**Supplementary file -Jobmers 222**

**Article Title:** Nexus between External Recruitment, Leadership and Employee Productivity in Kenya Power and Lighting Company, Nakuru County

Table 1: Target population

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Employee category/  Department | **Finance** | **Transport** | **HR/Admi** | **Design and construction** | **Transmission** | **Project** | **Health safety**  **and environment** | **Security** | **Total** |
| Top managers | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 8 |
| Middle managers | 2 | 1 | 4 | 8 | 4 | 1 |  |  | 20 |
| Support staff | 40 | 16 | 12 | 134 | 45 | 14 |  | 2 | 263 |
| **Total** | **44** | **18** | **17** | **143** | **50** | **16** |  | **3** | **291** |

***Source:*** *KPLC Internal Records, 2021*

**Table 2:** **Reliability coefficients of study constructs**

|  |  |  |  |
| --- | --- | --- | --- |
| **Construct** | **Cronbach's Alpha** | **Number of Items** | **Comment** |
| Employee Productivity | .862 | 6 | Good |
| External Recruitment | .8.90 | 5 | Good |

*Source: Research Data (2021)*

**Table 3:** Demographic characteristics of respondents

|  |  |  |  |
| --- | --- | --- | --- |
| **Demographic Data** |  | **No of Respondents** | **% no. of respondents** |
| Gender | Male | 138 | 54.3 |
| Female | 116 | 45.7 |
| Total | 254 | 100 |
| Age (Years) | Below 20 | 38 | 15.0 |
| 21-30 | 62 | 24.4 |
| 31-40 | 51 | 20.1 |
| 41-50 | 77 | 30.3 |
| Over 50 | 26 | 10.2 |
| Total | 254 | 100 |
| Experience (Years) | Less than 10 | 62 | 24.4 |
|  | 11-20 | 84 | 33.1 |
|  | 21-30 | 83 | 32.7 |
|  | Over 30 | 25 | 9.8 |
|  | Total | 254 | 100 |

***Source:*** *Research Data, (2021)*

**Table 4:** **Descriptive statistics for external recruitment**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Mean** | **Std. Deviation** | **Skewness** | **Kurtosis** |
| ER1: This firm has a clear external recruitment policy | 4.07 | 1.167 | -1.491 | 1.412 |
| ER2: My organization has an effective HR policy | 4.10 | 1.195 | -1.599 | 1.674 |
| ER3: There is enough manpower available in this organization | 3.99 | 1.345 | -1.369 | .565 |
| ER4: This organization follows a proper recruitment criterion when employing new employees | 4.15 | 1.190 | -1.696 | 1.979 |
| E5: There is lack of motivation by employees in this organization | 3.38 | 1.622 | -.443 | -1.469 |
| **External Recruitment** | **3.938** | **1.3038** | **-1.3196** | **0.8322** |

***Source:*** *Research Data (2021)\*

**Table 5:** Correlations analysis

|  |  |  |  |
| --- | --- | --- | --- |
|  | | **EP** | **ER** |
| Employee Productivity | Pearson Correlation | 1 |  |
| Sig. (2-tailed) |  |  |
| N | 265 |  |
| External Recruitment | Pearson Correlation | .470\*\* | 1 |
| Sig. (2-tailed) | .000 |  |
| N | 265 | 265 |

***Source:*** *Research Data (2021)*

**Table 6:** Coefficient results of control variables

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Model** | | **Unstandardized Coefficients** | | **Standardized Coefficients** | **t** | **Sig.** |
| **B** | **Std. Error** | **Beta** |
| 1 | (Constant) | .230 | .190 |  | 1.208 | .228 |
| Age in Years | .006 | .078 | .011 | .077 | .939 |
| Gender | -.159 | .170 | -.083 | -.938 | .349 |
| Experience | .007 | .094 | .009 | .072 | .943 |
|  | **Model Summary** |  |  |  |  |  |
|  | R | .071 |  |  |  |  |
|  | R2 Change | .005 |  |  |  |  |
|  | Std. Error of the Estimate | .960 |  |  |  |  |
|  | **Model Fit** |  |  |  |  |  |
|  | F change | .438 |  |  |  |  |
|  | Sig. | .726 |  |  |  |  |
| 1. ***Dependent Variable: Zscore (EmpPrd)***   ***Source:*** *Research Data (2021)* | | | | | | |

Table 7: Coefficient results of direct effects

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Model** | | **Unstandardized Coefficients** | | **Standardized Coefficients** | **t** | **Sig.** |
| **B** | **Std. Error** | **Beta** |
| 1 | (Constant) | .003 | .039 |  | .070 | .945 |
| Zscore(ExtrnRecrt) | .130 | .050 | .127 | 2.617 | .009 |
|  | **Model Summary** |  |  |  |  |  |
|  | R | .749 |  |  |  |  |
|  | R2 Change | .561 |  |  |  |  |
|  | Std. Error of the Estimate | .639 |  |  |  |  |
|  | **Model Fit** |  |  |  |  |  |
|  | F change | 83.059 |  |  |  |  |
|  | Sig. | .000 |  |  |  |  |
| **a. Dependent Variable: Zscore (EmpPrd)** | | | | | | |

***Source:*** *Research Data (2021)*

**Table 8: Results of the Interaction of Leadership on External Recruitment and Employee Performance**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Model 1**  **β (SE)** | **Model 2**  **β (SE)** | **Model 3**  **β (SE)** | **Model 4**  **β (SE)** | **Model 6**  **β (SE)** |
| Control Variable |  |  |  |  |  |
| (Constant) | .230  (.190) | .037  (.129) | .053  (.129) | -.804  (1.007) | -3.730  (1.395) |
| Control Variables |  |  |  |  |  |
| Age in Years | .006  (.078) | .009  (.052) | .009  (.052) | .005  (.052) | -.005  (.052) |
| Gender | -.159  (.170) | -.057  (.115) | -.071  (.115) | -.071  (.115) | -.052  (.114) |
| Experience | .007  (.094) | .012  (.063) | .014  (.062) | .021  (.063) | .026  (.062) |
| Interactions |  |  |  |  |  |
| Zscore(Ext\_Rec) |  | .128  (.050) | .112  (.050) | .117  (.051) | -.295  (.184) |

***Source:*** *Research Data (2021)*