.S.K. employees.

**Methodology:** The study used descriptive methods for qualitative and quantitative. The data were collected using a structured questionnaire and an interview scheduled. The study carried out census sampling where 60 employees participated and purposive sampling for the advisory board where 3 members were interviewed. The data collected were analyzed using descriptive design for the qualitative data which included opinions, and experiences. The qualitative data collected were analyzed using SPSS software. The data were presented using frequency tables, percentages, and charts.

**Findings:** The findings showed that recruitment ensures that qualified professionals are harnessed to meet the rising needs. It was determined from the study analysis that there was a correlation coefficient of 0.906 and determination coefficients of 0.821, indicating a strong association between recruitment methods, selection process, employment interview, placement and induction and organizational performance. The study concluded that the recruitment method of employee referrals by the existing employee and word of mouth took precedence in recruitment in A.O.S.K. The study also concluded that application screening and background checks are positively and significantly related. The study also concluded that in the employment interview, the employees are examined on their past job experience working under pressure. The recruitment process enhanced A.O.S.K.'s efforts to get the right employees, skilled and knowledgeable in their work, improving performance. The study further concluded that employee placement and induction have been taken seriously by the office of HR where the new employees meet the Human Resource Officer on the first day for orientation and training.

**Unique contributions to theory, practice and policy:** The study recommended that the management of A.O.S.K. clear recruitment procedures to be followed by all the applicants. The study also recommended minimizing employee referrals in the employment process to avoid a scenario where all employees in the organization are related to each other. To enable organization continuity, knowledge management be promoted.

**Key Words:** *Recruitment Methods, Selection Process, Employment Interview, and Placement, and Induction*

### **Background of the Study**

Effective hiring practices are used to attract and hire talented workers into the organizations following stringent guidelines and making use of available resources to hire people who possess special expertise and abilities. Every company wants to do well in the marketplace. It is crucial to realize that hiring plays a vital part in safeguarding employee performance, which subsequently results in favorable organizational outcomes (Babarinde, 2021). According to (Karim & Latif, 2021), recruitment practices differ from organization to organization but it is generally accepted that hiring the appropriate individual for the right job is essential to an organization's success and for organizations to be competitive in the commercial market, they make use of every resource available during recruitment. The process of finding and acquiring a pool of possible applicants with the necessary training, expertise, and experience to enable a company to choose the best candidates to fill open positions based on job descriptions and requirements is known as recruitment. The goal of the recruitment process is to locate the largest possible applicant pool to give a company the best chance of choosing the most qualified candidates for the open positions. An organization may gain a competitive edge by hiring the most qualified candidates for a position, but poor hiring and selection practices can cause major disruptions, lower productivity, interpersonal problems, disruptions to operations, poor customer service, and long-term cost.

Recruitment begins with job planning by analyzing the requirements of the job to attract applicants to the job, selecting applicants, placing them in the right job, and integrating the new employees into the organization (Nahayo, 2019). Most organizations invest in procedural recruitment methods to bring in people with the right qualifications, skills, and knowledge to occupy a vacancy. The success of the organization depends generally on effective recruitment systems (Karim & Latif, 2021). In addition, (Sasirekha, Leelavathy, & Manjusri, 2021), stated that talented employees contribute to enhancing an organization's reputation, and the recruitment process affects organizational performance. Performance can be defined according to Annick Bourguignon's as achieving organizational Performance. According to (Conțu, 2020), Organizational Performance is the degree to which an organization successfully places itself in the business market regarding finances and human resources. They could be in short and long terms. An individual's performance can have a favorable or negative impact on the company's overall performance. In agreement with this assertion, (Nahayo, 2019) stated that organizational performance can be measured by the actual outcome or the results of using the intended objectives. Researchers often state that Organizational performance can be measured by looking at the actual output or results with its intended goals and objectives. Performance management is one of the key elements of organizational performance in any organization.

Organizational performance is mainly related to the capabilities of prospective candidates based on the rewards and demands inherent in the jobs. However, this means that big companies devote considerable resources and energy to make sure they have a high-quality recruitment system and

have the rightful employees (Harky, 2018). This is the reason why well-performing organizations can meet market demands and manage storms that hit them from all corners. A study conducted at St. Mary's University targeting Administrative Employees found that there were impacts of recruitment practices on organizational performance in St. Mary's University administrative staff. Based on the study, there is a positive and significant link between recruitment processes and organizational performance (Mary, 2021). A study done in Kenya by Anyango (2018) proved that teaching staff recruited at Kisii University demonstrated a positive relationship between recruitment and organizational performance. The results indicated that the teaching staff from whom the data was collected showed a positive response to the recruitment process in the institution. After analysis of various studies, it can be concluded that recruitment and selection have a pointer to corporate organizational performance. In many Church organizations employees seem to have very little knowledge about their recruitment and selection process and there is no documentation in this regard. This study intended to establish the influence of recruitment and selection on church organizations.

### **Statement of the Problem**

Employee performance is critical to any company's success. Recruitment is the process through which right or wrong employees find a way into the organization. In today's world, finding the best people for the job has become a challenge (Nasir, 2017). To fill available positions, the organization must be able to attract a significant number of potential employees. Contingency theories recognize that effective leadership depends on context and adaptability. Whether it's selecting managers for a restaurant or recruiting candidates for various roles, understanding situational variables and aligning leadership styles accordingly leads to better outcomes. Human capital theory is a concept that emphasizes the value of employees as an organization's most valuable assets. It suggests that recruitment and selection processes should focus on identifying and acquiring candidates with valuable skills, knowledge, and abilities. Human capital encompasses various attributes that contribute to an individual's economic value in the production process. Person-Organization Fit model focuses on the compatibility between an individual's values, personality, and goals with those of the organization. It suggests that hiring candidates who align with the organization's culture results in higher job satisfaction and commitment. Resource-based theory highlighting the reciprocal relationship between employees and organizations, this theory suggests that individuals who perceive fairness and positive treatment during the selection process are more likely to reciprocate with higher levels of commitment and performance.

The success of the recruitment and selection methods used by corporate organizations has been the subject of substantial research. The Association of Sisterhoods of Kenya has on several occasions put up advertisements but ended up with few applicants who do not even meet the threshold. The reason for choosing a church organization such as A.O.S.K for the study is that many church organizations lack a structured and well-defined recruitment process, resulting in



inconsistent and ineffective methods of identifying and attracting talent. Many churches struggle to attract and retain qualified employees and this can harm or affect organizational performance (Corley, 2018). When a vacant post takes a while to fill, A.O.S.K regularly faces performance issues. In the process, the organization may have to re-advertise the position and this is costly and detrimental to the organization's performance. A.O.S.K has experienced performance hiccups, particularly in instances where the replacement of a manager has to be done within less than ten years, especially the religious sisters who happen to hold senior positions. It is because of the gaps in the recruitment process outlined above that this study aims to determine whether a church organization that employs a corporate recruitment and selection process can achieve performance and also investigate the cause of delays in receiving applications at once when the vacancy advertisements are sent out. The study particularly focused on the recruitment methods, selection process, employment interview, placement, and induction because hiring people who are a good fit for the corporate culture is one way that a robust recruitment process can boost employee morale. Furthermore, hiring the appropriate people takes time, but it also demonstrates a company's commitment to its staff and willingness to grow the organization.

### **Research Objectives**

- i To determine the influence of recruitment methods on the performance of the Association of Sisterhoods of Kenya
- ii To establish the influence of the selection process on the performance of the Association of Sisterhoods of Kenya
- iii To assess the influence of employment interviews on the performance of the Association of Sisterhoods of Kenya
- iv To establish the influence of placement and induction on the performance of the Association of Sisterhoods of Kenya

### **Literature Review**

#### **Theoretical Review**

#### **Contingency Theory**

A study conducted by Ellyson M. Landen, Gibson A. Justin, Nicholas Michael & Doerr Austin (2012) on Fiedler's contingency theory among military leaders looked at the distinction between task-oriented and interpersonal leadership in the military. The study found that personality and goal orientation are vital elements in enhancing job performance. To contribute to this area of job performance enhancement, the study aimed to clarify how personality and goal orientation impact these two leadership philosophies. Data was gathered from 869 soldiers, including officers and enlisted people, who participated in the study. All the participants were between the ages of 18 and 55. The information was collected from the US military during non-conflict times. Fred Fiedler's Contingency Model of Leadership, the least preferred coworker scale, goal orientation,

and the five-factor model were the tools employed for data analysis. The study concluded that goal orientation and the personality attribute of conscientiousness had a substantial impact on how well military leaders performed their jobs. Guerras-Martína *et al.*, (2014) conducted a study on enabling effective talent management through a macro-contingent approach. The study found that the dynamics and processes that influence the availability, allocation, and movement of people in and out of organizations today have grown more complicated and dynamic. Today's businesses typically expand throughout many areas and operate on a worldwide scale, operating within one or more external settings known as 'macro talent management systems. MTM is capable of either directly empowering or disrupting an organization's capacity to draw in and keep talent that is essential in accomplishing competitive business goals. MTM is shaped by economic, political, legal, technological, and cultural contexts. However, organizations today may fail to recognize how external MTM systems might enhance or limit the efficacy of organizational talent management, which limits their capacity to reap benefits and reduce risks associated with variation in macro talent contexts. In this case, the theory demonstrates that there is no perfect recruitment free from some anomalies. Each organization must strive to use the most appropriate recruitment process that minimizes anomalies. The theory was used in the study to evaluate the recruitment method to learn the weaknesses and strengths of the method the organization uses to explain clearly where they managed or failed to manage the process.

### **Human Capital Theory**

Gray Becker and Theodore Schultz of the University of Chicago School of Economics were the ones who originally came up with the concept of human capital in the 1960s. The idea was initially met with some opposition but later most scholars accepted their human capital theory. At the organizational and individual levels, the concept of human capital is getting more and more attention throughout the globe both at the individual and organizational levels. According to Schultz (1979), human capital requires greater financial investment in people's education and training. Through education and training that effectively alter job performance, people can improve their abilities. Human capital thus significantly affects organizational performance through the manager's cognitive skills. Managers can improve their understanding of how to increase the performance of their companies by changing their communication strategies or their ability to make strategic decisions. On the other hand, human capital can be evaluated in terms of the development of already existing employees. To demonstrate this (Cimen *et al.*, 2017) conducted a study that demonstrated that human capital development is one of the fundamental options for entering the global market. The development of human capital, which has a high impact on performance, requires companies to invest in employees' skills and expertise. This research examined the direct effects of human capital on business performance from human to organizational perspectives. These included management and subordinate relationships, teamwork, organizational culture, professionalism, and belonging to the organization. According

to the research, there was compelling evidence that enhancing human capital in businesses fosters innovation and improves firm performance. The study also found that considering human capital has a favorable impact on financial success. Considering that it offered a framework on which efficient and successful human resource management procedures can be developed, this study will be essential for policymakers. Furthermore, firms will benefit from the study since it will assist them in enhancing their performance through the use of employee empowerment techniques and effective human capital management procedures. The current study adopted this theory to examine the qualifications that A.O.S.K. requires from the people they hire when a vacancy arises.

### **Resource-Based View Theory**

The resource-based view theory was first put forward by Birger Wernerfelt (1984) and later elaborated on and improved by Jay B. Barney (1991). The resource-based view is considered a response to the positioning of schools' relatively prescriptive methodology that concentrates managerial attention on external issues. According to the resource-based perspective, achieving a sustained competitive advantage requires the development of superior resources and capabilities. The resource-based view is a managerial framework that aids in locating the strategic resources that an organization can utilize to gain a sustained competitive advantage (Mong et al., 2021). This is understandable considering that the resource-based view was created to describe performance differences between national corporations with leading product businesses rather than a huge multinational enterprise with an expanded product-geographic reach. We will explain how these restrictions result from a greater range of outcomes and explanatory factors. The study offered suggestions for future studies on how to assess the performance of multinational firms and their sources of competitive advantage in various fields more effectively using a resource-based perspective. These include foreign joint projects and partnerships, subsidiary independence, differentiated corporations, subsidiary clusters, developing market internationalization, and corporate social responsibility. As a result of the resource-based view's emphasis on firm performance and the use of teaching case examples from the work of the first author, the study also highlighted the success of this approach in business. The theory helped in terms of knowing during employee interviews what unique requirements that employees must demonstrate for them to be employees in A.O.S.K to have a competitive advantage.

### **Person-Organization Fit Theory**

The origins of the person-organization theory can be found in Schneider (1987). Schneider contends that people choose circumstances that appeal to them rather than being allocated to them at random. In the end, people will be chosen to participate in the scene and, by staying in it, contribute to its creation. According to him, organizations are one setting where people are drawn to, chosen to join, and then either stay if they are a good match for the group or depart if they are not. Hussain, H. & Mohtar S. (2017) researched personal job fit and job performance among non-government organization workers in Malaysia. The conceptual framework was constructed by

looking at literature on non-governmental organizations, work performance, and person-organization-fit to better understand how person-organization fit affects Non-Governmental Organizations' workers throughout their careers. Consequently, specific research hypotheses for additional investigations were established based on the results of this study. A conceptual and quantitative model was developed. The validity of the hypotheses that were suggested needed to be tested by more empirical investigation. The study paper's significance was viewed from two different angles. Firstly, the work was significant when viewed from a theoretical perspective. Secondly, the study could help understand how employees in the service industry behave in the setting of Non-Governmental Organizations. The study applied a significant perspective. The definition and achievement assessment model created could make a substantial contribution to the body of knowledge already available on determining performance.

### **Research Methodology**

The research used descriptive research design. The current study targeted a population of 60 employees from the Association of Sisterhoods of Kenya in ChemchemiYa Uzima Institute with 27 employees, and Tumaini Centre with 33 employees. The study also targeted 3 Advisory Board members. The census sampling method was used on all AOSK employees and employed purposive selection on the Advisory Board which was comprised of five members who were also involved in the process. Therefore, the study interviewed only three members who took part in the research because some board members were new and knew very little about the organization. The questionnaire was formulated and distributed to all the employees of the Association of Sisterhoods of Kenya and an interview schedule was prepared to collect information from the Advisory Board. The interview was on a one-on-one basis using a structured questionnaire to guide the interviewer on the interview schedule. The study in quantitative data analysis SPSS software was used. In qualitative analysis, the finding interpretation adopted thematic analysis. The study used descriptive statistics which included mean, standard deviation, and the percentage that tested the normality of the data collected. The data was presented using tables, frequency, percentages, and charts. The correlation technique was used to explain the interconnection between the recruitment process and organizational performance. The research described the findings that showed the relationship between literature and reality in the field.

### **Results**

Out of the 60 participants targeted 42 (employee participants) filled out the questionnaires and returned them. Also, 3 (Advisory Board) members were interviewed. This represents a 70% response rate for employees and 100% of the advisory board. Mugenda and Mugenda (2003) clearly state that a response rate of 50% is sufficient, 60% is good and 70% is very good for a study. This means that, based on this claim, the response rate in this instance of 70% is very good.



## Descriptive Findings and Analysis

### Recruitment Methods

The first objective of this study was to determine the influence of Recruitment Methods on the Association of Sisterhoods of Kenya’s Performance. The participants were requested to rate their agreement or otherwise on statements relating to recruitment methods. The results are shown in Table. The scale used was as follows: (5-Strongly Agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly Disagree).

**Table 1 Descriptive Analysis of Recruitment Methods**

Statement	SD	D	N	A	SA	M	Sta. dev.
A.O.S.K does consider referred for Jobs by Existing employees	7.1%	26.2%	19.0%	23.8%	21.4%	2.73	1.285
A.O.S.K recruits employees from different ethnic communities and backgrounds	2.4%	4.8%	11.9%	26.2%	54.8%	1.74	1.014
A.O.S.K make job vacancies on their website	14.3%	7.1%	19.0%	35.7%	21.4%	2.56	1.324
Social media usually enhances applications once a vacancy arises in A.O.S.K	7.1%	7.1%	21.4%	35.7%	23.8%	2.35	1.167
A.O.S.K informs the existing employees about a vacancy in the organization	7.1%	14.3%	9.5%	38.1%	31.0%	2.29	1.255
Employees own A.O.S.K and encourage people within their networks to apply for jobs	4.8%	11.9%	19.0%	31.0%	28.6%	2.30	1.181
<b>Average</b>						<b>2.328</b>	<b>1.2043</b>

The results in Table 1 show that 45.2% of participants agreed that A.O.S.K employs those referred by the existing employees. The result had a mean and standard deviation of 2.73 and 1.285 respectively. Moreover, the results show that the majority of the participants, i.e. 81.0% agreed that A.O.S.K considers ethnical balance while employing their staff. The result had a mean and a standard deviation of 1.74 and 1.014 respectively. Additionally, 57.1% of the participants indicated that A.O.S.K advertises their vacancies on their website. The responses had a mean and a standard deviation of 2.56 and 1.324 respectively. Similarly, the results show that the majority of the participants (59.5%) agreed that A.O.S.K also utilizes social media on job vacancy announcements hence proves that the advertisements are always aimed at reaching as many people as possible. The same was confirmed by a mean and standard deviation of 2.35 and 1.167 respectively. At the same time, the results demonstrate that the majority of the participants (69.1%) agreed that the existing staff members are always informed of any vacancy whenever it’s available, making it

possible for them to make references based on the requirements. This was also confirmed by the mean and standard deviation of 2.29 and 1.255 respectively. Finally, the results indicated that most of the participants (59.6%) agreed that A.O.S.K staff owns the organization and encourages people to apply for jobs whenever a vacancy is announced. This was also confirmed by the mean and standard deviation of 2.30 and 1.181 respectively. The overall average mean and standard deviation are 1.328 and 1.2043 respectively. This implies that most of the respondents agreed with the stated recruitment method and their responses were uniformly spread around the mean response.

### Selection Process

The second objective of this study was to establish the influence of the selection process on the organization's performance. The participants were requested to rate their agreement or otherwise on the statement related to the recruitment process. The results are shown in Table 2. The scale used was as follows: (5-Strongly Agree, 4- Agree, 3-Neutral, 2-Disagree, 1-Strongly Disagree).

**Table 2 Description Analysis of Selection Process**

Statement	SD	D	N	A	SA	Mean	Sta. Dev
Applicants do not necessarily send their credentials when applying for a job in A.O.S.K	52.4%	28.6%	0.0%	11.9%	4.8%	4.15	1.216
Some Applicants who drop their applications and get a job immediately	14.3%	21.4%	19.0%	21.4%	19.0%	2.90	1.374
Application is followed by a telephone call to learn more about the applicant	16.7%	19.0%	21.4%	21.4%	14.3%	3.03	1.347
The referees are contacted before the applicant is offered a job	19.0%	11.9%	31.0%	16.7%	16.7%	3.00	1.359
An employee's recommendation letter from the previous employer is a necessity	14.3%	7.1%	16.7%	31.0%	23.8%	2.54	1.374
The organization considers employees with a certificate of 'good conduct' from the police	2.4%	9.5%	21.4%	33.3%	28.6%	2.20	1.067
Applicant is presented with a case to solve in anticipation of a similar situation in the job	11.9%	9.5%	45.2%	9.5%	19.0%	2.85	1.231
Applicant must demonstrate emergency dealing tactics on the job	7.1%	14.3%	28.6%	33.3%	11.9%	2.70	1.114

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Average	2.921	1.260
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The descriptive results in Table 2 show that the majority 81.0% disagreed with the statement that applicants do not send their credentials when applying for a job in A.O.S.K. Hence confirming that applicants always submit their credentials as proof of applying for any vacant position. This was affirmed by the mean and standard deviation of 4.15 and 1.216 respectively. The study results show that most of the participants, 40.4% agreed that applicants get the jobs they apply for immediately after dropping their application. This gave a weak indicator. The results had a mean and standard deviation of 2.90 and 1.374 respectively. Moreover, it is evident from the result that 35.7% of participants agreed that a telephone call follows the application to get more clarification once an applicant has dropped the application. This gave a weak indicator. The results had a mean and standard deviation of 3.03 and 1.347 respectively. Similarly, the results show that 33.6% of participants agreed that referees are contacted before the applicant gets the job offer. This gave a weak indicator. The result had a mean and standard deviation of 3.00 and 1.359 respectively. The results further indicated that 54.8% agreed that A.O.S.K requests for a recommendation as part of the applicant's documentation requirements meaning that no one gets employed without a letter of recommendation. This is confirmed by a mean and a standard deviation of 2.54 and 1.374. At the same time, the study established that 61.9% of the participants agreed that A.O.S.K ensures that applicants submit a certificate of good conduct from the police. This had a mean and a standard deviation of 2.20 and 1.067. Further, the study revealed that 28.5% of participants agreed that an applicant is presented with a case to solve in anticipation of a similar situation on the job. This gave a weak indicator. This had a mean and a standard deviation of 2.85 and 1.231 respectively. Finally, the study established that 45.2% of participants agreed that applicants must demonstrate emergency dealing tactics on the job. This had a mean and standard deviation of 2.70 and 1.114 respectively. The results recorded had an overall means response and standard deviation of 2.92 and 1.260 respectively. This implies that the selection process is not the same for all the employees or the process is not uniformly done.

### Employment Interview

The third objective of this study was to assess the influence of employment interviews on organizational performance. The participants were requested to rate their agreement or otherwise on the statement related to the recruitment process. The results are shown in Table 3. The scale used was as follows: (5-Strongly Agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly Disagree).

**Table 3 Descriptive Analysis of Employment Interview**

Statement	SD	D	N	A	SA	Mean	Sta. Dev.
Personalities tests are administered to the applicant before the job offer	26.2%	19.0%	14.3%	21.4%	14.3%	3.23	1.459
Applicants are presented with a situation to judge and give a solution	9.5%	21.4%	19.0%	23.8%	19.0%	2.77	1.307
Applicants complete a standardized form provided by the organization	31.0%	2.4%	26.2%	21.4%	11.9%	3.21	1.454
Organizations use various interview methods to select a suitable employee	21.4%	9.5%	11.9%	14.3%	33.3%	2.68	1.629
A.O.S.K involves external experts in the interview panel	2.4%	9.5%	16.7%	38.1%	26.2%	2.18	1.048
The applicant is examined on past job experiences working under pressure	0.0%	4.8%	19.0%	33.3%	35.7%	1.92	0.900
The interview concentrates on the achievements in the previous place of work	0.0%	11.9%	19.0%	47.6%	14.3%	2.31	0.893
<b>Average</b>						<b>2.614</b>	<b>1.241</b>

The results in Table 3 show that 33.3% of participants agreed that a personality test is administered to the applicant before a job offer. This gave a weak indicator. This was affirmed by a mean and standard deviation of 3.23 and 1.459 respectively. This might mean that personality testing is done for selected positions and not for all positions. The results further show that participants 48.5% agreed that applicants are presented with a situation to judgment. This gave a weak indicator. The results had a mean and standard deviation of 2.77 and 1.307. This too might mean that the situation of judgments is done to specific positions and not all positions. Additionally, the result indicated that 33.3% of participants agreed that applicants complete a standardized form provided by the organization. This too is a weak indicator. The margin is quite minimal, which does not give a clear indication of whether A.O.S.K provides a standardized form to the applicants or not. The results had a mean and a standard deviation of 3.21 and 1.454 respectively. The results show that 47.6% of participants agreed that A.O.S.K uses various interview methods to select a suitable employee. This had a mean and a standard deviation of 2.68 and 1.629 respectively. On the other hand, the results established that the majority of the participants 64.3% agreed that AOSK involves external experts in the interview panel. The result had a mean and a standard deviation of 2.18 and 1.048 respectively. Similarly, the majority of the participants 69.0% agreed that A.O.S.K



examines its applicants on their past job experiences, and this had a mean and a standard deviation of 1.92 and 0.900 respectively. Finally, the results demonstrated that the majority of the participants 61.9% agreed that AOSK concentrates on the applicant's achievement in their previous place of work during the interview. The results were confirmed by the mean and standard deviation of 2.31 and 0.893 respectively. The results had an overall average mean and standard deviation of 2.614 and 2.241 respectively. This implies that the employment interview varies from employee to employee making the process not uniform and not clearly stated for employees to understand.

### Placement and Induction

The fourth objective of this study was to assess the influence of placement and induction on organizational performance. The participants were requested to rate their agreement or otherwise on the statement related to the recruitment process. The results are shown in Table 4. The scale used was as follows: (5-Strongly Agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly Disagree).

**Table 4 Descriptive Analysis of Placement and Induction**

Statement	SD	D	N	A	SA	M	Sta. Dev.
Employees are placed on the job they applied for and interviewed	0.0%	4.2%	0.0%	45.2%	42.9%	1.64	0.743
The organization has an orientation program that new employees go through	11.9%	14.3%	4.8%	28.6%	33.3%	2.38	1.444
New employees meet the Human Resource Officer on the first day on the job for orientation and introduction to the organization	0.0%	0.0%	0.0%	19.0%	76.2%	1.20	0.405
New employees are assigned somebody to orientate and mentor them on the job	11.9%	21.4%	7.1%	19.0%	35.7%	2.53	1.502
The organization has official training for new employees that lasts for some days/weeks	26.2%	14.3%	21.4%	16.7%	16.7%	3.18	1.466
Employees are assured of their job security	31.0%	2.4%	23.4%	19.0%	19.0%	3.08	1.542
The new employees are taken through security measures before the commencement of the job	31.0%	7.1%	14.3%	23.8%	19.0%	3.08	1.575
New employees are given an employee handbook to guide them	2.4%	2.4%	2.4%	21.4%	66.7%	1.45	0.876
Employees go through refresher training in the organization to familiarize themselves with emerging developments	28.6%	2.4%	14.3%	28.6%	19.0%	2.92	1.562

Average	2.384	1.245
<p>The results in Table 4 show that the majority of the participants, 88.1% were in agreement that employees are placed on the job they applied for and interviewed. This is confirmed by the mean and standard deviation of 1.64 and 0.743 respectively. The results further show that most of the participants 61.9% agreed that A.O.S.K provides orientation programs to new employees and thus ensures that the new employees adapt easily to their various approaches to discharge their duties. This is affirmed by the mean and standard deviation of 2.38 and 1.444 respectively. Moreover, the study results show that the majority of the respondents 95.2% were in agreement that new employees meet the Human Resource Officer on the first day of the job for orientation and introduction to the organization. The results were confirmed by a mean and a standard deviation of 1.20 and 0.405 respectively. The results further show that most of the participants 54.7% agreed that A.O.S.K assigns someone to orientate and mentor new employees in their job positions. The results had a mean and standard deviation of 2.53 and 1.502 respectively. Furthermore, the results indicated that participants 33.4% agreed that A.O.S.K has training programs for the new staff lasting some days or weeks and this percentage is quite lower than for the ones who disagreed standing at 40.5% which is a stronger indication that if the program exists then only for few identified positions. The results had a mean and standard deviation of 3.18 and 1.466 respectively. The study results likewise show that 38.0% of participants agreed that employees are assured of their job security. The results are low, and it might imply that some specified positions are assured of job security while others are not. The results are confirmed by the mean and standard deviation of 3.08 and 1.575 respectively. Additionally, the results show that 42.0% of participants agreed that the new employees are taken through security measures before commencing their new job opportunities. The results were affirmed by the mean and standard deviation of 1.45 and 0.876 respectively. The results also show 88.1% had agreed that new employees are given an employee handbook to guide them. The results had a mean and a standard deviation of 2.92 and 1.562 respectively. Finally, the results also show that 47.6% of participants agreed that employees go through refresher training in the organization to familiarize themselves with the emerging developments. The results had an average mean and standard deviation of 2.384 and 01.245 respectively. This implies that A.O.S.K new employees are placed in the right jobs but much more needs to be done to make all the employees fit into the system and understand what is expected of them for the organization to have a good succession plan.</p>		

### Organizational Performance

The participants were requested to rate their agreement or otherwise on the statement related to organizational performance. The results are shown in Table 5. The scale used was as follows: (5-Strongly Agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly Disagree).

**Table 5 Descriptive Analysis of Organizational Performance**

Statement	SD	D	N	A	SA	Mean	Sta. Dev.
Programs and projects have grown and expanded due to the right employee professionalism in A.O.S.K	0.0%	0.0%	2.4%	28.6%	66.7%	1.34	0.530
The cost of recruitment has been reduced due to channels used to advertise jobs in A.O.S.K	2.4%	2.4%	33.3%	28.6%	28.6%	2.18	0.984
Staff retention in A.O.S.K has been enhanced due to the recruitment process	0.0%	2.4%	9.5%	31.0%	50.0%	1.62	0.782
The recruitment process in A.O.S.K has influenced the performance	0.0%	2.4%	9.5%	33.3%	50.0%	1.63	0.774
A.O.S.K has performed well immediately after the introduction of the recent recruitment process	0.0%	14.3%	23.8%	26.2%	31.0%	2.23	1.074
<b>Average</b>						<b>1.8</b>	<b>0.8288</b>

The results in Table 5 show that the majority of the participants 95.3% agreed that A.O.S.K. programs have expanded due to the right employee professionalism. The results were confirmed by the mean and standard deviation of 1.34 and 0.530 respectively. The results also show that most of the participants, 57.2%, agreed that the cost of recruitment has reduced due to numerous channels used to advertise jobs in A.O.S.K. This was affirmed by the mean and standard deviation of 2.18 and 0.984 respectively. The results further show that the majority of participants 81.0% agreed that staff retention in A.O.S.K. has been enhanced due to the recruitment process. The results had a mean and standard deviation of 1.62 and 0.782 respectively. Similarly, the results show that the majority of the participants 83.3% agreed that the recruitment process in A.O.S.K. has influenced the performance owing to rapid expansions of various projects undertaken by A.O.S.K. The results were confirmed by the mean and standard deviation of 1.63 and 0.774 respectively. Finally, the results show that most of the participants, 57.2%, agreed that A.O.S.K. performed well immediately after the introduction of the recent recruitment process. The results had a mean and standard deviation of 2.23 and 1.074 respectively. The overall results had an average of mean and standard deviation of 1.8 and 0.8288 respectively. This implies that programs have expanded due to the right employee professionalism, and the recruitment process in A.O.S.K. has influenced performance owing to the expansion of various projects. Staff retention has been

enhanced because of a good recruitment process, A.O.S.K. performed well immediately after the introduction of the recruitment process, and the cost of recruitment was reduced due to numerous channels used to advertise.

### **General Questions**

#### **During recruitment what does A.O.S.K emphasize that applicants should possess?**

They emphasize past experience in similar roles and credentials, skills for the jobs applied for, good conduct, positive attitude, and self – motivation. The applicant can work competently in a team, good communication, and willingness to learn. They emphasize past achievements and self-emotional intelligence. The applicant should know the mission, vision, and core values of A.O.S.K.

#### **As an employee of A.O.S.K, have you been empowered to take up a higher role or to be effective in your work, and up to what level?**

The results show that 69% of the participants stated that they have been empowered in different areas. Training on projects and servicing, rising from program officer to program manager, attained a degree, receiving some tasks to handle and attend regular workshops, attained masters, attained diploma and training in leadership.

#### **What else have you attained since you joined A.O.S.K?**

The results show that most of the participants have attained experience, improved to a higher level, and attained teamwork-oriented skills. The result indicated some participants attained skills in Career development, computer knowledge, teamwork skills, and regular staff development workshops together with interpersonal growth. The study confirmed Desalegn (2012) who recommended that existing and new employees must go through regular training to improve operations.

#### **The general opinion about the A.O.S.K recruitment process and its impact on the performance**

The results show that the A.O.S.K recruitment process has been good, hence the good results that are being achieved. The recruitment process is fairly done without favor or discrimination. It was also stated that some staff refer to people from their close circles, which is biased. The recruitment process has helped A.O.S.K to get the right personnel skilled and knowledgeable in the area of work, hence improving performance. The results indicate that A.O.S.K obtains the right personnel for the different fields and better services to the community they serve through different projects. The process is good, involves, and impacts competence at the workplace. The recruitment process is great; however, it can be enhanced to ensure employees have the right match of skills. There is a lot to be improved in the recruitment process and together with the transition. There are a lot of improvements in all processes and policies. A.O.S.K should give jobs to professionals and demand performance. Also, A.O.S.K recruitment is open to every individual. A.O.S.K recruitment is guided by professionalism in the process of recruitment. The recruitment at A.O.S.K is very



effective hence they have the best workplace. The study supports the findings of Adaoma & Onuoha (2022), who stated that effective recruitment practices are essential to delivering high-quality services to individuals at the correct time.

### **Advisory Board Interview**

#### **A.O.S. K's recruitment in the 1990s and early 2000s**

The study results show that A.O.S.K being Sisters Association used sisters to serve sisters. It was in small numbers. The results show that the majority of the employees were religious women from A.O.S.K only. Some program offices were held outside the A.O.S.K.

#### **How long could these employees serve the Association?**

The study results show that A.O.S.K did not have a recruitment policy to guide. Employees were placed in jobs that they can do better not necessarily what they qualify for. The results also show that lay employees worked as they searched for greener pastures. Employees worked for three years.

#### **How has the recruitment of employees grown in the last couple of years?**

The study results show that A.O.S.K created a Human Resource Office which developed an employee manual and adopted a recruitment policy where consultants are hired to be part of the recruitment panel. The study also shows that A.O.S.K employs according to merit, skill, and qualification. Guided by the strategic plan, more programs were created. This study was supported by Ohio and Michigan (2016) who found out that if companies in the public and private sectors wish to draw in and keep healthy, productive workers, they must implement and strictly follow a methodical and logical selection process.

#### **Recruitment of employees on the growth and expansion of programs and projects in A.O.S.K**

The study results show that A.O.S.K has opened its doors to expert recruitment where employees are given jobs that they qualify for. A.O.S.K employs people on merit based on the past experience that has contributed to the growth of programs and projects. The results also show that due to professionalism in A.O.S.K, projects and programs have grown and expanded as they offer quality services. Some programs are created to support other programs leading to the growth and expansion of A.O.S.K. At the moment A.O.S.K is working towards being self-sustaining.

#### **What can be attributed to A.O.S. K's high performance?**

The study results show that high performance has been attributed to employees who know what is expected of them, leading to A.O.S.K growing internationally. A.O.S.K is one of the best-performing church organizations in terms of growth, transparency, and accountability. The result also indicates that support and trust by the donors have contributed to the growth and expansion of programs and projects. A.O.S.K empowers religious women to the heights who form the qualified personnel for A.O.S.K recruitment. This is supported by Adam, Ogolla, and Maore

(2017), who reported that an organization's ability to hire, train, and integrate new personnel is crucial to its success.

### Regression Analysis Results

Regression analysis is a set of statistical methods used for the estimation of relationships between a dependent variable and one or more independent variables. For the case of this study, regression analysis was conducted to establish the statistical significance and relationship between the recruitment process and organization performance of the Association of Sisterhoods of Kenya.

**Table 6 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.509 <sup>a</sup>	.259	.189	.714

*Source: Field Data, 2023*

The results in Table 6 show that the coefficient of determination (R Squared) is 0.259 and the adjusted R squared of 0.189. The R squared of 0.25 implies that the variables used in this study of employees are placed on the job they applied for and interviewed, the interview concentrates on the achievements in the previous place of work, and the requirement of employed recommendation letter from the previous employer jointly explains 25.9 % of the variation of organization performance. The remaining 74.1% of the variation in the organization performance by the Association of Sisterhoods of Kenya can be explained by other factors that were not part of the current model.

**Table 7 ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.695	3	1.898	3.725	.021
Residual	16.305	32	.510		
Total	22.000	35			

*Source: Field Data, 2023*

In Table 7 the results show that the model was statically significant in explaining the influence of selected factors (employees are placed on the job they applied for and interviewed, the interview concentrates on the achievements in the previous place of work and requirement of employees' recommendation letter from the previous employer) on organization performance by the Association of Sisterhoods of Kenya and it is indicated by a p-value of  $0.000 < 0.021$ .

**Table 8 Multi Regression of Co-Efficient**

Model		Unstandardized Coefficients		Standardized Coefficients		T	Sig.
		B	Std. Error	Beta			
1	(Constant)	.277	.450			.615	.543
	An employee's recommendation letter from the previous employer is a necessity	.186	.090	.319		2.075	.046
	The interview concentrates on the previous achievements in the place of work	.273	.132	.315		2.065	.047
	Employees are placed on the job they applied for and interviewed	.188	.160	.181		1.175	.249

**Source: Field Data 2023**

The regression model therefore became;

$$OP = 0.277 + 0.186ER + 0.273PA + 0.188AI$$

Where:

OP = Organization Performance

ER = Employee's Recommendation

PA = Previous Achievements

AI = Applied and Interviewed

The regression coefficient in Table 8 Multi Regression of Co-Efficient shows that an employee recommendation letter from the previous employer has a positive and significant effect on staff retention indicating organization performance by A.S.O.K to be ( $\beta = .186$ ,  $p=.046 >.021$ ). This was supported by a calculated t-statistic of 2.075. The results imply that the employees' recommendation letter from the previous employer significantly affects the organizational performance of the A.O.S.K. The results imply that the employees' recommendation letter from the previous employer significantly affects the organizational performance of the Association of Sisterhoods of Kenya. The results also show that achievement in the previous place of work has a positive significant effect on staff retention, indicating organization performance by the A.O.S.K to be ( $\beta = .273$ ,  $p = .047 >.021$ ). This was supported by a calculated t-statistical of 2.065. The results imply that achievement in the previous place of work does not necessarily mean that the employee will do a similar job in the new place of work. Furthermore, the results show that employees placed on the job they applied for and interviewed have a positive significant effect on staff retention, indicating organization performance by the A.O.S.K to be ( $\beta = .188$ ,  $p = .249 >$

.021). This is supported by a calculated t-statistic of 1.175. The results imply that an employee's place on the job they applied for and interviewed significantly affects staff retention in A.O.S.K.

### **Conclusion**

Based on the findings, the study concluded that A.O.S.K employees are mostly recruited through referrals from existing employees and word of mouth seems to take precedence in the recruitment process. The existing employees know the job to be done and so refer the people best suited for that particular job and this has a significant impact on the expansion of projects and programs which leads to better organizational performance. The study concluded that on the influence of recruitment methods on the performance, advertisement in A.O.S.K through the website and other social media platforms brought in employees from a wider pool and hence the organization could get employees who were the most qualified for the job in terms of experience, skills, and expertise though there were incidents whereby some applicants dropped their applications and got jobs may result in employing unqualified personnel. The study also concluded that the application, screen, and background check were positively and significantly related. The employees with good records had command of their area of profession. The adoption of the recruitment policy had endured the process was free from biasness.

The study further concluded that the influence of the selection process on the performance, in the employment interview, employees were examined on their past job experience and working under pressure. This had enhanced A.O.S.K.'s efforts to get the right employees who were skilled and knowledgeable in their area of work, and this had improved performance. But then, it was advised that competency-based interviews and virtual interviews to be considered to accommodate applicants who are out of the country. The recruitment in A.O.S.K had been effective and this had brought in the best workforce. The involvement of external experts in the interview panel made the interview great. However, the employment interview can be improved to ensure employees have the right match of skills and that the process is the same for all applicants. Therefore, in A.O.S.K., the previous place of work determines the success of an applicant in getting the job. The study further concluded that on the influence of employment interviews on the performance, play a crucial role in predicting job performance. The study showed that applicants with high scores are positively related to their interview performance and also predicted job performance as rated by their supervisors. When controlling for interviewees, the relationship between performance in the interviews and job performance are significantly affected. Therefore, constructing interviews that allow candidates to demonstrate their criterion-relevant abilities is essential for better selection outcomes.

The study finally concludes that the influence of placement and induction on the performance, are positively and significantly related. The human resource office played a great role in the orientation and training of new employees to allow them to settle into their new environment with less stress. In addition, the issuance of an employee manual improved the rate at which the new



employee settled down because there was a document of reference that guided them on what was expected of them as far as their particular job descriptions are concerned. In general, A.O.S.K is claimed to be one of the best-performing Church organizations in terms of growth, transparency, and accountability and this has led to the organization's self-sustainability. The study indicated that the growth and expansion of programs and projects have been realized in A.O.S.K through the guidance of a strategic plan that stipulates the forecast and means that the organization would like to use and the expected achievement within a certain duration. Support and trust by the donors have also contributed to the growth and expansion of projects and programs in A.O.S.K and this can be attributed to the open-door expert recruitment in which employees are assigned jobs they qualify for.

### **Recommendations**

Based on the results, the current study suggests that A.O.S.K's management should establish explicit hiring practices that all staff members must adhere to prevent situations in which certain candidates drop their applications and land into employment right away. To enhance their ability to communicate with individuals within their networks, companies should adopt recruitment strategies that are easy to understand and straightforward for all current workers. The Social Network Theory places a strong emphasis on the role that social connections play in information dissemination, media and personal influence direction, and attitude or behavior modification. According to (Edih et al., 2022), organizational performance was both positively and significantly impacted by referral recruitment, and therefore, the study suggested using referral hiring as a recruitment method of bringing in fresh talent because it boosts productivity and overall organizational performance. The study also recommends that the selection process should be uniform wherein the job position is declared, applications received, scrutiny of applications done, screening of applicants is done, interviews conducted, and selection of the final candidates is done. The Competence-Based Theory encompasses something within the organization that is repeatable and can be learned by new members. A.O.S.K must improve and stick to her values strongly to attract more competent people within the organization albeit keeping in mind that no process is perfect. A study by Ufuoma & Omekwu (2020) concluded that screening of employees was considered to be the most important stage of the recruitment process. Therefore, this study recommends that A.O.S.K should use screening and background checks in the recruitment process.

Additionally, the study recommends that employment interviews should become uniform across all positions. Besides, the assurance of employees' job security leads to confidence and makes an employee have confidence because the security of their jobs is assurance. This makes them expend more energy in what they are called to do. A.O.S.K. also interviews employees on their experience and resilience in working under pressure. Management jobs require skills to deal with pressing issues that often mark the day. In agreement with Ogbu, Ewelike & Udeh (2019), the study concluded that the competency-based employee interview process was superior to the traditional

interview of asking questions and answers. The study therefore recommends that A.O.S.K work on the employment policy that embarks on competency during the interview rather than resilience in the workplace which seems to take precedence in the recruitment process. The study further recommends that the office Human Resource management team makes use of technology in orientation and induction with knowledge management for good storage systems of soft copy or hard copy to be used by new employees who join the organization as part of orientation for uniformity. The study by Mchete & Shayo (2020) concluded that induction is an important aspect of human resources that propels the new employee to learn about the working environment. A.O.S.K should empower the human resource management team to be the custodian of knowledge management to be transferred from generation to generation. The study also noted that although there is no perfect recruitment process, the same ought to become better as technology advances.

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