



ABSTRACT

Many organizations have started using outsourcing strategy over the years but still many organizations didn't realize the full benefit of it. Some have experienced low productivity, their they failed to attain expected cost saving and their profitability have not been balanced or stable. The specific objective of the study is to determine the effect of recruitment outsourcing on employees performance. Employers have adopted human resources policies and practices with an aim of improving their employees' performance. However, despite such policies and practices,

IMPACT OF RECRUITMENT OUTSOURCING ON EMPLOYEE PERFORMANCE IN NIGERIA

SADIQ ABUBAKAR ILELAH

Department of Public Administration and Management, School of Management Sciences, Abubakar Tatari Ali Polytechnic Bauchi, Bauchi state, Nigeria

Introduction

Recruitment outsourcing typically involves the transfer of all part of recruitment process to an external partner. The objective of recruitment outsourcing is to get the right candidate in the organization. Kin (2008) defines outsourcing as acquisitions of resources and expertise from external vendors to oversee the affairs and operations of an organization which was previously done internally. Outsourcing and off sourcing have differences, while off sourcing has to do with transferring of company's productions processes to another country on the other hand 10 out sourcing is company giving out the processes to either a domestic of international company to do for them. This means that the selected person shall acquire new manipulative skills, technical knowledge and skills on the job in such a way as to aid in the achievement of organizational goals (Archieve, 2018). Grobler et al., (2020) described training as the use of specific means to inculcate specific learning, using techniques that can be identified and described. These techniques and methods should be continually improved. Training therefore is a deliberate effort to teach specific skills, knowledge and attitudes to serve a specific purpose (Archive, 2019).

Recruitment outsourcing strategies is not only aimed at improving the employee's knowledge and skills with regard to his or her functional and administrative duties, but the acquisition of certain virtues and attitudes like diligence, willingness, integrity, loyalty and responsibility is also within its scope. At any organizational level, training is very important to meet corporate goals. In line with the above, (Lane and Robinson, 2019) are of the opinion that training impart positively, effectively for optimum performance to archive corporate goals of the organization. Quality training allows one to have a better job understanding and quality of work.



it remains unclear why employee performance has been perennially low. The study will employ a descriptive research design. Simple random sampling technique will be used to select the sample. Data will be collected using questionnaires which will be administered to the respondents in Nigeria by the researcher. Data analysis will be done with the aid of SPSS version 22 statistical software. Descriptive and inferential statistics were used in analyzing the data. Hypotheses will be tested using the p-value approach at 95% level of confidence. The findings show that recruitment outsourcing activities contributed to the organizational performance as revealed by respondents regarding their views on the effect of outsourcing on employees' performance. Moreover, the findings show that there is a positive and significant relationship between recruitment outsourcing activities and employees' performance, while it shows a positive and insignificant relationship between outsourcing activities with productivity and employees' performance respectively. This study therefore recommended that organizations in Nigeria should continue to improve how they manage their outsourcing activities by emphasizing on non-core activities instead of outsourcing their core activities. Recruitment outsourcing will help the organizations to produce better quality which will lead to the increase of product demand and profitability by reducing competitiveness. Furthermore, organizations should never allow external service providers to perform all the responsibilities because this can lead to the loss of control over certain production or operation activities. Therefore, service providers should only manage particular risks that cannot affect or damage the entire organization's performance.

KEYWORDS: Recruitment outsourcing, employee performance, human resource strategies

In practice, the nature, content, and extent of training received by personnel should be reconciled with the needs of the organization for staff trained in particular fields. Training needs to be given under the guidance of a knowledgeable instructor. It is necessary that the person responsible for the training of a particular employee or group of employees should have the necessary knowledge, skills, and attitudes to do a meaningful job (Stahl, 2009). Training ensures that individuals are more productive as they acquire the necessary skills. Training from the time of employment is considered to be a necessary and continuous personnel function. In Asia, revenue authorities encourage employee training opportunities for all its employees to ensure that services they provide to the community are made more effective (Chevalier, 2018).

In Nigeria, the significance of outsourcing is more obvious given the growing complexity of the work environment, the rapid change in organizations and advancement technology, among other things (Stahl, 2019). Revenue authorities have come to recognize that training offers a way of developing skills, enhancing productivity and quality of work, and building loyalty to the firm. According to Jones and George (2018), training in revenue authorities helps improve quality of service, customer satisfaction, and productivity, morale, and management succession and business development.

Employees that are trained by their organizations are more involved in the assigned tasks. (Becker et al 2019). The employees who are very committed to the job assignments are an essential part



of their live. After their better performance, they feel satisfaction, this nature of job involvement deemed towards self-esteem (Bright, 2018). After being trained personnel become highly motivated for doing innovative tasks when they feel high involvement in their jobs (Chevalier, 2020).

Most of the benefits derived from training are easily attained when training is planned. This means that the organization, trainers and trainees are prepared for the training well in advance. According to Kenney & Reid (2019) planned training is the deliberate intervention aimed at achieving the learning necessary for improved job performance and consist the following steps: identify and define training needs, define the learning required in terms of what skills and knowledge have to be learnt and what attitudes need to be changed, define the objectives of the training, plan training programs to meet the needs and objectives by using right combination for training techniques and locations' decide who provides the training, evaluate training then amend and extend training as necessary. Training improves employee performance in the human resource as well as the organization. If employees are whole heartedly involved in training issues which are directly related to their job, then they try to take initiatives to remove many problems (Safferstone, 2020). Involvement in the official tasks directly influences the employee performance. Effort is an intervening relationship of training and performance. Training is therefore a key element to employee performance. It helps to reconcile the gap between what should happen and what is happening between desired targets or standards and actual levels of work performance (Armstrong, 2020). Training need is any shortfall in employee performance, or potential performance which can be remediated by appropriate training.

Problem statement:

In order to succeed, organizations have to obtain and utilize human resources effectively. Organizations therefore need to design their training strategies in such a way that can fit into the organization's structure as this will make the organizations achieve their goals and objectives. Corporate organizations in Nigeria contribute around 16.3% to the national gross domestic product and employ 25% of the labor force. Furthermore, the majority of studies in human resources strategies have adopted the resource-based view perspective which tends to ignore contextual variables, particularly competitive strategies, which influence employees' performance. The scarcities of such studies showing association between human resources strategies and organizational performance and also the mediating role of competitive strategies in the Nigeria context makes it important to further explore the critical role of human resources strategies. As the role of corporate organizations continue to increase its importance in Nigeria, they continue facing the challenges of improving quality and improving people skills, managing workforce diversity, responding to greater globalization and stimulating innovation and change. This study therefore sought to establish the influence of quality training strategies on employees' performance in Nigeria,.

Objective of the study:

General Objective

The general objective is to determine the impact of recruitment outsourcing on employees' performance in Nigeria.



Specific Objectives

i. To examine the impact of recruitment outsourcing on employees' performance in Nigeria.

Research Question

1. Does recruitment outsourcing strategies impact employees' performance?

Research Hypothesis:

H₀₂ Recruitment outsourcing strategies has no significant impact on employees' performance in Nigeria

Justification of the study

The study seeks to examine the influence of recruitment outsourcing strategies on employee performance in Nigeria. It is hoped that the findings obtained through this study will be used by Nigeria to improve on human resources policy formulation and their operational procedures as they work to improve employee performance. Other government agencies could benefit from the findings. Further, the study may serve as industry analyses to enable them know how human resources innovation strategies influence employee performance. Employees will benefit much as Nigeria makes attempts to improve their performance through adoption of human resources strategies. The study will also contribute to the body of knowledge by unveiling the effects of human resource strategies on employee performance. The study is important to start-ups so that they can be able to evaluate their competencies that will enhance their chances of survival and eventual growth. It will serve as a resource for personal decision-making as a self-evaluation aid that can be used to increase prospective awareness of their strengths and weaknesses with regard to future business endeavors. Having the right idea early on about which competencies are necessary, a person can focus more effectively on developing them and thus avoid the unproductive wondering where to concentrate the so valuable personal time and efforts. These professionals would thus be more aware of the competencies which the entrepreneurs need to master and be trained on thereby be able to offer proper guidance and assistance. Knowing which of their personal competencies (existing and to be developed) might positively affect their business, can thus act with greater accuracy and confidence towards the accomplishment of their goals.

LITERATURE REVIEW

Concept of Recruitment outsourcing strategies

Oktafien and Suryati (2013) investigate the relationship between the perceptions of the outsourced employee, the status of employee Morale and the process recruitment at Corporate Office Kopeptel with the use of test validity, reliability testing, moment product correlation coefficient Karl Pearson, and testing hypotheses using path analysis, based on 41 employee data collected selected through cluster sampling from 14 office/field work. The findings are that there is a positive significance relationship between the workers spirit and perception of the outsourced employee on the recruitment process. This result suggests that there may be different interpretations regarding recruitment process and status, as seen by different employee and this



will affect employee morale. Oktafien and Suryati (2013) note that there may be possible positive perception with the attention given by the company to, health, welfare and safety of its workers. Mankiw and Swagel (2006) argue that outsourcing is not about job creation; however, if allowed to take it full course, it could lead to higher real wages and living standards. Dey, et al. (2006) investigate the contribution of outsourcing to employment services on manufacturing labor productivity estimates and found that outsourcing of employment services increased and depressed the growth rate of manufacturing labor productivity at difference times. They therefore, assert that outsourcing will result in misleading increases in manufacturing labor productivity. Cote and Bruce (2004) were asked to examine the likelihood of employee absenteeism from the abuse of sick leave during outsourcing in a U.S. Air Force organization and they found out that employees in the organization undergoing outsourcing not only did not use more sick leave, but actually used less sick leave than those employees in the control organization not undergoing a outsourcing. They assert that the employees of the organization undergoing outsourcing used fewer sick leaves in order to avoid becoming possible targets for disciplinary action for sick leave abuse or thought to lack commitment to their employer in fear of being selected for termination. According to Braun and Scheffel (2007), studied the empirical findings on outsourcing effects on the collective agreements and negotiations on wage rates discovered that outsourcing denies those bargaining powers. They mentioned that this is as a result of the risk that outsourcing exposed the low skilled workers jobs, restraints of wages are better accepted in the skills group of workers. Mankiw and Swagel (2006), Also observed that outsourcing been the causes for people to be dislocated in the labor market, the low skilled are the most affected. They suggested that policy response should be provided to assist affected employee to adjust to the change. Bockerman and Maliranta (2013) opine that the immediate negative effects of outsourcing on employee well-being are evident from its definition: elimination of certain occupations (i.e. moved to other local firms or abroad); thus, the demand for this type of labor in a firm decreases. They reveal that a substantial proportion of the negative effects on well-being originate from the expected losses of firm-specific human capital, quasi-rents, delayed compensation (when a worker expects to earn less in the future) or from job search costs that are incurred. They state further that outsourcing may cause job satisfaction to decrease as a result of losing fellow employees, and such decision may increase uncertainty regarding the future of employees. 18 Perry (1997) argues that the redistribution of membership between unions as a result of outsourcing is unlikely to have a major impact on union power broadly defined noting that it can have, however, serious deleterious effects in terms of the power of an individual union, as suggested in my “competitive case” scenario. Smirnykh and Worgotter (2013) opine that the application of non-standard contracts by enterprises provides more flexibility compared with standard terms of employment, but also increases risks for workers. They argue that outsourcing, which is also a form of non-standard contracts, increases the instability of employment relations and the salary level, and may contribute to income inequality and dualisation as well as the risk of lowering productivity growth because of less investment in human capital by the employer. Wooden (2000) argues that outsourcing poses a serious challenge to trade unions as most unions are not well structured to organize workers employed under such nontraditional arrangements and the inability of trade unions to stop the practice makes it difficult for unions to persuade such workers that they can



effectively represent them. Wooden (2000) notes further that workers employed under outsourcing are less likely to receive structured training provided by the employer and do not have much influence over organizational decision-making processes. Skoulas (2006) notes that reasons behind the incapability of the labor organizations and trade unions to comprehend the implications and consequences of the postindustrial society, is that they are left theory and education behind them. That is to say, the theoretical understanding of the related to the side effects and basic implications of the changes taking place in society are delayed. Skoulas (2006) argues that the workers unions should recognize the politics of the information age and globalization and investigate in the international field to find answers to repression and exploitations themselves. Jensen and Stonecash (2004) argue that the cost savings advantage of outsourcing are achieved through deterioration in employment conditions rather than an improvement in input utilization. Thus, they asserted that savings from outsourcing are transfer payments from workers to managers in the form of reductions in real wages, or increases in worker effort. Geishecker and Holger (2004) assessed the effects of international outsourcing on wages at the level of the individual and found that outsourcing has had a marked impact on wages. Geishecker (2005) examined that impact of international outsourcing on individual employment security and found that both low- and high-skilled workers lose from international outsourcing in terms of lower job security. Ogunrinola and Osabuohien (2010) examine the effects of globalization on employment level in the manufacturing sector in Nigeria and found that there exists a positive relationship between global competitiveness and employment level in the manufacturing sector. The implications of this finding is that developing countries such as Nigeria that are not globally competitive would be made worse off by globalization and its elements including outsourcing. Based on the premise that outsourcing may cause the human side of human resource to suffer Rosheen and Hummayoun (2013) study the impact of outsourcing recruitment process on employee commitment and loyalty based on a sample taken from two 20 private telecommunication companies: Huawei and Zhongxing Telecom Pakistan situated in Islamabad and the data collected on recruitment process, employee commitment and loyalty were analyzed using t-test. It was found that outsourcing recruitment process has no impact on employee commitment and loyalty.

Concept of Employee performance

Organizations need highly performing individuals in order to meet their goals, to deliver the products and services they specialized in, and finally to achieve competitive advantage. Performance is also important for the individual. Accomplishing tasks and performing at a high level can be a source of satisfaction, with feelings of mastery and pride. Low performance and not achieving the goals might be experienced as dissatisfying or even as a personal failure. Moreover, performance if it is recognized by others within the organization is often rewarded by financial and other benefits.

Performance is a major although not the only prerequisite for future career development and success in the labor market. Although there might be exceptions, high performers get promoted more easily within an organization and generally have better career opportunities than low performers (VanScotter, Motowidlo, & Cross, 2000). Despite the great relevance of individual



performance and the widespread use of job performance as an outcome measure in empirical research, relatively little effort has been spent on clarifying the performance concept. Still, in 1990, Campbell described the literature on the structure and content of performance “a virtual desert”. However, during the past 10 to 15 years, one can witness an increasing interest in developing a definition of performance and specifying the performance concept.

Authors agree that when conceptualizing performance one has to differentiate between an action (i.e., behavioral) aspect and an outcome aspect of performance (Roe, 1999). The behavioral aspect refers to what an individual does in the work situation. It encompasses behaviors such as assembling parts of a car engine, selling personal computers, teaching basic reading skills to elementary school children, or performing heart surgery. Not every behavior is subsumed under the performance concept, but only behavior which is relevant for the organizational goals: “Performance is what the organization hires one to do, and do well” (Campbell et al., 1993). Thus, performance is not defined by the action itself but by judgmental and evaluative processes. Moreover, only actions which can be scaled, that is, measured, are considered to constitute performance. According to Campbell et al., (1993) the outcome aspect refers to the consequence or result of the individual’s behavior. The above described behaviors may result in outcomes such as numbers of engines assembled, pupils’ reading proficiency, sales figures, or number of successful heart operations. In many situations, the behavioral and outcome aspects are related empirically, but they do not overlap completely. Outcome aspects of performance depend also on factors other than the individual’s behavior.

Researchers have adopted various perspectives for studying performance. On the most general level one can differentiate between three different perspectives: (1) an individual differences perspective which searches for individual characteristics as sources for variation in performance, (2) a situational perspective which focuses on situational aspects as facilitators and impediments for performance, and (3) a performance regulation perspective which describes the performance process. These perspectives are not mutually exclusive but approach the performance phenomenon from different angles which complement one another. There is a large body of research which showed that motivation is essential for performance. Motivational constructs related to performance can be partly subsumed under the individual differences perspectives, partly under the situational perspectives, and partly under the performance regulation perspective (Ambrose & Kulik, 1999).

Theoretical Framework

Contingency Theory

The contingency theory has no universal prescription of human resources policies and practices. It is all contingent on the organization’s context, culture and its business strategy (Wright & Snell, 2005). Contingency scholars have argued that human resources strategy would be more effective only when appropriately integrated with a specific organizational and environmental context. The best fit theory emphasizes the importance of ensuring that human resources strategies are appropriate to the circumstances of the organization, including the culture, operational processes and external environment.



Human resources strategies have to take account of the particular needs of both the organization and its people. It explores the close link between strategic management and human resources management by assessing the extent to which there is vertical integration between an organization's business strategy and its human resources policies and practices (Decktop, 2006). Wright, McMahan and McWilliams (2004) state that vertical integration between business strategies or the objective of the business and individual behavior and ultimately individual, team and organizational performance is at the fore of core models of human resources strategies. Inherent in most treatments of fit is the premise that organizations are more efficient and or effective when they achieve fit relative to when a lack of fit exists (Legge, 2005). This vertical integration or 'fit' where 'leverage' is gained through procedures, policies and processes is widely acknowledged to be a crucial part of any strategic approach to the management of people (Dyer, 2005). The best fit therefore ensures an explicit link or relationship between internal people processes and policies and the external market in business strategy, and thereby ensures that competences are created which have a potential to be a key source of competitive advantage (Wright, Gardner & Allen, 2005).

According to the contingency approach, strategic human resource management is not the ultimate factor that contributes to improved firm performance; it has to be integrated with other factors and the impact of human resource practices in firm performance is conditioned by an organization's strategic posture. A firm's approach to competition depends on, or makes use of the talents and capabilities of employees, then HR practices would be more likely to have an impact on performance; otherwise the connection between human resources and performance might be minimal. One criticism often leveled at the contingency model is that it tends to over-simplify organizational reality. In attempting to relate one dominant variable to the organization (for example, compete on innovation, quality or cost) to another internal variable, they tend to assume a linear, non-problematic relationship.

According to Purcell (2001), this theory is limited by the impossibility of modeling all the contingent variables, the difficult of showing their interconnection, and the way in which changes in one variable have an impact on others. Boxall and Purcell (2003) further emphasize the complexity of matching human resources and business strategy by stating the need to keep up with ongoing environmental change. They bring attention to a model by Wright (2005) asserting that strategic human resources management should simultaneously promote fit and flexibility to cope with the future. However, responding to those external demands may undermine the possibility of achieving internal fit (Legge, 2005).

Universalistic Theory

It is also referred to as the best practice model, which is based on the assumption that there is a set of best HRM practices, and that adopting them will inevitably lead to superior organizational performance (Luthans & Summer, 2005). The notion of best practice was identified initially in the early US models of HRM, many of which

mooted the idea that the adoption of certain 'best' human resource practices would result in enhanced organizational performance, manifested in improved employee attitudes and behaviors, lower levels of absenteeism and turnover, higher levels of skills and therefore higher productivity,



enhanced quality and efficiency and of course increased profitability (Marchington & Wilkinson, 2008). Here, it is argued that all organizations will benefit and see improvements in organizational performance if they can identify, gain commitment to and implement a set of best HRM practices. Thus, universalistic perspective maintains that firms will see performance gains by identifying and implementing best practice irrespective of the product market situation, industry or location of the firm (Pfeffer, 2001). However, the notion of a single set of best HRM practices has been overstated. There are examples in every industry of firms that have very distinctive management practices, distinctive human resources practices which shape the core competences that determine how firms compete. What works well in one organization will not necessary work well in another because it may not fit its strategy, technology or working practices.

According to Becker et al., (2001), organizational high performance work systems are highly idiosyncratic and must be tailored carefully to each firm's individual situation and specific context in order to provide maximum performance. These high performance work practices will only have a strategic impact therefore, if they are aligned and integrated with each other and if the total HRM system supports key business priorities. This approach therefore ignores potentially significant differences between organizations, industries, sectors and countries.

The idea of best practice might be more appropriate for identifying the choices of practices as opposed to the practices themselves. The good practices that do well in one successful environment should not be ignored altogether. Benchmarking is a valuable way of identifying areas of innovation and development that are practiced to good effect elsewhere by leading companies. But it is up to the firm to decide what may be relevant in general terms and what lessons can be learnt that can be adopted to fit its particular strategic and operational requirements.

Empirical review

Gilley and Rasheed (2000) empirically investigated the influence of outsourcing on organizational performance and discovered that firms pursuing more intense outsourcing strategies do not experience significant, direct performance impact. However, they were quick to caution that this finding should not be assumed that there is effect completely on outsourcing on firm performances as it is likely that it may have effect on the individual functional areas in which it occurs. Outside contractors are regarded as specialists who can provide similar or better level of service at a lower cost than available in-house. Other non-financial benefits can be generated by firms through outsourcing. Responses to environmental uncertainty can be achieved without increase in costs associated with in house bureaucracy (D' Aveni and Ravenscraft, 1994). Firms can Outsource their none core activities from specialist contractors and concentrate on building their core competencies. There is limitation to employee's possession of knowledge and specialization (Quinn, 2000). It has been discovered that firms increasingly find it difficult to acquire and develop or retain the people and technical knowhow within the organization, necessary to maintain existing systems complexity and development and implementation of new technologies (DiRomualdo and Gurbaxani, 1998). There are questions as to the ability of firm to development risks for their desired innovation, unlike the contractors who have vested interest in innovation and can undertake risks for its present and future clients. Innovation can be spread and accrue high returns at low cost by outsourcing all the entire none core competences to a specialist contractors



(Quinn, 2000). However it has become an academic debate to determine what is core and what is noncore (Kakabadse and Kakabadse, 2002), by out sourcing their core competences organizations can benefit (Baden-Fuller et al., 2000). To summarize it all there are a lot of benefits as emphasize by academic and literature practitioners that resides outside the firms boundaries that will be access by firms at lower cost. Another non-financial benefit of outsourcing is that an organization can reduce the impact of losing workers. Since the contract staff are engaged by the various 13 contractors of the organization, the management need not bother about losing staff because the contractors are in the position to make sure that contract staff are always available.

Methodology

Research Design: The study adopted a descriptive research design. The researcher used a cross sectional research design with both qualitative and quantitative methods. The design was appropriate in investigating the empirical and theoretical relationship between the variables.

Sample Size and Population

80 members of staff and 20 members of customers constitute the respondents for this research work. A total of 100 questionnaires were sent out and 70 were fully answered and returned and used for the analysis.

Methods of Data Collection

Data needed for this work was collected through the use of primary and secondary source.

Primary Sources of Data

The research uses personal interviews amongst staff of the company and few customers, all selected at random. Also, questionnaires were used to collect necessary information to avoid bias.

Method of Data Analysis: Regression Analysis was used to test the hypotheses.

Regression Model

$$\text{Employee performance} = \alpha + \beta_1 X_1 + \mu$$

Where the variables are defined as:

RO- Recruitment Outsourcing

X_1 – Employees performance

Descriptive Results

Results and Discussion

Impact of Recruitment Outsourcing and employee performance

Table 2: Distribution of respondents by Impact of Recruitment Outsourcing strategy on employees performance

Statement	Mean	Rank
Government policies on recruitment Outsourcing are adequate for the employee performance	4.01	Accepted



The organization always pays employees on time for extra time worked above the regular working hours	3.98	Accepted
Our organization also sponsors private organization to outsource employees in other to get the best personnel	3.76	Accepted
Recruitment outsourcing in Nigeria has adversely affected the employee performance positively	3.65	Accepted
The organization actively participates in employee welfare activities and contributes to the success of such welfare activities	4.12	Accepted
Bonus payments are performance based and do not affect annual salary increments in Nigeria	4.15	Accepted
Outsourcing in our organization is based on individual employee performance	4.09	Accepted
Grand mean	3.96	

Source: Field Report, 2021

In Table 2, the grand mean of 3.96 which is above the criterion mean of 3 shows that respondents agreed that recruitment outsourcing strategies has significant effect on the employee performance in Nigeria. Results also indicate that on average; the respondents agreed that challenges face by Nigeria.

Table 2: Impact of quality training strategies on employee performance

Model	R	R ²	Adjusted R ²			Std error of the estimate
1	0.761	0.579	0.490			1.602
Explanatory variable	B	Std error	t – value	p- value	Remarks	
Constant	21.450	0.875	28.510	0.000		
Recruitment outsourcing	0.232	2.074	1.786	0.011	S	

Source: Field Report, 2021

Table 3 revealed that Recruitment outsourcing strategies ($\beta = 0.26$; $t = 0.233$ $P < .05$) has positive and significant impact on employee performance. Result also indicated that recruitment outsourcing strategies has 57.9% influence on employee performance. This implies that the higher the recruitment outsourcing the higher the employee performance. The study is consistent with Vivian and Christopher (2015) and Akinbola, Ogunnaike and Ojo (2013) . Therefore, the null hypothesis which states that recruitment outsourcing strategies do not have an impact on employee performance is rejected, while the alternative is accepted.

Conclusion and Recommendation

The findings show that there is a positive and significant relationship between recruitment outsourcing activities and employees performance while it shows a positive and insignificant



relationship between outsourcing activities with productivity and employees performance respectively. The study concluded that well outsourcing programs will enhance employee capacity, that all training programs should be undertaken after a systematic needs analysis, that emphasis should be placed on recruitment outsourcing programs for all employees, that the outsourcing programs improved employee knowledge skills and attitudes and that there should be a continuous review of outsourcing programs and activities to meet the changing needs of the market.

Recommendations

The study recommends that since recruitment outsourcing strategies are a key factor influencing employee performance, organizations should offer employee training based on long term needs of the employee and that they should undertake evaluation programs to help understand the relevance of their training programs. The management has to recognize and accept the fact that workers commitment to job is based on their level of satisfaction. Considering the fact majority of staffs of the banks on contract are not satisfied with the terms of their work, it is important for the management of manufacturing enterprises to improve on the working conditions of the staff and indicates interest for the development of their career. Management of manufacturing enterprises must focus their attention on improving mutual relationship in employment by making sure that all the human resource policies especially the outsourcing policies are not counter-productive. Manufacturing enterprises must adjust their outsourcing policy to accommodate their workers' interest and grievances. This will Promote good industrial relations and also improve commitment in organizational as they all benefits from outsourcing.

REFERENCES

- Australian Bureau of Statistics (2009). Australian Social Trends, September, Cat. No. 4102.0, ABS, Canberra.
- Afshan, S., Sobia, I., Kamran, A. & Nasir, M. (2012). Impact of training on employee performance: a study of telecommunication sector in Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 4, 6.
- Armstrong, M. (1995). *A handbook of personnel Management Practices*. London: Kogan Page.
- Ambrose, M. L., & Kulik, C. T. (1999). Old friends, new faces: Motivation research in the 1990s. *Journal of Management*, 25, 231–292.
- Archieve, B. (2008). *Effect of Training and Manpower Development on Productivity of Workers*. New York: Harper and Row Publishers.
- Armstrong, M. & Baron, A. (2004). *Managing performance: Performance Management in Action*. London: CIPD.
- Baird, M. (2011). The state, work and family in Australia, *The International Journal of Human Resource Management*, 22(18): 3742–3754.
- Barrick, M. R., & Mount, M. K. (1993). Autonomy as a moderator of the relationships between the Big Five personality dimensions and job performance. *Journal of Applied Psychology*, 78, 111–118
- Beauregard, T., & Henry, C. (2009). Making the link between work-life balance practices and organizational performance, *Human Resource Management Review*, 19(1): 9–22.
- Bardoel, E, Morgan, L., & Santos, C. (2007). 'Quality' part-time work in Australian organizations: implications for HRD, *Human Resource Development International*, 10(3): 281–299
- Beardwell, I., Holden, L. & Claydon, T. (2004). *Human Resource Management a Contemporary Approach*. 4th Ed. Harlow. Prentice Hall
- Brockbank, W. (2005). *The Human Resources Value Proposition*. Boston: Harvard Business School Press.
- Boxall, P., & Purcell, J. (2003). *Strategy and Human Resource Management*. London: Macmillan.
- Boxall, P., & Purcell, J. (2008). *Strategy and Human Resources Management*. Basingstoke: Palgrave Macmillan.
- Becker, E., Huselid, A., & Ulrich, D. (2001). *The Human Resource Scorecard: linking People, Strategy and Performance*. Boston: Harvard Business School Press.
- Brown, M., & Heywood, J. (2002). *Paying for Performance: An International Comparison*, ME Sharpe.



- Campbell, J. P. (1990). Modeling the performance prediction problem in industrial and organizational psychology. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of industrial and organizational psychology* (Vol. 1, pp. 687–732). Palo Alto: Consulting Psychologists Press.
- Campbell, J. P., McCloy, R. A., Oppler, S. H., & Sager, C. E. (1993). A theory of performance. In E. Schmitt, W. C. Borman, & Associates (Eds.), *Personnel selection in organizations* (pp. 35–70). San Francisco: Jossey-Bass.
- Colarelli, S. M., Dean, R. A., & Konstans, C. (1987). Comparative effects of personal and situational influences on job outcomes of new professionals. *Journal of Applied Psychology*, 72, 558–566.
- Chevailier, R. (2007). *A Manager's Guide to Improving Workplace Performance*. New York: American Management Association.
- Daniel, W. (2006). *Strategic Training: Putting Employees First*. Mississippi, Human resources Development Press.
- Dyer, J. (2005). *Human Resource Management: Evolving Roles and Responsibilities*. Washington DC: Bureau of National Affairs.
- Edward, E., Jones, G. R., & George, J. M. (2005). *Contemporary Management*, New York: Irwin and McGraw Hills.
- Edwards, T., & Rees, C. (2006). *International Human Resource Management: Globalization, National Systems and Multinational Companies*. Harlow: Prentice Hall.
- Evans, P., Pucik V. & Barsoux J-L (2002). *The Global Challenge: Framework for International Human Resource Management*. Boston: McGraw-Hill.
- Green, F. (2006). *Demanding Work: The Paradox of Job Quality in the Affluent Economy*. Princeton University Press, Princeton.
- Gray, M., & Tudball, J. (2003). Family-Friendly Work Practices: Differences within and between Workplaces. *Journal of Industrial Relations*, 45, 269-291.
- Becker, K., Antuar, N., & Everett, C. (2011). Implementing an Employee Performance Management System in a Nonprofits Organization. *Nonprofits Management and Leadership*. 21(3), 255-271.
- Grobler, P., Warnich, S., Carrell, M. R., Elbert, N. F. & Hatfield, R. D. (2006). *Human Resource Management in South Africa*. 3rd Ed., London: Thompson Learning.
- Harvey, M. (2002). Human Resource Management in Africa: Alice's Adventures in Wonderland. *International Journal of Human Resource Management*. 13, 7, 1119 – 1145.
- Hosking, A., & Western, M. (2008). The effects of non-standard employment on work—family conflict, *Journal of Sociology*, 44(1): 5–27.
- Higgins, C, Duxbury, L., & Johnson, K. (2004). Exploring the Link Between Work-life Conflict and Demands on Canada's Health Care System, Ottawa, Ontario: Healthy Communities Division, Health Canada.
- Huang, G., Roy, M., Ahmed, Z., Heng, J., & Lim, J.(2002). Benchmarking the Human Capital Strategies of MNCs in Singapore. *Benchmarking*. 9 (4), 357-373.
- Kamoche, K. (2002). Introduction: Human Resource Management in Africa. *International Journal of Human Resource Management*. 13,7, 993–997.
- Kamoche, K., Yaw, D., Frank, H. & Gerry, N. M. 2004. *Managing Human Resources in Africa*. London: Routledge
- Kanfer, R. (1990). Motivation theory and industrial and organizational psychology. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of industrial and organizational psychology* (2nd edn., Vol. 1, pp. 75–170). Palo Alto, CA: Consulting Psychologists Press.
- Kelliher, C., & Perret, G. (2001). Business Strategies and approaches to HRM: A Case Study of new developments in the UK restaurant industry. *Personal Review* 30(4), 421-437.
- Kothari C. R. (2004). *Research Methodology* (2nd Ed.), Daryaganji: New age International.
- Lau, C., & Ngo, H. (2004). The HR System, Organizational Culture and Product Innovation. *International Business Review*.13,685-703
- Legge, K. (2005). *Human Resource Management Rhetoric and Realities*. London: Palgrave Macmillan.
- McCourt, W. & Derek, E. (2003). *Global Human Resource Management: Managing People in Developing and Transitional Countries*. Cheltenham, UK:
- Mcdonald, P, Pini, B., & Bradley, L. (2007). Freedom or fallout in local government? How work-life culture impacts employees using flexible work practices, *International Journal of Human Resource Management*, 18(4): 602–622.
- McDaniel, C. & Gates, R. (2001). *Marketing Research Essentials*. Third Edition. Cincinnati, Ohio: South-Western College.
- Macky, K., & Boxall, P. (2008). High-involvement work processes, work intensification and employee wellbeing: A study of New Zealand worker experiences, *Asia Pacific Journal of Human Resources*, 46(1): 38–55.
- Marsden, D., & Ray, R., (1994). Performing for pay? The effects of Merit Pay on motivation in the public service, *British Journal of Industrial Relations* 32(2), 243-261.
- Mugenda, O., & Mugenda, A.(2003) *Research Methods: Quantitative and Qualitative Approaches*. Nairobi: Acts Press
- O'Driscoll, P., Poelmans, S., Spector, P., Kalliath, T, Allen, T., Cooper, L., & Sanchez, J., (2003). Family responsive interventions, perceived organizational and supervisor support, work-family conflict, and psychological strain, *International Journal of Stress Management*, 10(4): 326–344.
- Owens K. L., (2002) *Introduction To Survey Research Design: Fall 2002 Seminar Series*.
- Purcell, J. (2001). *The Meaning of Strategy in Human Resource Management: A Critical Text*.(2nd ed.). London: Thompson Learning.



TIMBOU-AFRICA ACADEMIC PUBLICATIONS
AUGUST, 2022 EDITIONS, INTERNATIONAL JOURNAL OF:
SOCIAL SCIENCE RES. & ANTHROPOLOGY VOL. 10

- Prendergast, C. (1999). The provision of incentives in firms, *Journal of Economic Literature* 37(1), 7-63.
- Skinner, N., & Pocock, B. (2008). Work-life conflict: Is work time or work overload more important? *Asia Pacific Journal of Human Resources*, 46(3): 303-315.
- Safferstone, M. J. (2007). *Organizational Leadership: Classic Works and Contemporary Perspectives*. *Academic Leadership the Online Journal*, 5(1), Spring 2007.
- Shao, T. (1999), *Marketing Research: An Aid to Decision Making*, Cincinnati: South-Western College Publishing.
- Stahl, G. (2009). *Public Personnel Administration*, New York: Harper and Row Publishers.
- Schuler, R., & Jackson S. (1987). Linking competitive strategies with human resources management practices. *Academy of Management Executive* .9(3), 207-219