

RECRUITMENT AND SELECTION PROCESS ON THE PERFORMANCE OF TEACHERS IN MACHAKOS COUNTY

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Abstract: Human resource is considered to be the most crucial asset in any organization. With the rapid changes in the business world and increasing competition, organizations are strategizing on how to maximize their use of the human resource to achieve a competitive advantage over other organizations. Schools are not an exception since they are also in competition to provide the best quality students academically, in discipline and the best values acceptable in the society. This study sought to determine the effects of recruitment and selection process on the performance of teachers in Machakos County. The study used stratified random sampling to draw samples from a population of 8 sub-county Teacher service commission directors and 347 boards of management secretaries (principals) and 3019 teachers. A sample size of 346 participants was used in the study. Data was collected using questionnaires for the teachers and interview for the principals and teacher managers. The findings show that there is a positive correlation between teacher's performance and recruitment and selection. It was also concluded that the teacher service commission had not exploited this as a way of motivating teachers to performance.

Keywords: Recruitment and Selection, Teacher Performance, Human Resource Management.

1. INTRODUCTION

According to Waiganjo, Mukulu & Kahiri (2012), work systems for high-level performance in organizations are highly distinctive and must be customised carefully for every institution's situation and specific context for maximum performance. Therefore, how policies and programs are implemented and how an organization accomplishes its strategic intention regarding its mission and vision is of great concern. Green and Ronza (2012) noted that a human resource management strategy should give performance levels to enable the company to fulfill its mission and meet its objectives. This is possible if employees can do it, want to do it, know how to do it and are allowed and supported to do it. It is under this premise that organizations think of how best they can manage their human resources and strategize in a manner that they achieve set goals and objectives. This calls for the formulation of strategies since the human resource is already available.

Organizations with good human resources practices established procedures that comprise the building of employee's skills and knowledge throughout the institution to promote unique and valuable competencies that enhance competitive advantage (Waiganjo et al. 2012). Since each organization has its unique internal and external forces that affect its formulation of strategies, each organization is unique in its strategies. This, therefore, implies that organizations in different places have their unique strategies.

Wichenye *et al.* (2012) paid much attention to the challenges head teachers face in managing their human resources in public school in Kenya. They noted that there was interference by Boards of Management and politicians. Recruitment of teachers was riddled with the 'son of the soil' song to have them recruit their own. The same applies to promotion of teachers, and this made HRM practices difficult to implement any meaningful strategy involving other teachers. This study, therefore, wishes to fill this gap and determine to what extent do the HRM strategies applied by TSC affect teacher performance including that of the principal, a teacher first then a school manager.

Political and legal forces affect all aspects of HRM functions. Specific laws are to be considered before recruitment and selection process (Mckinnon & Murphy, 2006). Rules and laws in politics will change quite often. Rynes and Barber (1990) noted that recruitment activities regulate organizational inputs. There is hence the need to regulate recruitment strategies such as improved wages and working conditions to attract and retain employees (Hanssens & Levien, 1983).

Labour market and unemployment levels and structures have long been recognized to efficiently frame out the HRM policies and practices (Susan *et al.*, 1995). Labour diversity, labour shortages, and unemployment levels are common characteristics of labour market conditions. Since recruitment activities regulate organizational inputs, recruitment researchers have been more sensitive to the potential importance of unemployment levels (Rynes & Barber, 1990). Recruitment strategies vary with employment levels; hence, are of great impact on the human resource practices; for instance, lower selection standards may imply that more training is required (Hanssens & Levien, 1983).

2. STATEMENT OF THE PROBLEM

Although the TSC has been posting teachers in secondary schools in Machakos County, their performance has been wanting. It is not clear whether the HRM practices applied to the teachers are effective or there could be other factors that lead to the dismal performance. By comparing the few schools that perform well and the majority which do not perform, this study will be able to determine the effect that these HRM practices have on the performance of teachers in this county.

Previous studies shows that HRM practices affect employee performance and competitive advantage in a firm (Guest, 2002; Wright *et al.* 2003; Balochi *et al.*, 2010; Qureshi *et al.* 2010; and Khan, 2010). A study conducted by Tanveer *et al.* (2011) evaluated the impact of HRM practices on employee performance of a Pakistan's textile industry. To achieve this, they developed and tested the model based on HRM practices such as recruitment and selection, training and performance as independent variables and employee's performance as a dependent variable.

HRM is hypothesized to fulfill the needs of the employees thus enhancing favourable attitudes. This subsequently improves the total organization performance outcomes (Meyer & Allen, 1997); Edgar & Geare, 2005); and Kuvaas; 2008). Existing literature has greatly elicited the tremendous contribution of HRM practices on organizations performance (Ahmed and Schroeder, 2003; Schuler and Jackson, 2007; and Agyapomaa, 2011). The organization's performances are a reflection of employees' performance. The correlation between HRM practices and employee's performance is an increasingly researched topic in HRM (Truss *et al.*, 1997; Edger & Geare, 2005).

A research done by Mutiso (2013) showed that there exists a correlation between HRM practices and teachers service delivery in Taita Taveta County. Many of the researches done on HRM practices have been done in developed countries. There exists little evidence of a study focusing on the same in Machakos County. It is against this background that this study embarked on investigating the correlation between HRM practices and the performance of T.S.C employees in secondary schools in Machakos County.

3. LITERATURE REVIEW

The overall intention of recruitment and selection process should be to get the quality and number of staff required to satisfy the human resource needs of a firm at a minimum cost. The primary purpose of recruitment is to attract enough and sustainable potential employees to make application for vacancies in a company. On the other hand, the main aim of selection activities is to identify the best candidate for the job and offer a position in the organization, (Cole, 2002). From the preceding, it is not a matter of just recruiting and selection, but effective recruitment, selection, and the right placement is important. Indeed, recruitment and selection is critical to an organizational profitability as well as effective HRM. (Beatty, 1994; Foulkes, 1975; cited by Dessler, 2003) states that she is not aware of a major project with good ideas, enthusiasm, and vigor that has stalled for lack or shortage of money. However, she was aware of industries whose growth has been partly delayed or hampered due to inability to recruit and select an enthusiastic and efficient labour force. Recruitment and selection exercise, in essence, requires that job profiles be merged with candidature profiles (the job matching principle). Individuals whose candidate profiles most closely fit the job profiles available in the organization ensure more job satisfaction and low labour turn over. Selectors and Recruiters need to be aware of the nature of the job and should be confident that the job requirements will be appropriate to the potential employees (Bogumil, 1983; cited by Dessler, 2003).

According to most HRM books; some of the mistake human resource managers normally commit include; hiring the wrong individual for a job, high labour turnover experience, and hiring staff who are not doing their best. Other mistakes include conducting unnecessary interviews, the company being taken to court for discrimination and unfair labour practices (Dessler, 2003) Staffing entails job analysis, HR planning, as well as recruitment and selection. If a recruiter is not aware of the qualifications required to perform different jobs, these areas of staffing would be haphazard. When an organization lacks updated specifications and descriptions, it would end up recruiting and selecting employees for positions without using clear guidelines, which could have adverse consequences. Job analysis is done long after job design is done, training the workers, who go ahead to perform at their respective positions. The HR planning entails matching the external, internal and external supply of people with job opportunities anticipated in a firm over a specified period.

Armstrong (2005) stated the three stages of recruiting and selection. The first stage is the definition of requirements, which entail preparing job descriptions and specifications. The second step is deciding the terms and conditions of employment. The third step is attracting candidates, by reviewing and evaluating alternative services of applicants, advertising, using agencies and consultants and selecting candidates- sifting applications, interviewing, testing, assessing candidates, assessment centers, offering employment, obtaining references and preparing contracts of employment. The importance of effective recruiting cannot be overemphasized. The more applicants you have, the more the selection there is in hiring (Dessler, 2003).

4. RESEARCH METHODOLOGY

This study used a descriptive survey to determine the influence of recruitment and selection process on teacher performance. The target population in this study was made up of 1 TSC County HR officer, 8 Sub-county HR officers, 347 principals and 3019 teachers. The study used purposive sampling for the Sub-County Human Resource Officers. Stratified random sampling was use sample principals and teachers. The sample size comprised of 346 respondents. Questionnaires were used to collect primary data. Quantitative data was analyzed through descriptive statistics using frequencies and percentages and Qualitative data was analyzed thematically in line with study objectives and presented in narrative form.

5. FINDINGS

The study sought to determine the effects of recruitment and selection on the performance of teachers. The respondents were required to rate a number of responses given on Likert scale. The data collected and associated analysis is given in Table 1

Table 1: Recruitment and Selection on Teacher Performance

Statement	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree	Mean	Standard Deviation
Advertisement for positions in your school follows the established procedures for filling vacancies.	1.7	5.1	9.7	54	29.5	4.046	0.867
Short listing of candidates is done professionally	2.3	6.3	5.7	54	31.8	4.068	0.911
Interview panels are well structured, and interviewers are well trained and knowledgeable.	3.4	10.2	9.1	50	27.3	3.875	1.034
Interview sessions are professionally managed.	1.7	4	11.4	57.4	25.6	4.011	0.828
There are no interferences by interested parties such as the BOM's, PA members, politicians and heads of institutions.	5.1	15.3	14.8	39.2	25.6	3.648	1.167
Selection of candidates after interviews follows the laid down procedures. As a result, no complains arise based on nepotism, favoritism, bribery and other ills.	4	8.5	10.8	44.3	32.4	3.926	1.064
In general, Your school hires teachers through an open, free, competitive and objective process.	5.1	6.8	6.3	48.3	33.5	3.983	1.066
In general, TSC is keen to ensure that public secondary schools have the required number of teachers and that no such schools suffer shortages.	26.7	29	21.6	9.7	13.1	2.733	1.378

Source: Survey Data (2018)

The researcher sought to establish the human resource recruitment and selection process and their effect on the performance of TSC'S employees. The results as shown in table 1 implies that majority of the respondents were of the opinion that TSC has been conducting their recruitment and selection process in the expected manner. The majority of the respondents were in agreement that advertisement for positions the school follows the established procedures for filling vacancies with 29.6% strongly agreeing and 54 % agreeing; hence a high mean score of 4.046 and a low standard deviation of 0.867. However, 1.7% strongly disagreed, and 5.1% disagreed while 9.7% were not sure whether that was the case. The small percentage that was not sure could be as a result of the recently recruited teachers who were not well versed in the operations of the TSC.

6. CONCLUSIONS AND RECOMMENDATIONS

The researcher sought to establish the relationship between human resource management practices and the performance of teachers' service commission employees in secondary schools in Machakos County, Kenya. With regards to the recruitment and selection process, the due processes are followed professionally without undue influence. However, although hiring is done through an open, free, competitive and objective process, the TSC has not been keen on ensuring that there are enough teachers in the schools. Based on the findings, good recruitment and selection processes influences teacher's performance. Recruitment and selection had high statistical significance. Therefore, the conclusion is that teachers who are hired in a professional recruitment and selection process perform better, but enough teachers should be recruited to have an impact on school performance. This is despite the fact that recruitment and selection are conducted as expected; most of the school performance is still low with a mean grade between 3.5 and 5.

The findings of the study show that recruitment and selection process impacts positively on teacher's performance. Therefore, it is clear that proper recruitment and selection process is one way of enhancing teacher's performance. Thus, it is recommended that TSC emphasize on conducting transparent and fair recruitment and selection where the best teacher is awarded the employment opportunity. The implication is that the highly qualified teachers will be hired thus improving school performances.

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