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Effect of Outsourcing Recruitment and Selection on Organizational Performance at TotalEnergies in Nairobi, Kenya

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ABSTRACT

Purpose: This study examined the association between outsourced recruitment sources and organizational performance at TotalEnergies in Nairobi, Kenya.

Methodology: A descriptive correlational, cross-sectional design was adopted. The target population comprised 135 employees across top, middle and lower management levels. A sample of 101 was drawn using purposive and proportionate stratified sampling. Data were collected between January and March 2025 via a structured five-point Likert questionnaire administered electronically. Cronbach's alpha for the recruitment-sources scale was 0.793 and for the organizational-performance scale was 0.81. Of 101 questionnaires distributed, 81 were returned (80% response rate). Organizational performance was dichotomized at the median of the composite score into high versus low performance. Descriptive statistics and binary logistic regression were used.

Findings: Respondents reported moderately positive perceptions of outsourced recruitment sources (aggregate mean = 3.74, SD = 0.62 on a 1–5 scale). Binary logistic regression showed that a one-unit increase in the recruitment-sources score was associated with higher odds of high organizational performance (B = 0.65, Exp (B) = 1.92, 95% CI [1.61, 2.30], $p < 0.001$). The Hosmer–Lemeshow test indicated acceptable model fit ($\chi^2 = 9.806$, df = 8, $p = 0.278$).

Unique Contribution to Theory, Policy and Practice: The study provides empirical evidence on recruitment outsourcing in a multinational energy firm in Kenya, linking Resource-Based View and Human Capital Theory to sourcing-channel quality. Practically, it highlights the value of agency expertise and the need for stronger internal–external communication. Limitations include a single-firm sample, cross-sectional design and reliance on self-reported perceptual data.

Keywords: *Recruitment Outsourcing, Recruitment Sources, Recruitment Agencies, Employee Referrals, Organizational Performance, Multinational Energy Firm*

1.0 INTRODUCTION

1.1 Background of the Study

Organizational performance refers to the extent to which an organization achieves its objectives through effective use of its human and other resources. It is reflected in outcomes such as operational efficiency, workforce quality, productivity and the achievement of organizational goals (Richard et al., 2009). Human resources are central to organizational performance because employees' skills, competencies and commitment influence an organization's ability to achieve its strategic objectives. Consequently, the processes through which organizations attract, assess and select employees are important determinants of workforce quality and organizational performance.

Recruitment involves identifying and attracting individuals who possess the qualifications and competencies required for specific jobs. Increasingly, organizations outsource some or all of these activities to external recruitment service providers. Outsourcing recruitment may provide access to wider talent pools, specialized recruitment expertise and more efficient hiring processes. However, its contribution to organizational performance depends on how effectively the outsourced activities are implemented. In this study, outsourced recruitment is examined through recruitment sources, the platforms and methods used to attract potential candidates.

Recruitment sources influence the quality and availability of candidates. Online job boards, recruitment agencies and employee referrals are among the main channels used when recruitment is outsourced. The effectiveness of these sources may influence workforce quality, efficiency and overall organizational performance.

Globally, organizations increasingly outsource recruitment to specialized service providers as a strategy for improving hiring efficiency, accessing wider talent pools and reducing recruitment costs. In the United States, Roppelt et al. (2024) found that multinational corporations use recruitment outsourcing to improve efficiency and address regulatory requirements. The rapid growth of outsourcing is expected to continue (Cox, 2014). As global markets become increasingly competitive, manufacturing firms are following earlier adopters by outsourcing selected key functions (Maku & Iravo, 2013). These studies demonstrate that outsourced recruitment can contribute to organizational performance through improved recruitment efficiency, access to qualified candidates and reduced administrative demands. However, the outcomes depend on the quality of recruitment sources and the ability of external providers to align recruitment decisions with organizational requirements. This suggests that outsourcing itself does not automatically improve performance; rather, the specific recruitment sources used are important.

Across Africa, organizations increasingly use human resource outsourcing to access specialized expertise, improve efficiency and reduce administrative costs. (Sumari, Mori & Alfred,2013)

found that outsourcing improved recruitment efficiency and reduced operational costs in financial institutions. Within East Africa, Ngila (2022) found that outsourcing improved recruitment quality and reduced costs in the Kenyan private sector, while Chirchir and Wamwayi (2024) reported that outsourcing strengthened strategic workforce planning in the insurance industry. In Tanzania, Mazikana (2023) found that multinational firms experienced improved efficiency and compliance through outsourcing. Although these studies demonstrate potential performance benefits, they mainly focus on general industries, financial services or other HR functions. Limited attention has been given to the specific relationship between outsourced recruitment sources and organizational performance within the energy sector.

In Kenya, organizations in both the public and private sectors have increasingly adopted outsourcing as a strategy for improving human resource efficiency and recruitment outcomes. Musyimi (2023) reported improved hiring quality and compliance following outsourcing in public institutions. Kiplagat and Wachiuri (2024) found that logistics firms in Nairobi that outsourced HR services experienced lower operational costs and improved employee retention, while Njoro (2022) reported accelerated hiring processes and higher employee satisfaction among commercial banks using outsourced HR functions. These findings suggest that outsourcing can support organizational efficiency, recruitment quality and employee outcomes in Kenya. However, existing studies have largely focused on sectors such as public institutions, banking and logistics. Limited empirical evidence exists on how outsourced recruitment sources relate to organizational performance in multinational energy companies. This creates a contextual gap that the present study seeks to address.

1.2 TotalEnergies

Kenya's energy sector is expanding rapidly, with electricity access rising to about 75–79% and renewables supplying 80–90% of power generation (mainly geothermal). Growing demand for skilled technical and managerial staff has made effective recruitment critical.

TotalEnergies Marketing Kenya PLC, present in Kenya since the 1950s, operates over 200 service stations and employs several hundred staff. At Total Energies Nairobi, recruitment is outsourced: external partners handle sourcing and screening for selected technical and entry-level roles, while internal HR retains strategic decisions and senior appointments. Specific agencies and the exact start date of the arrangement are not publicly detailed.

Despite faster hiring, concerns remain about talent-role mismatch, onboarding, turnover and consistency of outcomes. Limited organization-specific evidence on how outsourced recruitment sources, selection criteria, interview techniques and time-to-hire relate to performance at TotalEnergies in Nairobi, Kenya motivates this study and addresses a gap in Kenyan research on multinational energy firms.

1.3 Problem Statement

Outsourcing of recruitment has been adopted by organizations in Kenya to improve access to qualified candidates, recruitment efficiency and specialized human resource expertise. However, existing Kenyan studies have mainly examined recruitment and outsourcing in sectors such as public institutions, banking, logistics and telecommunications, with limited attention to multinational energy companies.

Although previous studies have reported that structured and agency-mediated recruitment can be associated with improved recruitment quality and efficiency, there is limited empirical evidence on how specific outsourced recruitment sources, online job boards, recruitment agencies and employee referrals, relate to organizational performance in the Kenyan energy sector. At TotalEnergies Nairobi, recruitment is outsourced for selected positions. Whether the sources used under this arrangement are associated with organizational performance remains an open empirical question.

Therefore, this study sought to address the Kenyan contextual and empirical gap by examining the association between outsourced recruitment and selection on organizational performance at TotalEnergies in Nairobi, Kenya.

1.4 Objective of the study

The general objective of the study was to examine the association between outsourced recruitment and selection on organizational performance at TotalEnergies in Nairobi, Kenya.

1.4.1 Specific Objective of the study

i). To assess the association between outsourced recruitment sources and organizational performance at TotalEnergies in Nairobi, Kenya.

1.5 Research Hypothesis

H_{o1}: Outsourced recruitment sources do not have a significant association with organizational performance at TotalEnergies in Nairobi, Kenya.

1.6 Significance of the Study

As outsourcing becomes a growing trend in human resource management, understanding its impact on organizational performance is both timely and essential, particularly in critical sectors like energy. The study serves as a reference for other multinational firms operating in similar economies. It offers practical lessons on managing recruitment vendors and ensuring talent quality while balancing operational efficiency. The findings provided insights into how outsourcing affects talent quality, operational efficiency, and workforce stability. This will help energy firms optimize recruitment strategies, particularly in technical and operational roles. By addressing workforce challenges in a leading multinational, the study will inform national

discussions on employment quality and organizational competitiveness. It highlights how recruitment outsourcing affects performance in a key sector. The study is to help TotalEnergies evaluate its current outsourcing model. It identified gaps in recruitment sources, selection methods, and hiring timelines, supporting evidence-based decisions to improve employee retention and job-role alignment. This study provided empirical evidence on the outcomes of outsourced recruitment and selection in a developing economy. It contributes to human resource management and strategic management literature, focusing on recruitment sources, selection criteria, interview techniques, and time-to-hire.

2.0 LITERATURE REVIEW

2.1 Theoretical Review

This section examines the theories that form the foundation of the study: the Resource-Based View (RBV), Human Capital Theory (HCT) and Social Exchange Theory (SET).

2.1.1 Resource-Based View (RBV)

The Resource-Based View (Barney, 1991; Barney et al., 2021) argues that organizations gain sustained competitive advantage by acquiring and managing resources that are valuable, rare, inimitable and non-substitutable. Human capital is central among these resources. RBV is relevant to outsourced recruitment because external providers offer access to broader and more specialized talent pools, screening expertise and market knowledge that may be costly to develop internally. When outsourced sources deliver candidates whose skills match organizational needs, the resulting human capital supports efficiency and effectiveness. Thus RBV predicts a positive association between the quality of outsourced recruitment sources and organizational performance. The theory has been critiqued for its internal focus and limited attention to external labour-market dynamics (Priem & Butler, 2001).

2.1.2 Human Capital Theory (HCT)

Human Capital Theory (Becker, 1964; Schultz, 1961) treats employees' knowledge, skills and experience as productive assets. Effective sourcing that yields competent, well-matched candidates increases the stock of human capital and can reduce costs linked to poor fit or early exit. HCT therefore supports the expectation that high-quality outsourced recruitment sources are positively associated with organizational performance. A limitation is that returns are not always linear and depend on subsequent management practices such as onboarding and leadership (Al Ariss & Sidani, 2016).

2.1.3 Social Exchange Theory (SET)

Social Exchange Theory (Blau, 1964) views relationships as built on reciprocity, trust and mutual benefit. In recruitment outsourcing, the firm and the agency exchange compensation and guidance for suitable candidates. Open communication, shared understanding of talent needs and

reliable verification strengthen the exchange and support better hiring outcomes; weak information sharing or opportunistic behavior can undermine them. In this study SET is reflected in items on agency understanding, background verification and timely internal recruitment information. SET therefore predicts that stronger exchange quality will be associated with higher organizational performance, while highlighting the importance of coordination with vendors.

2.1.4 Theoretical Summary

Together, the three theories imply that higher-quality outsourced recruitment sources should be positively associated with organizational performance. RBV and HCT emphasizes the value of the human capital acquired; SET emphasizes the quality of the firm–vendor relationship that shapes that acquisition. This study was guided primarily by the Resource-Based View, which frames outsourced recruitment as a means of accessing valuable human resources. HCT and SET supply complementary insights into workforce value and relational governance. Consequently, the study tests H_{01}: Outsourced recruitment sources do not have a significant association with organizational performance at TotalEnergies in Nairobi, Kenya.

2.2 Conceptual framework

This section presents the conceptual framework that guides the study. The independent variable is recruitment sources measured by online job boards, recruitment agencies and employee referrals. The dependent variable is organizational performance, measured by efficiency, and effectiveness. The diagrammatic representations of these variables are as below:

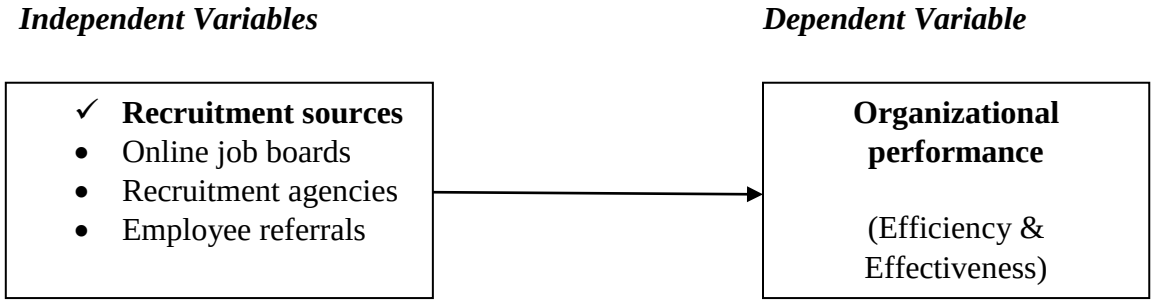


Figure 1: Conceptual Framework.

2.2.1 Recruitment Sources

Recruitment sources refer to the platforms and methods used to attract potential candidates. In this study, recruitment sources are measured using online job boards, recruitment agencies and employee referrals**.**

Online job boards provide organizations with access to a broad pool of potential applicants and increase the visibility of vacant positions. The use of online platforms has expanded the reach of recruitment activities and enabled organizations to access candidates beyond traditional

recruitment channels. Recent developments in digital recruitment have also increased the use of social media and technology-supported sourcing tools to widen talent pools (Upadhyay & Khandelwal, 2019).

Employee referrals involve existing employees recommending potential candidates for available positions. Referrals can provide access to candidates through employees' networks and may enhance cultural fit and retention (Breaugh & Starke, 2000).

The three indicators therefore provide a basis for examining whether the sources used in outsourced recruitment contribute to access to suitable candidates and improved organizational performance.

2.3 Empirical Review

2.3.1 Recruitment Sources and Organizational Performance

Recruitment sources influence organizational performance by determining the range and quality of candidates available for selection. Empirical evidence indicates that formal and structured recruitment channels can improve the quality of employees recruited and subsequently influence productivity. Ekwoaba, Ikeije and Ufoma (2015), using a descriptive survey in Nigerian banks, found that formal recruitment channels positively influenced employee quality and productivity. Their findings demonstrate the importance of structured sourcing, although the study focused on a banking environment and relied mainly on descriptive statistics and chi-square analysis. This limits the extent to which its findings can be applied to multinational organizations operating in technically demanding sectors.

The importance of transparency in recruitment sourcing is also evident in the Kenyan context. Anyango et al. (2018), in a study at Kisii University, found that academic boards and internal referrals supported fairness and transparency in recruitment. While this finding highlights the value of employee referrals and transparent sourcing mechanisms, the institutional setting differs considerably from a private multinational organization. The researcher therefore observes that the effectiveness of employee referrals may depend on the organizational context in which they are applied. In a multinational company, referrals may provide useful access to talent, but they need to operate alongside broader sourcing mechanisms to avoid restricting the diversity of candidates.

Evidence concerning recruitment agencies provides another perspective on the relationship between sourcing and performance. Nartey and Odoom (2020), studying large banking institutions, found that targeted recruitment through agencies improved employee efficiency and retention. This suggests that external agencies can add value by providing access to candidates with relevant qualifications and experience. However, because the study concentrated on

financial institutions, it remains uncertain whether the same sourcing advantages apply to technical and high-risk sectors where specialized competencies may be more difficult to identify.

Rukumba (2022) provides evidence from Kenya's telecommunications sector and established a statistically significant relationship between recruitment sources and organizational performance using correlational analysis. The study is particularly relevant to the Kenyan setting because it demonstrates that sourcing practices may be associated with organizational outcomes. However, its focus on senior management does not fully address recruitment for technical and entry-level positions. The researcher therefore considers that the relationship identified by Rukumba requires further examination across different employee levels and in sectors with different skills requirements.

Oaya et al. (2017), in Nigeria's manufacturing industry, found that structured recruitment assessments improved organizational performance. Their findings reinforce the argument that the way candidates are sourced and assessed can influence subsequent organizational outcomes. However, the cross-sectional nature of the study limited its ability to capture longer-term outcomes such as employee retention. Taken together, the evidence from Nigeria, Kenya and Pakistan suggests that formal, diverse and targeted recruitment sources can improve employee quality, efficiency and retention. At the same time, the studies differ in sector, employee level and methodology, making it difficult to determine whether these relationships apply equally to outsourced recruitment in multinational energy organizations.

The reviewed evidence therefore suggests that online job boards, recruitment agencies and employee referrals can contribute differently to the recruitment process. Online platforms may widen access to candidates; agencies may provide specialized talent networks, while referrals may support access to trusted candidates. However, the literature does not adequately establish how these sources operate together within an outsourced recruitment arrangement in a multinational energy company. This study therefore examines whether outsourced recruitment sources contribute to organizational performance at TotalEnergies Nairobi, while considering the extent to which different sourcing approaches provide suitable candidates and support workforce quality and organizational outcomes.

Table 1: Research Gap Summary Table

Study	Context	Method	Finding	Research Gap
Ekwoaba, & Ikeije Ufoma (2015)	Nigerian banks	Descriptive survey; chi-square	Formal recruitment channels improved employee quality and productivity	Single-industry (banking); limited to non-energy context; no partial outsourcing
Anyango et al. (2018)	Kisii University, Kenya	Survey; descriptive	Transparent sourcing and referrals improved	Public university setting; not multinational energy

Study	Context	Method	Finding	Research Gap
			fairness and performance	or partial outsourcing
Ngila (2022)	Kenyan oil & gas sector	Mixed methods	Outsourcing improved access to niche technical skills and productivity	Did not examine specific dimensions
Rukumba (2022)	Kenya telecom industry	Descriptive survey; correlation	Recruitment sources and shorter hiring cycles linked to performance	Telecom focus; senior management only; not energy sector
Wallace & Stevens (2023)	European multinationals	Qualitative case studies	Competency-based interviews improved alignment and reduced mis-hires	No African/Kenyan energy context; limited quantitative evidence
Kinyua & Kwasira (2017)	Kenyan firms (HR outsourcing)	Survey / regression	Benefits of recruitment outsourcing depend on effective engagement with external providers	Did not focus on energy sector or partial outsourcing; limited attention to specific recruitment dimensions
Dapper (2018)	Outsourcing and operational efficiency	Conceptual / empirical review	Outsourcing enhances operational efficiency and knowledge transfer	Broad HR outsourcing; not specific to recruitment sources, criteria, interviews or time-to-hire in energy firms
Gonzalez & Ramirez (2020)	Spain logistics sector	Survey / quantitative	Outsourcing improved candidate quality but weakened internal control	Logistics (not energy); European context; did not examine partial outsourcing in Kenyan multinationals
Kahya (2020)	Recruitment outsourcing and performance	Conceptual / strategic HR	Outsourcing is a strategic determinant of organisational success, not only a cost-saving measure	Limited empirical focus on energy sector and the four specific dimensions used in this study

3.0 RESEARCH METHODOLOGY

3.1 Research Design

This study adopted a descriptive correlational, cross-sectional research design to examine the association between outsourced recruitment sources and organizational performance at TotalEnergies in Nairobi, Kenya. The design was appropriate because it enabled the collection and analysis of quantitative data on existing recruitment practices without manipulating variables.

3.2 Target Population

The target population comprised 135 employees at TotalEnergies Nairobi, Kenya categorized into top, middle and lower management. Eligibility was defined as employees who had knowledge of or involvement in recruitment processes (hiring managers, HR staff and employees who had experience of outsourced recruitment outcomes). Lower-level staff were included only where they could meaningfully rate sourcing practices.

3.3 Sample and Sampling Techniques

A sample size of 101 was determined using Yamane's formula with a 5% margin of error (N = 135, e = 0.05). Participants were selected using a combination of purposive and proportionate stratified sampling: strata were defined by management level, and within strata purposive selection prioritized respondents with exposure to recruitment processes.

^{n} = N/ 1+$N(e)$2

Where:

n=the sample size

N=the finite population

e= Status of significance

1= unite (a constant value)

n = 135/1+135(0.05)2

n = 101

Therefore, the study used 101 employees as a sample case. The high sampling fraction provided substantial coverage of the population while allowing the researcher to use a defined sampling procedure rather than surveying every employee

3.4 Data Collection Instruments

Primary data were collected using a structured questionnaire administered electronically via Google Forms. Items on recruitment sources reflected the intended construct (access to skilled

candidates, agency match to job requirements, agency understanding of talent needs, candidate competence, and contribution of diverse sources, background verification, and internal information-sharing about recruitment). Responses used a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Organizational performance was measured with items on efficiency and effectiveness. A pilot test involving approximately 10% of the sample was conducted. Content validity was supported by review against the conceptual definitions and prior literature.

3.5 Data Collection Procedure and Ethics

Data were collected between January and March 2025. Prior to distribution, the researcher obtained authorization letters from the university, the National Commission for Science, Technology & Innovation (NACOSTI), and TotalEnergies Kenya to comply with ethical and administrative protocols. Participation was voluntary; informed consent was obtained; and confidentiality was maintained. Questionnaires were distributed electronically, with follow-ups to improve response rates.

3.6 Data Analysis and Presentation

Data were analyzed using the Statistical Package for the Social Sciences (SPSS). Responses were coded and analyzed using descriptive statistics and binary logistic regression. Organizational performance was dichotomized at the median of the composite score into high versus low performance.

The logistic regression model for the single predictor is:

$$Logit(\pi) = \alpha + \beta_1 X_1$$

where π is the probability of high organizational performance, α is the intercept, β_1 is the coefficient for recruitment sources (X_1), and X_1 is the composite recruitment sources score.

4.0 RESULTS

4.1 Reliability Test Results

Reliability tests were carried out and the results presented in Table 2.

Table 2: Reliability test

Constructs	Alpha score	No. of items in questionnaire	Comments
Recruitment sources	0.799	7	Reliable
Organizational performance	0.786	6	Reliable
Aggregate score	**0.793**		

The results showed that the reliability score for recruitment sources was 0.799 and organizational performance had a score of 0.786. The aggregate Cronbach's Alpha score was 0.793. According to Punch (2015), a Cronbach's Alpha coefficient of 0.7 or higher is the minimum acceptable threshold for reliability in social science research. Since all constructs in this study exceeded the 0.7 mark, the instrument was considered highly reliable.

4.2 Response Rate

The study targeted 101 employees working at TotalEnergies Nairobi. Out of the targeted population, 81 participants fully responded to the questionnaire, yielding a response rate of 80%.

4.2.1 Working Experience at TotalEnergies

Table 3: Working Experience

Years	Frequency	Percentage
Less than 1 year	2	2.5
1-3 years	13	16
4-6 years	24	29.7
7-10 years	18	22.2
More than 10 years	24	29.6
TOTAL	**81**	**100**

The findings showed that 29.7% of respondents had worked at the organization for 4–6 years, and 29.6% had served for more than 10 years. Additionally, 22.2% had worked for 7–10 years, while 16% had 1–3 years of experience. Only 2.5% had been with the organization for less than a year. This indicated that most participants had substantial organizational experience, which contributed to the accuracy and relevance of their responses regarding outsourced recruitment and organizational performance.

4.2.3 Job Level of Respondent

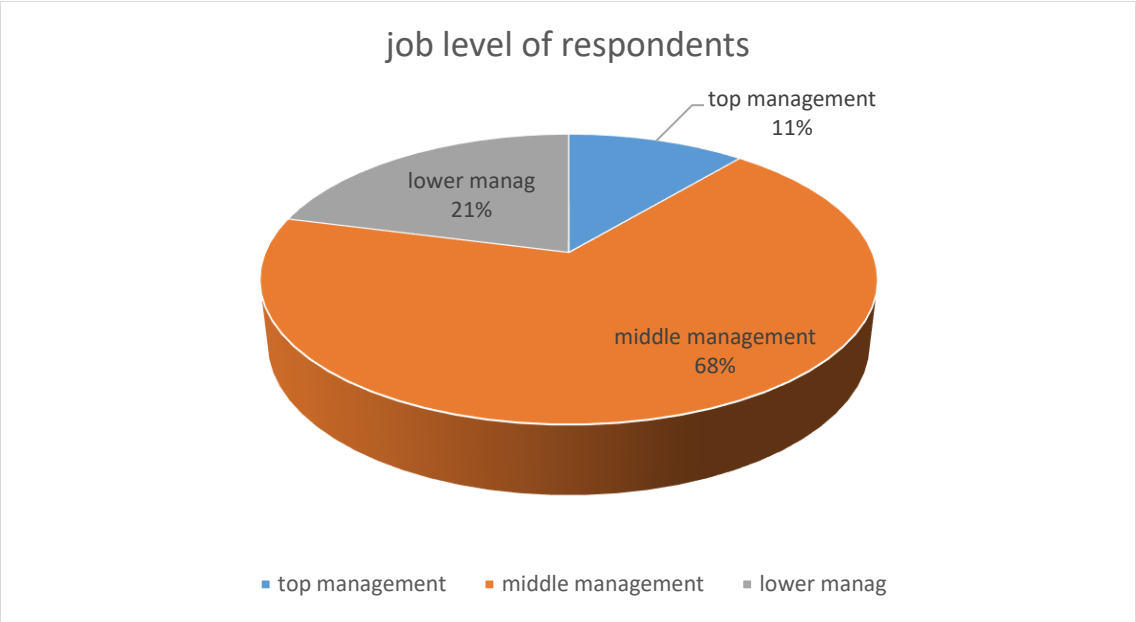


Figure 2: Job level of respondents

The figure illustrates the distribution of respondents by job level. Out of the 81 participants, 9 (11.1%) were from top management, 55 (67.9%) from middle management, and 17 (21.0%) from lower management. The data indicates that the majority of responses were drawn from middle-level managers, suggesting that insights were largely informed by individuals actively involved in operational decision-making and implementation.

4.3 Descriptive Statistics Recruitment Sources

The following table 4 presents study results on recruitment source on a scale of 1 to 5.

Table 4: Descriptive Statistics on recruitment sources

Recruitment Sources	Mean	Std Dev.
Employee referrals provide access to suitable candidates for vacant positions.	3.654	0.528
The recruitment agency sources candidates who closely match the organization's job requirements.	3.790	0.518
The recruitment agency has a deep understanding of the organization's talent needs and job specifications.	3.802	0.621
Employees recommend candidates who possess the required job qualifications.	3.700	0.683
Candidates recruited through different sources fit the organization's job requirements.	3.840	0.580
The recruitment agency effectively verifies candidate backgrounds and qualifications before placement.	3.815	0.654
Candidates recruited through outsourced channels possess qualifications relevant to their assigned positions.	3.593	0.771
Aggregate Score	**3.742**	**0.622**

The descriptive statistics indicate that respondents generally had positive perceptions of recruitment sources, as reflected by the item mean scores ranging from 3.593 to 3.840. The aggregate mean score was 3.742, with a standard deviation of 0.622, suggesting an overall favourable assessment of recruitment sources and their contribution to identifying suitable candidates for the organization.

The statement that candidates recruited through different sources fit the organization's job requirements recorded the highest mean score (M = 3.840, SD = 0.580). This suggests that respondents considered alignment between candidates' qualifications and job requirements an important strength of the recruitment process. Similarly, the recruitment agency's effective verification of candidates' backgrounds and qualifications before placement recorded a mean of 3.815 (SD = 0.654), indicating a positive perception of the agency's candidate-screening practices.

The recruitment agency's understanding of the organization's talent needs and job specifications recorded a mean of 3.802 (SD = 0.621), while its ability to source candidates who closely match job requirements had a mean of 3.790 (SD = 0.518). These findings suggest that respondents viewed the recruitment agency's understanding of organizational requirements and its candidate-matching practices favourably.

Regarding employee referrals, the statement that employees recommend candidates who possess the required job qualifications recorded a mean of 3.700 (SD = 0.683). This indicates a generally positive perception of employees' role in identifying potentially suitable candidates. The statement that candidates recruited through outsourced channels possess qualifications relevant to their assigned positions recorded a mean of 3.593 (SD = 0.771), the lowest among the items. This suggests that, although respondents generally viewed recruitment sources positively, there may be room to improve the alignment between candidates' qualifications and the requirements of their assigned positions.

The findings are consistent with Rukumba (2022) who reported that effective recruitment practices can contribute to improved organizational productivity.

The findings further correspond with Kinyua and Kwasira (2017), who observed that the benefits of outsourcing recruitment depend partly on effective engagement between external providers and the organization. Dapper (2018) similarly emphasized the contribution of outsourcing to operational efficiency and knowledge transfer. These studies support the present finding that recruitment outsourcing can provide access to appropriate candidates and specialist recruitment expertise.

At the same time, the relatively lower rating concerning timely internal recruitment information points to an issue also identified in the literature concerning coordination between organizations and external service providers. Gonzalez and Ramirez (2020), as cited in the study, cautioned that excessive reliance on external providers can weaken internal control over recruitment processes. The present findings therefore suggest that the contribution of recruitment sources to organizational performance depends not only on the availability of external recruitment expertise but also on effective coordination between the recruitment agency and TotalEnergies.

The finding is also consistent with the Resource-Based View, which emphasizes the importance of accessing valuable organizational resources and capabilities. External recruitment providers can extend an organization's access to specialized talent pools and recruitment expertise. Human Capital Theory also provides a basis for understanding the relationship because the quality of employees acquired through recruitment processes can influence the skills and capabilities available within the organization.

Overall, the findings suggest that recruitment sources were perceived favourably, particularly in relation to candidate-job fit, qualification verification, and the recruitment agency's understanding of organizational needs. However, the comparatively lower rating for the relevance of candidates' qualifications highlights the importance of strengthening candidate screening and matching procedures to ensure that recruitment outcomes meet the organization's staffing requirements.

4.4 Performance of TotalEnergies

The results on performance of total oil company were presented in the table 5.

Table 5: Performance of TotalEnergies

Organizational Performance	Mean	Std Dev.
Customer satisfaction with our products and services has steadily increased.	3.728	0.707
Our company has recorded significant sales growth in the past 12 months.	3.827	0.628
Overall, the company's performance meets our expectations.	3.790	0.665
Outsourcing has positively contributed to our long-term business performance.	3.840	0.580
Through outsourcing, we are better able to create and deliver value compared to competitors.	3.765	0.694
By having recruitment and selection process outsourcing policy, my organization performs better	3.519	0.654
The growth of the firm has been steady and very satisfactory in terms of return on investment and sales	3.568	0.688
Aggregate score	**3.790**	**0.655**

As shown in Table 5, the aggregate mean score of 3.790 and a standard deviation of 0.655 indicated that respondents perceived overall organizational performance at TotalEnergies Nairobi to be positive. This suggests a relatively strong level of agreement that outsourcing recruitment enhanced both operational outcomes and strategic goals.

Key findings showed that outsourcing contributed to long-term business performance (Mean = 3.840, SD = 0.580) and supported competitive value creation (Mean = 3.765, SD = 0.694). Sales growth (Mean = 3.827, SD = 0.628) and improved customer satisfaction (Mean = 3.728, SD = 0.707) were also highly rated, demonstrating substantial performance gains. However, the lower rating for the presence of a formal outsourcing policy (Mean = 3.519, SD = 0.654) highlighted a need for stronger institutional frameworks to support outsourcing practices.

These results aligned with the Resource-Based View (Barney, 2021), which argues that leveraging external capabilities enhances organizational performance. They also supported Ngila (2022), who observed that outsourcing improves access to skilled talent in the oil sector, and Alemu and Tadesse (2019), who highlighted the role of structured selection in boosting

productivity. The current study extends these findings by demonstrating that outsourcing in recruitment at TotalEnergies improved not only functional HR processes but also overall competitiveness and growth in the Kenyan energy sector.

4.5 Binary Logistic Regression

4.5.1 Omnibus Tests of Model Coefficients

Table 6: Omnibus Tests of Model Coefficients

Step	X^2	Df	P (significant)
Step 1	78.624	1	<0.001
Block	78.624	1	<0.001
Model	78.624	1	<0.001

Note. Single-predictor model (recruitment sources). n = 81.

The Omnibus Test of Model Coefficients shows that the overall logistic regression model is statistically significant. The Chi-square statistic of 78.624 with 1 degrees of freedom is significant at $p < 0.001$, which is below the 0.05 significance level. This indicates that the predictor included in the model, significantly improve the prediction of the dependent variable compared with the model containing no predictors. Therefore, the null hypothesis that the model coefficient is equal to zero is rejected, confirming that the predictor provide a statistically significant explanation of variation in the outcome variable.

Table 7: Model Summary for Binary Logistic Regression

Step	-2 log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	111.04	0.621	0.833

Note. R^2 values. n = 81.

The model summary indicates that the binary logistic regression model provides a good fit to the data. The -2 Log Likelihood values of 111.04 indicate the overall fit of the fitted model. The Cox and Snell R Square of 0.621 suggest that the predictor explain approximately 62.1% of the variation in the dependent variable. The Nagelkerke R Square of 0.833 indicates that the model accounts for approximately 82.9% of the variation in the dependent variable. Overall, the results suggest that the predictor included in the model provide substantial explanatory power for the dependent variable.

4.5.2 Hosmer–Lemeshow Test

The Hosmer–Lemeshow test was used to assess the goodness of fit of the logistic regression model. The results ($\chi^2 = 9.806$, df = 8, p = 0.278) indicate that the p-value is greater than 0.05, suggesting no significant difference between the observed and predicted values. This means the model fits the data well and is appropriate for explaining the relationship between outsourced recruitment and selection and organizational performance.

Table 8: Hosmer–Lemeshow test

Chi-square	Degrees of freedom	Significance
9.806	8	0.278

Note. p > 0.05 indicates acceptable fit.

Table 9: Classification Table for Organizational Performance

Observed	Predicted Low	Predicted High	Percentage Correct
Low performance	26	5	83.9
High performance	4	46	92.0
Overall performance			88.9

The table indicates that the model correctly classified 83.9% of respondents in the low-to-moderate organizational-performance category and 92.0% of those in the high-performance category, giving an overall classification accuracy of 88.9%.

4.5.3 Binary Logistic Regression Results

As shown in Table 10, the p-values for all four predictors were statistically significant (p < 0.05), indicating that recruitment sources had a meaningful effect on organizational performance at TotalEnergies Nairobi.

Table 10: Binary Logistic Regression Analysis

	B	Std error	Wald	Df	Sig.	Exp (B)	95% Confidence interval of EXP (B)	
							Low limit	High limit
Recruitment source	0.65	0.09	51.66	1	0	1.92	1.61	2.3
Constant	-0.82	0.09	76.33	1	0	0.43		

The binary logistic regression results in Table 10 reveal that recruitment source, selection criteria, interview techniques, and time-to-hire are all significant predictors of organizational performance when dichotomized into high and low categories. These findings reinforce the assertion that outsourcing recruitment and selection is not only a cost-saving measure but also a strategic determinant of organizational success (Kahya, 2020). In logistic regression, the B coefficient shows whether a factor increases or decreases performance (positive B = higher chance, negative B = lower chance), while Exp(B) translates this into odds, where values greater than 1 indicate higher odds of high performance, less than 1 indicate lower odds, and the further it is from 1, the stronger the effect. The formula used is as shown:

Percentage change in odds=(Exp(B)−1)×100%

Recruitment sources had a positive and statistically significant association with organizational performance ((B = 0.65), ({Exp}(B) = 1.92), ($p < 0.05$)). The positive regression coefficient indicates that, for each one-unit increase in the recruitment sources score, the odds of the measured performance outcome increased, assuming other variables in the model were held constant. Specifically, the odds ratio of 1.92 indicates that a one-unit increase in the recruitment sources score was associated with 1.92 times the odds of the outcome, equivalent to a 92% increase in odds, not a 92% increase in probability. This finding suggests that more favourable assessments of recruitment sources were associated with higher odds of the measured performance outcome among the employees surveyed. However, given the correlational research design, the result should be interpreted as an association rather than evidence that recruitment sources caused improved organizational performance. This finding is consistent with Rukumba (2022), who found a significant relationship between recruitment sources and organizational performance in Kenya's telecommunications sector. Nartey and Odoom (2020) similarly highlighted the contribution of agency recruitment to employee efficiency and retention. The null hypothesis, which stated that recruitment sources have no statistically association with organizational performance, is therefore rejected at the 5% significance level.

This demonstrates that expanding recruitment channels nearly doubles performance odds.

The Exp(B) of 1.92 means that:

(1.92−1)×100=92%

5.0 CONCLUSION AND POLICY IMPLICATIONS

5.1 Conclusion

The study concluded that recruitment sources were positively and significantly associated with organizational performance at TotalEnergies in Nairobi, Kenya (B = 0.65, Exp(B) = 1.92, $p < 0.05$). A one-unit increase in the recruitment sources score was associated with a 92% increase in the odds of the measured performance outcome. Therefore, the null hypothesis was rejected at

the 5% significance level. Recruitment sources also improved efficiency by reducing the strain on internal HR departments. The impact was reflected in higher productivity and strengthened competitiveness in the energy sector.

The results on recruitment sources indicated that outsourced recruitment channels contributed positively to organizational performance. The study established that recruitment agencies provided access to qualified candidates and demonstrated an understanding of the organization's talent requirements. Effective recruitment sources were therefore associated with improved organizational outcomes. The results also indicated the importance of effective communication between external recruitment agencies and the organization's internal human resource function.

5.2 Policy Implications/Recommendations of the study

This study recommends that organizations such as TotalEnergies adopt well-structured recruitment outsourcing partnerships that not only provide access to skilled candidates but also ensure alignment with internal workforce needs. Recruitment sources should not only focus on quantity but also on quality and cultural fit. Managers should evaluate agencies regularly to ensure they remain responsive to organizational goals. Management of TotalEnergies should evaluate recruitment agencies regularly against clear criteria of candidate quality, job-match and understanding of organizational needs, and retain or replace providers accordingly.

HR and line managers should strengthen formal communication channels with external agencies (e.g., shared vacancy briefs, feedback on placed candidates, and timely updates to staff) to address the comparatively low rating on internal recruitment information.

Energy-sector firms adopting recruitment outsourcing should develop written frameworks that specify roles, performance metrics and accountability between internal HR and external providers, and should monitor both operational (time-to-fill, quality-of-hire perceptions) and strategic outcomes.

5.3 Suggestions for Further Research

This study was limited to one organization in Kenya’s energy sector, which may restrict the generalizability of its findings to other organizations and industries. Additionally, the analysis focused on the relationship between recruitment sources and organizational performance; therefore, the findings establish association rather than causation. Future research could use longitudinal designs to examine these relationships over time and mixed-methods approaches to incorporate perspectives from HR managers, recruitment agencies, and employees. Studies involving multiple organizations across different sectors could also provide a broader understanding of the relationship between outsourced recruitment sources and organizational performance.

Further research could use larger and more diverse samples drawn from different employee categories and organizations. The present study focused on employees at TotalEnergies in Nairobi, Kenya. Future studies could include employees from senior management, middle management, lower management, and non-management levels to obtain broader organizational perspectives. Researchers could also employ probability sampling techniques, such as simple random or stratified random sampling, where appropriate, to enhance the representativeness of the sample and improve the findings.

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