THE EFFECT OF RECRUITMENT AND SELECTION PRACTICE ON PUBLIC ORGANIZATIONAL PERFORMANCE: THE CASE OF LIDETA SUBCITY ADMINISTRATION, ADDIS ABABA

BY

MEKLIT SOLOMON

March 2021

ADDIS ABABA

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A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULLFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTERS OF BUSINESS ADMINISTRATION

March, 2021

ADDIS ABABA, ETHIOPIA

ST. MARY'S UNIVERSITY

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APPROVED BY BOARD OF EXAMINERS

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Declaration

I, Meklit Solomon, hereby declare that the thesis entitled *The Effect of Recruitment and Selection Practice on Public Organizational Performance: The Case of Lideta Subcity Administration, Addis Ababa* is my original work prepared under the guidance of my advisor Ato Shoa Jemal Ass.Professor. All information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

_____   _____

Name   **Signature**

ENDORSEMENT

This thesis entitled *The Effect of Recruitment and Selection practice on Public Organizational Performance: The Case of Lideta Subcity Administration, Addis Ababa* has been submitted to St. Mary's University, School of Graduate Studies for Examination with my approval as a university advisor.

_____   _____

Advisor   **Signature**

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ACKNOWLEDGEMENTS

LIST OF ACRONYMS

ANOVA = Analysis of variance

EP = Employee performance

ER = External Recruitment

HR = Human Resources

HRM = Human Resources Management

HR P = Human Resources policy

IR = Internal Recruitment

ORP = Overall Organizational performance

OP = organization performance

SPSS = Statistical Package for Social Science

SI = Selection & Induction

VIF = Variance Inflation Factor

WI = Written exam and Interview

ZRESID = Standardized residuals

ZPRED = Standardized predicted values

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Abstract

The objective of the study is to identify the recruitment and selection practice and investigate the effect of Recruitment and Selection practice and HR Policy on Public Organizational Performance: Namely Lideta Sub City Administration, Addis Ababa. In addition, the study consider independent variables which are recruitment - internal recruitment, External recruitment, selection – written exam & interview, selection and induction and HR policy and dependent variable organizational performance to determine whether a relationship exist between the variables . In order to attest the study objectives the researcher uses both descriptive & explanatory survey design. A questionnaire was administered to 296 employees. The respondents were selected using stratified random sampling techniques. The questionnaire was tested for its reliability and found to be reliable enough to study the research questions. The data collected from the survey was analyzed using SPSS software and presented in the form of descriptive data analysis, Correlations and Regression Analysis. The finding of the study indicates that there is significant positive relation between them and the researcher proved that the entire hypotheses were accepted. The regression result confirmed that the liner combinations of all variables considered under the present study were significantly contributed to the positive variation in organizational performance. The researcher found that, HR policy and selection and induction and written exam & interview contribute the highest variation and external and internal recruitment have relatively lower contribution. The researcher concluded that that all predictors have significant effect on performance with varying effect. HR Policy, Selection & Induction, Written Exam & Interview, External Recruitments and Internal Recruitments respectively. Recommendations are also made based on the overall findings for possible consideration which will help further improvement based on the researcher view.

Key words: Recruitment - internal recruitment, External recruitment, selection – written exam & interview, selection and induction and HR policy and organizational performance.

CHAPTER ONE

INTRODUCTION

This chapter deals with background of the study, statement of the problem, Basic research questions, objectives of the study, hypotheses of the study, operational definitions, significance of the study, delimitation/scope of the study.

1.1. Background of the Study

It is generally accepted both in academia and in business that the human resource of every organization are its' most valuable and powerful of all resources and that the quality of human resources also have a direct impact on the performance of the organization. The success of a business or an organization is directly linked to the performance of those who work for that business. Underachievement can be a result of workplace failures. Because hiring the wrong people or failing to anticipate fluctuations in hiring needs can be costly, it is important that conscious efforts are put into human resource planning (Biles, Holmberg, & Srevan, 1980).

Human resource is the most important entity that put an organization in a competitive advantage. The success and failure of an organization to a large extent depends on the employees` knowledge, skills, attitudes and commitment. The success and achievement of the objective of an organization depends on the performance and calibre of human resources that make up such organization. The acquisition of employees with the right abilities and skills is primarily ensured by the proper implementation of recruitment and selection process.

The effective recruitment and selection policy of an organization is to figure out the right people by matching individual characteristics with the requirements of the job. Poorly and haphazardly managed recruitment and selection processes may lead to the supply of employees with little or no experience, expertise, skills and attitude needed to perform the expected tasks resulting in a waste of valuable resources. While human resource managers are responsible for designing recruiting and selection strategies for workers in many companies, user department managers or supervisors need to consider the overall organizational purpose.

Human Resources Management (HRM) can define strategies and develop policies, standards, systems and processes that enforce these strategies in a broad range of areas, such as recruitment and selection. Recruitment and selection are components of HRM practice and essential work, since they regulate much of the other human resource employment and functions (HR). Essentially, HRM requires an efficient recruiting and selection strategy that needs to be implemented on a strategic and systemic basis (Harky, 2018). The recruitment and selection of these days has become a challenge for the HRM to support the company by hiring the best personnel for the appropriate role within the timeline.

Public service organizations are concerned about the value of the diversity of the workforce, the evolving capability needs, and the continuous development of the company, the contingent workforce, the decentralized structure and the participation of employees. Generally, the structure of public services is known as the Civil Service System, which is structured to promote the model of central public administration (Setyowati, 2016) and its reform results in the enhancement of government sub bureaucracy. Recruitment and selection processes have now been a central component of public policy reform in the sense of civil service reform. Successful recruiting and selection are crucial to capacity building and threaten the delivery of quality service to the public (Setyowati, 2016).

The main aim of this analysis is therefore to examine the effects of recruitment and selection practices on the performance of public organizations in the Addis Ababa sub-city of Lideta. It is important to have adequate preparation, to formulate the tasks needed to improve and to concentrate on fair opportunities in choosing the best candidate in public organization (sub-city) recruitment and selection practices. Since successful recruitment and selection have a direct impact on the efficiency of the sub-city administration to deliver its services. Recruitment and selection practices should therefore give priority to the recruitment of right applicants for vacancy, then to the provision of efficient service to their clients by eligible workers and may surpass their standards in large measure.

The city of Addis Ababa is divided in to ten sub-cities which are the second administrative units next to city administration. In terms of area coverage Bole is the largest sub-city followed by Akaki-Kality and Yeka. Addis ketema is the smallest and followed by Lideta and Arada Sub-cities.

Table 1.1 Background of the organization

Lideta sub city Institution office lists	Male	Female	Total
4 pool	601	517	1118
10 wereda	1338	1795	3133
20 school	867	991	1858
6 health center	286	538	824

1.2. Definition of Key Terms

To make a research work such as this comprehensive to even an average reader, it is every important to define some salient features involved in the theme. These salient terms are defined as follows:

- **Human Resource Management:** is the process of managing human talent to achieve an organization's objective (Delaney & Huselid, 1996).

- **Recruitment:** is the process of identifying and attracting a group of potential candidates from within and outside the organization to evaluate for employment (Walker, 2009).

- **Selection:** is the process of choosing the most suitable person out of all applicants (Walker, 2009).

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- **Performance:** is an indication of efficiency and effectiveness for business leaders through which company provides services and products (Hamon, 2003).

- **Policy:** A plan of action agreed or chosen (Armstrong, 2009).

- **Organizational Performance:** is a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results (Lebans & Euske 2006)

1.3.   Statement of the Problem

In the sense of tough competition on the labour market, the importance of human capital for the most important growth of civil service organizations is undeniable. Productive labour is important to organizations because it offers experiences, beliefs and qualities to corporate life; and when handled efficiently, these human characteristics can be of great benefit to the organization (Djabatey, 2012). This scenario adds credence to rising people's attention to the aspect of organizational resources because the growth of the workforce, their competencies and the process of improving the overall organization are at the core of HRM (Mullins, 1999). However, in the sense of the Ethiopian civil service, recruitment and selection is a challenging challenge for the sub-city administration to hire and pick skilled people in today's untapped and readily accessible cheap labour market for a variety of bottlenecks. Amongst them, the decision of staffing utterly manipulated by politically affiliated higher officials, favouritisms, nepotism and bias or subjectivity in their decisions have become major problems to the management that lead citizens to have doubts on the merits of their employees in every administration, be it sub-city, woreda or kebele levels.

Merit is the fundamental concept applicable to the search, selection and appointment of individuals for permanent positions in the civil service. Accordingly, the proclamation 515/2007 of Federal civil service declares that while filling vacancies in the civil service, there shall be no discrimination among job seekers or civil servants because of their ethnic origin, sex, religion, political outlook, disability, HIV/AIDS or any other ground. Thus, at least legally public service positions are supposed to be filled on the basis of merit.

Generally speaking, the country has good policy frameworks that promote meritocratic recruitment practices. However, empirical evidences in Henok Seyoum Assefa "FDRE Policy Study and Research Centre, Ethiopia, Addis Ababa" study reveal that guideline for recruitment and other human resource functions are not mostly adhered to the legal frameworks. Thus, it can be argued

that the problem is not the absence of legislative framework rather the implementation of the legislations.

In Lideta sub city, HR strategies and programs are designed in such a way that they are aligned with organizational objectives. However, based on preliminary investigations made, the researcher has been informed that the selected sub city have faced a challenge due to the poor performance of the newly recruited and appointed employees. Employees, those who are selected based on their competency to the job requirement have a great probability of executing their duty effectively. On the other hand the newly recruited employees who don't execute effectively poor recruitment and selection practice can be mentioned as the main reason for ineffective employees' performance which affects the organization performance directly.

The goal of this study is to provide a better understanding of recruitment and selection practices in the context of the Addis Ababa City Administration. This research study would also help to identify important areas for filling the existing gap in literature and to study the value of recruitment and selection processes as a predictor of the success of public service delivery.

1.4. Research Questions

In order to achieve the objectives of this report, the following research questions should be addressed:

1- What are the recruitment and selection practices of Lideta sub-city administration?

2- What is the relationship between recruitment and selection practices and organizational performance at Lideta sub-city administration?

3- What is the relationship between HR policy and organizational performance at Lideta sub-city administration?

4- How do recruitment and selection practices affect the organizational performance of Lideta sub-city administration?

5- To what extent HR policy affect the organizational performance of Lideta sub-city administration?

1.5. Objectives of the Study

1.5.1. General Objective

The general objective of the study is to investigate the effect of recruitment and selection practices on public organizational performance in the case Lideta sub-city administration in Addis Ababa.

1.5.2. Specific Objectives

To achieve the general objective of this study, the following research objectives should be addressed specifically to:

i- Identify the current recruitment and selection practices of Lideta sub-city administration.

ii- Evaluate the relationship between recruitment and selection practices and organizational performance at Lideta sub-city administration.

iii- Examine the relationship between HR Policy and organizational performance at Lideta sub-city administration.

iv- To investigate the effect of recruitment and selection practices on organizational performance taking Lideta sub-city administration.

v- Determine the effect of HR Policy on organizational performance taking Lideta sub-city administration.

1.6. Significance of the study

This study is highly significant as the main focus of this study is to investigate the effectiveness of recruitment and selection practices in Lideta sub-city administration. Recruiting staff is a very costly exercise. It is an essential part of any business and it pays to do it properly. When organizations select the right people for the job, train and treat them well, they tend to produce good results and also tend to stay with the organization longer. In such circumstances, the organization's initial and ongoing investment in them is well rewarded. An organization may have the best resources, but if it does not have the right people, it will struggle to achieve the results it requires.

Therefore, some of specific significance of this study includes:

- This study will assist the management to establish the right recruitment strategy in order to create a better public service and positive internal culture.

- Public organizations especially sub-city administrations to adopt measures in the context of human resource in relation to recruitment, selection, and the performance.

- Lideta sub-city managements will have the opportunity to identity the benefits of these practices and challenges facing their recruitment and selection practices in their organization and find lasting solutions to them.

- Further, it will serve as a springboard for future researches in the field.

1.7. Scope of the Study

The scope of this study is limited geographically, conceptually and methodologically to make it manageable within the specified time and budget.

Conceptually, it focused on the effect of recruitment and selection practices on organizational performances for the fact that recruitment and selection practices explain variation in organizational performance in terms of pool of recruitment (internal/external source), test (written exam and interview), selection & induction and HR policy. Permanent employees, methodologically, it employed quantitative approach that data is obtained from questionnaire filled by both management and non-management staffs, of the sub-city administration served as a target population for this study. Besides, it is geographically limited to Lideta sub-city administration in Addis Ababa.

1.8. Limitations of the Study

Limitations of this study are emanated from the delimitation of its scope. Its generalizability is affected to some extent due to intentional exclusion of other relevant variables, focusing only a single sub-city administration, recruitment and selection and organization performance. Besides, collecting data properly from employees become difficulty due customer crowds, and busy schedule of the employees also effected to some extent. The study was based on sample hence results were not fully absolute as there is a chance for sampling bias in the information given by the respondents.

1.9. Organization of the study

This study is classified into five main chapters. The first chapter refers introduction of the study which included the background, the problem statement, the research objectives, hypothesis, significance and scope of the study. The second chapter focused on literature review. It contains relevant theories, conceptual and empirical discussions leading to identification of research gaps and the conceptual framework. The third chapter presented the research design, target population, sampling methods, sample size, data collection instruments applied well as method of data analysis and presentation. The fourth chapter presented demographic characteristics, descriptive and inferential analysis, findings and their interpretations. The last chapter consisted summary of major findings, conclusions and recommendations of the research study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

In this chapter, a detailed discussion of related literature works on recruitment and selection practices on organizational performance will be presented. Theoretical review, empirical review and conceptual framework of the study will be discussed in detail to support this study.

2.1. Theoretical Literature Review

This section explores various theories with respect to recruitment and selection as bases of achieving high performance within the organization. This study paper focused only on recruitment and selection of the HR elements. The first element is human resource recruitment activity that incorporates a basis for HR strategy according to (Josephat Stephen Itika, 2011). The basis in the HR recruitment, according to (Greenidge et al., 2012), people and their combined skills, abilities and experience, attached with their ability to deploy these in the interests of the employing organization, are now recognized as making an important contribution to organizational achievement and also constituting a major source of competitive advantage.

The second element is human resource selection. This element was best explained as firms must select their workforce to make sure that they have the right people with the right skills in the right places in order to assure constant competitive advantage (Barney, 2001).

2.1.1. The Concept of HR Recruitment and Selection Practices

(Mullins, 1999) indicated that to be a high performing organization, human resource management must be able to assist the organization to place the right person in the right job. The human resource management practices include recruitment, selection, placement, evaluation, training and development, compensation and benefits, and retention of the employees of an organization. Businesses have developed human resource information systems that support: (i) recruitment, selection, and hiring, (ii) job placement, (iii) performance appraisals, (iv) employee benefits analysis, (v) training and development, and (vi) health, safety, and security.

(Dessler, 2000) stated recruitment and selection have become ever more important as organizations increasingly regard their workforce as a source of competitive advantages. Of course, not all employers engage with this proposition even at the rhetorical level. However, there is evidence of

increased interest in the utilization of employee selection methods which are valid, reliable and fair. Dessler listed the essence of these in the following; build a pool of candidates for the job, have the applicants fill out application forms, utilize various selection techniques to identify viable job candidates, send one or more viable job candidates to their supervisor, have the candidate(s) go through selection interviews, and determine to which candidate(s) an offer should be made.

According to (Erasmus et al, 2005) before recruitment is considered, it must be determined whether a genuine need exists for the post to be filled. The departments need to ensure that the decision to recruit is substantiated with facts obtained from valid management information. HR planning should precede any recruitment action.

2.1.2 Differences between Recruitment and Selection

Recruitment and selection are integrated activities, and 'where recruitment stops and selection begins is a moot point' (Anderson, 1994). Nevertheless, it is useful to try to differentiate between the two areas. Different scholars have given different definitions of recruitment. According to (Armstrong, 2009) recruitment is the process of finding and engaging the people the organization needs. (Bohlander, Snell & Sherman, 2001) described recruitment as the process of identifying and encouraging potential applicants in filling the existing or future job vacancy in an organization. (De Cenzo & Robbins, 2006) also state that recruitment is the process of discovering potential candidates from actual or anticipated organizational vacancies. Or from another perspective, it is a linking activity of those with jobs to fill and those who seek jobs.

Based on the above definitions we can say that recruitment is the process of attracting potential candidates in sufficient numbers and with appropriate qualifications, to apply for open jobs positions that an organization needs for. It includes inviting those capable and interested applicants for the job.

As that of recruitment, selection is defined by different scholars differently. Selection is a process of selecting individuals who possess suitable qualifications to fill an existing or future job vacancy. (Yahaya, et al 2009). Selection is much more than just picking the "best candidate/s. In this regard, according to (Mathis & Jackson, 1997), selection is aimed at identifying the right set of knowledge, skills and abilities which comes in package in human being - in an attempt to get a "fit" between what the applicant can do and wants to do and what the organization needs.

Table 2.1: Difference between recruitment and selection:

Recruitment	Selection
Recruitment refers to the process of identifying and encouraging prospective employees to apply for jobs.	Selection is concerned with picking up the right candidates from a pool of applicants.
Recruitment is said to be positive in its approach as it seeks to attract as many candidates as possible.	Selection on the other hand is negative in its application in as much as it seeks to eliminate as many unqualified applicants as possible in order to identify the right candidates.
Recruitment consumes less time as it only involves identifying the needs of the job and stimulating candidates to apply for the same.	Selection involves a wide range of activities, right from short listing the candidates to appointing them.

Source:https://keydifferences.com/difference-between-recruitment-and-selection.html, Last updated on July 26, 2018 by Surbhi S

2.1.3 The Importance of Recruitment and Selection

According to (Bratton & Gold ,2007) recruitment and selection, can play a pivotally important role in shaping organizations' effectiveness and performance, if organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes, they are able to make an accurate prediction regarding their future abilities. If we accept this premise, recruiting and selecting staff in an effective manner can both avoid undesirable costs associated with high staff turnover, poor performance and dissatisfied customers and engender a mutually beneficial employment relationship characterized, wherever possible, by high commitment on both sides.

(Dessler, 2000) found in his study that recruitment and selection practices form a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of the workers. They incorporate the important part of the work of human resource managers or designated specialists within organizations. However, and importantly, recruitment and selection decisions are often for good reason taken by non-specialists, by the line managers. Recruitment and selection also have an important role to play in ensuring worker performance and

positive organizational outcomes. Recruitment and selection have the capacity to form a key part of the process of managing and leading people as a routine part of organizational life, it is suggested here that recruitment and selection have become ever more important as organizations increasingly regard their workforce as a source of competitive advantages.

The success of any organization depends on its employees' behavior and their decision, although there are many other factors contribute in that success, such as the organization size, the environment in which it operates and its activities. Often, human resource management practices are employed to evaluate the performance of the employee in the organization, and in modern era and highly competitive climate between the organizations, the tendency to improve employee performance is by improving the HRM practices (Caliskan, 2010).

(Phillips, 1998) stated that recruitment and selection is the main duty of the human resource manager of every organization. Recruitment is a process which involves selection and the process is the first step towards getting the skilled and the unskilled labour needed for the organization and this create a competitive strength for the organization and the recruitment strategic advantage for the government and private organization.

As a result, it is of great significance to have clear-cut recruitment policy in the organization that will lead to the recruitment of the brightest candidates for the selection of the qualified people in the right position (Petts, 1997). (Dessler, 2000) studied on recruitment and selection and presents a list of the purpose and importance of recruitment and selection. This can be seen below:

- Recruitment and selection increase the success rate of selection process by decreasing number of visibly under qualified or overqualified job applicants.
- Recruitment and selection increase the pool of job candidates at minimum cost.
- Recruitment and selection create a talent pool of candidates to enable the selection of best candidates for the organization
- Recruitment and selection attract and encourage more candidates to apply in the organization.
- Recruitment and selection link the employers with the employees
- Recruitment and selection determine present and future requirements of the organization in accordance with its personnel planning and job analysis activities.

- Recruitment and selection help reduce the probability that job applicants once recruited and selected will leave the organization only after a short period of time.

2.1.4 HR Recruitment and Selection Practices in Public Sectors in Ethiopia

Recruitment and selection are vital functions of human resource management for any type of organization. These are terms that refer to the process of attracting and choosing candidates for employment. The quality of the human resource of a firm heavily depends on the effectiveness of these two functions. Selecting and recruiting the wrong candidates who are not capable of fitting in the culture of an organization may not be cost effective strategy. For public institutions, the purpose of selection and recruitment is to get efficient and dedicated employees that help achieving the objectives of an organization at lowest cost (Ofori & Aryeetey, 2011) in order to satisfy the public at large.

A study on assessment of recruitment and selection practices and its challenges in civil service sub city of Benishengul Gumz region – Ethiopia by (Mr. Mulualem Tarekegn Ferede & Mr. Elfneh Kebamo Sidemo, 2019) stated that the current recruitment and selection practice in the study area was not as effective as required. In general merit based principles are not strictly considered in a way that supports effective recruitment and selection, that lead to low performance achievement of merit based system in the civil service sector. And there were different challenges encountered during recruitment and selection, it is possible to say that the current recruitment and selection of the civil service lacks reliable and valid recruitment system in the study area. This problem is negatively affects the performance of different government sectors in the study area. The study recommended the civil service sector should focus on proper recruitment and selection to assign the right person at the right position. Cultivate the HR expert's capacity through education, training, regular monitoring and follow up to develop and practicing the recruitment and selection.

(Amelmal Chaneyalew, 2016), the effect of Recruitment and Selection on Employees' Performance in Commercial Bank of Ethiopia, The result of the study regarding the recruitment and selection practice indicated that most of the recruitment and selection activities are not effectively handled in CBE. Regarding the effect of the recruitment and selection on employees' performance there is a positive and statistically significant relationship between recruitment and selection and employees' performance as a sum of employees' task performance and employees' contextual Performance.

A study made by professor (Worku Negash, 2014) empirically examined the implementation of recruitment and selection practice in civil service institutions of Oromia national regional state, Ethiopia. The study mainly focuses on the policies and challenges of the recruitment and selection of employees. The Study concluded that the implementation process was not going well. The findings reveal that though the government showed commitment in developing a system that properly guides the process of recruitment and selection, the implementation process is not on track to achieve the desired merit-based system in the civil service sector of the region. The study recommended that the institution should carefully examine the implementation process and address the gaps that exist.

Though the activities of employee selection and recruitment process has been underway for several decades at various public institutions in Ethiopia, yet there are multifaceted problems with regard to its accountability and transparency. The problem of accountability and transparency are associated with the recruitment and selection process. Amongst them, the decision of staffing utterly manipulated by politically affiliated higher officials, favouritisms, nepotism and bias or subjectivity in their decisions have become major problems to the management that lead citizens to have doubts on the merits of their employees in every administration, be it sub-city, woreda or kebele levels.

Some of the problems raised by service seekers of public institutions are lack of sufficient and skilled manpower to implement the process scientifically. It is almost unthinkable to come up with a well-qualified and competent employee at this level which is organized in modern and scientific way of selection and recruitment platform. Effective recruitment at the start helps to tremendously produce capable employees.

2.1.5 The Process of Recruitment

According to (Westhuizen, 2005) the following steps are usually followed in the recruitment process. It should however be noted that since institutions have different needs, recruitment processes will have to be adapted to suit each institution's specific requirements.

A. Recruitment Planning

According to (Armstrong, 2006) recruitment planning contains the number and types of employees required to cater for expansion or new developments, sources of candidates, plans for tapping alternative sources and how the recruitment program will be conducted.

The recruitment plan will incorporate the numbers and types of employees required to make up any deficits, when they are needed; the likely sources of candidates like schools, colleges of further education, universities, advertising, the internet etc.; Plans for tapping alternative sources, such as part-timers, or widening the recruitment net to include, for example, more women re-entering the labor market; and how the recruitment program will be conducted (Armstrong, 2006).

B. Job Analysis

Job analysis, which is the study of what is to be done, where, how, why, and by whom in current and predicted job, begins the recruitment process (Mc-Cormick, 1976). This analysis involves compiling a detailed description of tasks, determining the relationship of the job to technology and to other jobs and examining the knowledge, qualifications or employment standards and requirements (Jain & Saakshi, 2005). A Job analysis does two things (Clifford, 1994). First, it tells the recruiter about the job itself by specifying the essential tasks, duties, and responsibilities involved in performing the job. This is called job description (Ash, 1988). Second, it describes the skills, knowledge, abilities and other personal characteristics needed to perform the job. This is called job specification (Levine, 1983).

Job analysis provides essential information for recruitment (Brannick et al., 1992), and a thorough job analysis helps in the placement decision of an organization by specifying the requirements of a job and the abilities of the person to meet these requirements so that specific jobs are assigned to those people who will be most productive.

C. Human Resource Planning

A recruitment process begins by specifying human resource requirements (numbers, skills mix, levels, time frame), which are the typical result of job analysis and human resource planning activities (Cascio, 1986). Information from job analysis and human resource planning activities activates the next phase in the recruitment process, namely, attracting potentially qualified candidates to apply for vacant positions in an organization.

According to (Kaplan & Norton, 2004) a common problem in recruitment and selection is poor HR planning. Rigorous HR planning translates business strategies into specific HRM policies and practices. This is particularly so with recruitment and selection policies and practices. The key goal

of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost.

D. Attracting Candidates

Attracting candidates refers to reviewing and evaluating alternative sources of applicants, inside and outside the company. Attracting the best candidates is more critical to organizational success whilst those without qualifications find it increasingly difficult to become shortlisted (Chapman. D, 2005). The analysis of strengths and weaknesses should cover such as the national or local reputation of the organization, pay, employee benefits and working conditions, the intrinsic interest of the job, security of employment, opportunities for education and training, career prospects, and the location of the office or plant. The need to be compared with the competition.

E. Selecting Candidates

Once candidates are identified, an organization can begin the selection process. This includes collecting, measuring, and evaluating information about candidates' qualifications for specified positions. Organizations use these processes to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful at their jobs (Robert, 2005).

2.1.6   Sources of Recruitment

In most books the sources of recruiting are categorized into two: internal source of recruiting and external source of recruiting. Both pros and cons are associated with promoting from within (internal source for recruitment) and hiring from outside the organization (external recruitment) to fill openings. In this regard, most organizations combine the use of internal and external methods. Organizations that operate in a rapidly changing environments and competitive conditions may need to place a heavier emphasis on external sources as well as developing internal sources. However, for those organizations existing in environments that change slowly, promotion from within may be more suitable. Recruitment is more likely to achieve its objectives if recruiting sources reflect the type of position to be filled, certain recruitment sources are more effective than others for filling certain types of positions. According to (Decenzo & Robbins, 2009) cited by (Amelmal Chaneyalew, 2016)

Full-cycle recruiting is a term used by human resources specialists who manage the recruitment process from start to finish as shown in Figure 2.1. Full-cycle recruiting begins with sourcing candidates, which means looking for prospective applicants whose qualifications might be suitable for the job openings you have.
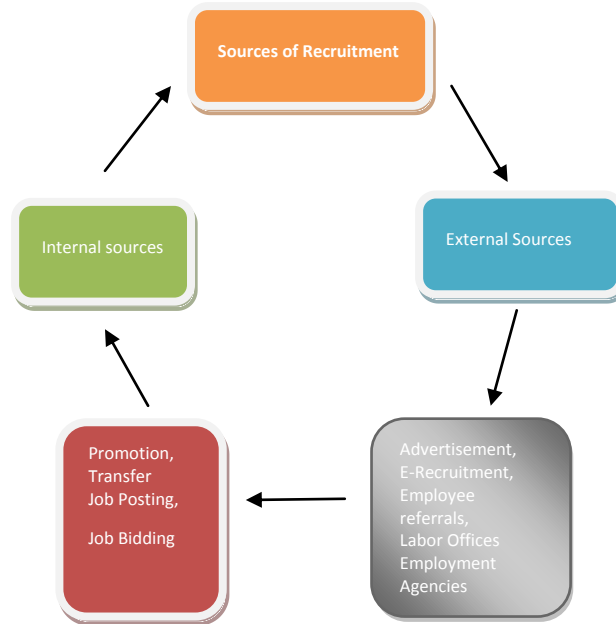
Source: (Prashant, 2009)

Figure 2.1 Sources of Recruitment

2.1.6.1 Internal Recruitment

The sources within the organization itself like transfer of employees from one department to other and to fill a position through promotions are known as the internal sources of recruitment. According to (Decenzo & Robbins, 2009) cited by (Amelmal Chaneyalew, 2016), internal search, for instance, has merits such as; It endears the workers to the organization and increases employee patriotism; It builds morale through expectations of rising through ranks; encourages good individuals who are ambitious to stick with the organization hence controls employee turnover; It improves the probability of a good selection, since information on the individual's performance is readily available; It's less costly than going outside to recruit; and those who are eventually taken from the organization and make succession planning easy.

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(Khan, 2008) further observes that in the case of internal recruitment, qualified candidates can be reached at a low cost and minimal time; this works as a monitor for performance and better assessment of candidate's abilities is also possible. In addition, posting jobs internally is an excellent method of offering promotion opportunities to all employees and minimizing employee complaints of unfair treatment and unlawful discrimination.

On the other side, it may have the following disadvantages (Yahaya & et al 2009); Job requirements cannot be match by existing employees, especially for those higher ranking positions; Organizations do not have the opportunity to acquire the knowledge and expertise of employees who have been trained by other organizations; It is difficult for the organization to encourage free flow of new idea among existing employees, as well as to encounter their existing negative attitudes; The organization has to face the risk of employee cloning, i.e. employees who maintain repetitive work behaviour and attitude.

Recruitment may be conducted internally through the promotion and transfer of existing personnel or through referrals, by current staff members, of friends and family members. Where internal recruitment is the chosen method of filling vacancies, job openings can be advertised by job posting, that is, a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda. Referrals are usually word-of-mouth advertisements that are a low-cost-per-hire way of recruiting. Internal recruitment does not always produce the number or quality of personnel needed; in such an instance, the organization needs to recruit from external sources (Khan, 2008).

2.1.6.2 External Recruitment

External recruitment is expensive and time consuming; more over external recruitment can be demotivating for the existing employees and it can cause serious employee morale problems. There is also the risk of hiring candidates who does not fit with the job or organization when compared to the apparent high potential displayed during the selection process (Mathis & Jackson, 2005). According to (Braun,1995) it remains the most utilized source of employees because of the variety and scope of potential employees that the organization can access through one advert; he further argues that such employees bring new cultures of worker and is best used when an organization intents to solve dysfunctional system due to internal customs.

According (DeCenzo & Robbins (2006), external recruitment can be made either by encouraging walk-in applicants; advertising vacancies in newspapers, magazines and journals, and the visual and/or audio media; using employment agencies to "head hunt"; advertising on-line via the Internet; or through job fairs and the use of college recruitment.

2.1.7   The Process of Selection

The selection process is essentially a series of methods of securing potential information about the applicant. Although the sequence of steps differs from one organization to another, the process ends in acquiring the right person for the right job. According to (Noe, Hollenbeck, Gerart & Wright, 2005) cited by (Amelmal Chaneyalew, 2016), there are eight stages in selection process:

1. **Preliminary Review**

At this stage, the job seekers may visit the organization in person or send job application letter. The organization then examines the applications to check whether there is a match between the applicants' qualifications and the vacant position. Thus, those applicants who best satisfy the selection criteria will be selected for selection tests according to (Noe et al, 2005) cited by (Amelmal Chaneyalew, 2016).

2. **Selection Testing**

Selection tests are instruments that enable organizations to assess the match between the prospective employees and the requirements of job opening. They enable the management to make rational hiring decision. On the other hand, ability and motivation to perform a task determine employee job performance. Selection tests, therefore, may accurately predict an applicant's ability to perform the job according to (Noe et al, 2005) cited by (Amelmal Chaneyalew, 2016). The most prominent tests among others are presented as follows;

Intelligence tests: it measures the range of mental abilities which enable a person to succeed at a variety of intellectual tasks using the faculties of abstract thinking and reasoning. They are concerned with general intelligence and are sometimes called 'general mental ability' (GMA) tests.

Ability Test: An Ability test establishes what people are capable of knowing or doing. The term can refer primarily to reasoning ability; such as verbal reasoning, numerical reasoning, spatial reasoning and mechanical reasoning.

Personality Tests: Personality tests attempt to assess the personality of candidates in order to make predictions about their likely behaviour in a role. There are many different theories of personality and different types of personality tests. One of the most generally accepted ways of classifying personality is the five-factor model, which defines Extraversion/introversion, emotional stability, agreeableness, conscientiousness and openness to experience.

Assessment Centers: assessment centers assemble a group of candidates and use a range of assessment techniques over a concentrated period (one or two days) with the aim of providing a more comprehensive and balanced view of the suitability of individual members of the group. It provides opportunities for indicating the extent to which candidates match the culture of the organization. (Armstrong, 2009)

Work Sample: is a selection device requiring the applicants to actually perform a small segment of the job. Work sample test tend to be job specific that is, tailored individually to each different job in each organization (Noe, R.A.,Hollenbeck, J.R.,Gerhart, B.& Wright, P.M. 2008).

3. Selection Interview

Selection interview is a tool designed to assess job-related knowledge, skill and abilities (KSAs) and clarify information from other sources (Mathis & Jackson, 1997). Conflicting information may have emerged from test, application forms, and references. As a result, the interviewer must obtain as much pertinent information about the applicant as possible during the interview time, evaluate this information against job standards, and make a decision. Applicants may be interviewed by different people. It will help in order to measure the communication skills and motivation of the applicants;

According to (Robert, 2005) interviews are the most frequently used selection technique and it is very unusual for candidates to be appointed without interviews. Interviews may either be structured or unstructured. The interviewer compares the answers to positive and negative descriptions of the behaviours, scores each of the competencies and makes judgments based on the scores. Recent research shows that behavioural/experience interviews are a more effective form of structured interview (Robert, 2005). Although interviewing is one of the best-established selection techniques, it suffers from a number of problems. Regardless of its problems the interview remains one of the most popular selection techniques. Whatever its technical value in the selection process, it is of great perceived value to selectors and a very important aspect of the interviewer (Robert, 2005).

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The unstructured interview generally takes the form of a free-ranging discussion, sometimes with the interviewer using a set of favourite questions but giving the interviewee free rein to answer in a general way. In an unstructured interview, the interviewer uses his or her own judgment about the overall performance of the candidate in deciding whether or not they match the role. The unstructured interview is the most commonly used interview. It is frequently used by professional and selection agencies that are confident in their ability to assess the candidates without the constraints of a structured interview. Research suggests that the unstructured interview is only half as effective as a structured interview.

The structured interview is focused on a set number of clearly defined criteria, usually competencies. The questions are carefully structured to obtain specific information about the criteria and the answers are scored against a consistent scoring range. The structured interview may be a situational or behavioural interview. In situational interviewing candidates are presented with a future hypothetical situation and asked to explain how they would deal with it. The answers are assessed for evidence of relevant ability. In behavioural/experience interviews, the questions are aimed at drawing out past examples of behaviours, linked to specific competencies (Robert, 2005).

It is difficult for the interviewer to sustain attention throughout the interview, with interviewers sometimes able to remember only the opening and closing stages of the interview. Judgment of interviews can sometimes be clouded by prejudices or influenced unduly by stereotyping the candidate with for example, others in his or her institution, or mirroring situations in which the interviewer looks more favourably on candidates matching the interviewer's own profile. Perhaps the most common failing of interviews is the lack of preparation on the part of the interviewer.

4. References and Background Checks

Checking references and investigating the candidates' background history are important tools that enable organizations to determine whether past work experience is related to qualification required for the new job. Moreover, candidates may also be required to submit recommendation letters. The letters reveal past behaviour, the candidate's job interest, relation with immediate boss and co-workers, and reason for termination according to (K. Asewathappa, 2005) cited by (Amelmal Chaneyalew, 2016).

5. Physical (Medical) Examination

In most cases, a job offer is conditional upon presentation of a medical certificate that testifies the applicant is both mentally and physically capable of performing the job in question. If there is no disqualifying medical problem during the examination, the candidate can now be employed and be given a letter of employment. According to (K. Asewathappa, 2005) cited by (Amelmal Chaneyalew, 2016).

6. Selection Decision

After obtaining and evaluating information about the finalists, the most critical step of all is making the actual hiring decision according to (Noe, et al 2005) cited by Amelmal Chaneyalew (2016).. Among the candidates decided to be hired, some of them may not accept the job offer or may even fail the physical examination, it is, therefore, important to keep a waiting list according to (K. Asewathappa, 2005) cited by (Amelmal Chaneyalew, 2016).

7. Job Offer

Job offer is made through a letter of appointment. Such a letter generally contains a date by which the appointee must report on duty. The appointee must be given reasonable time for reporting, this particularly necessarily when he or she is already in employment according to (Noe et al, 2005) cited by (Amelmal Chaneyalew, 2016).

8. Employment Contract

After the job offer has been made and the candidates accept the offer a certain documents need to be executed by the employer and the candidate. One such document is the attestation form. This form contains certain vital details about the candidate which are authenticated and attested by him/her. Attestation form will be a valid record for future reference according to (K. Asewathappa, 2005) cited by (Amelmal Chaneyalew, 2016).

According to DeCenzo, D. and Robbins (2005) orientation is a system on introducing new employees to the organization and their work units. Orientation involves familiarization new employees with company rules, policies and procedures. Orientation programs play an important role in socializing employees according to (Noe et al, 2005) cited by (Amelmal Chaneyalew, 2016).

It is essential to follow up newly engaged employees to ensure that they have settled in and to check on how well they are doing. If there are any problems it is better to identify them at early stage than allowing them to fester (Armstrong, 2006).

2.1.8   The Nature of Organizational HR Policy

In every organization the way that the works should be done and the guidance which shows right path for the organization are written as policies. Policies are written regulations in accordance of which decisions are taken and actions are taken. Similarly, in a public organization polices are presented within their statute. Furthermore, a significant part of a public organization policy is its recruitment policies which aims to adopt recruitment process in accordance to the cultural diversity of country, carry out merit-based recruitment and takes affirmative action's (Okeke- Uzodike & Subban, 2015).

Generally, public policies in governmental organizations are the path way for accomplishing their programs. Therefore, for the recruitment and selections policies it is essential to have clear description and requirement, provide realistic preview, and have merit-based testing for its assignations (Armstrong, 2006). Recruitment and selections aims to hire suitable and qualified employees for organization, so in a public organization it seems to be vital because this process is the main determiner of an organization and staffs' performance and quality. A principle for suitable recruitment policy varies depending on the source, size and goal of organization (Itika, 2011).

According to (Armstrong, 2006) a clear policy on when and how recruitment and selection will be conducted is important for the management, staff and the applicants because of the potential dangers of subjectivity. Much can be achieved through clear policy statements on each aspect of recruitment and selection process. Some of the gains are well described by (Armstrong, 2006) who says that recruitment and selection policy helps the organization to: provide guidance on how and when jobs will be advertised, provide guidance on how selection will be conducted, state priorities for consideration, instruct on how disputes are to be handled and indicate the effect on other policies in the organization.

These benefits are likely to be achieved if specific principles are used in stating recruitment and selection policy. These are:

- Defining the key concepts in the policy.
- Stating the rationale for the policy.
- Adhering to the principal legislations of the country.
- Focusing on appointment based on merit.
- Adhering to fairness on recruitment and selection (equal opportunity).
- Considering cost effectiveness in the recruitment and selection process.
- Attracting and selecting the most valuable employees.
- Taking into account the role of the management, the human resource department, selection panel, and the job applicants in the recruitment and selection process.

The process of recruitment and selection requires wide range of activity which starts by advertising the vacant position and receiving application forms, followed by picking up most qualifies candidates, and ended up testing and hiring them. As the process is dealing with managers, employees, and candidates, it is needed to be cleared by obvious policy in order to avoid any evaluation risk. Therefore, the need for clear recruitment policy which conduct a proper recruitment and selection process is essential for a public organization because this process is dealing with the not only with manager but also with current staffs and candidates who are expected to be future employees of organization. The goal for having clear and obvious policy is to avoid assessment risks. It also provides the opportunities of hiring the best and qualified members for organization. Here some benefits of having clear recruitment policy are described subsequently

- Recruitment and selection procedure aims to show clear path way for hiring employment
- Shows criteria for candidates' assessment
- Accomplishing merit-based recruitment and selection policy
- Avoid any kind of discrimination
- It must be an instruction in handling difficulties toward recruiting
- Attract the most favourable and qualified candidates
- Describe the positions and requirement for them
- Provides guidance that how and when to advertise the jobs etc..

2.1.9   The Nature of Organizational Performance

Performance as defined by (Hellriegel et al. ,1999), is the level of an individual's work achievement after having exerted effort. (Hayward, 2005), stated that individual performance is a product of ability multiply by motivation. With environmental factors influencing performance primarily through the effect of individual determinants of performance ability and motivation. (Qureshi & Ramay, 2006), argue that HR practices are positively correlated with the profitability and suggest that management of organization must focus on these HR practices (recruitment and selection) resulting in improved organizational profit. In order to get maximum output from employees, it is important to consider a fit between successful candidates and the organization. This is made possible by the use of selection criteria as basis on the questions asked by the selection panel and in interview. By selecting the required candidates for positions in respective departments, line managers could help achieve a better fit between job and candidate (Zhu & Dowling, 2002).

Performance is an aspect of every organization. After the recruitment process has got many people for the available vacancies and selection has employed the right people, the organization expects nothing but tasks accomplishment from the newly employed. The organization has its set goals and to meet the demand of its consumers who expect the best and high quality service from the organization. This can only be achieved when employees do their work effectively and efficiently leading to organizational performance.

Organizations have an important role in our daily lives and therefore, successful organizations represent a key ingredient for developing nations. Thus, many economists consider organizations and institutions similar to an engine in determining the economic, social and political progress. Thus, organizational performance is one of the most important variables in the management research and arguably the most important indicator of the organizational performance (Gavrea, Ilieş & Stegerean, 2011). Although the concept of organizational performance is very common in the academic literature; its definition is difficult because of its many meanings. For this reason, there isn't a universally accepted definition of this concept.

The authors (Lebans & Euske, 2006) provide the following definition to illustrate the concept of organizational performance: Organizational Performance is a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results.

Organizational performance encompasses financial performance (profits, return on assets, return on investment); Market performance (sales, market share); and Shareholder return (total shareholder return, economic value added) (Richard et.al, 2009). Organizational performance is generally indicated by effectiveness, efficiency, productivity, satisfaction of employees and customers, innovation, quality of products and services and ability to maintain a unique human pool. The ultimate goal of a business organization is higher financial performance or maximization of wealth for stake holders (Becker & Huselid, 1998).

2.1.10 Evaluating Recruitment and Selection Practices

It important to evaluate the success of recruitment and selection processes as well as use of competencies during the process. The purpose of evaluation is to ensure whether the processes are meeting the intended plans as per the needs of the organization and complying with equal opportunity requirements. According to (Myrna L.Gusdorf, 2008) cited by (Amelmal Chaneyalew, 2016). most organizations keep at least minimum statistical information on their recruitment and hiring processes to evaluate the processes and ensure that it is cost-effective, timely and, most importantly, that you hired the right person. Information gathered may be valuable for further recruitment as the organization grows. It is necessary for a prudent employer to try to answer questions like:

- Were your methods cost-effective?
- Did you stay within budget?
- Did your recruitment generate a large enough applicant pool to make a good selection decision?
- Were your applicants qualified for the job?
- How many applicants must you generate to get a good hire?
- How long did it take to fill the position?
- How long does it take for a new employee to "get up to speed?

The broad test of the effectiveness of the selection process is the quality of personnel hired. An organization must have competent and committed personnel. The selection process, if perfectly done, we insure availability of such employees. In order to evaluate the effectiveness of the selection program periodic audit must be conducted by people who work independent of the human

resource department based on systematic evaluation outlines according to (K. Asewathappa, 2005) cited by (Amelmal Chaneyalew, 2016).

The effectiveness is measured as how well it works and achieves to its intended results. Thus, this will help the organization to assess itself how nearer it has approached for the perfection. Recruitment and selection practice effectiveness can be measure with the following metric or parameter that have been identified by (Armstrong, 2006) and (Stredwick, 2005) which are: time to fill, Quality of hire, Cost per Hire, employee Satisfaction, turnover and hiring‟s manager satisfaction

Time to Fill – (Total Days to Fill/ Total Hires)

Time to fill analyses the average time it takes to fill a vacancy and uses this to measure the efficiency of the recruitment process. The rationale here is that vacant positions cost money and the faster a position is filled the better the organization is being served Time to fill is one of the most common recruitment statistics companies monitor to determine the effectiveness of their recruiting process. This metric can be tracked in various ways such as time from search kickoff to accepted offer or hours spent on each requisition. Time to fill is great for uncovering inefficiencies and delays in the interview process.

Quality of Hire

Identifying talent quickly (time to fill) is just one piece of the puzzle. Assessing quality of hire is equally (if not more) important when determining the success of your recruitment process. However, this metric can be tricky to measure as it is largely based on subjective feedback. Use a survey to measure hiring manager satisfaction or look at the retention rates of your new hires over time to get a glimpse into quality of hire.

It is important to compare how the new employee performs after he gets hired and determines how well he is executing the responsibilities expected from him as per the job description he was hired to fulfill. Measuring quality of the hire is extremely crucial and it should be measured by regularly using performance-based interviews along with measuring important criteria. Based on the results obtained, quality of the hire can be determined.

Cost per Hire

Measuring cost per hire can help to assess the financial investment that the company is making to attract and hire new talent. There are different methods used to calculate cost per hire. Choose the one that best fits your current process and business goals. Recruitment according to (Cassidy C., Kreitner R., 2010) classified in to two types:

Tangible costs

Advertising (the time and consulting costs, writing, place and print the ads), screening candidates, interviewing, testing, training, orientation, new employee setup, travel expenses;

Intangible costs

Less productivity for the new employee, cost of rework for increased errors by the new person, increased supervision to coach the new hire, cost to pay experienced person to take on additional work during vacancy period lost productivity from stress of team during vacancy period, the cost of reduced performance by the person learning, the impact on employee morale.

Employee Satisfaction

When assessing recruitment, we often only think of how our business is impacted directly. What about the new hire? How was her experience from resume submission to signed offer letter? Administering a survey for new hires geared toward applicant satisfaction will provide invaluable insight into candidate experience and help you make adjustments.

Hiring manager's satisfaction

Hiring manager's satisfaction measured by how satisfied they are with the new hire and the current recruitment and selection process and practice of the organization.

Turnover

It shows how long your new hires stay with the company. The biggest indicator that the recruitment strategy is failing is high turnover of new hires. When employees leave within their first year can point to poor hiring decisions.

Recruitment is an essential part of any organization. Ensuring you have an efficient, cost-effective, and rewarding experience for all involved is important. When you measure recruitment on a

consistent basis and focus on continuous improvement based on those results, you'll see better hires, less time and money spent, and a well-oiled recruiting machine overall.

2.1.11 Impact of Recruitment and Selection for Organizational Performance

Recruitment and selection outline the main component of the overall resourcing stratagems of an organization, which recognizes and obtains people required in an organization to last and be successful in the short term to medium term (Elwood & James, 1996). In addition, there is a significant and positive association between the firm's performance and recruitment and selection. A positive relationship is also found by (Sang, 2005) between the performance of business and recruitment and selection. (Wright et al., 2005), (Katou & Budhwar, 2006), and (Ichniowski & Shaw, 1999) also highlighted related positive findings between performance and recruitment and selection in Iraq, New Zealand, Finland and Canada.

The fundamental reason behind recruitment is to generate a cluster of duly eligible candidates to facilitate the best candidates' selection for the organization, by means of drawing closer more and more workers to submit an application in the firm while the fundamental reason behind selection procedure is to pick the suitable candidate to fill up the range of vacant positions in the firm.

Selection procedures actually determine that who is rejected and who is hired. If the policies are properly designed, it will assist in induction of right individuals who match the job specifications. Productivity increases when best candidates are inducted. Positive relation was found by (Terpstra & Rozell, 1993) between selection test validation, extensiveness of recruiting and use of formal selection processes and firm profits. Some researchers concluded that there is a positive relation between organizational performance and effective staffing.

As explained by (Henry & Temtime, 2009) to fill an available vacancy, selection is a systematic procedure of decisions about an individual. During this process, it is very important to consider about a organization for a numerous reasons. According to (Henry & Temtime, 2009), organization's performance usually relates to the people who work in it, meaning organization needs to hire those people whose objectives and ambition matches with the organization. Similarly, hiring someone new is also an expensive process for an organization. (Henry &Temtime, 2009) highlights that hiring a new individual might be a difficult job, but ultimately it will benefit the

organization. It has been argued by (Priyanath, 2006), hiring someone with the correct and required qualifications is a challenging task.

2.2 Empirical Literature Review

(Habtamnesh Gode, 2019) Effect of Recruitment and Selection Practices on Organizational Performance in the Case of United Bank S.C The purpose of this study was to investigate the effect of recruitment and selection practices on organizational performance of United Bank S.C. Descriptive survey design was used for the study. Stratified and simple random sampling techniques were engaged. In conclusion the study highlights the importance of recruitment and selection practices to achieve and sustain superior performance in changing business environment and need for an integrated approach toward formulation and implementation of recruitment and selection practices. The study recommended that other means of vacancy announcement methods (job sites, social media) should also be adopted to give alternative options for potential applicants, to encourage employees to perform will, the company needs to assess the possibility of promotion taking in the account its merits and demerits, the management of the bank should always consider the needs of the customers, the management of the bank should frequently take the feedback of customers and should incorporate the changes desired by the customers in their feedbacks, to maintain sustainable competitive advantage the bank should be focus on customer satisfaction by offering differentiate services and UB should reduce the time gap between candidates interview and employment contract.

(Yashar Fadhil Mohammed HARKY, 2018), the significance of recruitment and selection on organizational performance The Case of Private Owned Organizations in Erbil, North of Iraq. The aim of this research study was to measures the level of effectiveness and efficiency of the recruitment and selection process and organizational performance. Sampling technique in this study is the quota sampling technique. The main methods used in analyzing quantitative data are correlation analysis and two-way ANOVA, and it comprises the correlation between Recruitment and Selection and Organizational Performance. Results from the study present the recruitment and selection, and Organization Performance of employees greatly determines the performance of an organization and this becomes so vital if the organizations aim for greater goals. This also determines the level of effectiveness and efficiency of the company. Some of the key things to suggest by this study are; to maintain equality for all applicants, avoid nepotism, tribalism and

favoritism when recruiting or selecting employees, selected applicants should be well informed about the policies of the job so as to enhance development.

2.3 Conceptual Framework

(Huselid, 1995), stressed that adopting best practices in recruitment and selection, allow the good quality of skill in the organization. (Campbell, 1990) showed the positive impact of recruitment and selection toward the performance of the employee. A related study by (Jehanzeb & Bashir, 2013), also showed that recruitment and selection is the first step in employees' performance evaluation process. This is linked with identify, attract and select the appropriate applicant to meet the requirements of the jobs in the organization. This process is important to make sure about the outcomes of the recruitment and selection process in the organization. (Choo & Bowley, 2007), also stated that among all other HRM practices, training and recruitment and selection are the most important factors that affect employee performance and are positively and significantly linked with the performance of the employee.

For the purpose of this study, Employee performance (EP), have been taken into consideration as operational variables to indicate organizational performance as the dependent variable and recruitment and selection as independent variable.

Independent Variables   Dependent Variable

Recruitment

Internal Recruitment

External Recruitment

Selection

Written Exam & Interview

Selection & Induction

Organization Performance

HR Policy
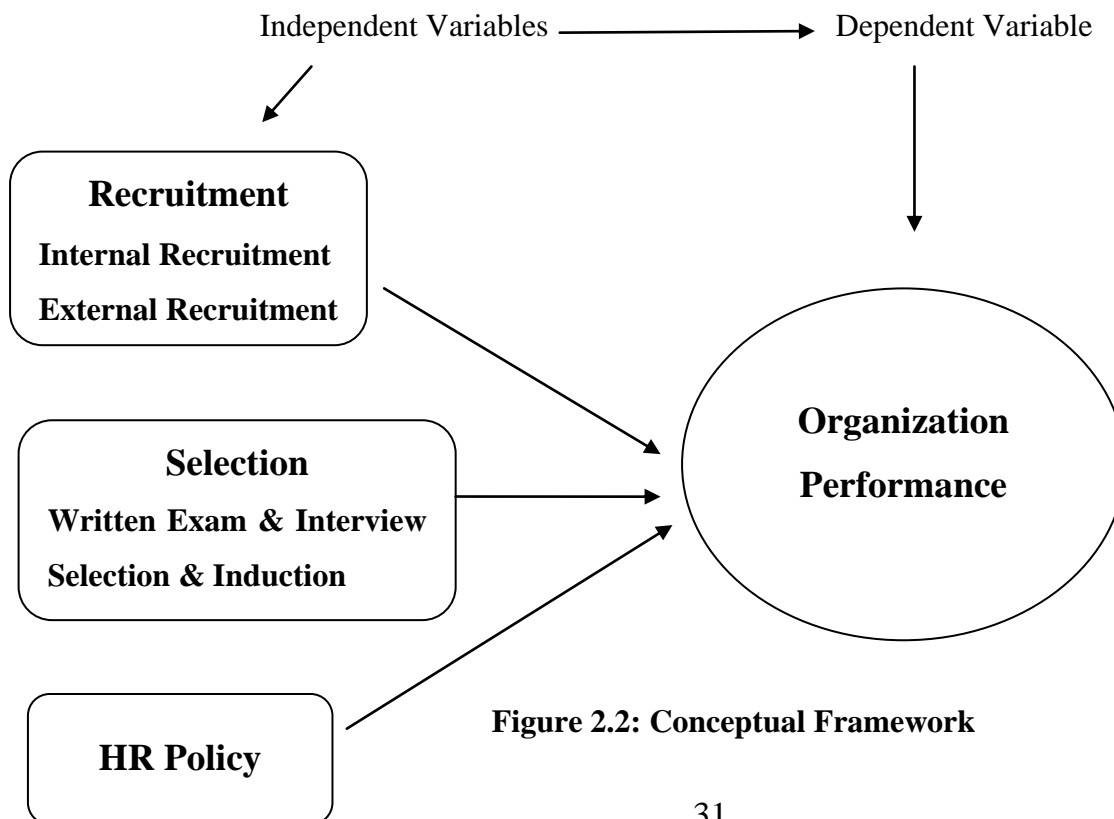
Figure 2.2: Conceptual Framework

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2.4 Research Hypotheses

The following alternate hypotheses are proposed to address the objectives of this study:

H1 – Internal recruitment has positive and significant effect on organizational performance

H2 – External recruitment has positive and significant effect on organizational performance

H3 – Written exam & interview has positive and significant effect on organizational performance

H4 – Selection & Induction has positive and significant effect on organizational performance

H5 – HR policy has positive and significant effect on organizational performance

CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

Research methodology comprises of topics related to how the research is carried out with respect to methodological grounds. The purpose of this chapter is, thus, to come out with the various processes involved addressing the research questions raised in the statement of the problem. It commences laying out the research design and approach following sampling technique, data collection tools and procedures to be used to collect the data, along with how the collected data analyzed. The reliability and validity of the research and ethical considerations are also addressed in this chapter.

3.1. Research Design and Approaches

Research design is the blueprint for fulfilling research objectives and answering research questions. In other words, it is a master plan specifying the methods and procedures for collecting and analyzing the needed information (John et.al, 2007). A research design shows the master plan for collecting and analyzing the required data by specifying the methods and procedures that is going to be used. Based on purpose, research design is classified into three main categories such as descriptive, exploratory and explanatory researches. Explanatory research seeks explanations of observed phenomena, problems, or behaviours. While descriptive research examines the what, where, and when of a phenomenon, explanatory research seeks answers to why and how types of questions. It attempts to "connect the dots" in research, by identifying causal factors and outcomes of the target phenomenon. For the study descriptive and explanatory research was employed for the fact that the study focuses to investigate the effect of recruitment and selection practice on organizational performance.

Research Approach

There are two basic research approaches, quantitative and qualitative approach. Qualitative research approach involves studies that do not attempt to quantify their results through statistical summary or analysis. In a way it seeks to describe various aspects about behaviour and other factors studied in the social sciences. In qualitative research data are often in the form of descriptions, not numbers. Whereas quantitative research which engages in systematic and scientific investigation of quantitative properties and phenomena and other relationships. The aim of quantitative research is

to establish and use mathematical models, theories and hypotheses relating to natural phenomena. To do so, quantitative data are required for the analysis to find proof of the relationship between of the study variables as indicated.

3.2. Population, Sample Size and Approaches

3.2.1. Research Population

Referring Lideta sub-city administration's HR database as of October, 2020, the office had a total of 1,118 permanent employees working at different departments. Since the human resource guideline of the company mainly entitles benefit/incentive packages for only permanent employees with a minimum of one-year work service in the organization. Thus, only active permanent staff with a minimum of one-year experience in Lideta sub-city admin is considered for the survey but those who were on sick-leave, outstation assignment, or under suspension are excluded for their inaccessibility and the possibility of biased responses. Therefore, the study population encompasses permanent employees with a minimum of one year service in the company.

3.2.2. Sample Size

Sampling is the process of selecting a number of study units from a defined study population (Zikmand, 2010). It is economical to take representative sample for the intended investigation when conducting census is unrealistic. Since the number of the population is known, simplified formula for proportion sample size is determined by the following formula as it stated by (Yamane, 1967). Therefore, the formula to determine the sample size is:

Where: n -designates total number of permanent employees; e - designates maximum variability or margin of error 5% (0.05); and n- designates computed sample size.

n= sample size

N= Total population

e= sample error

Therefore; n=1118/[1+118(0.05)^2]

n=1118/[3.795]

n=295

Taking covid-19 debacles, relatively high non-response rate was expected. To achieve the desired number of respondents, 10% of the calculated sample size was added to the total sample size. Then sample respondents became 324 in number. Since Lideta sun-city admin categorizes its employees under two strata namely management and non-management staffs, their distributions based on the stratum are depicted on table 3.1 below.

Table 3.1 Sample Proportion per Stratum

Stratum	Population	Proportion	Sample Proportion	Total
Management	40	3.58%	0.036*324	12
Non-Management	1078	96.42%	0.964*324	312
Total	1118	100.00%	1.0*324	324

(Source: HR Database, 2020)

3.2.3. Sampling Techniques

Probability sampling technique is used to select the targeted respondents from the sampling frame. There are two basic sampling techniques namely probability and non-probability sampling. Systematic random sampling is one of the probability sampling techniques that helps select the targets from each strata based on lottery method or through random number tables. Here the population is grouped under management and non-management strata for heterogeneity of managements' benefit packages and other incentives are substantially different from non-managements, then respondents were selected proportionately from each stratum by lottery method. Employing stratified random sampling method is appropriate to generalize the results of the findings to the entire population.

3.3. Source of Data

There are two sources of data namely primary and secondary data which could be used for research analysis. In this study, both primary and secondary data are used for analysis. Primary data regarding the employees' perception towards recruitment and selection practices and its influence on overall organizational performance. Whereas, HR database as a secondary sources, employees'

socio-demographic characteristics have been taken for analysis. Besides, different scholarly articles reviewed to comply and articulate the related literature review.

3.4. Data Gathering Instrument

A survey questionnaire was used to collect the primary data. As suggested by (Creswell, 2009), administering questionnaires allows the researcher to collect data with low cost even when the universe is large and is widely spread geographically. Respondents who are not easily approachable can also be reached conveniently and large samples can be taken. The survey questionnaire contains two parts. The first part describes the demographic profile of the respondents. The second part of the questionnaires is designed to collect data relating to the study variables namely recruitment & selection (independent variable) and organizational performance (dependent variable). Recruitment & Selection consists of five independent variables along with a total of 22 questions (4 - internal recruitment, 4 - external recruitment, 6 - Test (written exam & Interview), 4 - Selection & Induction, 4 - HR Policy); whereas, organizational performance contains 4 – questions. The questionnaires were prepared on five-point Likert Scales ranging from strongly disagree to strongly agree. The value assigned are 1 =strongly disagree, 2 = disagree, 3 = neither agreed nor disagreed, 4 = agree, 5 = strongly agree. It is adopted from a previous study but customized to some extent without modifying the basic concepts.

3.5. Procedures of Data Collection

The research was conducted in person for the fulfillment of academic requirement. A total of 26 questionnaires were first distributed to other similar sub-city (Arada sub-city in this case for size equivalency) to pretest the reliability of the scaling instrument. Then once confirmed their validity, the questionnaires were distributed to the targeted respondents at Lideta Sub-city administration office. Despite the debacles of covid-19, the self-administered questionnaires were disseminated physically in person as operational level workers have fewer tendencies to use emails regularly. The contacted respondents filled the questionnaires accordingly after having their full consent and briefed the purpose of the study clearly.

3.6. Methods of Data Analysis

Both descriptive and inferential statistics were used to analyze the quantitative data gained through structured questionnaire. All the variables are coded and entered into the SPSS to analyze data obtained through questionnaires. Descriptive statistics is used to describe the usefulness of the data set and examine relationships between variables. To describe the data, preliminary descriptive statistics such as frequency, percentages, mean scores and std. are computed. Regarding the inferential statistics, multiple regression analysis is performed using the five selected Recruitment & Selection dimensions as independent variable and organizational performance as dependent variable.

Model Specification - Regression analysis is a statistical method to deal with the formulation of mathematical model depicting relationship amongst variables which can be used for the purpose of prediction of the value of dependent variable, given the value of the independent (Kothari, 2004). The basic aim was to see the extent to which the recruitment & Selection practice affect the overall organizational performance in terms of coefficient of determination (r^2 value), the regression coefficient (beta coefficient) and the p-values (ANOVA Test3) for the significance of each relationship. Before conducting the regression analysis, regression assumption tests (multi-collinearity, homoscedasticity and normality) had been carried out; and correlation coefficients were used to quantitatively describe the strength of the association between the variables. According to (Hair, 2006) the Pearson correlation coefficient measures the degree of linear association between two variables. It varies between -1.00 to +1.00, with 0 representing absolutely no associate on between the two variables.

Empirical model applied in this study is, thus, formulated a multi-regression analysis model for investigating individual effect of each independent variable. To do so, the relationship between the variables is formulated as:

Where: ORP = overall Organizational performance; x_1 = Internal Recruitment; x_2 = external recruitment; x_3 = Written exam and Interview; x_4 = Selection & Induction; x_5 = HR Policy; e = error term; β_0 = constant, term; $\beta_{1, 2, 3, 4 \& 5}$ = coefficient terms of the corresponding listed variables.

3.7. Validity and Reliability Test

Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure (Creswell, 2009). Content validity is the extent to which a measuring instrument provides adequate coverage of the topic under study. If the instrument contains a representative sample of the population, the content validity is good. Its determination is primarily judgmental and intuitive.

Reliability estimates the consistency of the measurement or more simply, the degree to which an instrument measures the same way each time it is used under the same conditions with the same subjects (John et.al, 2007)

Reliability of the data collection instrument involves the consistency of the result obtained with the instrument. It can be equated with the stability, consistency, or dependability of a measuring tool. Cronbach's alpha is one of the most commonly accepted measures of reliability. It measures the internal consistency of the items in a scale. It indicates that the extent to which the items in a questionnaire are related to each other. It also indicates that whether a scale is one-dimensional or multidimensional. The normal range of Cronbach's coefficient alpha value ranges between 0-1 and the higher values reflects a higher degree of internal consistency. Different authors accept different values of this test in order to achieve internal reliability, but the most commonly accepted value is 0.70 as it should be equal to or higher than to reach internal reliability (Hair, 1998).

Table 3.2 Reliability Test

Number of items	Cronbach's alpha
26	.934

Source: Survey Result, SPSS (2020)

The overall Cronbach Alpha Coefficient for all items is also .934. To sum up, all the constructs have confirmed as reliable variables that can be taken as an indication of acceptability of the scale for further analysis.

3.8. Ethical Considerations

after taking these ethical principles into considerations and fully living up to the requirements this study can be classified as ethical for the fact that there are descriptive questions about the respondent's' demographic profile but this information is not enough to identify the person.; ethical principle to consider is the lack of informed consent; and targeted participant should receive as much information needed to make a decision whether to participate or not. The survey will contain information about the research and contact details for further questions. The third ethical principle concerns the invasion of privacy. The respondent might find some questions too private and do not wish to make the answer public. In this study the respondent has the opportunity to skip a question if it is judged sensitive.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This chapter presents the results of the data analyses and their interpretations. The analyses were summarized under descriptive and inferential analysis. Descriptive analysis describes the demographic profile of respondents, analysis of responses in each attribute. Whereas the latter, inferential statistics, includes scale reliability test, correlation and multiple regression analysis.

4.1. Response Rate

The results provided detailed analysis of the data collected through self-administered questionnaire which constituted personal information of the respondents and the attributes of the study variables such as recruitment & selection and organizational performance dimensions.

Table 4.1 Response Rate

	Response Rate in Number	Response Rate in Percentage %
Questionnaires Distributed	324	100%
Questionnaires Retuned	305	94.1%
Questionnaires Rejected	9	3%
Questionnaires Used	296	91%

As the table shows after having screened the collected questionnaires for missing data and other discrepancy, it was found that 296 valid and usable questionnaires identified for statistical analysis. Then, collected responses were encoded in to SPSS 20.0 and went through coding as well as error correction to make them suitable for proposed technique of data analysis. Once the preparation was completed, carried out the required analysis and the results are presented as below.

4.2. Demographic Background of the Respondents

Table 4.2 Summary of Demographic Profile

Characteristi	Attribute	Freq.	%
Gender	Male	183	61.9
	Female	113	38.1
	Total	296	100.0
Age	≤ 30	37	12.6
	31 – 40	141	47.8
	41 – 50	84	28.3
	51 – 60	33	11.3
	Total	296	100.0
Education Level	Certificate	13	4.5
	Diploma	109	36.8
	Degree	129	43.7
	MA/SC and above	44	15.0
	Total	296	100.0
Department	Finance	50	16.89
	HR & Admin	58	19.6
	Legal	19	6.42
	Trade and License	61	20.61
	Communication/press secretarial	35	11.82
	Other	73	24.66
	Total	296	100.0
Position	Manager	37	12.35
	Supervisor	73	24.69
	Senior staff	59	20.06
	Junior staff	127	42.9
	Total	296	100

	1 - 5 years	110	37.2
Work	6 - 10 years	97	32.8
experience	10 - 15 years	50	17.0
within the	> 15 years	38	13.0
organization	Total	296	100.0

Source: Survey Result

Table 4.2 shows that out of 296 respondents, male respondents were 183 (61.9%) and the rest 113(38.1%) were their female. In terms of the age range of the respondents, majority 141 (47.8%) was found to be within the age range of 31-40 years followed by 84(28.3%) within 41-50 years. On the other hand, 37(12.6%) was found within the age range between below 30 years and 33(11.3%) of the respondents were within 51-60 years. The majority employees were below 40 years-old which implies that the company had more productive workforce.

Their educational background reflects majority 129 (43.7%) of the respondents were first degree holders followed by 109(36.8%) diplomas. The rest were master's degree 44(15.0%) while 13(4.5%) certificates. The company preferred educated recruits during selection & hiring process.

In terms of department 35(11.82%) were under communication/ press secretarial, 50(16.89.3%) from Finance 58(19.6%) from HR & admin, 35(11.7%) were under other, 73(24.66%) Trade, and license 19(6.42%) Legal. Majority of the staff were engaged in others which includes compliant handling, work union...

The majority of respondents regarding to the position 37(12.35%) were under Manager, 73(24.69%) from Supervisor, 59(20.06%) from senior staff, 127(42.9%) were under junior staff.

Furthermore, regarding their service years in the organization, it revealed that majority 110(37.2%) have served the organization from 1 – 5 years while 97(32.8%) for 6 – 10 years, 50(17.0%) served for more 10 -15 years and also 38(13.0%) for more than 15 years. It shows that the organization has more of low service year staff within the organization.

4.3. Analysis of Collected Data

The descriptive analysis comprises two parts. The first part is description of some basic demographic details of the respondents involved in the study, while the second part captured items on recruitment and selection attributes such as Internal Recruitments, External Recruitments, Written Exam & Interview, Selection & Induction and HR Policy.

4.3.1. Description of Recruitment and Selection and Organizational Performance

The study variables constitute independent variables namely Internal Recruitments, External Recruitments, Written Exam & Interview, Selection & Induction and HR Policy and organization performance as dependent variable.

To compare the respondents' perception towards the variables, descriptive statistics of mean and standard deviation are used. The mean indicates to what extent the sample group averagely agrees or disagrees with the different statements.

4.3.1.1 Internal Recruitments

Table 4.3 shows that majority of the respondents believed that new recruitment always comes from human resource planning (mean 3.73), existing employees first for filling vacant positions (mean 3.85), The sub city uses referrals as one of the methods to identify employees who has potential (mean 3.66), and also encouragement for the existing employees to apply for new position. (mean 3.61). On the other hand, they expressed their doubts on the sub city gives better chance to promote qualified employees than external applicants (mean 2.59).

Table 4.3 Internal Recruitments Attribute

	Mean	Std.
The need for new recruitment always comes from human resource planning.	3.73	1.488
The sub city considers the existing employees first for filling vacant positions.	3.85	1.445
The sub city uses immediate managers/supervisors/ other employees) referrals as one of the methods to identify employees who has potential.	3.66	1.354
The sub city gives better chance to promote qualified employees than external applicants.	2.59	1.265
The sub city encourages the existing employees to apply for new position.	3.61	1.330
Average	3.49	1.376

Source: Survey Result, SPSS (2020)

4.3.1.2 External Recruitments

Table 4.4 indicates that majority of the respondents agreed that the sub city usually uses walk-in application (mean 3.55) and also the sub city vacancy advertisement contains all the necessary information and match with what is actually required (mean 3.68). On the other hand, the respondents show their indifferences (neither agreed or disagreed) on the statement that the sub city is able to attract suitable applicants (mean 2.74) and also the sub city uses a convenient and accessible media to advertise vacancies (mean 2.71).

Table 4.4 External Recruitments Attribute

	Mean	Std.
The sub city is able to attract suitable applicants.	2.74	.965
Walk-in application is used usually by the sub city.	3.55	1.351
The vacancy advertisements that the sub city contains all the necessary information and match with what is actually required.	3.68	1.546
The sub city uses a convenient and accessible media to advertise vacancies.	2.71	1.053
Average	3.17	1.229

Source: Survey Result, SPSS (2020)

4.3.1.3 Written Exam & Interview

According to table 4.5 the majority of the respondents strongly believed that there is interview in the selection process (mean, 4.53). Meanwhile, they also agreed that the sub city chooses a type of written test which is appropriate for the job under consideration (mean, 3.57), Sufficient time is allotted to complete selection test (mean, 3.81), the interview questions asked when I was initially hired in the sub city are related to the open position (mean, 3.63) and also, I was comfortable with the interviewer/s overall approach (mean, 3.77). Whereas, the respondents (neither agreed or disagreed) on the idea that selection questions were appropriate to measure the knowledge, skills or abilities that are required for the open position (mean, 3.02). It is understood that the examination process is acceptable in most variables which will help to identify the qualified experts for the vacant position.

Table 4.5 Written Exam & Interview Attribute

	Mean	Std.
The sub city chooses a type of written test which is appropriate for the job under consideration.	3.57	1.231
Selection questions were appropriate to measure the knowledge, skills or abilities	3.02	1.459
Sufficient time is allotted to complete selection test.	3.81	1.331
I had an interview in the selection process.	4.53	.742
The interview questions asked when I was initially hired are related to the open	3.63	1.505
I was comfortable with the interviewer/s overall approach.	3.77	1.166
Average	3.71	1.254

Source: Survey Result, SPSS (2020)

4.3.1.4 Selection & Induction

The findings on Table 4.6 indicate that majority of the respondents agreed on the statement that the offered letters were processed quickly (mean 3.65). On the other hand, they expressed their indifferences (neither agreed or disagreed) on the idea that the sub city places the right person in the right job (mean 2.64). Whereas, they disagreed on the idea which stated the managers/Departmental heads to whom the HR selects for are involved in making decisions during the selection process (mean 2.58). and also New recruits join the sub city are adequately oriented about overall culture of the organization (mean 2.22). Although the examination process looks efficient to identify the right person for the position, the significant number of respondents has reservation on the deployment of the right person for the right position. This may show the selection process of the organization may not implement effectively so that unqualified staffs might got a chance to join the office.

Table 4.6 Selection & Induction Attribute

	Mean	Std.
The managers/Departmental heads to whom the HR selects for are involved in making decisions during the selection process.	2.58	1.269
The sub city places the right person in the right job.	2.64	1.395
My offer letters were processed quickly.	3.65	1.389
New recruits join the sub city are adequately oriented about overall culture of the organization.	2.22	1.128
Average	2.77	1.295

Source: Survey Result, SPSS (2020)

4.1.3.5 HR Policy

Table 4.7 shows that the respondents disagree on the idea that there are equal opportunities for all candidates during recruitment and selection (mean 1.88) and there are formal grievance procedures for complaints (mean 1.92). On the other hand, the respondents neither agreed or disagreed on the idea that up-to-date job description for all jobs (mean 2.89) and also up to date candidate for all jobs (mean 3.03). Although the management of the organization claims that the organization has active HR policy and is acknowledged by the staffs, the survey finding indicates that the HR policy of the organization neither understood by the staffs nor shared with the staffs for reference. The quick review of the HR policy document depicts that all content of the standard HR policy document is discussed in the organization's HR policy. It is not fair to say the HR policy document has gaps in terms of content.

Table 4.7 HR Policy Attribute

	Mean	Std.
Equal opportunities for all candidates (potential employees) during recruitment and selection.	1.88	1.044
Up to date job description for all jobs.	2.89	1.379
Up to date candidate for all jobs.	3.03	1.456
Formal grievance procedures for complaints.	1.92	1.094
Average	2.43	1.243

Source: Survey Result, SPSS (2020)

4.1.3.6 Organizational Performance

Table 4.8 shows that majority of the respondents agreed that administration achieves its organizational goals (mean 3.61), Jobs are carried out effectively within allotted time (mean 3.55). To the contrary, the respondents neither agree nor disagree against Employees' perform exceed beyond the expectation stated on their job description (mean 2.73) and Jobs are carried out as per their standards set by the organization (mean 3.40). The HR department of the office claimed that the organizational performance is established at team and individual level to review their efficiency. The performance of the team and individual is reviewed periodically so that the capacity building action and decision will be taken.

Table 4.8 Organizational Performances Attribute

	Mean	Std.
The administration achieves its organizational goals.	3.61	.921
Jobs are carried out effectively within allotted time.	3.55	1.077
Employees' perform exceed beyond the expectation stated on their job description.	2.73	.613
Jobs are carried out as per their standards set by the organization.	3.40	1.242
Average	3.32	0.963

Source: Survey Result, SPSS (2020)

4.4 Inferential Statistics

4.4.1 Linear Regression Assumption

Linear regression is an analysis that assesses whether one or more predictive variables explain the dependent (criterion) variable. The regression assumptions are correlation (linear relationship), Multicollinearity, Multivariate Normality and Homoscedasticity.

4.4.1.1 Multicollinearity

Multicollinearity refers to the situation in which the independent variables are highly correlated. When the independent variables are multi-co linearity, there is overlap or sharing of predictive power. When the predictor variables are correlated among themselves, the unique contribution of each predictor variable is difficult to assess. One should check for the problem of multicollinearity which is present if there are high correlations between some of the independent variables. The study checks this with the Variance Inflation Factor (VIF) which calculates the influence of correlations among independent variables on the precision of regression estimates. The VIF factor should not exceed 10, and should ideally be close to one. Tolerance is an indicator of how much of the variability of the specified independent variable is not explained by the other independent variables in the model. If this value is very small (less than 0.10), it indicates that the multiple correlation with other variables is high, suggesting the possibility of multicollinearity. (Robert, 2006). As can be seen from table above, regarding this study the tolerance level of all independent variables are greater than 0.1 and the VIF value of all the independent variables are also less than 10. This confirms the absence of multicollinearity.

Table 4.9 Multicollinearity

Coefficients ^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Internal Recruitment	.632	1.581
	External Recruitment	.702	1.425
	Written Exam & Interview	.536	1.867
	Selection & Induction	.413	2.424
	Human Resource Policy	.638	1.568

a. Dependent Variable: OP

Source: Survey Result, SPSS (2020)

4.4.1.2 Homoscedasticity

Testing for Homoscedasticity lies with an assumption in regression analysis that the residuals at each level of the predictor variable(s) have similar variances. Using the plots of ZRESID against ZPRED, the distribution is checked whether the graph looks like a random array of dots evenly dispersed around zero. This is to mean that at each point along any predictor variable, the spread of residuals should be fairly constant. The variability in scores for independent variables should be similar at all values of the dependent variable. The scatter plot should show an even rectangular shape along its length. This means that the residuals (the differences between the values of the observed and predicted dependent variable) are normally distributed, and that the residuals have constant variance which indicates the assumption of Homoscedasticity was met. (see Appendix C).

4.4.1.3 Normality Assumption

Normality of a data should be tested before running the regression analysis because multiple regressions require that the independent variables in the analysis be normally distributed. The residuals were normally distributed check the values of Kurtosis and Skewness. Their values should be around its mean of zero it was consistent with a normal distribution assumption. As the table confirmed the normality assumption of the data, this implies that the inferences made about the population parameters from the sample statistics tend to be valid.

Table 4.10 Normality Test

Descriptive Statistics

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Internal Recruitment	296	.234	.155	-1.517	.309
External Recruitment	296	-.449	.155	-.594	.309
Written Exam & Interview	296	-.327	.155	-1.379	.309
Selection & Induction	296	-.703	.155	-.276	.309
Human Resource Policy	296	-.771	.155	.123	.309
Organizational Performance	296	-.740	.155	-.168	.309
Valid N (listwise)	296				

Source: Survey Result, SPSS (2020)

According to (Yi, 1988) one of the first thing that should be taken care of before proceeding in to the main part of the analysis, is to check whether the data are normally distributed or not. For this checking, (Yi, 1988) suggests that, the standardized skewness distribution result and Kurtosis result must be between the ranges of +- 2.58. According to the above table, both the standardized skewness and kurtosis results fall in the given range. Therefore, from the results shown above we can say that the data was normally distributed among the sample population.

4.4.2 Correlation Analysis

A correlation is a measure of how strongly two variables relate to each other. Correlation coefficients are frequently used to describe data because they are relatively easy to use and provide a great deal of information in just a single value (Akroush, N., 2003). Karl Pearson's coefficient of correlation or simple correlation is the most widely used Method of measuring the degree of relationship between two variables (Kothari, 2004). The calculated value of the correlation coefficient ranges from -1 to 1, where -1 indicates a perfect negative relation (the relationship is perfectly linear) and 1 indicates a perfectly positive relationship. A correlation coefficient of 0 indicates that there is no correlation (Akroush, 2003). As per the guide line suggested by (Field, 2005), the strength of relationship 0.1 to 0.29 shows week relationship; 0.3 to 0.49 is moderate; > 0.5 shows strong relationship between two variables.

Table 4.11 Correlation Analysis

Correlations

		IR	ER	WI	SI	HR P	OP
Internal Recruitment	Pearson	1	.100	.559**	.451**	.241**	.392**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	296	296	296	296	296	296
External Recruitment	Pearson	.100	1	.309**	.519**	.331**	.444**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	296	296	296	296	296	296
Witten exam & Interview	Pearson	.559**	.309**	1	.579**	.424**	.523**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	296	296	296	296	296	296
Selection & Induction	Pearson	.451**	.519**	.579**	1	.588**	.638**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	296	296	296	296	296	296
Human Resource Policy	Pearson	.241**	.331**	.424**	.588**	1	.699**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	296	296	296	296	296	296
Org Performance	Pearson	.392**	.444**	.523**	.638**	.699**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	296	296	296	296	296	296

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Result, SPSS (2020)

Correlation analysis between internal recruitment has positive and significant effect on organizational performance.

The result shows Internal Recruitments and organization performance correlated to one another positively (r = 0.392, p <0.01) and there is moderate relationship between two variables.

Correlation analysis between external recruitment has positive and significant effect on organizational performance.

The result shows External Recruitments and organization performance correlated to one another positively and significantly (r = 0.444, p < 0.01) and there is moderate relationship between two variables.

Correlation analysis between Written Exam & Interview has positive and significant effect on organizational performance.

The result shows Written Exam & Interview and organization performance correlated to one another positively and significantly (r = 0.523, p < 0.01) there is strong relationship between two variables.

Correlation analysis between Selection & Induction has positive and significant effect on organizational performance.

The result shows Selection & Induction and organization performance correlated to one another positively and significantly (r = 0.638, p < 0.01) there is strong relationship between two variables.

Correlation analysis between HR Policy has positive and significant effect on organizational performance.

The result shows HR Policy and organization performance are positively correlated to one another at significant level (r = 0.699, p < 0.01) there is strong relationship between two variables.

This implies that dimensions recruitment and selection practices showed positive and significant relation with organization performance.

4.4.3 Regression Analysis

Regression analysis is a statistical method to deal with the formulation of mathematical model depicting relationship amongst variables which can be used for the purpose of prediction of the values of dependent variables, and given the values of the independent (Kothari, 2004). multiple regression analysis in this research was conducted to test the effect of the independent variables (Internal Recruitments, External Recruitments, Written Exam & Interview, Selection & Induction and HR Policy) on Organizational Performance.

Model Summary - In applications, the dependent variable is usually the outcome we care about, while the independent variables are the instruments, we have to achieve those outcomes with. Organizational Performance was used as the dependent variable while (Internal Recruitments, External Recruitments, Written Exam & Interview, Selection & Induction and HR Policy) were used as the independent variables.

Table 4.12. Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.782[a]	.611	.603	.51491

a. Predictors: (Constant), HR, IR, ER, WI, SI
b. Dependent Variable: Organizational performance

Source: Survey Result, SPSS (2020)

The model summary table shows an R-Square value is 0.611 which means that 61.1% of the Organizational Performance was explained by the variation of the five variables. Namely (Internal Recruitments, External Recruitments, Written Exam & Interview, Selection & Induction and HR Policy). In other words, this means that 38.9% of the dependent variable i.e., Organizational Performance cannot be explained by these the five variables and that there must be other variables that have an influence on the outcome.

Analysis of Variance (ANOVA) -From the ANOVA table, it is possible to see the overall significant of the model. The mean squares can be calculated by dividing the sums of squares by the associated degrees of freedom. F-ratio is a test of the null hypothesis that the regression coefficients are all equal to zero. The table shows that the F-value (91.807) is significant at 0.01 level of significant (P value that corresponds to F statistics is significant). The result of the study indicated that regression model significantly predicts organizational performance of the organization.

Table 4.13 ANOVA Analysis

ANOVA [a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	100.531	5	20.106	91.808	.000[b]
	Residual	63.897	291	.219		
	Total	164.429	296			

a. Dependent Variable: OP

b. Predictors: (Constant), HR P, IR, ER, WI, SI

Source: Survey Result, SPSS (2020)

Coefficients - The table shows the constant, beta, and significance level of each variable. It indicates that the five variable which are Internal Recruitments, External Recruitments, Written Exam & Interview, Selection & Induction and HR Policy influence organization performance significantly at 95% confidence interval with a sig. level of 0.047, 0.010, 0.017, 0.001and 0.000, respectively. The regression model of this study can now be properly written in an equation as follows:

$$\hat{Y}= 0.722+ 0.068\ X1+ 0.086\ X2 + 0.108\ X3 + 0.130\ X4 + 0.501\ X5$$

The regression model from the above table shows that keeping other variables constant, a one unit increase in internal recruitments will bring a 0.068 unit increase in organization performance in Lideta sub-city administration sub city, a one unit increase in External Recruitments will bring a 0.086 unit increase in organization performance in Lideta sub-city administration sub city, a one unit increase in Written Exam & Interview will bring a 0.108 unit increase in organization performance in Lideta sub-city administration sub city, a one unit increase in Selection & Induction will bring a 0.130 unit increase in organization performance in Lideta sub-city administration sub city and a one unit increase of HR Policy will bring a 0.501 unit increase in organization performance Lideta sub-city administration sub city.

Table 4.14. Coefficient Matrix

Coefficients [a]

Model		Unstandardized		Standardized	T	Sig.
		B	Std.	Beta		
1	(Constant)	.722	.190		3.792	.000
	Internal Recruitment	.068	.034	.109	1.993	.047
	External Recruitment	.086	.033	.132	2.605	.010
	Written Exam &	.108	.045	.150	2.405	.017
	Selection & Induction	.130	.039	.160	3.334	.001
	Human Resource Policy	.501	.053	.480	9.547	.000

a. Dependent Variable: Organizational Performance

Source: Survey Result, SPSS (2020)

The regression analysis revealed that each independent variable has positive and significant effect on organization performance. HR Policy (.501) followed by Selection & Induction (.130) and Written Exam & Interview (.108) but External Recruitments (.086) and Internal Recruitments (.068) have relatively lower contribution to the prediction model.

Table 4.15 Hypotheses

Hypothesis	Decision
H1 – Internal recruitment has positive and significant effect on organizational performance	Supported
H2 – External recruitment has positive and significant effect on organizational performance	Supported
H3 – Written exam & interview has positive and significant effect on organizational performance	Supported
H4 – Selection & Induction has positive and significant effect on organizational performance	Supported
H5 – HR policy has positive and significant effect on organizational performance	Supported

4.5. Discussion

The findings revealed that HR policy (β = .501) has relatively the highest significant and positive effect on organization performance. The employees believed that there is an Up-to-date job description and candidate for all jobs. Recruitment policies which aim to adopt recruitment process in accordance to the cultural diversity of country carry out merit-based recruitment and takes affirmative action's (Okeke- Uzodike & Subban, 2015). And also, (Armstrong, 2006) who says that recruitment and selection policy helps the organization to: provide guidance on how and when jobs will be advertised, provide guidance on how selection would be conducted, and state priorities for consideration.

Next to HR policy, Selection & Induction has also relatively higher positive and significant effect on organization performance (β = .130). Sub city places the right person in the right job and also the letters offered were processed quickly by the sub city. Recruitment and selections aim to hire suitable and qualified employees for organization, so in a public organization it seems to be vital because this process is the main determiner of an organization and staffs' performance and quality. Principles for suitable recruitment policy varies depending on the source, org size and goal (Itika, 2011).

Written Exam & Interview (β = .108) has also positive and significant effect on organization performance. Selecting the required candidates for positions in respective departments, line managers could help achieve a better fit between job and candidate (Zhu & Dowling, (2002). Thus, the finding supported the significant and positive impact of Written Exam & Interview on organization performance.

On the other hand, the findings also revealed the existence of relatively lower effect of external Recruitments (β = .086) on organization performance. Walk-in application and the vacancy advertisements that the sub city contains all the necessary information and match with what is actually required. According (DeCenzo & Robbins, 2006), external recruitment can be made either by encouraging walk-in applicants; advertising vacancies in newspapers, magazines and journals, and the visual and/or audio media.

Finally, it was found that Internal Recruitments showed relatively lower significant and positive effect on organization performance (β = .068). (Khan, 2008) further observes that in the case of

internal recruitment, qualified candidates can be reached at a low cost and minimal time; this works as a monitor for performance and better assessment of candidate's abilities.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Recruitment & selection of employees to a greater extent determines the performance of an institution and it is of great importance if institutions want to achieve their goals. Based on this notion, this chapter constitutes the summary of major findings, conclusions based on findings and relevant recommendations based on findings and conclusions as follows.

5.1. Summary of Major Findings

In this research, the effect of recruitment & selection practice in organizational performance was studied. The study used primary data from 296 permanent employees of Lideta sub-city administration sub city in Addis Ababa to investigate their perception about the sub city's recruitment & selection practices and their impacts on overall organizational performances. Primary data is called by using questionnaires. Response from the targeted respondents were then analyzed by using statistical methods and tools. Descriptive statistics were used to describe the sub-city admin recruitment and selection practices based on the collected primary data; in addition, correlational and t test method were also applied to see the relationship between recruitment & selection practice with its contribution to organizational performance. Based on the response obtained from the questionnaire, analyses were made to by taking the five research questions into mind.

Objective – 1 Description of Identified Study Variables

Internal Recruitments

- Majority of the respondents believed that the new recruitment always came from human resource planning (mean 3.73), gave priority for the existing employees first to fill the vacant positions (mean 3.85).

- However, the respondents complained regarding on the sub city gives better chance to promote qualified employees than external applicants (mean 2.59).

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External Recruitments

- Majority of the respondents agreed that the vacancy advertisement contains all the necessary information and match with what is actually required (mean 3.68).

- But they had doubts on whether the sub city is able to attract suitable applicants (mean 2.74) and also uses a convenient and accessible media to advertise vacancies (mean 2.71).

Written Exam & Interview

- Majority of the respondents strongly believed that there is interview in the selection process (mean, 4.53), and sufficient time is allotted to complete selection test (mean, 3.81).

- On the other hand, they neither agreed nor disagreed on the idea that Selection questions were appropriate to measure the knowledge, skills or abilities that are required for the open position (mean, 3.02).

Selection & Induction

- Majority of the respondents expressed their indifferences on the idea that the sub city places the right person in the right job (mean 2.64).

- They also disagreed against on the idea which stated the managers/department heads are involved in decision making during the selection process (mean 2.58) and also new recruits join the sub city are adequately oriented about overall culture of the organization (mean 2.22).

HR Policy

- The respondents disagreed on there is equal opportunities for all candidates during recruitment & selection (mean 1.88), and formal grievance procedures for complaints (mean 1.92).

- On the other hand, the respondents neither agreed nor disagreed on the idea that up-to-date job description for all jobs (mean 2.89) and also up to date candidate for all jobs (mean 3.03).

Objective – 2 Relationships between Recruitment & Selection and Organizational Performance

- The results indicate that, there is positive and strong relationship between Selection & Induction (r = 0.638, P < 0.01) and Written Exam & Interview (r = 0.523, p < 0.01) with organization performance.

Objective – 3 Relationships between HR policy and Organizational Performance

- The results indicate that, there is positive and strong relationship between HR Policy (r = 0.699, < 0.01),

Objective – 4 Effects of Recruitment & Selection on Organizational Performance

- Following HR Policy selection & Induction with (β=0.130) and Written Exam & Interview with (β=0.108).

- External Recruitments (β=0.086) and Internal Recruitments (β=0.068) had relatively the least effect on organizational performance.

Objective – 5 Effects of HR Policy on Organizational Performance

- HR Policy was highest among the other independent variables with (β=0.501)

5.2. Conclusion

The main objective of this study is to assess the effect of recruitment & selection practices on organization performance at Lideta sub-city administration in Addis Ababa. The focus of recruitment & selection is to match the capabilities of prospective candidates against the demands. For this reason, top performing public civil servants devote considerable resources and energy to creating high quality selection systems.

Effective recruitment and selection practices lead to positive increase in organizational performance. The effective use of recruitment and selection practices in firms has shown to be related to organizational performance. Therefore, the study highlights the importance of recruitment & selection practices to achieve and sustain superior performance in changing Civil service or public institutions in Ethiopia and need for an integrated approach toward formulation and implementation of recruitment & selection practices. In addition, this study was based on the

literature review, a powerful relation between recruitment & selection and organizational performance of Lideta sub-city is found.

For this, the first specific objective of the study was set to assess or identify the major recruitment and selection practices of the administration. Accordingly, the study found out that Internal Recruitments, External Recruitments, Written Exam & Interview, Selection & Induction and HR Policy attributes. Employees had substantial doubt on internal recruitments as they complained on the sub city didn't give chance to promote qualified employees. On the other hand, employees of the sub city have certain doubt on the sub city attractiveness to attract suitable applicants and also conveniences and accessibility of media to advertise vacancies which is under external recruitment. Regarding to Written Exam & Interview attributes all found to be agreed but there is doubt on Selection questions. Employees also had substantial doubt on Selection & Induction as they complained on new recruits join the sub city are adequately oriented about overall culture of the organization. On the other hand, employees of the sub city have certain doubt on HR policy of the sub city about prevalence of Equal opportunities for all candidates during recruitment and selection as well as procedures for complaints.

The second specific objective of the study was to evaluate the relationship between recruitment & selection variables and organization performance. HR Policy, Selection & Induction and Written Exam & Interview showed strong relation. Whereas External Recruitments and Internal Recruitments had moderate relation with organization performance. The significant importance of recruitment and selection dimensions, the last objective was set to evaluate the level of their impacts on the organization performance. It was found out that all predictors have significant effect on performance with varying effect. HR Policy, Selection & Induction, Written Exam & Interview, External Recruitments and Internal Recruitments respectively.

Based on results of the major findings, it can be concluded that recruitment & selection has significant importance in providing candidates with the required knowledge and skills in line with the demands identified with proper need assessment. For this reason, it's a wiser decision to invest and devote considerable resources and energy to creating high quality selection systems. Despite other valued resources, human resource of a given organization is the backbone of which recruitment & selection process took the lion share that crucial influence organizational success. The quality of new recruits depends upon an organization's recruitment practices, and that the

relative effectiveness of the selection phase is inherently dependent upon the caliber of candidates attracted. Effective recruitment & selection practices lead to positive increase in organizational performance.

5.3 Recommendations

Based on the results of the study, the following recommendations are forwarded to Lideta sub-city administration management so as to improve performance of the organization.

- The finding on the internal recruitment most respondents disagree that the sub city gives better chance to promote internal qualified employees than external applicants. This might discourage the employees and affect their efficiency on organizational performance. So the researchers recommends that the organization should enhance its promotional practice and give better chance to promote qualified employees in order to increase their participation.

- The result of external recruitment reveals that the majority of respondents show their indifferences (neutral) on that the sub city is able to attract suitable applicants. Based on this to some extent the employees think that the bureau is not able to attract the right candidate for the open potions. Therefore, it is recommended that the organization should put more effort (increase their salary range) on attracting suitable and qualified applicants.

- In addition the finding on external recruitment the organization mostly uses newspaper-based vacancy announcement to attract external applicants. However, it is recommended that other means of vacancy announcement methods (job sites, social media) should also be adopted to give alternative options for potential applicants.

- Based on the finding in selection regarding written exam & interview the respondents neither agree nor disagreed on selections questions being appropriate to measure the applicant's ability. There should be proper determination of the skills, talents, knowledge, abilities, qualifications, responsibilities, experiences and other human attributes required for a particular job for a successful performance. So the researcher recommends that the sub city should integrate the various types of employment tests (intelligence, ability or personality test) while examining candidates.

- The selection methods should be chosen based on valuable criteria like reliability, validity, acceptability and legality in order to get the most out of a selection method

- The involvement of the hiring managers/department heads on the decision making of the selection process should be considered in the bureau and Since he or she knows what personality he or she is looking for, This will harmonies the sub city recruitment and selection process.

- In connection with inducting new recruits who join the sub city, it is recommended that the bureau should adequately oriented new recruits about the overall culture of the organization, their job and their rights and obligations.

- It is recommended that the management of the organization should frequently take the feedback and complaints of the staff and should incorporate the changes desired by the employees in their feedbacks.

- The researcher recommends to the sub city that there should have to be a well-structured recruitment and selection process in which job description and specification should be prepared.

- It is recommended that the sub city should give equal opportunities for all candidates during recruitment and selection.

- It is recommended that the HR policy should clear out all recruitment and selections process.

- The researcher recommends that managers should follow that the jobs are going on as per the standard.

5.4 Recommendations for Further Research

In regards to the fact that recruitment and selection is a complex practice for most organization, a number of issues were raised from the literature review to identify and lay emphasis on the concept of staff recruitment and selection.

Therefore, the current research provides some topic for those who want to conduct a research in the related field.

Firstly, In this case, further research can be implemented in a wide scope by increasing the sample size.

Secondly, the same research can be conducted in other sub city bureaus and other government offices.

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APPENDICIES

APPENDIX A: Questionnaire

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

MBA PROGRAM

Dear respondents;

The following structured questionnaires are designed to collect information about the recruitment, selection practice and organizational performance of employees at Lideta sub-city Administration in Addis Ababa.

The information will be used as primary data and will remain confidential is sought exclusively for the completion of an MBA research project. I will be willing to submit a copy of my final report to you if desired when it is ready. You are kindly asked for your honest response and valuable input for the quality of and successful completion of the project.

Kindly be noted that no need to write your name and if you will be in need of any further information and clarification about the study, please contact me through the address given below.

Meklit Solomon
Tel; +251-920575228
Email; meklitsolomon21@gamil.com

Thank you!

Part I: Biographical Information

Please put "√" mark in the box to the point which highly reflect your idea;

1. Gender

   Male ☐   Female ☐

2. Age (years):

   ≤ 30 ☐   31 - 40 ☐

   41 - 50 ☐   51 - 60 ☐

3. Education Level:

   Certificate ☐   Degree ☐

   Diploma ☐   MA/SC and above ☐

4. Department

   Finance ☐   HR & Admin ☐

   Legal ☐   Trade and License ☐

   Customer Service ☐   Complaint handling office ☐

5. Position

   Manager ☐   Supervisor ☐

   Senior staff ☐   Junior staff ☐

6. Work experience (in years)

   1 - 5 years ☐   10 - 15 years ☐

   6 - 10 years ☐   > 15 years ☐

Part II: Recruitment and Selection practices

The following questions are prepared on a 5 five-point Likert Scale. If the items indicated completely mismatch with the practices choose Strongly Disagree (1) and if they strongly match with the practices choose Strongly Agree (5). This is to know how you feel about the Recruitment and Selection practices of Lideta sub-city administration in Addis Ababa. Be honest and give a true picture of your feelings.

Please check (√) or (X) that applies and answer open ended question under each heading.

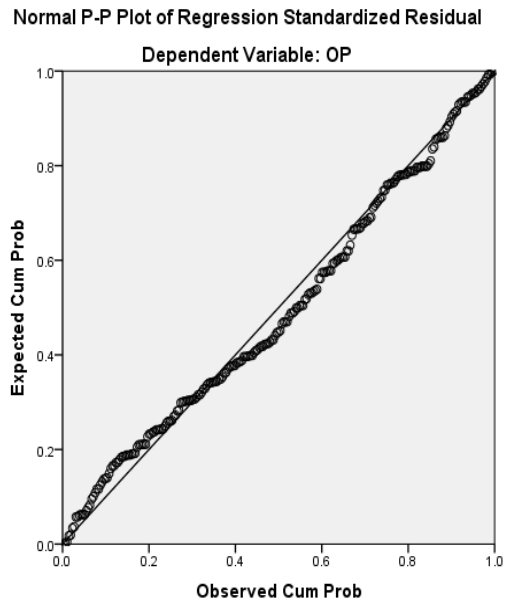Instruction: Please rate the following Recruitment and Selection practices in your sub city.

1= Strongly Disagree 2= Disagree 3=Neutral 4= Agree 5= Strongly Agree

No.	Recruitment practice	1	2	3	4	5
	Internal Recruitments					
1	The sub city encourages employees to apply for open vacancy internally					
2	The sub city gives a chance to promote qualified employees when there is open position					
3	Employees who are qualified get transferred to other employees					
4	The sub city uses employee referrals as one of the methods to identify employees who has potential					
	External Recruitments					
5	The sub city is able to attract suitable applicants					
6	Walk-in application is used usually by the sub city					
7	The vacancy advertisements that the sub city contains all the necessary information and match with what is actually required					
8	The sub city uses a convenient and accessible media to advertise vacancies					
No.	Selection practice	1	2	3	4	5
	Written Exam & Interview					
9	The sub city chooses a type of written test which is appropriate for the job under consideration					
10	Selection questions were appropriate to measure the knowledge, skills or abilities that are required for the open position.					
11	Sufficient time is allotted to complete selection test					
12	I have been interviewed in the selection process					
13	The interview questions asked when I was initially hired in the sub					

	city are related to the open position					
14	I was comfortable with the interviewer/s overall approach					
	Selection & Induction					
15	The managers/Departmental heads to whom the HR selects for are involved in making decisions during the selection process					
16	The sub city places the right person in the right job					
17	My offer letters were processed quickly					
18	New recruits join the sub city are adequately oriented about overall culture of the organization					
	HR Policy					
19	Equal opportunities for all candidates (potential employees) during recruitment and selection					
20	Up to date job description for all jobs					
21	Up to date candidate for all jobs					
22	Formal grievance procedures for complaints					
	Organizational Performance					
23	The administration achieves its organizational goals					
24	Jobs are carried out effectively within allotted time					
25	Employees' perform exceed beyond the expectation stated on their job description					
26	Jobs are carried out as per their standards set by the organization					

Thank you!

APPENDIX B: Normal P- P Plot to Test Normality of the Data

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: OP

APPENDIX C: Homoscedasticity Test

Scatterplot
Dependent Variable: OP