

# Influence of Recruitment, Selection, Retention and Motivation on Performance of Manufacturing Companies- A Critical Review of the Literature

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**Abstract:** *Manufacturing Companies need talented and motivated people to survive and to maintain their competitive advantage. Despite the financial and economic crisis, the war of searching for talent, competent and best employee is still among the manufacturing companies. The purpose of this paper is to critically review and examine the literature on the applications of employees' recruitment, selection, retention and motivation and their influence or contribution to the effectiveness of performance of manufacturing companies. It analyses sources of recruitment, global perspective on employee recruitment and selection, effect of internet recruitment on manufacturing companies, internet recruitment in Tanzania, recruitment, selection, retention motivation and employee performance, recruitment, selection, retention and motivation in Africa manufacturing companies and recruitment, selection, retention and motivation in East Africa it also analyzed different methodology and identified the gaps for further studies. The overall findings indicate that recruitment, selection, retention, and motivation have a significant relationship with manufacturing companies' performance and effectiveness, therefore companies should hire and maintain qualifies, competent and motivated employee for their success and prosperity.*

**Keywords:** Recruitment, selection, retention, motivation, Performance and manufacturing companies

## 1. Introduction

Recruitment and selection are very important elements that determine the prosperity and effective of the organization, well planned and managed recruitment and selection practices results in organizational positive outcomes in today's competitive business environment where employees' recruitment and selection seems to be global agenda. An effective approach to recruitment and selection can help an organization to maximize the competitive advantages by choosing the best pool of candidates quickly and cost-efficiently (Kleiman, 2005). One of the many adverse consequences of poor recruitment and selection is the possibility of a high level of staff turnover (Mullins, 1996). For the organization to recruit right people it must make the best selection, failure to understand the hiring process costs businesses money and creates other related problems such as emotional stress (Hacker, 1999).

Retention on the other hand, is a systematic effort by employers to encourage valued employees to remain with their organisation, there is no organization in this world that can survive if it cannot retain its key employees and because employees' retention rests in the hand of employee's motivation, therefore for an organization to retain its key employees it must know and understand its employee's requirements. To survive in a profitable way in the highly challenging and competitive global market economy, organizations should manage the factor of employee retention in an impressive way. Achieving retention goals is a big challenge for many organizations, many organizations fail to retain their key personnel and incur the unnecessary cost of recruiting employees almost every day just because they don't have proper retention strategies in place.

Gbervbie (2008) said that employees are more likely to remain working in the organization whose retention

strategies are well laid down and properly implemented. Retention policy and procedures are necessary to minimize disruption of work by constantly changing personnel and achieve equitable distribution of employment opportunities. Retention of key personnel is very important to prevent high turnover in the organization because the cost of replacing key talent is twice as much as recruitment cost and annual salary. Boxall, Macky and Rasmussen (2003) emphasizes that the main reason why people leave their employer was for more interesting work elsewhere. When the organization unable to acquire and keep the necessary skills for their businesses it is not only the business that suffers; the impact can be felt in the local and wider regional economies (Green & Owen, 2003).

Motivation is another important factor in organizational efficiency; motivation plays a crucial role in organizational performance and outcomes. Motivation is derived from the word "motivate", means to move, push or influence to proceed for fulfilling a want (Kallimullah, Yaghoubi & Moloudi 2010). Motivation is a set of courses concerned with a kind of strength that boosts performance and directs towards accomplishing some definite targets (Kalimullah et al, 2010). The success of the organization depends to a large extent on highly motivated employees who are productive and creative, lack of employees' motivation in the organizational may result in employees' high turnover, decrease in morale and low Productivity. Employees have to be motivated in order to appreciate their various roles and tasks as individuals. Motivation is considered an important element in the management of employees and it is a very useful tool for improving productivity which might be cheaper than purchasing new equipment, a well trained and experienced employee who is poorly motivated is likely to be very unproductive, while an enthusiastic trainee who is well motivated may learn very fast and produce more for the organization. By motivating its employees, the organization

can do more than creating proper conditions that cause people to do their work willingly and enthusiastically.

## 2. Literature Review

### 2.1 Recruitment

Stone (2005) pointed out that recruitment is the process of seeking and attracting a pool of applicants from which qualified candidates for job vacancies within the organization can be selected. Taylor and Collins (2000) commented that attracting talent is critical not only for continuous competitive advantage but also for the survival of the business. Compton, Nankervis and McCarthy (2002) said that recruitment has the function of selling the organization and projecting a favorable image of the applicant, they further said that the purpose of recruitment is to attract suitable people to apply for employment vacancies by making them aware that such vacancies exist. Erasmus, VanWyk and Schenk (2000) said that recruitment process consists of fourteen steps and seven stages and in each phase, an application might be rejected if it does not meet the requirements, Recruitment involved two sources which are; internal and external recruitment. Silzer and Dowell (2010) opined that the process of recruitment does not cease with an application of candidature and selection of the appropriate candidates, but involves sustaining and retaining the employees that are selected. Singh and Finn (2003) said an organization's ability to attract and retain capable employees can be the most important determinant of organizational effectiveness because recruitment plays a significant role in enhancing organizational survival and success in competitive and turbulent business environments. Henderson (2008) said that before you can manage talent of your human resources you have first to get hold of it; thus you must employ people with comparatively valuable knowledge, skills, and attitudes you require.

#### *Sources of recruitment*

Sources of recruitment are either internal or external and which source the organization will use depends on the human resources needs and objectives of the organization, as all the sources have its merits and demerits (Ofori & Aryeetey, 2011). Moreover, Dessler and Varkkey (2008) pointed that an organization can hire internal candidate through job posting, rehiring former employees and succession planning; and via internet, advertising, employment agencies, temp agencies and alternative staffing, offshoring/outourcing, executive recruiters, on-demand recruiting services (ODRS), college recruiting, referrals and walk-ins organization can hire external candidate. Mathis & Jackson (2005) said that most employers combine the use of internal and external sources of recruitment. Price (2007) said that the best option for resourcing personnel is to focus on both internal and external markets.

Monday (2010) emphasized that in cases where the organization has no suitable candidates currently employed who could be promoted or transferred, where a demand for a specific skill arises, such organizations will necessarily have to make extraordinary efforts to recruit suitable candidates from outside the organization. Khan (2008) mentioned that

the most important source of filling vacancies from within is through promotions. Promotion involves the movement of employees from a lower level position to a higher level position accompanied by changes in authority, duties, responsibilities, status and remuneration. French (1986) emphasized that the best advantage of internal recruitment is that employee is already known to the organization, and therefore his or her performance will be easier to predict that of an outside person. French suggests that managers can discover through informal communication that the best candidate for a particular job is already working for the company. French again argues that appointing an internal employee raises the employee's morale and improves the organizational climates. Rashim (2010) opines that the transferred or promoted employees also understand company culture which helps them adapt more quickly to the new position. Wheeler (2003) says that referrals are also successful mostly owing to the already good relationship between the company and the referee or current employee. Khan (2008) suggested that when an organization desires to communicate to the public that it has a vacancy, the advertisement is one of the most popular external methods used.

#### *Effect of Internet Recruitment on manufacturing companies.*

The use of technologies i.e. internet in recruitment enable manufacturing companies to find the best employee they need for the job. Giles (2010) emphasized that internet has changed the way people communicate and work. Barber (2006) noted that E-recruitment facilities reduce the time-to-hire by giving recruiters the possibility to post jobs online with a click and by enabling applicants to reply promptly by completing online forms and by simply attaching CVs to emails. Online advertising has a wider scope- locally, nationally and internationally- for enlarging the candidate pool and for improving the diversity of applicants (Barber, 2006). Riederer von Paar & von Braun (1998) pointed out that in early days of using web-based technologies for recruitment among the three main advantages was that interactive character of the Internet offers organizations new possibilities for interacting with applicants. Furthermore, Lee (2005) on his study of E-recruitment involved Fortune 100 companies, found out that e-recruitment has changed the recruitment process and has become much more important for organizations during the recent years. Holm (2010) said that Generally, E-recruitment can lead to a more effective recruitment procedure, because recruiters are able to perform their recruitment tasks more efficiently and have a noticeable effect on the overall recruitment process. E-recruitment faster information, lower cost of advertisement, increase data accessibility and availability, reduce the cost of communication and improves organizational attraction (Holman, 2010). Pin, Laorden and Sàez-Diez, (2001) and Eisele (2006) supported that E-recruitment increase number and quality of applicants save time to hire, lower recruiting cost, faster posting of jobs and applicant response and increase the companies image of being up to date and modern.

The survey by Chapman and Webster (2003) on the use of technologies in recruiting, screening, and selection processes for job candidates conducted in the USA found that most organizations implemented technology-based recruitment

and selection tools to improve efficiency, enable new assessment tools, reduce costs, standardize systems and expand the applicant pool. Smith and Rupp (2004) examined the application of technology to recruiting and retaining knowledge workers in an e-commerce, information-intensive environment and found that e-recruitment as a general process is job specific and offers computer-assisted screening interviews and statistical prediction to aid in reducing recruiting costs, time-to-hire and employee turnover. Verhoeven and Williams (2008) studied internet recruitment and selection in the United Kingdom and reported that a quarter of UK HR Managers found internet recruitment to be effective in delivering suitable candidates. Furthermore, one out of every five UK HR Managers perceived the tool to be efficient, cost saving and cheap in comparison with more traditional tools.

#### *Internet recruitment in Tanzania.*

The use of online recruitment in Tanzania is at a low rate although internet services are available in Tanzania for many years now, this leads to a little research on online recruitment in the country. Egbert, Fischer and Bredl (2009) said that generally, there is very little research which has been conducted and published about recruitment in Tanzania and African in general. To ensure effective online recruitment in Tanzania, the Public sector in Tanzania has introduced the application of ICT in recruitment and selection process basing on online job advertisement (CLKnet, 2012). The most popular Internet recruitment methods used in Tanzania are job boards, Company Website and e-recruitment. The study conducted in Morogoro and Dar es Salaam regions revealed that only 30.7% in Morogoro and 64% in Dar es Salaam use internet to search for the job (Nnafie, 2002; Sife 2013).

Another study conducted in Mwanza city in Tanzania revealed that companies widely use different ways in recruiting their employees, whereby formal methods like advertisements in newspapers and internet are mostly used to recruit high ranking and or highly qualified candidates and the informal method like walk-ins used to recruit the candidate in a low position. That online recruitment in Mwanza region is approximated at 4% compared to advertisements in magazines and newspapers which account for 84.6% (Egbert et al (2009).

## **2.2 Selection**

Noe, Hollenbeck, Gerhart and Wright (2006) said that selection is the process by which companies decide who will or will not be allowed into organizations. Mathis and Jackson (2005) pointed out that it ensures the person-job and person-organization fit. Khan (2008) said that the objective of selection is to pick the right candidate(s) who meet the requirements of the job and the organization best. Cook (1998) said that selection is a process organization seek to identify the candidates who are in the position to be filled, will most effectively contribute to the achievement of the organization's goals. Townley (1994) emphasizes that selection is a process of fitting the person to the job, finding the best person for the job. Moreover, Schoenfeldt and Shaw (2004) mentioned that a good employee selection system can add to the overall effectiveness of the

organization. Selection methods vary from one organization to another depending on the nature, type of activity and the person they are looking for. Common selection methods used by the different organization include; Application letter, Application form, reference check, Interview, Self Assessment and Peer assessment and test. Korsten (2003) and Jones, Shultz & Chapman (2006) said that Human Resource Management theories emphasize on techniques of recruitment and selection and outline the benefits of interviews, assessment and psychometric examinations as employee selection process. Moreover, Khan (2008) emphasized the importance of the selection process by stating that mismatch between the candidate and job can cost an organization a great deal of money, time and energy.

#### **Selection Methods.**

Selection methods vary from one organization to another depending on the nature, type of activity and the person they are looking for. Lievens et al (2002) suggested that labour market shortages have promoted a concern for the organization's image and the treatment of applicants during the recruitment and selection process. Common selection methods used by the different organization include; Application letter, Application form, reference check, Interview, Self- Assessment and Peer assessment and test. Price (1997) stressed that there are variations between cultures whereby some cultures still request a handwritten application letter. French (1986) reference checking can verify or contradict what the applicant has told the organization and they can provide supplemental information that can be useful in the hiring process. French (1986) said that reference checking can verify or contradict what the applicant has told the organization and they can provide supplemental information that can be useful in the hiring process. Price (1997) pointed out that the interview is a social ritual which is expected by all participants and is such a normal feature of filling of vacancies that applicant for a job would be extremely surprised not be interviewed at least once. Flanagan and finger (2000) argued that the purpose of the first-round interview is to determine the applicant's compatibility and suitability in relation to their future job performance.

## **2.3 Retention**

Posner (2008) said that understanding and satisfying employee underlying needs play a vital role in helping employers to hire and retain the valuable employee, he also says that the number one reason for people to leave the company is a bad relationship with their boss. Shepherd (2008) mentioned that about seventy five percent of voluntary turnover is influenced by managers. Shepherd further stated that effective hiring and orientation is not enough, retention of a quality staff is a vital part of a successful organization and is significantly affected by leadership. Holbeche (1998) found that factors that aided the retention and motivation of high performers included providing challenge and achievement opportunities such as assignments, mentors, realistic self-assessment and feedback processes.

Buckingham and Coffman (1999) suggested that every employee should be treated as an exception because each



employee has his/her own filter and his own way of interpreting the world around him. Work environment opportunities for growth and promotion and positive feedback are more important than salaries in retaining employees (Raschke, 2003). Marvin (1994) said that 'turnover is a management problem, either because management failed to provide a productive working environment or because the wrong person was hired in the first place. Vos and Megank (2009) emphasized that retention practices in most organizations take the latter approach. Moreover, the ongoing labour problems have fuelled a debate regarding how best to engage employees in the workplace and as a result reduce labour turnover (Carroll, Smith, Oliver and Sung 2009); (Hausknecht, Rodda and Howard 2009). There has been a call for a more positive focus on measurement of retention rather than an examination of causes of separation or turnover (Waldman and Arora, 2004). Olowu and Adamolekun (2005) emphasized that it is becoming essential to secure and manage competent human resource as the most valuable resource of any organization because of the need for effective and efficient delivery of goods and services by organizations, whether in public or private sector. Many organization implement very good employees retention strategy without offering high compensation or pay based retention strategy (Pfeffer, 1998).

Hausknecht et al. (2009) stressed that factors impacting upon retention including job satisfaction, extrinsic rewards, attachment to co-workers, commitment to the organization, organizational prestige, organizational fairness, flexible work practices and advancement opportunities. Borkowski, (2005) commented that reward must be something that is not only desirable but also something that will make the effort exerted worthwhile. Although staff motivation is seen as an important aspect of employee retention, the ever-changing demands placed upon individual employees have caused the recent high turnover trends throughout the country, also lack of proper on the new skills necessary for direct care staff has increased the stress that employees feel and led to increased turnover and low morale among workers (Larson and Hewitt, 2005). According to Osteraker (1999), the employee satisfaction and retention are considered the Cornerstone for the success of the organization.

## **2.4 Motivation**

Robbins (2005) said that motivation is the willingness to do something and is conditioned by the ability to satisfy some need of the individual. Ramlall (2004) emphasizes that motivation is the willingness to exert high levels of effort toward organizational goals, Conditioned by the efforts' ability to satisfy some individuals. Chand (2007) opines that motivation is always internal and it is externalised via behaviour and is the result of processes internal or external to the individual that arouses enthusiasm and persistence to pursue a certain course of action. Hongoro and Normand (2002) emphasized that material incentives are those provided for a specific group of workers to motivate them for specific behaviour. Kohn (2002) linked incentives to behaviour modification problem. UNDP (2006) conveyed that motivation refers to the initiation, direction, intensity and persistence of behaviour. Buchan and Huczynski (2004)

said that motivation is the cognitive decision-making process through which goal-directed behaviour is initiated, energized, directed and Maintained. Motivation is one of the policies of managers to increase effectual job management amongst employees in the organization (Saunders, Lewis and Thornhill (2009). Doyle (2003) pointed out that there are two dimensions to personal drivers; there are those which present an external influence to the individual, where influences are generally exogenous and those which arise as an internal psychological response to external stimuli, with endogenous causes.

Mullins (1999) opined that the relationship between organizations and their workforces is governed by what motivates individuals to work at their best and the satisfaction they derive from their activities. A motivated employee is a loyal employee and to be loyal implies that the employee supports the actions and objectives of the firm. Motivation plays a part in enhancing constructive labour productivity and forms the basis for identification of the work environment factors (Smithers and Walker, 2000). No matter how automated an organization may be high productivity depends on the level of motivation and effectiveness of workforce (Adeyinka, Ayeni and Popoola 2007). If an organization wants to improve and be successful, trust plays a significant role so it should always be preserved to ensure that an organization exists and to enhance employees' motivation (Annamali, 2010). However, much work in linking motivation and productivity relied on Herzberg's sample involving mainly white-collar professionals (Mullins, 1996). Workers performance can be measured through an equation using motivation and ability, performance is equal to the ability multiplied by the motivation (Smithers and Walker, 2000). Cheng (1995) said that the employees' motivation, their enthusiastic and energetic behaviour towards task fulfillment play a key role in successes of an organization. Kalimullah et al, (2010) noted that motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees. Rewards and recognition are essential factors in enhancing employee job satisfaction and work motivation which directly associated to organization effectiveness (Jun, Cai and Shin 2006).

## **2.5 Global Perspective on employee Recruitment and selection.**

Singh (2008) in a study done on the relationship between six human resource management practices and firm performance in 359 firms in India involved 82 respondents in which the data were analysed using regression and correlation analysis found that human resource practices affect firm performance. Katou (2008) in a study done on measuring the impact of human resource management on organisational performance in 23 industries in Greece involved a sample of 600 respondents selected using stratified technique and the data analysed using structural equation modelling analysis found that because human resource policies have great impact on individuals attitudes and behaviours, therefore it may also have positive or negative impact on Human Resource outputs and

organizational performance. A Study by Dedoussis (1995) on Japanese manufacturing firms established found that recruitment practices by Japanese companies focus on candidates in the 35-40 age groups who are hired directly according to demands of each firm. Moreover, Gregory and Jain (1991) in a study done on human resource management practices of Japanese and Malaysian Companies found that their Japanese subsidiary companies followed the recruitment policy of their parent companies. Som (2008) in a study done on the impact of innovative strategic human resource management on firm performance involved a sample of 69 respondents and the data analysed using statistics and regression analysis found that innovative recruitment and compensation have a positive significant relationship with firms performance. Abdullah and Keenoy (1995) in a study done on the Japanese managerial practices in the Malaysian electronics industry noted that available vacancies are first offered to currently serving employees. A study carried out by Tukufu and Sibanda (2004) on recruitment and selection of immigrant and non-immigrant employees in European countries found that in some European countries differences are recorded between immigrants and non-immigrants in the selection process for the available post.

## **2.6 Recruitment, selection, retention, motivation and Employee performance.**

It is true that effective recruitment, selection, retention and motivation influences organizational performance. This can also be evidenced by different studies like that of Zheng (2006) and Croucher (2008) which focused on the relationship between recruitment, selection and performance and on the impact of human resource management in organizational performance found that there is a positive relationship between recruitment and selection and performance of the firm. Moreover, Sang (2005) in a study done on the relationship between human resource management and practices and perception of organizational performance in Taiwan and Cambodia found that there is positive between recruitment, selection and business performance. Willie and Laver (2008) examined the direct relationship between recruitment process and employee qualities and competencies and found that effective recruitment results in obtaining employee with high quality and who is competent.

A study was done by Ehsan, Mudasar and Naseer (2011) in a study on organizational effectiveness: A case study of the telecommunication and Banking sector of Pakistan involved 103 respondents and the data analysed using correlation and regression analysis found that employee motivation increase performance therefore employee motivation has a positive relationship with organizational effectiveness. Reena and Ahmad (2009) in a study on the impact of rewards and recognition on employee's motivation and satisfaction found that there is a direct and positive significant relationship between work content and work motivation and satisfaction. Mac Duffie (1995) in a study done on human resources bundles and manufacturing performance found that "bundles" of human resource practices were related to productivity and quality in his sample of worldwide auto assembly plants. A study done by Lepak and Snell (2002) on

examining the human resource architecture; the relationship among human capital, employment and human resource configuration found that among their sample of manufacturing firms, certain combinations of human resource practices were related to operational performance indicators. Mahammad Umer and Mahammad Akram (2011) a cross-section survey study on the employees' retention (Human Capital) in business process outsourcing industry in Pakistan involved a sample of 50 respondents in which the data were analysed using correlation analysis found that factors such as career development, Supervisor support, work environment and work-life balance have positive impact on employee retention and thus employee retention has a positive significant relationship on industry's performance.

Malin and Hanna (2007) in a descriptive study done on employee motivation in medium-sized manufacturing enterprises in Northern Sweden and the data analysed using within-case analysis found that there is a significant relationship between employee motivation and enterprise performance. Huselid (1995) in his comprehensive study done on the relationship between human resource practices and firm performance demonstrated that the confluence or set of human resource practices used by firm clearly relates to firm outcomes of turnover, productivity, and financial performance. Ichilowsky and Shaw (1999) in a study done on the effect of human resource management on systems on economic performance found that there is a positive relationship between employee's recruitment, selection and business performance.

Khatri (2000) in a study done on managing the human resource for competitive advantage in 200 largest manufacturing companies in Singapore found that human resource practices have a stronger direct effect on profitability than sales growth and non-financial measures. Guthrie (2001) in a study on the high involvement work practices, turnover and productivity in New Zealand and found that their human resource management practices were related to employee turnover and profitability. Bharti and Nupur (2012) in a study done on the impact of employee motivation on performance in private organization in India found that employee motivation has direct impact on organizational productivity and growth; that highly motivated employee invests his/her best hard work in carrying out each and every aspect of his/her duties and responsibilities. Henderson (2008) said that a wrong hiring decision is of course even more expensive not only you have to it all again and get it right, you have bear the consequences of incompetent performance until you do.

## **2.7 Recruitment, Selection, Retention and motivation in Africa manufacturing companies.**

Manufacturing companies in Africa like other in the rest of world are still suffering on how to maintain effective recruitment, selection, retention and motivation. Maduka and Okafor (2014) in a survey study on the effect of motivation on employee productivity: A study of manufacturing companies in Nnewi Nigeria involved 400 respondents and the data analysed using descriptive and inferential analysis found that motivation strategy given to

employees do significantly lead to higher performance and productivity. Tessemer and Soeters (2006) in a study done on the challenges and prospects of Human Resource Management in developing countries: testing the Human Resource performance link in Eritrean civil service found that successful implementation of human resource practices could enhance individual and civil service organization of Eritrea, but the economic and political environment within which HR practices operate is not conducive. Boohene (2011) in a survey study on the effect of human resource management practices on corporate performance: A case study of Graphic Communications Group Limited Company in Ghana involved 100 respondents selected using simple random sampling technique and data analysed percentage and t-test found that there is a positive relationship between effective recruitment and selection practice and Graphic Communication Group Limited's performance. Oluyinka, Noor, Zohreh and Musibau (2012) in a survey study on employee motivation and organizational performance in multinational companies: A study of Cadbury Nigeria Plc involved 87 respondents and the data analysed using simple percentage and Pearson's product moment correlation found that there is a positive correlation between motivation and employee productivity vis-à-vis organizational performance, that increase in employee productivity will increase organizational performance tremendously and once there is a significant increase in the level of employee motivation, there is bound to be a great increase in organizational performance.

Attracting and selecting skilled individuals to become a critical issue for organizations to ensure that organization's values and strategy are achieved (Centre for Development and Enterprise, 2007). Knippenberg (2000) suggested that employee become more loyal and stay in the organization when they identify themselves within a group and contribute to the performance as a group. Ramlall (2003) said that people strive to work and to stay in those corporation that provide a good and positive work environment, where employee feel that they are valued and making difference.

### **2.8 Recruitment, Selection, Retention and motivation in East Africa manufacturing companies**

Tumwine, Nasiima & Kamukama (2014) in a cross-sectional survey study done on Human Capital Elements and their influence on performance in Uganda's manufacturing firms involved 897 respondents in which the data were analysed using correlation and regression analysis found that the human capital elements such as employee education level, experience and motivation are associated with medium and large manufacturing companies in Uganda. Furthermore, the study revealed that human capital as whole accounts for 55.9 percent of the variation in performance of Uganda's medium and large manufacturing companies. Dimba and Obonyo (2009) in a study done on the nature of the strategic Human Resource Management on organizational performance with the aim of determining whether the employee motivation has direct or indirect effect on organizational performance based on a sample of 300 respondents from 50 multinational companies in Kenya and the data analysed through regression analysis found that recruitment and selection are positive significantly relate to performance also employee motivation has direct effect on organizational performance.

Omolo, Odinga and Oso (2012) in a cross-sectional survey research design on the effect of recruitment and selection of employees on the performance of small and medium enterprises in Kisumu municipality in Kenya involved 260 respondents in which qualitative data were measured thematically found that there was significant positive correlation between recruitment and selection, thus recruitment and selection has a significant effect on the performance of SMEs in Kisumu Municipality. Sophia (2007) in a cross-sectional survey study on the factors that influence employee retention in manufacturing firms in Nairobi involve a sample of 46 firms selected using simple random techniques in which the data were analysed using frequencies, average and standard deviations found that there is a positive relationship between employee retention and organizational performance; thus most employees consider organizational culture and job satisfaction as the key factors influence retention in the manufacturing firms.

Even though the government has no clear and well-defined policies administering the recruitment and selection procedures rather than the ones inherited from colonial era (Presidents Office Public Service Commission, 2009). The labour market in Tanzania has become of great importance because of the increase in the number of investors and changing nature of human resource environment. UNCTD report of 2013 shows that Tanzania Foreign Direct Investment has increased by 39% in 2013, this increment forces many companies including manufacturing companies to find the best methods and ways to recruit their employees and to retain the existing ones in the company.

### **3. Methodology used in various studies reviewed in this paper**

Most of the literature reviewed in this paper used survey and cross-sectional survey research design.

### **4. Findings**

Findings reveal that recruitment, selection, retention and motivation are essential elements on the performance of manufacturing companies, that employees are the most valuable resource on the performance of manufacturing companies. Therefore, maintaining qualified, competent and motivated employee leads to the success of the manufacturing companies. Finding also reveals that there is a positive significant relationship between employee recruitment, selection, retention, motivation and effective performance of manufacturing companies.

### **5. 5.0 Research Gaps.**

After a critical review of the literature on the influence of recruitment, selection, retention and motivation in manufacturing companies to my opinion there are several gaps to be filled in the literature itself, methodology and methods of data analysis as explained below;

Most of the literature reviewed above focuses much on the Approaches, hiring process, recruitment and selection methods, recruitment and selection process, the relationship



between recruitment and retention, types of retention strategies, factors impacting upon retention, types of motivation, factors affecting employees motivation and impact of motivation on retention. Therefore, little has been done on the influence of employees' recruitment, selection, retention and motivation in manufacturing companies

The existence of the literature in E-Recruitment focuses mainly on the United States of America (USA), European and Asia Countries rather than in African countries and I don't know whether this might be because of newness of the topic e-recruitment to African countries or because of advancement of practice in USA, European and Asia countries.

Survey research design is the common method of research design used by many researchers on their studies while other research designs such as factorial design and others were forgotten.

Thematic, percentage, frequencies, regression, Correlation and standard deviation analysis are the common data analysis methods used by different researchers and neglect the use of other methods of data analysis such as content analysis etc.

Most of the researchers used a simple random sampling technique to select a sample for their studies and leave the use other techniques such as Stratified sampling techniques, purposive sampling technique, systematic random sampling, cluster sampling, multistage sampling, Snowball sampling, Quota sampling techniques and others.

## 6. Conclusion

Today manufacturing companies cannot ignore the fact that the key element of their resource capacity is their people, therefore great attention should be given to employees' recruitment, selection, retention and motivation because they are among the important factors that determine the prosperity, success and overall performance of manufacturing companies. Because the studies reviewed above focused mainly on USA, European and Asia countries, there is a need of crying critical research on the influence of employees' recruitment, selection, retention and motivation in manufacturing companies, especially in African countries.

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