



**SAINT MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

MBA PROGRAM

**THE EFFECT OF RECRUITMENT AND SELECTION ON
ORGANIZATIONAL PERFORMANCE: THE CASE OF SAINT
MARY'S UNIVERSITY**

BY

SINTAYEHU BIRHANE

JUNE 2021

ADDIS ABABA, ETHIOPIA

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ADVISOR: BERHANU ENDESHAW (ASSISTANT PROFESSOR, PHD.)

**THESIS SUBMITTED TO SCHOOL OF GRADUATE STUDIES OF SAINT
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DECLARATION

I hereby declare that this thesis entitled “The Effect of Recruitment and Selection on Organizational Performance the Case of St. Mary’s University” is my own work and that, to the best of my knowledge, it contains no material previously published by another person or material which has been accepted for the award of any other degree by the university or any other university, except where due acknowledgment has been made in the context. I have produced it independently except for the guidance and suggestion of my Research Advisor. This study has offered for the partial fulfillment of the Degree of Master of Business Administration [General MBA] by:

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June, 2021

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

Advisor

Signature & Date

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List of Acronyms

FOSMES	Family Owned Small and Medium Scale Enterprises
HR	Human Resource
HRM	Human Resource Management
OP	Organizational Performance
PS	Process of Selection
RP	Recruitment Practice
SMU	Saint Mary's University
SPSS	Statistical Package for Social Science
SR	Source of Recruitment
VA	Vacancy Advertisement

Abstract

*The main aim of this study was to examine the effect of recruitment and selection on organizational performance of St. Mary University (SMU). Both descriptive and explanatory research design was adopted. The research approach which used for this study was quantitative in nature. Administrative Employees from SMU different branches were the study's target group. From 220 total populations, 142 were selected Administrative Employees of SMU, to undertake the study. Questionnaire was distributed to 142 employees and the respondents were found valid for analysis. Correlation analysis and linear regression was used to analyze the gathered data. The results of the study indicate that there is a significant relationship between recruitment and selection and organizational performance in SMU. Process of selection is at ($r=0.909^{**}$ $p<0.01$). The correlation between variables was direct which means as selection process was good organizational performance will increase. The recruitment practices had also positive significant effect on organizational performance. Recruitment practices is at ($r=0.932^{**}$ $p<0.01$). The correlation between variable was direct which means as recruitment practices is good organizational performance is increase. Linear regression analysis revealed that amount for $r = 0.940$ which explains a strong positive relationship between predictors and organizational performance in SMU. The R^2 result are safe to say that organizational performance is about 88.4 % dependent over process of selection, source of recruitment, vacancy advertisement, recruitment practice. The researcher recommends that when recruitment and selection process takes place, recruiter needs to consider the possibility of the recruits to stay in the university for the longer time. The longer the time employees stay in the organization, the more they become familiar with the way the organization operates and know the organizational system and this will help the organization more likely to increase productivity as well as reduce the recruiting cost both in terms of money and time.*

Key words: Process of selection, Source of recruitment, Vacancy advertisement, recruitment practice and Organizational Performance.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Human resource management (HRM or HR) is the systematic approach to the successful management of people in a corporation or organization so that they help their business achieve a competitive advantage. It is structured to optimize employee efficiency in pursuit of an employer's strategic goals (Trinajstic, 2017). Human resource management focuses on procedures and systems and is mainly concerned with the management of people within organizations.

Employee benefit design, employee recruiting, training and growth, performance assessment, and reward management, such as administering pay and employee benefit plans, are all responsibilities of HR divisions (Wood, 2009). HR is also concerned with organizational reform and workplace relations or the balance of organizational activity with conditions resulting from collective bargaining and government regulations (Pauwe, 2018). HRM is the department in a company that manages all the company's human resources. Employees will participate efficiently and productively thanks to the HRM department (Klerck, 2012).

Recruitment and selection are vital functions of human resource management for any type of business organization. These are terms that refer to the process of attracting and choosing candidates for employment. The quality of human resources the firm has heavily depends on the effectiveness of these functions (Gange, 2014). Recruiting and selecting the wrong candidates who are not capable come with a huge negative cost which business cannot afford. Thus, the overall aim of recruitment and selection within the organization is to obtain the number and the quality of employees that are required to satisfy the strategic objective of the organization at minimal cost (Ekwoaba, 2015).

Available evidence indicates that there is a positive and significant relationship between recruitment and selection and the performance of an enterprise (Silva, 2016) for example discovered a positive association between recruitment and selection and business performance.

The effectiveness of different recruitment and selection criteria of employees has been the topic of research over 60 years (Mohammad, 2021). The effectiveness has primarily been assessed by examining the rate of turnover, job survival and job performance along with organizational issues such as referrals by current personnel, in house job posting and the rehiring of former employees (Stockman, 2017).

In Ethiopia the number of private university has reached 70 (Nega. 2012). St. Mary's University is one of the private Universities, established in 1998, is an Ethiopian institution of higher learning located in the capital Addis Ababa. After fifteen years of service as a college first and a university college in since 2008, it earned a university status from the ministry of education in September 2013. The university has two campuses in Addis Abeba, 13 distance educational regional centers, and 160 coordination offices throughout the counters.

The university has 700 employees. It caters to the needs of six thousand undergraduate, tenthousand students enrolled in distance education programs, and two thousand students in graduate program. The university offers a variety of programs at all levels of education throughout the country including Undergraduate and Postgraduate regular Education Programs, Open and Distance Learning Undergraduate and Postgraduate Programs, and General Secondary School Regular and Distance Mode.

SMU is a well-known higher educational institution that, like other organizations, conducts timely recruitment and selection processes. HR department is often involved in the recruiting and selection process, which includes screening applications and resumes, evaluating and reviewing job samples, interviewing, and background checks. The turnover of staff is one of SMU'S problems. Businesses have evolved into knowledge-based enterprises, and human capital is now recognized as a critical resource for business survival.

This is done to fill both academic and administrative job vacancies. HR department uses that process to increase the likely hood of hiring individuals who possess the right skills and abilities to be successful at SMU job. The study's main goal is to evaluate the effect of recruitment and selection on organizational performance at SMU as well as to investigate the relationship between recruitment and selection practices and organizational performance. The findings of this

research could help in the development of successful recruitment and selection practices to enhance organizational efficiency.

1.2. Statement of the Problem

An efficient human resource management starts with efficient recruitment and selection processes. This process can be considered the most important stages of the human resource management because the success of an enterprise directly depends on its staff's quality (Aartsen, 2021). A lot of research carried out on specific features of the recruitment and selection processes in SMU have relied on human resources as a source of competitive advantage and more and more entrepreneurs are becoming aware that the recruitment and selection processes play a major role in obtaining adequate staff (ISTRATE-OFIȚERU, 2020).

According to (Jonsson, 2012), the following are challenges facing recruitment and selection among organization use of different recruitment methods like suggestions from current employees, word of mouth, government job services, college placement offices, posting job announcement on bulletin boards, executive search firms and the internet identification of labor pools, application of variety of selection tools namely application forms, interviews, reference check, pre-employments and trial period. Selection bias and discrimination based on age, sex, marital status, ethnic origin, religions preference, sexual preference or disabilities are also challenges facing organization like NGO in obtaining adequate and trained staff.

A study made by (Saad, 2021), the study investigates the current practices in employee recruitment, selection and retention in family owned small enterprises, so that new models can be developed. The results suggests that majority of FOSMEs do not have a formal HR department; do not have HR Policies and practices, newspaper advertisements, agencies e recruitment are some of the popular recruitment techniques and English language, math's test, interviews, medical test are some of the popular selection techniques and factors like good relations, recognition, salary, medical benefits are important for employees to work longer. The results from this study will facilitate the owners to face the challenges of lack of qualified labor and high employee turnover rates and meeting the enterprise targets.

Presently, SMU has opened employment for 220 administrative employees (HRM statistical data, 2020). HR workers at SMU are active in the recruitment and selection of new hires as well as replacements for employees who have left their jobs. According to the data, in the academic year 2018-2020 (September-February), 82 administrative workers were resigned and 78 workers were employed. In the same year 17 people received promotions. This statistic reveals that the HR department has never done the necessary analysis to assess the form and amount of human resources that the job requires, but instead actively engaged in recruiting and selecting throughout the year to fill open positions on a regular basis. Attracting and finding the right person for the right position at the right time is a challenge for SMU's HR workers in such a stressful situation.

The recruitment and selection process at SMU does not match individual skill experience, and attitudes to work requirements, resulting in high turnover, employee dissatisfaction, and poor results in various instances. There is also disconnecting between SMU's recruitment and selection practice and the intellectuals' recommendations. As a result, this study looked at the effects of recruitment and selection and made suggestions for best practices.

1.3. Research questions

1. What is the effect of vacancy advertisement on organizational performance?
2. What is the effect of source of recruitment on organizational performance?
3. What is the effect of process of selection on organizational performance?
4. What is the effect of recruitment practice on organizational performance?

1.4. Objective of the study

1.4.1. General Objectives

The general objective of this study was to examine the effect of recruitment and selection on organizational performance of St. Mary's University.

1.5. Specific Objectives

1. To examine the effect of vacancy advertisement on organizational performance.
2. To examine the effect of source of recruitment on organizational performance.
3. To examine the effect of process of selection on organizational performance.
4. To examine the effect of recruitment practice on organizational performance.

1.6. Significance of the study

According to the written statement in the literature review, no recruitment and selection study has been conducted at SMU. The aim of this study is to try to close the gap. As a result, the following contributions are made by the study. The findings and recommendations of this study will assist university human resource managers in deciding how to encourage skilled and eligible candidates to apply for job openings at the university, as well as how to enhance recruitment and selection policies. The results can also be used as a starting point for further study by other researchers.

1.7. Scope of the Study

1.7.1. Geographical

The scope of this study is limited to investigating factors that determine recruitment and selection practice on organizational performance the case of St. Mary's University only in the capital city of Ethiopia, Addis Ababa. This study focused on St. Mary's University.

1.7.2. Conceptual

The study considered recruitment and selection are theoretically thought to have an influence on vacancy advertisement, Source of Recruitment, Practice of Selection and Recruitment Practice. The researcher included only the above listed variables which determined by the literatures.

1.7.3. Methodological

This study was started and conducted on November 2020 and the proposal was finished on February 2021. The data was collected from the respondents, recorded, analyzed and discussed and eventually the research was finalized on June 2021. The study was done in one of the largest

private universities, SMU. The study focused on the effects of recruitment & selection on organizational performance for administration staffs. The research followed descriptive and explanatory approach. The samples taken in this study were 142 respondents as research input. So based on this the output obtained were tried to examined, interpreted and in the effect recommended for both improvements and further research.

1.8. Limitation of the Study

Since the study was conducted in a single private university; it might not be generalized to other universities. Therefore, future research shall be conducted on large scale by considering more private universities all over the country. Retrieval of questionnaires administered was difficult from the sampled employees. Some of the employees who were sampled to answer the questionnaires were reluctant to provide their demographic information to the researcher. Thus, the researcher had to convince and assure them of keeping the information confidential before they interacted with us.

1.9. Definition of Terms

These outstanding terms used in this research work are defined as follows:

Human Resource Management (HRM):- body of knowledge that encompass staffing, rewarding, employee development, employee maintenance, and employee relations (Bratton, 2017).

HR:- As defined by (Fawakherji M. , 2019) is the viewpoint of the organization in the how people are developed and nurtured to achieve organizational goal.

Recruitment:- is the process of identifying and attracting a group of potential candidates from within and outside the organization to evaluate for employment (Hoban, 2012).

Selection: - is the process of selecting individuals who possess suitable qualifications to fill an existing or future job vacancy (Al-Rahmi, 2019).

Organizational Performance:- is the work related activities expected of an employee and an organization and how well those activities expected of an employee and an organization and how well those activities were executed. Organizational performance is concerned with product or service quality, product or service innovation, employee attraction, employee retention, customer satisfaction, management/ employee relation and employee relation (Oyeniya, 2014).

1.10. Organization of the Study

The study was structured into five chapters. The first chapter covers background of the study, statement of the problem, significance of the study, scope and limitation of the study, definitions of key terms and organization of the study. The second chapter deals with review of the related literature that deals with theoretical framework, Empirical Evidence and conceptual Framework of the accepted recruitment and selection practice. The third chapter describes the methodology of the research that clearly indicates the way the researcher will conduct the study. The fourth chapter deals with presentation of the data were collected from its sources, its analysis, and findings of the study, and interpretations. Finally, conclusion and recommendations are presented in the fifth chapter.

CHAPTE TWO

LITERATURE REVIEW

2.1. Introduction

In any research undertaking it is important to review what has been done on the area of the study topic. In this part of the study, relevant literatures on recruitment and selection practices on organizational performance were reviewed. This chapter includes theoretical review of HRM, empirical review from previous related works and finally conceptual framework has been formulated. Moreover, lessons drawn from literature were forwarded.

2.2. Theoretical Framework

2.2.1. The Concept of Recruitment and Selection

2.2.1.1. Recruitment

Recruitment according to (Curtis, 2011), involves attracting of candidates to fill the positions in an organizational structure. Recruitment As explained by (Opathalage, 2019) is the process of finding and attracting suitably qualified people to apply for job vacancies in the organization. It is a set of activities an organization uses to attract job candidates who have the needed abilities and attitudes. Recruitment is the process of generating a group of qualified applicants for organizational job vacancies. However, (Saviour, 2017) stated that the purpose of recruitment is to provide a group of candidates that is large enough to let managers select the employees they need. Before recruiting begins, the position's requirements which should relate to the task must be clearly identified.

2.2.1.2. Selection

(Bradley, 2016) See the selection process as the mutual process whereby the organization decides whether or not to make a job offer and the candidate decides whether or not to accept it. In the view of (Ubah, 2019), selection is the process of choosing from the pool of potential employees available those jobs in terms of qualified job and organization requirements. (Mondy, 2012) Refers to selection as 'the process of choosing from a group of applicants those individuals best suited for a particular position in an organization'. One thing that stands

apparent from the above is that, selection is typically made from among many applicants that have applied for positions and meet the organization requisite.

The Process of Selection

(Flippo, 2017)Sees selection process as hiring procedure. According to him, in the hiring procedure varying methods are used to discover significant information about an applicant, which can then be compared with the job specification. He is of the opinion that there is no standard procedure adopted by all firms, the following is an example of a popular method:

Initial or preliminary interview: This initial interview is usually quite short and has as its objective the elimination of the obviously unqualified. In many instances it is a standing interview conducted at a desk or railing(DeCenzo, 2016).

Application Blank: One of the general principles of hiring procedures is to assign each step information objectives that can be best obtained by the methods of that particular step. Factual information should be obtained by means of an application blank. We should not automatically assume that all information written on the blank by the applicant is correct (Vogel-Heuser, 2016).

References: The purpose of the reference check is to obtain information about past behavior of applicants and to verify the accuracy of information given on the application blank. (Cole, 2012) expressed that most public sector organization take up references before short listed candidates are called for interview; while private sector organization tend to take them up after the candidate has been interviewed and a provisional offer of appointment made. The most common method of checking was a combination of letters and telephone calls. Letters of reference carried by the applicant are of little value; one knows what is in them.(Mumford, 2014).

Psychological Tests: The next step in the procedure outlined above is that of testing. Most of the larger companies that can afford to have a more detailed and accurate selection procedure do utilize some form of employment testing. It is the smaller company that frequently does not bother with tests, but places great reliance upon the interview(DeCenzo D. , 2016).

Interviewing: Interviewing is probably the most widely used single method of selection. A substantial amount of subjectivity, and therefore/ unreliability, is to be expected from

interviewing when used as a tool of evaluation. One human being is evaluating another in somewhat strained and artificial circumstances (Hansen, 2012).

Background Investigation: Background investigation (reference check) is intended to verify information on the application form is correct and accurate information. (Robbins, 2020). This can include contacting former employees to confirm the candidates work record, obtain appraisal of his/her performance, verifying other job related and personal references and criminal record. The main purpose of a reference is to obtain in confidence factual information about a prospective employee. This information is straightforward and essential.

Conditional Job Offer: After an applicant has passed all the selection process a condition job offer is usually made. Conditional job offer comes from the HRM representative. The conditional nature of job offer were removed and the offer were permanent(DeCenzo D. , 2016).

Medical or Physical Examination: It is an examination to determine an applicant's physical fitness for essential job performance. It can only be used as a selection device to screen out individuals who are unable to physically comply with the requirements of a job. Aside from its use as a screening device it is helpful in showing that minimum standard of health exist to enroll in companies that provide health and life insurance for their employment (Baruah, 2012).

Permanent Job Offer: According to (DeCenzo D. A., 2016) at this stage those individuals who perform successfully in the preceding steps are now considered to be eligible to receive an offer of employment. The final stage in the selection procedure is to confirm the offer of employment after satisfactory references have been obtained, and the applicant has passed the medical examination required for pension and life assurance purposes or because a certain standard of physical fitness is required for the work. The contract of employment should also be prepared at this stage, (Armstrong, 2014).

Orientation and Follow Up: Once the new employees are hired the next step were giving them orientations. As per(DeCenzo D. , 2016)orientation is a system of introducing new employees to the organization and their work units. Orientation involves familiarizing new employees with company rules, policies and procedures. Orientation programs play an important role in socializing employees. 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 much better to identify them at an early stage rather than allowing them to fester.(Mumford, David Armstrong. Routledge., 2014)

2.2.2. Underpinning Theories of HRM

The unique notion of HRM had a strong theoretical base(Vogel-Heuser, Automation Science, 2016) commented that Human resource management appears to lean heavily on theories of commitment and motivation and other ideas derived from the field of organizational behavior.“ A number of other theories, especially the resource-based view, have contributed to the understanding of purpose and meaning of HRM. The paper has been constructed based on Human capital theory, Resource- Based View theory, and Equity theory and to examine the overall recruitment and selection strategies and practices in the SMU.

Human Capital Theory: central idea that people are fixed capitals just like machine because they have skills and useful abilities that has genuine cost and yields profits. Human capital theory is concerned with “People and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and also constituting a significant source of competitive advantage.

Human capital theory underlines that people possess innate abilities, behavior and personal energy and these elements make up the human capital they bring to their work, (Alexander, 2019). It is indeed the knowledge, skills and abilities of individuals that create value. That is why the focus has to be on the means of attracting, retaining and developing the human capital. (Mumford, David Armstrong, 2014) Explains that, individuals generate, retain and use knowledge and skill (human capital) and create intellectual capital. Their knowledge is further enhanced by the interactions between them (social capital) and generates the institutionalized knowledge which organizations possess (organizational capital). The human capital theory considers people as assets and stresses that the investment in people by organizations will bring worthwhile returns. Armstrong points out clearly that the human capital theory is closely linked to the Resource Based View (RBV) of firms by Barney (1991).

The Resource-Based View Theory: Resource-based theory expressed as the resource based view states that competitive advantage is achieved if firm’s resources are valuable, rare and

costly to imitate. According to the Resource Based View, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage (Barney, 2004).

A major part of any firm's strength or weakness stem from the caliber of the people employed and the quality of their working relationships. Identifying what is most valuable and protecting it with "barriers to imitation" is at the heart of resource base thinking. (Gonzalez, 2014) Stress that, employers must aspire to hire applicants who possess the KSAs required to successfully performing the job most effectively. To them, recruitment, screening and selection procedures should yield the best qualified candidates within the context of agreed-upon equity programs.

Equity Theory: According to the principles of the equity theory, the best recruitment and selection criteria in the organization is that which portrays the firms Equal Opportunity Employer. Equity Theory has emphasized on the code of justice which depicts that organizations should organize and practice the best suitable recruiting principles to be an Equal Employment Opportunity (EEO) provider. (Tong, 2017) Identified three levels of equal opportunity policies: Equal opportunity as equal chance (nondiscriminatory), Equal opportunity as equal access (fair procedures)

2.2.3. Recruitment Sources

Once management has determined an organization's staffing requirements, the recruitment process begins. The first decision made is whether a particular job opening should be filled by someone already employed in the organization or by an applicant from outside. Normally, organizations recruit from both internal and external. In each case, the advantages of recruiting outside the organization must be weighed against the disadvantages of recruiting inside the organization. The exact mix depends on the organization's strategic plan. Factors such as the amount of money that can be expended, the skills required, how quickly the position is to be filled, as well as careful consideration of the organization business environment, all feed into decisions regarding the internal/external recruitment mix (Olian, 2011). (Snell, 2015), argued that whether a particular job vacancy were filled by someone from within the organization or from outside would, of course, depend upon the availability of personnel, the organization's human resource policies, and the requirements of the job to be staffed.

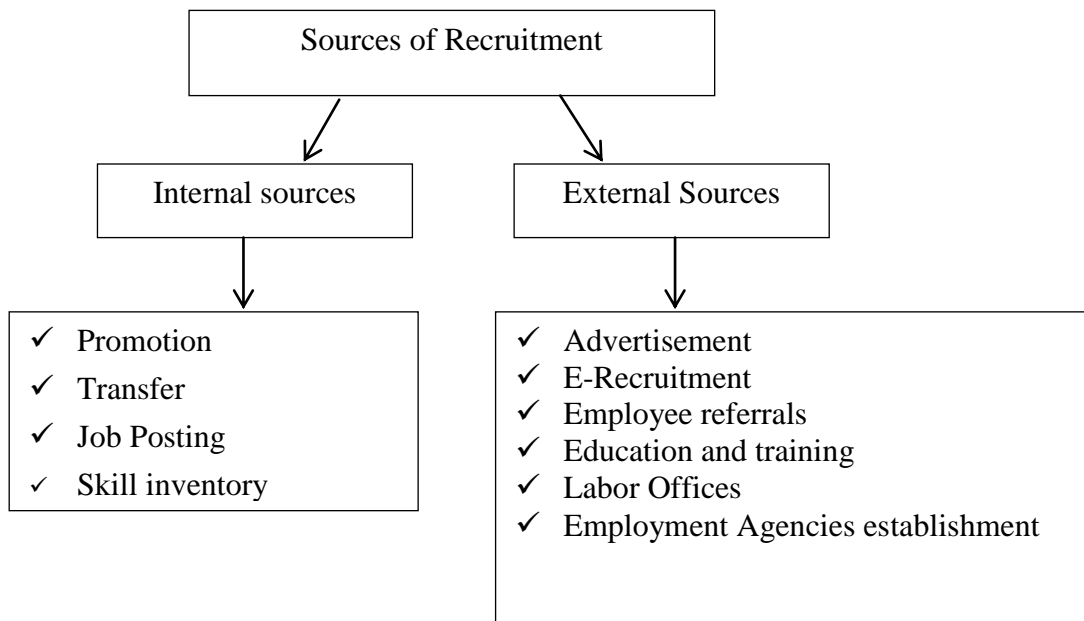


Figure 2.1: Sources of Recruitment Source: Prashant (2009)

2.2.3.1. Internal Source of Recruitment

According to (Matenga, 2020), probably the most important advantage to recruiting within the organization is the increased morale for employees who believe that the organization will reward successful performance and that they were promoted to higher opportunities. (Dessler, 2013) Argued that, there is no substitute for knowing a candidate’s strengths and weaknesses. It is often therefore safer to promote employees from within, since you are likely to have a more accurate view of the person’s skills. Inside candidates may also be more committed to the organization. He added. According to (Armstrong, Principles of marketing, 2014), the main sources of candidates for recruitment are from within the organization, all other things being equal, in terms of suitability for the job. This means that the organization has to first look within to fill vacant job openings before considering outside source for the supply of its human capital.

It is quicker and less expensive to recruit internally, because there may be no need to spend money on job advertisements or recruitment agencies. Instead a message can simply be placed on a company newsletter or posted on its intranet or staff notice boards. Further cost savings and efficiency gains can be made because internal recruits are typically able to take up posts much more quicker than people being brought in from outside. The other advantage stems from the fact that internal candidates, are more knowledgeable than new starters coming in from other organizations about what exactly the job involves. They are also more familiar with the

organization's culture, rules and philosophy, and so take less time to settle into their new jobs and to begin working at full capacity (Sixsmith, 2007). This therefore means that internal promotion serves as incentive for the internally promoted candidates which can boost their moral and increase their productivity.

2.2.3.1.1. Internal Methods of Recruitment

Finding qualified applicants within the organization is the main goal of the internal recruiting effort. (Azeez, 2019), suggested that internal recruitment methods involve creating a pool of applicants to fill a vacancy from current employees. Thus, the organization operates from its own source of supply.

This division of the study looks at the methods of internal recruitment such as promotion, transfer, job positioning, and job bidding.

Promotions:

It refers to promoting or upgrading an employee who is already existed in the pay roll and contributed to the organizational performance. It is shifting an employee to a higher position with high responsibilities, facilities, status and pay. Usually, many companies fill higher job vacancies by promoting employees who are considered fit for such positions. This is due to fact that it has a great psychological impact over other employees for their motivation towards better performance. Internal recruitment efforts very often result in promotions. Promotion signifies reward for past performance and encourages employees in their efforts (Bohlander, 2001).

Transfers

Transfer is a lateral shift causing movement of individuals from one position to another. (Hanssen, 2002), consider transfers as being effected when the need for people in one job or department is reduced or increased, if the work load reduced employees would want to relocate to other areas where they can have enough tasks to perform. Under it, employees are recruited internally through transfer from one work place to another. It refers to the process of interchanging the job duties and responsibilities of employees from one place to another or from one department to another without any promotion in their position or grade. It is a good source of generating qualified employees from over-staffed departments (Shirey, 2013).

Job Posting

Job Posting: Job posting is an open invitation to all employees in an organization to apply for the vacant position. It provides an equal opportunity to all employees currently working in the organization. Today it has become a very common practice in many organizations across the world. Under this, vacancy announcement is made through bulletin boards or in lists available to all employees. Interested employees, then apply for the post being advertised. In this way, it has become one of the cost saving techniques of recruitment (Sampson, 2016).

Job bidding: is more effective when it is part of a career development program in which employees are made aware of opportunities available to them within the organization. For example, HR departments may provide new employees with literature on job progression that describes the lines of job advancement, training requirements for each job, and skills and abilities needed as they move up the job-progression ladder (Shirey, 2013).

2.2.3.2. External Sources of Recruitment

Despite the advantages of internal recruitment, organizations often have good reasons to recruit externally. For entry-level positions and perhaps for specialized upper level positions, the organization has no internal recruits from which to draw. Also bringing in outsiders may expose the organization to new ideas or new ways of doing business (Noe, 2017). An organization that uses only internal recruitment can wind up with a workforce whose members all think alike and therefore may be poorly suited to innovation. (Dessler, Fundamentals of human resource management, 2013) asserts that, external sourcing may require forecasting general economic, occupational and market conditions.

2.2.3.2.1. External Methods of Recruitment

This section of the study looks at the methods of external recruitment such as advertisement, E-Recruitment, employee referrals, educational institutions.

Advertisement

Advertisement is the most obvious method of attracting candidates. According to (Armstrong M., 2009), the objectives of an advertisement should be to: attract attention, create and maintain interest, and stimulate action. According to (Grobler, 2015), a successful recruitment advertisement is based on the answers to four questions, namely, (1) what do you want to

accomplish? (2) Who do you want to reach? (3) What should the advertising message convey? (4) How and where should you advertise?

While newspapers and trade journals are the media used, most often radio, television, billboards, posters, and electronic mail are also utilized (Grobler L. , 2015). Advertising has the advantage of reaching a large audience of possible applicants. Some degree of selectivity can be achieved by using newspapers and journals directed toward a particular group of readers.

E-Recruitment: or online recruitment uses web-based tools such as a firm's public internet site or its own intranet to recruit staff. The processes of e-recruitment consist of attracting, screening and tracking applicants, selecting, and offering jobs or rejecting candidates. (Rugarli, 2010) has estimated it that it costs only about one-twentieth, as much to hire someone online. The internet has become a way for employers to display company image and advantages over competitors (Hilal, 2018). Many internet users know the difficulty, frustration and inefficiencies of sorting through information to find applicable and useful material. However, many companies find it difficult to integrate the Internet with their existing systems (Dasgupta, 2017).

Employee referrals

According to (Noe R. A., 2017), Referrals are people who apply because someone in the organization prompted them to do so. Many job seekers look to friends, relatives, and acquaintances to help them find employment. Using these social networks not only helps the job seekers, but also simplifies recruitment process for employers. An additional benefit of using such source is that it cost much less than formal recruiting efforts. (Morgan, 2009), asserts that, Managers have found that the quality of employee – referred applicant is normally quite high, since employees are generally hesitant to recommend individuals who might not perform well. However, some managers avoid employee referrals because inbreeding and nepotism can cause employee morale problem, as well as a lack of successful and productive employees in future years.

Educational Institutions

According to (Snell, Managing human resources. , 2015), educational institutions are typically a source of young applicants with formal training but with relatively little full time experience. The authors maintained that for technical and managerial positions, colleges and universities are generally the primary source. In their views, some employers fail to take full advantage of college and university resources because of a poor recruitment program. Consequently their

recruitment efforts fail to attract many potentially good applicants. The extent and scope of recruiting programs will depend on employer needs for employees. However, maintaining good relations even when there was no need for new employees makes sense from long-range point of view. In the views of (Anthony, 2010), college recruiting can be very expensive, so human resource managers should be certain that a college degree is needed for successful performance in the position openings.

2.2.4. Selections

The selection process is a series of steps through which applicants pass. According to Stewart et al. (2001), selection is the process of choosing individuals who have relevant qualifications to fill existing or projected openings. The authors observed that those responsible for making selection decisions should have adequate information on which to base their decisions. The purpose of selection is to match people to work. Ultimately, the selection decision must focus on performance related issues if it is to contribute to the organization's success. In the views of (Makamu, 2014), selection involves choosing the best applicant to fill the vacant position.

Human resource selection in the views of (Gueye, 2020), is the process of choosing qualified individuals who are available to fill positions in an organization. Selection is a critical and important function of the management of business enterprises which requires special skill and expertise if a business organization is to remain competitive. Without the basic match of people and work, it will not be possible to gain a proper return on all the other investment in human resource programmers. Work is more than the range of tasks and activities undertaken; it includes the physical, economic and social environment in which the activities take place (Hill, 2014). Selections task is to cream off the most appropriate applicants, turn them into candidates and persuade them that it is in their interests to join the organization, for, even in times of high unemployment. Selection is very much in two-way process, the candidate is assessing the organization, just as much as the organization is assessing him. The main objective of selection, therefore, is to be able to make an acceptable offer to the candidate who appears, from the evidence obtained to be the most suitable for the job in question (Bluman, 2012).

2.2.5. Importance of Recruitment and Selection

Recruitment and selection have become increasingly important as one way of delivering behaviors seen as necessary to support organizational strategies (Perez, 2006). According to (Al

Azzam, 2014), good recruitment and selection practices can minimize the risks of failing to achieve the business strategy and of incurring need less costs as: Business and organizational strategies can be jeopardized if the people who are appointed are not capable of contributing effectively, if appointments are not timely, or if no appointment is made. Unnecessary expense can arise due to costs of training and replacements since poor recruits may perform badly and/or leave their employment. Remedial costs and inefficiency in the recruitment process itself also contribute to increased costs.

Effective recruitment and selection can also provide significant improvements in productivity and employee morale (Farnham, 2000) and allow organizations to build a workforce of more able employees who collectively provide a superior product or service (Thygesen, 2018). The profitability and even the survival of an enterprise usually depend upon the caliber of the workforce and it has been argued that the costs of ineffectual commercial viability can often be attributed to decades of ineffective recruitment and selection methods (Terpstra, 2012).

2.2.6. Factors affecting Recruitment and Selection.

There are various internal and external factors that influence the practices of both recruitment and selection.

2.2.6.1. External Factors to the Recruitment and Selection Process

There are various external factors of recruitment and selection that an organization is incapable to moderate but only attempt to comply with the prevailing situations. These factors include government policy and legislations, trade unions and labor market.

2.2.6.1.1. Government Policy and Legislations

Nations have their own labor proclamations that directly or indirectly affect the recruitment and selection process. (Bousquet, 2012), states that government regulations prohibiting discrimination in hiring and employment have direct impact on recruiting practices. This is also true that many states' constitution incorporate laws that prohibit discriminatory acts in terms of gender, age, disability and ethnicity. Related to government policies, there are political- social considerations that influence recruitment and selection. (Mathis, 2015)Also confirm that recruitment and selection are subject to legal requirements like equal employment law and

regulation, responding to the protected class of the society (candidates with disabilities) with employment opportunity and pursue affirmative action. (Bousquet J. , 2020)Further identified factors that have direct effect on recruitment and selection. These include legal employment opportunity, human right legislation, and employment illegal aliens, discrimination based on sex, age, disability and privacy laws. In Ethiopia recruitment and selection processes are manifested in the labor proclamation 377/2003 which gives a provision of principles, rules and regulations that govern the worker-employer relationship from recruitment to termination.

2.2.6.1.2. Labor Market Condition

This is one of the most important factors that determine the number and quality of applicants. As (Aartsen, 2021) elaborates, when there is surplus labor in the market informal recruitment can attract enough applicants. But, where there is full (tight) employment in place a skillful and prolonged recruiting is mandatory to get an applicant who fulfills the expectation of the organization.

Labor markets also significantly affect the selection process. Ivancevich adds that low rate of unemployment make selection very difficult but with high rate of unemployment selection were different and easy. Organizations capability to fully exploit the labor market is in turn affected by other external factors such as government policy, new technology, education or training opportunity, population changes, trade union attitudes, salary level, nature of competition for labor and level of economic activity. All these factors in their positive or negative aspects can make the labor market tight or easy.

2.2.6.2. Internal Factors to the Recruitment and Selection Process

Apart from the external factors, there are certain internal factors that influence the recruitment and selection process. These are factors that can be controlled by the organizations themselves. These are organizations image, recruitment policies, size of an organization, and cost of recruitment.

2.2.6.2.1. The Image of the Organization

The perception about the organization that is held by the general public has an impact on recruitment and selection process. (Boyle, 2014), states that if the image of an organization is perceived to be low, the recruiting rate of an organization to attract large number of applicants

were low. He adds that low paying organizations are perceived negatively and attractive payment jobs of an organization bring about favorable image. (Mathis R. , 2015), also suggest that continuous and intensive recruitment efforts have its purpose of image building in the market. They stresses the impact of organizational image with the fact that candidates will have pride in the brand name of an organization believing the organization performs better today and tomorrow.

Organizations can extract the positive impact of their image through branding which might include making the internal and external public discuss favorable issues about the organization, high performance that ensures good place in future investment, let old employees re-turn back, sign up for job fair, etc...(Saw, 2020).In short, this process of employment branding help recruitment by making sure the firm were become employer of choice.

2.2.6.2.2. Organizations Policies and Practices

Different organization have their own HR polices and strategies that influence recruitment and selection process. One of the most important factors of this type, according to(Hastan, 2011.)Is internal recruitment and selection policy that is pursuing internal promotion. This implies many organizations recruit and select employees from outside the organizations for entry level position only. Although scholars suggest internal recruitment is better because existing employees know the organization better and fit the organizations' culture. But (Lunenburg, 2011). suggests that internal resourcing is not always good policy it makes organizations stable that it stay stagnant in its way. This two perspectives influence managers in recruitment and selection practices.

(Bluman G. W., 2012)points out that organizations recruitment policy states whether advertising is external or internal, the need to reply to applicants with minimum delay, specify aim to aware potential candidates about the detailed job condition for all advertised jobs, states its aim to process all application with efficiency and courtesy, stresses search for best candidates based on their qualification, and ensures candidates are invited to interview will have fair chance to be heard.

Eventually, organizations that do not undertake recruitment and selection based on predetermined policies and procedures were affected by unnecessary costs of underperformance and high turnover.

2.2.6.2.3. Size of the Origination

Size of an origination is an important internal factor that affects the recruitment and selection process of a firm. (Zaller, 2020) Explains that organization with large number of employees engaged in recruitment and selection activities more often than organizations with small number employees. This is also true that in organization with large number of employees management is constantly engaged in internal recruiting, selection of new entrants for various positions left vacant due to turnover and other involuntarily reasons.

2.2.6.2.4. Preferences of Recruit for Organization and Job

The degree to which potential employees prefer a job can also affect recruitment and selection. According to (Aartsen, 2021) as organizations have ideal specification of the recruits, so do recruits have a set of preferences for the jobs. This concept implies that recruitment and selection is two way process where the recruits have a chance to de-recruit or de-select themselves in the process.

2.2.7. Organizational Performance

All organizations are under an obligation to their stakeholders to perform well. To do this they depend on the quality, dedication, enthusiasm, expertise and skill of the people working in them at all levels. The message of the resource-based view is that HRM delivers added value and helps to achieve sustainable competitive advantage through the strategic development of the organizations. Organizational performance (OP) is an indicator which measures how well an enterprise achieves their objectives (Jolly, 2009). OP encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share, etc.); and shareholder return (total shareholder return, economic value added, etc.). Organizational performance is concerned with product or service quality, product or service innovation, employee attraction, employee retention, customer satisfaction, management/employee relation and employee relation (Oyeniya, Effect of human resource management practices on job satisfaction, 2014).

Financial and market performance: data is of an objective nature, and can in many instances be easily obtained even when the number of organizations under investigation is big. This type of performance is also the most frequent type of performance found in the HRM-performance literature (Boselie, 2014). However, there is also a more subjective side to the financial and market performance data in the research field of HRM and performance – that is perceived organizational performance, which is often utilized in those instances when objective data is difficult obtain. Specific examples of financial and market performance are return on assets, return on equity, revenue, market share, and market value.

Operational performance: Typical measures of operational performance can be productivity, production quality, service quality, sales and innovation. These measures can be obtained both through subjective estimates and objective measures. However, more often than not, the operational measures are of an objective nature. Many of these types of performance are easy to break down in numbers.

Customer satisfaction: is the degree of satisfaction provided by the goods or services of a company as measured by the number of repeat customers. It is extremely important for a business firm as they decide the fate of the business. If a company fails to satisfy their existing customers there are many other firms who would like the opportunity to win the business. The external customer satisfaction heavily depends on the satisfaction of internal customers, i.e., employees of the business firm. Therefore, employees' job satisfaction is a crucial determinant of external customer satisfaction that has a lot to do with HRM to enhance internal customer satisfaction (Berndt, 2013).

2.3. Empirical Literature Review

In this section empirical evidence assistant the recruitment and selection practices on organizational performance has been existed. Considerably research has been carried out showing that good Human Resource Management practice and firm performance are associated; remarkable examples in the, Many empirical studies were carried out and found recruitment and selection as strong predictor of OP. (Vaduganathan, 2020)in seven practices of successful organizations research indicates that, selective hiring is positively related to OP. (Kwapong, 2017) studied effect of recruitment and selection practices on the performance of small and medium Hotels of OsuKlottey sub-Metropolitan assembly of greater Accra, the researcher

employed 200 questionnaire were distributed, interview and conversational schedule for the study. He was found out that the relationships between the hotels' performance and the recruitment and selection practices were statistically significant at alpha (α) = 0.05. These indicate there are positive influences or impact of the recruitment procedures and the selection processes on the hotels performances.

(Anazi, 2017) in Asian context, specifically in Saudi Arabian organizations with 270 samples got 92.9% respond rate, SEM techniques were used in the data analysis, the result found recruitment and selection positively significant to OP. (Shah, 2016) in Asian context, specifically in Malaysian insurance companies 312 samples were used in SPSS tool for multiple regression analysis considered in testing the relationship between recruitment and selection and OP, result confirmed that recruitment and selection positively related to OP.

Similarly, the study conducted by (Lumley, 2021) in Indian hotel a quantitative approach with total of 439 samples using SPSS technique, result of the study revealed that recruitment and selection were found positively related to performance.

Several individual staffing practices have been found to be positively associated with various measures of firm performance. For example, a study by David Terpstra and Elizabeth Rozell, A composite selection index was developed for all of these techniques Terpstra and Rozell surveyed over 200 firms in order to determine the relationship between these selection techniques and the following measures of firm performance: annual profit, growth in profit over a five-year period, growth in annual average sales over a five-year period, and a composite or overall performance measure. The study did not use actual accounting data but instead asked respondents to report profit, profit growth, and sales growth in terms of percentage ranges. Nonetheless, these measures correlated highly with accounting data obtained for a subsample of over 60 of the firms in the survey. The results of the study provide strong evidence that these selection tools can have a positive impact on firm performance.

The Delaney and Huselid, The Impact of Human Resource Management Practices on Perceptions of Organizational Performance the study examined selective staffing through analysis of perceptual measures of the organizational performance. For organizations in the for-profit sector of the survey, staffing selectivity was significantly related in a positive direction to organizational performance.

A study made by AbdulQuddus Mohammad (2015), the study investigates the current practices in employee recruitment, selection and retention in family owned small enterprises, so that new models can be developed. The researcher adopted the quantitative and qualitative approaches; the data was collected by using questionnaires and semi structured interviews using convenience sampling. Out of the 150 administered questionnaires, 120 were returned, out of which 100 were selected upon which the analysis is based. The results suggests that majority of FOSMEs do not have a formal HR department; do not have HR Policies and practices, newspaper advertisements, agencies e recruitment are some of the popular recruitment techniques and English language, math's test, interviews, medical test are some of the popular selection techniques and factors like good relations, recognition, salary, medical benefits are important for employees to work longer. The results from this study will facilitate the owners to face the challenges of lack of qualified labor and high employee turnover rates and meeting the enterprise targets.

2.4. Conceptual Framework

In this section, the researcher developed the conceptual framework based on the review of literatures of the study that indicates the relationship between HRM practices, as independent variable, and organizational performance (dependent variable).

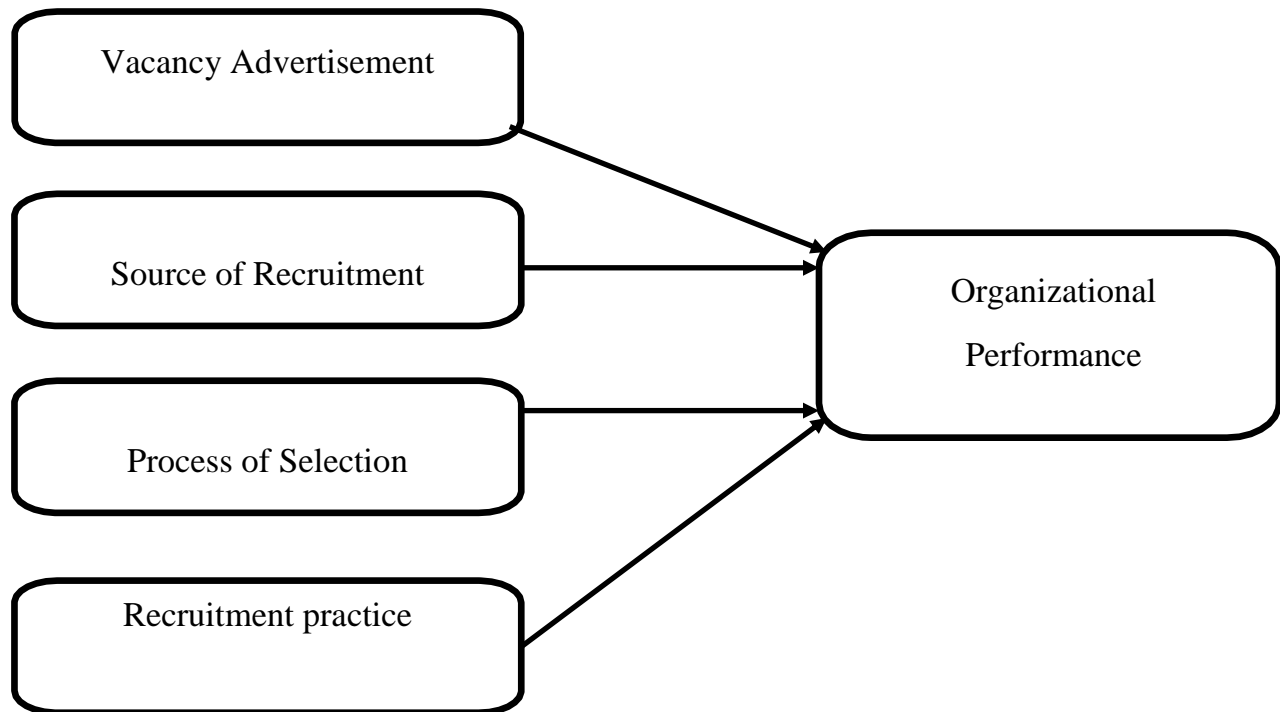


Figure 2:2: Self developed 202

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter of the study deals with the research design and methodology of the study. It includes research design, target population, sample size and sampling methodology, data source and instrument of data collection, data collection system and data analysis method, validity, reliability, and ethical concerns.

3.1. Research Approach and Design

According to (Das, 2021), descriptive research type is sufficient when the aim is to discover facts and explain events that occurred previously. The research method used is determined by the research subject, according to (Bowerman, 2019). The study focuses on the effect of recruitment and selection on company results. To increase the accuracy of the study findings, the researcher used descriptive and explanatory research design that incorporates both qualitative and quantitative (mixed) research approaches.

3.2. Population and Sampling

3.2.1. Population

A population is a group of people, objects, or things from which measurement samples are taken (Studdert, 2020). The target population is administrative employees of SMU's different divisions and branches are the study's target group. According to information obtained from SMU, there are currently 220 administrative employees employed in SMU at various positions in Addis Ababa.

3.2.2. Sampling

Sample Size Determination

Sampling is a process of choosing a smaller and more manageable number of people to take part in the research process and generalize the results to the whole of the research population (Catherine, 2013).

The sample size was determined using the Catherine's (2002) formula:

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

Where n = minimum sample size required for the study

N = the population size = 220

e = is the level of precision ($e = 0.05$)

$$n = \frac{N}{1 + N(e)^2} = \frac{220}{1 + 220(0.05)^2}$$
$$n = 141.935 = \underline{\underline{142}}$$

3.2.3. Sampling Techniques

Respondents were drawn from the sample size using the stratified random sampling process. In a population made up of heterogeneous groups, stratified sampling is essential for obtaining a representative sample (Kothari, 2007). To begin with, the researcher divided the population into subcategories of administrative. The strata were then further subdivided into sub-strata, as detailed below. The total sample size (142) was held proportional to of strata size using the proportional allocation process. The following formula can be used to determine the sample size for each stratum:

$$N_i = \frac{n(S)}{N}$$

Where N = the total population = 220

N_i = size of sample from each stratum

n = total sample size = 142

S = total number of populations in each stratum

Table 3.1: Total Population of the Study

Stratum of Administrative staff	Number of Population (S)	Size of sample from each stratum (N_i)
Under graduate study	34	22
Testing center	4	3
School of graduate study	9	6
College of open and distance	83	54
Head office	90	57
Total administrative	220	142

$$N_i = \frac{n * S}{N} = \frac{142 * S}{220}$$

3.3. Data Type and Sources

Both main and secondary data sources were used to collect information for this research project. With the support of well-structured questionnaires, primary data can be collected. The researcher were collect secondary data from annual reports, internal publications, an internal archive of personal records, Human Resource information, SMU recruitment and selection policies, and external websites.

3.4. Data Collection Methods

The researcher were gather data for this study using a questionnaire, which is said to be the most efficient method for gathering accurate and relevant information(Easterby-Smith, 2021). Close-ended questions are included in the questionnaire. Closed-ended questions are similar to single-select questions with a five-point Likert scale, with SD indicating strong disagreement, D indicating disagreement, N indicating neutral, A indicating agreement, and SA indicating strong agreement. Several scholars, including (Panwar, 2011), have endorsed the use of the Likert scale to assess people's sensitivity to issues or their level of agreement with a given situation in social science studies.

3.5. Data Analysis Techniques

After the data collection exercise, the questionnaires were coded. As a quality check on the results, responses are cross-checked on the ground. Data processes, according to (Migilinskas, 2017), starts with data editing and coding. For display and study, coded data on responses were fed into the statistical kit for social sciences (SPSS) version 26 computer program. Descriptive statistics and Pearson's correlation analysis were used in the research.

Descriptive Analysis: helps to describe the respondents' overall degree of agreement. It shows how reliable respondents' responses are. For the independent and dependent variables, descriptive statistics such as standard deviation and means are collected. To make data interpretation simple and convenient, representations such as tables and graphs are used. The accuracy of the data from the completed questionnaire was reviewed.

Inferential Analysis: In inferential analysis I used both correlation and regression analysis. Correlation is a statistical technique for determining if two variables are “interdependent.” It would show the association between variables, but not which relationship is stronger; regression analysis was used to show the relationship's strength.

Multiple Regression analysis also applied to predict the value of a dependent variable based on all independent variable; this was used to assess the strength of the relationship between the dependent variable and all predictors.

3.6. Reliability and Validity

Reliability

Reliability of the data is the degree of consistency that an instrument demonstrates (Creswell, 2014). Cronbach's Alpha test is commonly used to test in internal reliability of the instrument that used 5-point Likert Scale. This research used Cronbach's Alpha reliability test to test the reliability of the collected data, alpha value between 0 and 1 is ranged as normal and above 0.7 alpha values is classed as acceptable reliability value in social science research (Gliem, 2012), the closer alpha value to 1, the more data is described as reliable.

Table 3.2: Reliability Statistics.

Variables	No of items	Cronbach's alpha	Internal Consistency
Vacancy Advertisement	3	.767	Acceptable
Source of recruitment	2	.712	Acceptable
Process of selection	5	.834	Acceptable
Recruitment Practice	6	.795	Acceptable
Organizational Performance	7	.885	Acceptable

The above table illustrates the reliability coefficient of all items in the instrument which yielded an alpha value of 0.799 which is greater than the acceptable value of 0.7. This classifies our 31 item instrument as internally reliable for having the required degree of consistency.

Validity

Validity refers to the issue of whether an indicator or set of indicators that is devised to gauge a concept really measures that concept. Several ways of establishing validity are: content validity; convergent validity concurrent; predictive validity; constructive validity; and convergent validity (Bell, 2018). He also suggested that the important issue of measurement validity relates to whether measures of concepts really measure the concept. Establishing the validity of the scores in a survey helps to identify whether an instrument might be good one to use in survey research (Bell, 2018). The researcher used standardized questionnaire so that the instrument is already valid and tested.

3.7. Ethical Considerations

The researcher has obtained the consent of the organization for the study in such a way that it considers ethical responsibility. Confidentiality and privacy are some of the most corner stone of field research activities in order to get relevant and appropriate data. The researcher assured the purpose of the research paper and confidentiality of any information gathered through questionnaire on the introductory part of the paper. A final report was made available to the organization for perusal and for academic purpose. Moreover, all materials consulted to conduct the study have been duly acknowledged.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION

4.1. Introduction

This section deals with the analysis, interpretation of data collected to determine the Effect of Recruitment and Selection Practice on Organizational Performance. Therefore, the findings from the questionnaire and the results are discussed as per the objectives in this chapter. It includes a report of results from descriptive analysis like frequency tables and figures that were assessed the effect of recruitment and selection practice. It also includes a report of results from correlation of coefficients that describe the relationship of recruitment and selection practices and organizational performance. Finally, regression analysis was done to show the strength of its relationship.

4.2. Socio-demographic Characteristics of the Respondents

The personal profile of the respondents is analyzed as per their gender, age, levels of educational achievements, and Years of experience at SMU. Descriptive statistics was performed on the demographic variables as a means of describing the respondents. The final study involved 142 respondents of which 49.3% were female and 50.7% were male, as indicated below in Table 4.1. A slight difference between male and female population indicates that the university applied a good gender mainstreaming initiative.

Further, majority of the respondents were within the age between 30 – 39 years (43.0%) followed by those with age group 20 – 29 (40.8%). This means that close to 80.8% = (43.0 + 40.8) indicates that most employees are young and need better payment and good working condition. This shows that the university must plan to make optimum utilization of this relatively young work force. At this point, what is important to take notice of is that the university can be beneficial by having young staffs that are well motivated and capable. When we assess respondent with their educational level, master's degree (27.5%), bachelor's degree (30.3%) and diploma level (42.5%) of the respondents were having from larger to smaller, respectively. Thus, it can be concluded that most of the respondents were Diploma holder.

As we can see in the Table 4.1. below, the highest proportion of respondents were with 1– 5 years of years of experience (47.2%), followed by those with 6 – 10 years (28.2%), and there are a smaller number of respondents working 11 – 15 Years and above 16 years (20.4% and 4.2%

respectively) at SMU. This entails that most employees have only few years of work experience in the University; thus, this shows that the SMU do not have a strong retention strategy. Therefore, from the findings of the below demographic results we can observe that the sample is reasonably representative.

Table 4.1: Summary Profile of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Age				
20-29 years	58	40.8	40.8	40.8
30-39 years	61	43.0	43.0	83.8
40-49 years	11	7.7	7.7	91.5
50- and above	12	8.5	8.5	100.0
Total	142	100.0	100.0	
Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	72	50.7	50.7	50.7
Female	70	49.3	49.3	100.0
Total	142	100.0	100.0	
Educational Level	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma / Level IV	60	42.3	42.3	42.3
Bachelor's Degree	43	30.3	30.3	57.7
Master's Degree	39	27.5	27.5	100.0
Total	142	100.0	100.0	
Years of Experience at SMU	Frequency	Percent	Valid Percent	Cumulative Percent
1 – 5 Years	67	47.2	47.2	47.2
6 – 10 Years	40	28.2	28.2	75.4
11 – 15 Years	29	20.4	20.4	95.8
Above 16 Years	6	4.2	4.2	100.0
Total	142	100.0	100.0	

Source: SPSS data output 2021

Further, as clearly described in Table 4.2 below, the mean level of gender, age, educational level, and years of experience were found 1.49, 1.84, 2.15 and 1.82 with standard deviation of .502, .896, .825 and .904 respectively which is almost very sight higher than the middle value. From the result we can observe that though majority of them were at the high level still it is not satisfactory.

4.3. Descriptive Analysis

4.3.1. Descriptive Analysis of the Main Research Questions

This section is made up of the descriptive part of the results. In this section responses obtained on the general consideration of recruitment and selection were presented and interpreted. The results are shown and discussed below:

Table 4.2: Means of Hearing about the vacancy of your current position in the University.

	Frequency	Percent	Valid Percent	Cumulative Percent
Internal Notice Boards	27	19.0	19.0	19.0
Website	5	3.5	3.5	22.5
Advertisement	71	50.0	50.0	72.5
Through Friends	34	23.9	23.9	96.5
Social Media	-	-	-	-
Others	5	3.5	3.5	100.0
Total	142	100.0	100.0	

Source: SPSS data output 2021

As indicate in the above table 4.2. Most of the respondents said that Advertisement (50.0%) is widely adopted system to get vacancy information. Through friends, and Internal notice boards were the respondents had low means of getting information with 23.9% (34) and 19.0% (27) respectively. The vacancy announcement used in the recruitment practice conveys images of the organization, its services and its overall philosophy. That is, it sends our messages to potential employees, clients, partners and shareholders. This implies that the majority of the respondents said that advertisement was widely adopted system to hearing the vacancy. According to Taylor, 2000, there is no one best approaches, as, on the appointments pages, best really mean distinctive. The vacancy announcement used in the recruitment exercise conveys images of the organization, its services and its overall philosophy. That is, it sends our messages to potential employees, clients, partners and shareholders. (Omara, 2019) posit that advertisement is the first process in the recruitment process because its' through advertisement that people apply for job thus creating a reason for short-listing and selection for employment. It should be noted that an advertisement for job opportunities takes several forms ranging from internal notice board, through friends and through university website.

Table 4.3: Evaluation Process of recruitment and selection practice.

	Frequency	Percent	Valid Percent	Cumulative Percent
Application letter with CV educational credentials	14	9.9	9.9	9.9
Paper examination	1	.7	.7	10.6
Interview	40	28.2	28.2	38.7
Paper examination and interview	5	3.5	3.5	42.3
Application letter with CV education credential and paper examination	5	3.5	3.5	45.8
Application letter with CV education credentials and interview	49	34.5	34.5	80.3
Application letter with CV education credentials paper exam and interview	28	19.7	19.7	100.0
Total	142	100.0	100.0	

Source: SPSS data output 2021

As shown in the above Table 4.3, most of the respondents pass the evaluation process through Application letter with CV education credentials and interview with 34.5% and 28.2% respectively. Whereas Paper examination among all respondent has very low (.7%) value of the evaluation process. This implies that the SMU uses mostly application letter with CV education credentials and interview to attract employees and evaluate the applicants.

Table 4.4: Evaluation Process that the respondents were Not Happy.

	Frequency	Percent	Valid Percent	Cumulative Percent
Application letter with CV educational credentials	7	4.9	4.9	4.9
Paper examination	24	16.9	16.9	21.8
Interview	9	6.3	6.3	28.2
Paper examination and interview	8	5.6	5.6	33.8
I was not happy with all evaluation I passed through	14	9.9	9.9	43.7
I was happy with all evaluation I passed through	80	56.3	56.3	100.0
Total	142	100.0	100.0	

Source: SPSS data output 2021

As shown on the Table 4.4, 56.3% of respondents reported that there were happy with all evaluation process. This implies the evaluation process of recruitment and selection practice at SMU was satisfied most of the respondents.

Table 4.5: Respondents Current Position.

	Frequency	Percent	Valid Percent	Cumulative Percent
Promotion	35	24.6	24.6	24.6
Placement	74	52.1	52.1	76.8
Transfer	33	23.2	23.2	100.0
Total	142	100.0	100.0	

Source: SPSS data output 2021

As shown on theTable 4.5, 52.1% of respondents got their current position through placement, 24.6% through promotion and 23.2% through transfer. This implies the employees’ current position at SMU weremostly through placement.

Table 4.6: Evaluation Process that the respondents show their Confidence and Ability.

	Frequency	Percent	Valid Percent	Cumulative Percent
Application letter with CV educational credentials	19	13.4	13.4	13.4
Paper examination	9	6.3	6.3	19.7
Interview	29	20.4	20.4	40.1
Paper examination and interview	31	21.8	21.8	62.0
All	54	38.0	38.0	100.0
Total	142	100.0	100.0	

Source: SPSS data output 2021

As shown on the Table 4.6, 38.0% of respondents werereported in all evaluation process that they had confidence and ability, 21.8% on paper examination and interview, 20.4% on interview, 13.4 on application letter with CV and 6.3% on paper examination.This implies the employees’ show their confidence and ability on most of the evaluation process.

Table 4.7: Condition of Written Test of Respondents.

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	69	48.6	48.6	48.6
No	73	51.4	51.4	100.0
Total	142	100.0	100.0	

Source: SPSS data output 2021

As shown in the above Table 4.7 that 48.6% of the respondent was taken written test and the remaining 51.4% of the respondent replied that were not taken written test. Testing is an important stage of the selection process. If tests are properly conducted, they can reduce the selection cost by reducing the large number of applicants to manageable levels.

4.3.2. Descriptive Analysis of Principles of Recruitment and Selection

Descriptive statistics of mean and standard deviation are used. The mean indicate to what extent the sample group averagely agree or disagree with the different question. As designed by (Spiegelhalter, 2002) a scale is set in a way those respondents strongly disagreed if the mean scored value is the range of 1.00-1.80, Lowest 1.81-2.61, Low 2.62- 3.41, Average 3.42- 4.21, high and between 4.22-5.00 highest.

Table 4.8: Level of mean score

Dependent and Independent Variables	Mean score of each variable	Std. Deviation	Level of mean score
Source of recruitment	3.06	1.097	Average
Vacancy Advertisement	3.38	1.125	Average
Process of selection	3.678	1.080	High
Recruitment practice	3.67	1.16	High
Organizational Performance	3.63	1.263	High

Source: SPSS data output 2021

4.3.2.1.Vacancy advertisement

Table 4.9: Vacancy Advertisement

		Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Std. Deviation
The Advertisement was posted on well-known newspapers.	Strongly Disagree	13	9.2	9.2	9.2	3.38	1.153
	Disagree	19	13.4	13.4	22.5		
	Neutral	30	21.1	21.1	43.7		
	Agree	61	43.0	43.0	86.6		
	Strongly Agree	19	13.4	13.4	100.0		
	Total	142	100.0	100.0			
Content of vacancy advertisement was good and contained all the necessary information.	Strongly Disagree	11	7.7	7.7	7.7	3.28	1.132
	Disagree	27	19.0	19.0	26.8		
	Neutral	31	21.8	21.8	48.6		
	Agree	57	40.1	40.1	88.7		
	Strongly Agree	16	11.3	11.3	100.0		
	Total	142	100.0	100.0			
The University post was related with my education and professional skills.	Strongly Disagree	12	8.5	8.5	8.5	3.49	1.090
	Disagree	13	9.2	9.2	17.6		
	Neutral	28	19.7	19.7	37.3		
	Agree	72	50.7	50.7	88.0		
	Strongly Agree	17	12.0	12.0	100.0		
	Total	142	100.0	100.0			

Source: SPSS data output 2021

Table 4.9 shows that 9.2% and 13.4% of the respondents strongly disagreed and disagreed respectively on advertisement that were posted on well-known newspapers at SMU. On the other hand 43.0% and 13.4% of the respondents agree and strongly agree; respectively on advertisement was posted on well-known newspapers at SMU. Whereas 21.1% of the respondents were neutral on this question. This indicates that most of the respondents agreed on advertisement were posted on well-known newspapers for recruitment and selection process.

The second item of the question asked was about content of vacancy advertisement was good and contained all the necessary information. 7.7% of the respondent responses strongly disagree, 19.0% of the respondent disagreed, 21.8% neutral, 40.1% agreed and 11.3% strongly agreed about content of vacancy advertisement was good and contained all the necessary information. Majority of the respondent, agreed on content of vacancy advertisement was good and contained all the necessary information.

The third item was that does the University post was related with my education and professional skills? Here, 8.5% of the respondent responses strongly disagree, 9.2% of the respondent disagreed, 19.7% neutral, 50.7% agreed and 12.0% strongly agreed about the University post was related with my education and professional skills. Majority of the respondent, agreed on the University post was related with my education and professional skills.

Accordingly, to the mean scores, that the findings in Table 4.9 above imply that has, the majority of the respondents agreed on the University post were related with my education and professional skills and advertisement was posted on well-known newspapers. Since vacancy advertisement parameters used under this study had a mean score of between 3.28 and 3.49 and when you compared to the variation of vacancy advertisement conducts in SMU the lowest deviation is 1.090 and the highest deviation is 1.153. This implies that Low standard deviations indicated no significant deviation of the extent of vacancy advertisement while high standard deviations indicate significant deviation.

These findings agree with findings by (Sharmini, 2020) that revealed that organizations rely on different media to advertise for available vacancies. Such media include on-line job boards and company websites. The choice of these media may emanate from the need to spend less on advertisement since university websites; Facebook and WhatsApp are cheap media and can reach a wide audience. Additionally, these findings concur with findings by (Addai-Mensah, 2019) that revealed that advertisement was carried out in the recruitment process in HFC bank in Nigeria. The bank used various approaches to advertise available vacancies such as staff referrals, job postings on notices and electronic bulletins boards, in company newsletters, and sometimes through office memoranda. The grand mean of the independent variable vacancy advertisement was 3.38 which was average level of score.

4.3.2.2. Source of Recruitment

Table 4.10: Source of Recruitment

		Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Std. Deviation
The Recruitment process of the University focuses more internally.	Strongly Disagree	5	3.5	3.5	3.5	3.51	1.103
	Disagree	25	17.6	17.6	21.1		
	Neutral	32	22.5	22.5	43.7		
	Agree	52	36.6	36.6	80.3		
	Strongly Agree	28	19.7	19.7	100.0		
	Total	142	100.0	100.0			
The Recruitment process of the University focuses more externally.	Strongly Disagree	25	17.6	17.6	17.6	2.61	1.091
	Disagree	43	30.3	30.3	47.9		
	Neutral	42	29.6	29.6	77.5		
	Agree	27	19.0	19.0	96.5		
	Strongly Agree	5	3.5	3.5	100.0		
	Total	142	100.0	100.0			

Source: SPSS data output 2021

Table 4.10. Shows that 3.5% and 17.6% of the respondents strongly disagreed and disagree respectively on the recruitment process of the University focuses more internally. On the other hand, 36.6% and 19.7% of the respondents agree and strongly agree, respectively on the recruitment process of the University focuses more internally. Whereas 22.5% of the respondents were neutral on this question. This indicates that most of the respondents agreed on the recruitment process of the University focuses more internally. These findings further concur with findings by (Magill, 2018) that revealed that university managers had a strong desire to adopt a fair recruitment and selection process.

In the case of the question asked about the recruitment process of the University focuses more externally. 17.6% of the respondent responses strongly disagree, 30.3% of the respondent disagreed, 29.6% neutral, 19.0% agreed and 3.5% strongly agreed about the recruitment process of the University focuses more externally. Majority of the respondent disagreed on the recruitment process of the University focuses more externally.

For instance, a study by (Alola, 2021) revealed that when organizations adopt an objective recruitment process, they experience a better performance. This is most likely because the policy that guides the recruitment process and ensures they recruit qualified personnel who are able to undertake their specific duties diligently. If the process was shoddy, the organization will have staffs that are not able to diligently carry out their duties thus poor organizational performance. However, if the recruitment and selection process was effective, the organization will have staff capable of supporting it to realize its objectives thus enhanced organizational performance. (Herawati, 2021)Noted that the quality of staff that an organization has determines whether its service delivery is effective or not.

Another study by (Mohammad T. , 2021) agreed with findings of this study by revealing that organizations adopted diverse recruitment and selection practices. They further revealed that none of the practices were universally accepted. Therefore, to derive maximum benefits, organizations adopted a combination of two or three practices. Some of the practices that were prevalent in the study include employee referral, campus recruitment, advertisement, recruitment agents, company websites and social media such as WhatsApp. When organizations recruit personnel with high level skills, competencies and attitudes, they are able to realize organizational objectives very easily thus enhancing organizational performance.

Accordingly, to the mean scores, the findings in Table 4.10 above imply that has, the majority of the respondents agreed on the recruitment process of the University focuses more internally. Since source of recruitment parameters used under this study had a mean score of 3.51 and 2.61 and when you compared to the variation of source of recruitmentconducts in SMU the low deviation is 1.091 and the highest deviation is 1.103. This implies that Low standard deviations indicated no significant deviations of the extent of source of recruitmentwhile high standard deviations indicate significant deviation. The grand mean of the independent variable source of recruitment was 3.06 which was average level of score.

4.3.2.3. Recruitment Practice

Table 4.11: Recruitment practice

		Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Std. Deviation
The recruitment Process was satisfactory.	Strongly Disagree	10	7.0	7.0	7.0	3.30	1.065
	Disagree	19	13.4	13.4	20.4		
	Neutral	47	33.1	33.1	53.5		
	Agree	50	35.2	35.2	88.7		
	Strongly Agree	16	11.3	11.3	100.0		
	Total	142	100.0	100.0			
The University replied to your application shortly notifying that you were accepted for further consideration.	Strongly Disagree	10	7.0	7.0	7.0	3.75	1.162
	Disagree	13	9.2	9.2	16.2		
	Neutral	18	12.7	12.7	28.9		
	Agree	62	43.7	43.7	72.5		
	Strongly Agree	39	27.5	27.5	100.0		
	Total	142	100.0	100.0			
Time taken for the recruitment was quick and applicants were informed on time.	Strongly Disagree	9	6.3	6.3	6.3	3.47	1.083
	Disagree	16	11.3	11.3	17.6		
	Neutral	38	26.8	26.8	44.4		
	Agree	57	40.1	40.1	84.5		
	Strongly Agree	22	15.5	15.5	100.0		
	Total	142	100.0	100.0			
At recruitment time, I was satisfied with the actions I observed.	Strongly Disagree	7	4.9	4.9	4.9	3.76	1.071
	Disagree	10	7.0	7.0	12.0		
	Neutral	30	21.1	21.1	33.1		
	Agree	58	40.8	40.8	73.9		
	Strongly Agree	37	26.1	26.1	100.0		
	Total	142	100.0	100.0			
The recruitment process was free of bias in terms of appearance, gender, race, political relationship, etc.	Strongly Disagree	4	2.8	2.8	2.8	4.11	1.022
	Disagree	5	3.5	3.5	6.3		
	Neutral	28	19.7	19.7	26.1		
	Agree	40	28.2	28.2	54.2		
	Strongly Agree	65	45.8	45.8	100.0		
	Total	142	100.0	100.0			

Source: SPSS data output 2021

As shown in the above Table 4.11. 33.1%, 35.5 and 11.3% of the respondent's neutral, agreed and strongly agreed on the recruitment process was satisfactory respectively, but small number of the respondents was disagreed 13.4% and strongly disagreed 7%. Respondents were also asked if the University replied to your application shortly notifying that you were accepted for further consideration, the response, 7% of the respondents strongly disagreed, 9.2% disagreed, 12.7% neutral, 43.7% agreed and 27.5% strongly agreed.

Similarly, most of the respondent agreed 40.1% and strongly agreed 15.5% on time taken for the recruitment was quick and applicants were informed on time. Then 26.8% respondents were neutral for this question. 40.1% and 15.5 of the respondents were agreed and strongly agreed. 11.3% and 6.3% of the respondents were disagree and strongly disagreed on time taken for the recruitment was quick and applicants were informed on time at SMU.

Final as shown in the above Table 4.11, regarding The recruitment process was free of bias in terms of appearance, gender, race, political relationship, 28.2% and 45.8 of the respondents were agreed and strongly agreed that the recruitment process was free of bias in terms of appearance, gender, race, political relationship. Whereas 2.8% strongly disagreed, 3.5% disagreed and 19.7% neutral.

Table 4.11. shows that the mean scores imply that has the majority of the respondents strongly agreed on the recruitment process was free of bias in terms of appearance, gender, race, political relationship, etc. Sincere recruitment practice used under this study had a mean score of 4.11 and when you compared to the variation of recruitment and selection practice conducts in SMU the lowest deviation indicate 1.022 and the highest deviation is 1.162. This implies that Low standard deviations indicated no significant deviations of the extent of recruitment and selection practice while high standard deviations indicate significant deviation. The grand mean of the independent variable recruitment practice was 3.67 which showed high level of score.

4.3.2.4. Process of Selection

Table 4.12: Selection Process

		Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Std. Deviation
The selection process of SMU is good in general.	Strongly Disagree	6	4.2	4.2	4.2	3.76	1.110
	Disagree	13	9.2	9.2	13.4		
	Neutral	33	23.2	23.2	36.6		
	Agree	47	33.1	33.1	69.7		
	Strongly Agree	43	30.3	30.3	100.0		
	Total	142	100.0	100.0			
The University places the right person in the right job.	Strongly Disagree	5	3.5	3.5	3.5	3.28	1.132
	Disagree	21	14.8	14.8	18.3		
	Neutral	37	26.1	26.1	44.4		
	Agree	36	25.4	25.4	69.7		
	Strongly Agree	43	30.3	30.3	100.0		
	Total	142	100.0	100.0			
Sufficient time is allotted to complete selection test.	Strongly Disagree	9	6.3	6.3	6.3	3.61	1.116
	Disagree	11	7.7	7.7	14.1		
	Neutral	39	27.5	27.5	41.5		
	Agree	50	35.2	35.2	76.8		
	Strongly Agree	33	23.2	23.2	100.0		
	Total	142	100.0	100.0			
Selection of a candidate in the university is strictly based on quality.	Strongly Disagree	5	3.5	3.5	3.5	3.96	1.139
	Disagree	16	11.3	11.3	14.8		
	Neutral	16	11.3	11.3	26.1		
	Agree	47	33.1	33.1	59.2		
	Strongly Agree	58	40.8	40.8	100.0		
	Total	142	100.0	100.0			
Selection tests were relevant to the job you have applied to at SMU.	Strongly Disagree	8	5.6	5.6	5.6	3.93	1.183
	Disagree	12	8.5	8.5	14.1		
	Neutral	20	14.1	14.1	28.2		
	Agree	44	31.0	31.0	59.2		
	Strongly Agree	58	40.8	40.8	100.0		
	Total	142	100.0	100.0			
The university provides equal employment opportunity for all regardless of gender, race, ethnic group and religion.	Strongly Disagree	10	7.0	7.0	7.0	3.49	1.281
	Disagree	19	13.4	13.4	20.4		
	Neutral	14	9.9	9.9	30.3		
	Agree	43	30.3	30.3	60.6		
	Strongly Agree	56	39.4	39.4	100.0		
	Total	142	100.0	100.0			

Source: SPSS data output 2021

As shown in the above Table 4.12. 33.1% and 30.3% of the respondents agreed and strongly agreed on the selection process of SMU is good in general respectively, but small number of the respondents was disagreed (9.2%) and strongly disagreed (4.2%). Respondents were also asked if the University places the right person in the right job, the response, 3.5% of the respondents strongly disagreed, 14.8% disagreed, 26.1% neutral, 25.4% agreed and 30.3% strongly agreed. This means more than half of the respondents retaining top performers begin with hiring the right talent in the first place. Employees who are a good fit for the position and perform well will want to stay with the organization.

Similarly, most of the respondent agreed (35.2%) and strongly agreed (23.2%) on the University allotted sufficient time to complete selection test. But 27.5% respondents were neutral for this question. 73.9% of the respondents (= 33.1 + 40.8) were agreed and strongly agreed on selection of a candidate in the university is strictly based on quality. 71.8% of the respondents (= 31.0 + 40.8) were agreed and strongly agreed on selection tests were relevant to the job you have applied to at SMU.

Final on the selection process as shown in the above Table 4.12, regarding equal employment opportunity, 69.7% of the respondents were agreed and strongly agreed that the university provides equal employment opportunity for all regardless of gender, race, ethnic group, religion. Whereas 7.0% strongly disagreed, 13.4% disagreed and 9.9% neutral.

Table 4.12.shows that the mean scores imply that has the majority of the respondents agreed on Selection of a candidate in the university is strictly based on quality. Since process of selection used under this study had a mean score of 3.96 and when you compared to the variation of process of selection conducts in SMU the lowest deviation is 1.110 and the highest deviation is 1.281. This implies that Low standard deviations indicated no significant deviations of the extent of process of selection while high standard deviations indicate significant deviation. The grand mean of the independent variable process of selection was 3.678 which showed high level of score.

4.3.2.5. Organizational Performance

Table 4.13: Organizational Performance

		Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Std. Deviation
The university is always trying to present new services to Customer.	Strongly Disagree	12	8.5	8.5	8.5	3.32	1.199
	Disagree	25	17.6	17.6	26.1		
	Neutral	36	25.4	25.4	51.4		
	Agree	44	31.0	31.0	82.4		
	Strongly Agree	25	17.6	17.6	100.0		
	Total	142	100.0	100.0			
SMU customers feeling satisfaction to receipt our Services.	Strongly Disagree	9	6.3	6.3	6.3	3.81	1.282
	Disagree	22	15.5	15.5	21.8		
	Neutral	12	8.5	8.5	30.3		
	Agree	43	30.3	30.3	60.6		
	Strongly Agree	56	39.4	39.4	100.0		
	Total	142	100.0	100.0			
The university responds to customers' needs better than other universities.	Strongly Disagree	8	5.6	5.6	5.6	3.61	1.260
	Disagree	21	14.8	14.8	20.4		
	Neutral	40	28.2	28.2	48.6		
	Agree	23	16.2	16.2	64.8		
	Strongly Agree	50	35.2	35.2	100.0		
	Total	142	100.0	100.0			
Merit of service keeps customers loyal and hence repeated visits take place.	Strongly Disagree	13	9.2	9.2	9.2	3.79	1.378
	Disagree	20	14.1	14.1	23.2		
	Neutral	14	9.9	9.9	33.1		
	Agree	32	22.5	22.5	55.6		

	Strongly Agree	63	44.4	44.4	100.0		
	Total	142	100.0	100.0			
The university's effort to increase the number of customers is relatively high when compared to other universities	Strongly Disagree	10	7.0	7.0	7.0	3.77	1.205
	Disagree	14	9.9	9.9	16.9		
	Neutral	20	14.1	14.1	31.0		
	Agree	52	36.6	36.6	67.6		
	Strongly Agree	46	32.4	32.4	100.0		
	Total	142	100.0	100.0			
The University is always trying to present new and innovative services to its customers.	Strongly Disagree	15	10.6	10.6	10.6	3.61	1.383
	Disagree	26	18.3	18.3	28.9		
	Neutral	5	3.5	3.5	32.4		
	Agree	49	34.5	34.5	66.9		
	Strongly Agree	47	33.1	33.1	100.0		
	Total	142	100.0	100.0			
The university is committed to improve the quality of services regularly	Strongly Disagree	9	6.3	6.3	6.3	3.53	1.140
	Disagree	22	15.5	15.5	21.8		
	Neutral	21	14.8	14.8	36.6		
	Agree	65	45.8	45.8	82.4		
	Strongly Agree	25	17.6	17.6	100.0		
	Total	142	100.0	100.0			

Source: output from SPSS, 2021

As shown in the above Table 4.13. 8.5% of the respondents strongly disagreed, 17.6% disagreed, 25.4% neutral, 31.0% agreed and 17.6% strongly agreed on the university was always trying to present new services to Customer. Respondents were also asked if SMU customers feeling satisfaction to receipt our services, the response, 6.3% of the respondents strongly disagreed, 15.5% disagreed, 8.5% neutral, 30.3% agreed and 39.4% strongly agreed. This means more than half of the customer feels satisfaction on the university service.

Employees of the university were also asked if the university respond to customers' needs better than other university. From the response, 5.6% of the respondents strongly disagreed, 14.8% disagreed, 28.2% neutral, 16.2% agreed and 35.2% strongly agreed.

Based on the respondent 44.4% strongly agreed and 22.5% agreed on merit of service keeps customers loyal. Whereas 9.2% and 14.1% of the respondents were strongly disagreed and disagreed on the university merit of service keeps customers loyal. Regarding of the university's effort to increase the number of customers 32.4% and 36.6% of the respondent were strongly agreed and agree respectively on relatively SMU were high when compared to other universities. But 7.0% and 9.9% of the respondents were strongly disagreed and disagreed.

Respondents were 10.6% strongly disagreed, 18.3% disagreed, 3.5% neutral, 34.5% agreed and 33.1% strongly agreed on the University is always trying to present new and innovative services to its customers. Similarly, respondents were 6.3% strongly disagreed, 15.5% disagreed, 14.8% neutral, 45.8% agreed and 17.6% strongly agreed on the university is committed to improve the quality of services regularly. Table 4.13. Shows that the mean scores imply that has the majority of the respondents agreed on SMU customers feeling satisfaction to receive our Services. Since organizational performance used under this study had a mean score of 3.96 and when you compared to the variation of organizational performance conducts in SMU the lowest deviation is 1.140 and the highest deviation is 1.383. This implies that Low standard deviations indicated no significant deviations of the extent of process of selection while high standard deviations indicate significant deviation. The grand mean of the dependent variable organizational performance was 3.63 which was high level of score.

4.4. Inferential Statistics

Various statistical methods used for data analysis make assumptions about normality, including correlation, regression, t-tests, and analysis of variance. Before going to analytical tests an assessment of the normality of data is a prerequisite because normal data is an underlying assumption in parametric testing (Bland, 2015).

4.4.1. Correlation Analysis

In this section, correlation analysis conducted to examine the effect of recruitment and selection practice on organizational performance. And relationship of recruitment and selection practice on organizational performance were done by the correlation analysis technique. This provided correlation Coefficients which indicated the strength and direction of relationship. The p-value also indicated the probability of these relationships significant.

4.4.1.1. Correlation Analysis between Recruitment and Selection Practices and Organizational Performance

Correlation analysis was conducted to examine the relationship between recruitment and selection practices and organizational performance of SMU. The classification of the correlation coefficient (r) is as follows: 0.1 – 0.29 is weak; 0.3 – 0.49 is moderate; and > 0.5 is strong (Field, 2005).

Table 4.15 below shows that Vacancy advertisement, source of recruitment, recruitment practice and process of selection had positive significant effect on organizational performance. The value of correlation of Vacancy advertisement is ($r=0.899^{**}p<0.01$), source of recruitment is ($r=0.877^{**}p<0.01$), recruitment practice is ($r=0.932^{**}p<0.01$) and Process of selection is at ($r=0.909^{**}p<0.01$). According to the above data the researcher understood that all independent variable Vacancy advertisement, source of recruitment, recruitment practice and process of selection had strong relationship between the independent and the dependent variable or correlation according to (Bronisner, 2012).

Table 4.14: Correlation Analysis of recruitment and selection practices and organizational performance.

		Vacancy Advertisement	Source of Recruitment	Recruitment practice	Process of Selection	Organizational Performance
Vacancy Advertisement	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	142				
Source of Recruitment	Pearson Correlation	.895**	1			
	Sig. (2-tailed)	.000				
	N	142	142			
Recruitment practice	Pearson Correlation	.924**	.895**	1		
	Sig. (2-tailed)	.000	.000			
	N	142	142	142		
Process of Selection	Pearson Correlation	.913**	.895**	.948**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	142	142	142	142	
Organizational Performance	Pearson Correlation	.899**	.877**	.932**	.909**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	142	142	142	142	142

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

Source: SPSS data output 2021

The recruitment practices had positive significant effect on organizational performance. Recruitment practices is at ($r=0.932^{**}$ $p<0.01$). The correlation between variable was direct which means as recruitment practices is good organizational performance will increase. Thus, the result supports for the main assumption which states that recruitment practices had a significant effect on organizational performance in SMU. It can be concluded that there is strong relationship between the independent and the dependent variable.

Similarly, findings in this study agree with findings by (Anyango, 2018) that reported a strong and significant relationship between recruitment and selection that is based on merit and organizational performance. This study concluded that a poor recruitment and selection strategy led to the selection of inappropriate staff, therefore leading to poor organizational performance

because it helps in shaping employee's behavior and attitudes and thus influences organizational commitment which ultimately enhances organizational performance. Findings from this study are further in agreement with findings from a study that was conducted in (Upreti, 2018). This study revealed that successful recruitment and selection practices contributed significantly to improved organizational outcomes.

4.4.2. Regression Analysis

4.4.2.1. Assumptions of Multiple Regression Model

The basic assumptions should be satisfied in order to maintain data validity and strength of the regressed result of the research under the multiple regression models. Hence, this study has conducted the assumption tests such as, multi-Collinearity, test linearity, test of normality and Homoscedasticity.

Multi-collinearity Test of the Model

To check whether these predictor variables are highly correlated with each other researcher used Multicollinearity. Statistics indicates that all values of variance inflation factor (VIF) below 10.00 as correlated (Morrow-Howell, 1994). As shown in Table 4.15 below the researcher checked the assumption for multicollinearity among these four independents (predictor) variables and found out that the predicted variables are highly multicollinear. The result of correlation matrix shows that all VIF values are well below 10 and the tolerance level for all variables is above 0.1. This indicating that the assumption is met, and we are safe to say that variables are strongly correlated. The tolerance value for each independent variable is 0.459, 0.984, 0.360 and 0.567 respectively. This is also supported by VIF value, which 2.178, 1.016, 2.780 and 1.764 respectively.

Table 4.15: Collinearity Statistics

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Vacancy advertisement	.459	2.178
	Source of Recruitment	.984	1.016
	Recruitment practice	.360	2.780
	Process of Selection	.567	1.764

a. Dependent Variable: Organizational Performance

Source: SPSS data output 2021

Test for Linearity

The second assumption to be tested out is linearity or assumption of linear relationship observed between two variables. Linearity implies that slope of the population regression function is constant thus, non-linearity means, in other words, that a change in the dependent variable does depend on the value of one or more of the independent variables (Morgan J. , 2003) the linearity test of the disturbance has been presented in the following figure.

The dots at the p-p plot should be closer to the diagonal line, Normal p-p plot points should lie in reasonably straight diagonal line from bottom left to top right. In this case the p-p plot the dots are drawn closer to the diagonal line, indicating that assumption of normality is met.

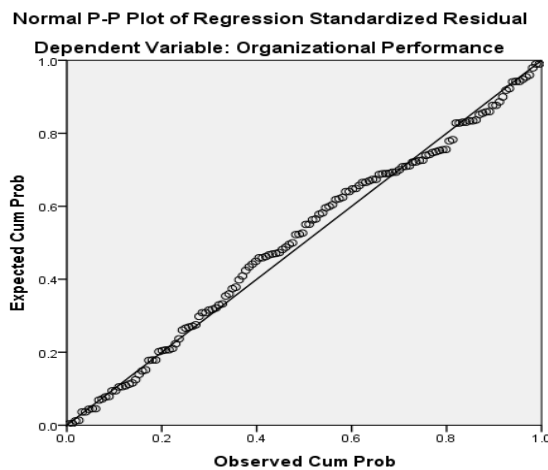


Figure 4.1: Histogram (Linearity test) P-P plot

The Normality Test

Screening data for assessing the normalization of variables is a critical step in multivariate analysis (Hair J. , 2019). Normality refers to the shape of a normal distribution of the matrix variable (Robert, 2015). For variables with normal distribution, the values of skewness and kurtosis are zero, and any value other than zero indicated deviation from normality (Hair J. , 2019). In addition, a check for normality of the error term is conducted by visual examination of the normal probability plots of the residuals. The normality probability plots were plotted to assess normality. The skewness value provides an indicated the symmetry of the distribution. The index of skewness takes the value zero for a symmetrical distribution. A positive skewness value indicates right skew while a negative value indicates left skew (Fidell, 2013). The result of histogram in figure 4.2 showed a little left skew.

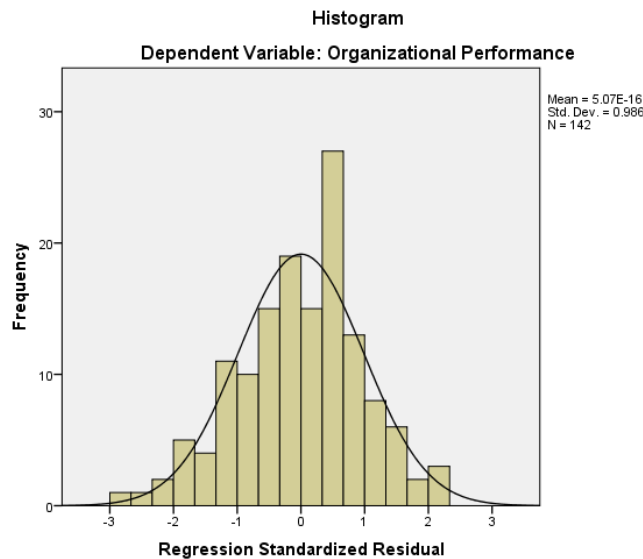


Figure 4.2: Histogram (Normality Test)

Thus, according to the above diagnosis information presented in all the three tests there are no significant data problems that violate the assumptions of multiple linear regression.

Homoscedasticity

There should be homoscedasticity before running multiple regression analysis, this means the differences between the values of the observed and predicted dependent variable are normally distributed, and that the residuals have constant variance (Greenhalgh, 2019). If the assumption of homoscedasticity is violated (i.e. there is heteroscedasticity). The graph has demonstrated homoscedasticity.

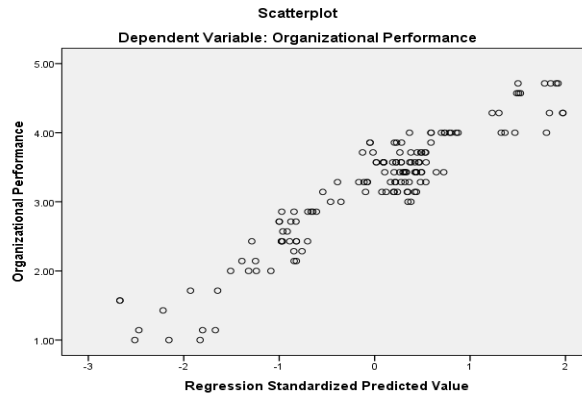


Figure 4.3: Homoscedasticity Test

4.4.3. Multiple Regression Analysis

The regression analysis was conducted to know by how much the independent variable explains the dependent variable. Therefore, regression analysis of Process of Selection, Source of Recruitment, Vacancy Advertisement, Recruitment practice and Organizational Performance was conducted, and the results of the regression analysis are presented as following:

Table 4.16: Model Summary^b result of predictor variable over the dependent variable

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.940 ^a	.884	.880	.290

a. Predictors: (Constant), Process of Selection, Source of Recruitment, Vacancy Advertisement, Recruitment practice.

b. Dependent Variable: Organizational Performance

Source: SPSS data output 2021

Table 4.16 above show that amount for $r = 0.940$ which explains a strong positive relationship between predictors and organizational performance in SMU. It means that the relationship between process of selection, source of recruitment, Vacancy advertisement, and recruitment practice in SMU is very strong, and by increasing the quality of one the other one will increase as well. Further, from the R^2 result in the summary table above we are safe to say that organizational performance is about 88.4 % dependent over process of selection, source of recruitment, Vacancy advertisement, recruitment practice. However, there are still leaves 11.6% unexplained in this research. This means there is other additional factors that have not been considered in this research and effect on organizational performance.

Table 4.17: Analysis of Variance (ANOVA^a) result of predictor variable over the dependent variable

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	87.856	4	21.964	260.401	.000 ^b
	Residual	11.555	137	.084		
	Total	99.411	141			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Process of Selection, Source of Recruitment, Vacancy advertisement, Recruitment practice.

Source: SPSS data output 2021

Table 4.17 above indicates that in the regression model the independent variables process of selection, source of recruitment, Vacancy advertisement, and recruitment practice significantly predicts the dependent variable organizational performance ($p < 0.05$). Here, $p < 0.005$, which is less than 0.05, and indicates that, all independent variables statistically significantly predicts organizational performance had a good fit with the data. The significance of the organizational performance for each independent variable indicates the overall factors predicting SMU HRs' fulfillment provided by workers who can perform at administrative department.

Table 4.18: Regression Result

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.204	.116		-1.759	.081
	Vacancy advertisement	.184	.093	.168	1.987	.045
	Source of Recruitment	.153	.092	.122	1.663	.047
	Recruitment practice	.568	.110	.534	5.158	.000
	Process of Selection	.149	.104	.141	1.427	.049

a. Dependent Variable: Organizational Performance

Source: SPSS data output 2021

The regression result explores the necessary indicators of the recruitment and selection by using the variables identified in the model. The (β) sign also shows the +ve or -ve effect of the independent variables coefficient over the independent variable. Any change in the independent

variables lead to significant change in the effect of recruitment and selection. Thus, the resulted regression model for predicting perceived effect of recruitment and selection become:

$$OP=a+b_1VA+b_2SR+b_3RP+b_4PS+St.Error$$

$$-.204+.184VA+.153SR+.568RP+.149PS+0.05$$

Where OP= Organizational performance

VA=vacancy advertisement

SR= source of recruitment

RP= recruitment practice

PS= process of selection

Major Findings of the Study

- The demographic information of SMU has slight difference between male and female population (50.7%, 49.3%) respectively and implies that the university practiced good gender mainstreaming initiative and there is equal job opportunity for all potential employees during recruitment and selection. Such inspiring dedication can be achieved through provision of equal job opportunity during recruitment (Lin, 2013). But majority of the respondents work experience in the university were between 1 to 5 years of experience (47.2%). This indicates that the university lacks senior employees and also shows high turnover due to limitation of human resource management and these shows that SMU do not have a strong retention strategy.
- From the descriptive statistics the result shows that Process of selection has the highest mean score of 3.678 whereas the recruitment practice has 3.67, vacancy advertisement has 3.38 and Source of recruitment 3.06. The dependent variable Organizational performance has the mean score of 3.63.
- From the correlation analysis the result shows that the four independent variables have a positive relationship with organizational performance.
- This study has conducted the assumption tests such as, Multi-collinearity Test, Test for Linearity, test of Normality and Homoscedasticity test were meet the assumption of multiple regression analysis.
- Multiple regression analysis showed through model summary that value of coefficient (R) of independent variable is 0.940 and adjusted R square value of 0.880. This demonstrates that 88.0% of variation in organizational performance is explained by independent variables included in this model and 12% unexplained in this research. This means there is other additional factors that have not been considered in this research and effect on organizational performance.
- From the regression analysis recruitment practice attained beta coefficients value of 0.568, beta coefficients of vacancy advertisement was 0.184, source of recruitment attained the beta coefficients value of 0.153 and process of selection 0.149.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Summary

Data was collected from primary source by using structured questioner a total of structured questioners are distributed to respondents included administrative staff of top level manager, middle level managers and employees through purposivesamplingtechniques. Quantitative description was applied on the data gathered to analyze the information obtained. The study put forward the following findings based on the four research questions which were thought up at the beginning of the study by under taking a detailed analysis of the situation, the following outcomes were obtained.

The demographic information of the SMU, administrative staff respondents indicates that there is slightly difference between male (50.7%) and female (49.3%). The age distribution shows that most of respondents are aged in the range of 30-39 years with 43% of the total respondents. The educational level of respondents showed that 42.3% are Level IV (Diploma), and work experience of the respondents showed 1-5 years (47.2%).

The major findings from descriptive statistics values indicate that the highest mean value is Recruitment practice 3.678, while the least mean value is Source of recruitment 3.06mean where the maximum value is 5.0.

The result of correlation shows that there is positive relationship between independent variable and organizational performance. The value of correlation variables (Vacancy advertisement, Source of recruitment, Process of selection and Recruitment practice) is 0.899^{**}, 0.877^{**}, 0.909^{**} and 0.932^{**} respectively.

The model summary of multiple regression revealed that the value of coefficient (R) of the independent variables is 0.940 and r square value of 0.884. This reviled that 88.4% of the variation in organizational performance is explained by independent variable included in this model.

Linear regression analysis used to examine the effect of recruitment and selection on organizational performance showed that recruitment and selection practices contribute significantly predicts to organizational performance.

5.2. Conclusion

This study observed the effect of recruitment and selection practice on organizational performance in St. Mary's University administrative staff. From this study finding, there is positive and significant relationship between recruitment and selection practices and organizational performance.

- The demographic information of the SMU, administrative staff respondents indicates that there is slightly difference between male (50.7%) and female (49.3%) population and that implied that the university practiced good gender mainstreaming initiative and there is equal job opportunity for all potential employees during recruitment and selection. The age distribution shows that most of respondents are aged in the range of 30-39 years with 43% of the total respondents. The educational level of respondents showed that 42.3% are Level IV (Diploma), and work experience of the respondents showed 1-5 years (47.2%). This indicates that the university lacks senior employees and also shows high turnover due to limitation of human resource management.
- SMU's recruitment and selection methods have proven to be beneficial in the selection of personnel for the university, despite the fact that there is still more to be done to improve it.
- Employee recruitment and selection, to a large part, influences an organization's performance, and it is critical if businesses are to fulfill their objectives.
- SMU, which is in charge of recruiting and selection, and other organizations that conduct their own hiring should create a transparent and competitive environment for hiring and selection.
- Furthermore, SMU should maintain their impartiality in the recruitment and selecting process in order to obtain a favorable result. The university considers different alternative sources of recruitment, but it always gives priority for internal source and then looks for external recruitment. There is no clear-cut policy as to identify for which job internal or external recruitment preferable. The pervious mentioned points will increase organization' performance which will lead to customer satisfaction from SMU.

5.3. Recommendations

Based on the research findings and achieved results and with regard to the main objectives of this study is to identify the effect of recruitment and selection practice in improving an organizational performance in St. Mary's University administrative staff. Thus the researcher provides the following recommendations to human resource of the university.

- When recruitment and selection process takes place, recruiter needs to consider the possibility of the recruits to stay in the university for the longer time. The longer the time employees stay in the organization, the more they become familiar with the way the organization operates and know the organizational system and this will help the organization more likely to increase productivity as well as reduce the recruiting cost both in terms of money and time.
- To maintain organizational performance to high level, top management must pay due attention and revise the employment policy in sense to create conducive working environment that leads to excellent organizational performance at the end of day. The organization is the main beneficiary from such kind of reform.
- Since the study indicated that SMU has rules and processes in place for recruiting and selecting personnel, the following suggestions were made to help enhance such practices: the recruiting and selection system should be closely followed in order to ensure that the university receives the best staff possible. Educational or academic qualifications, experience, and interviews are all used to assist pick the best personnel for the university.
- Furthermore, complete qualifications should be stressed and should also be linked with the job to be done, as most qualifications do not match the job to be done. Employee referrals are a good idea, but they should be minimized because they allow for favoritism and, at times, employment of individuals who may not contribute meaningfully to organizational output.
- The top management must work in creating stable, well founded and for higher reputation through developing high standard recruitment and selection practices. The university must strive to achieve best and quality organizational performance through excellent service that the University deserves.
- Finally, the independent variables in this study accounted for relatively variation on organizational performance. This shows that there're other variables which could affect the overall organizational performance or there might be lack of consideration and application of appropriate surveying tools. Therefore, further researchers are required in addressing the limitations.

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Annex

Questionnaire for data collection

St. Mary's University

School of Graduate Studies

Master of Business Administration Program

My name is SintayehuBirhane, I am conducting this study to find out the effect of recruitment and selection practices on organizational performance at St. Mary's University. The purpose of the study is to generate information necessary for the planning of appropriate interventions and to truck the trend on behaviors that are associated with organizational factors responsible for organizational performance. Please note that all your responses will be kept confidential and just only used for the purpose of the research. Your frank responses to the questionnaire will have great impact on the success of the research. The researcher would appreciate your collaboration in advance.

If you would like further information about this study or have problem in completing this questionnaire, please contact me via +2519 7906 5896 or birhanesintayehu@gmail.com.

Thank you for your cooperation!

SintayehuBirhane

Department of Business Administration

St. Mary's University

Section I: Demographic Information

DIRECTIONS: Please, circle on the letter of your choice in responding to the following Demographic Information.

1. Gender

- a) Male b) Female

2. Age

- | | |
|------------------|-----------------------|
| a) 20 – 29 Years | c) 40 – 49 Years |
| b) 30 – 39 Years | d) 50 and above Years |

3. Educational level

- | | |
|-----------------------|--------------------|
| a) Diploma / Level IV | c) Master's degree |
| b) Bachelor's degree | d) PhD |

4. Experience at St. Mary's University

- a) 1 - 5 Years
- b) 6 – 10 Years
- c) 11 – 15 Years
- d) Above 16 Years

Section II: Main Research Questionnaires

DIRECTIONS: Please, circle the letter of your best choice.

1. In which category of the University, you currently working?
 - a) Academic staff
 - b) Administrative staff
2. How did you hear about the vacancy of your current position in the University?
 - a) Internal notice boards
 - b) Website
 - c) Advertisement
 - d) Through friends
3. Which evaluation process did you pass through?
 - a) Application letter with CV, education credentials, etc.
 - b) interview
 - c) Paper examination
 - d) Paper examination and interview
 - e) Application letter with CV, education credentials and paper examination
 - f) Application letter with CV, education credentials and Interview
 - g) Application letter with CV, education credentials, paper examination and interview
4. At which evaluation process were you not happy?
 - a) Application letter with CV, education credentials, etc.
 - b) paper examination
 - c) Interview
 - d) paper examination and interview
 - e) I was not happy with all evaluation I passed through
 - f) I was happy with all evaluation I passed through
5. How did you get your current position?
 - a) Promotion
 - b) Placement
 - c) Transfer

6. At which evaluation process were you able to show your confidence and ability?
 - a) Application letter with CV, education credentials, etc.
 - b) paper examination
 - c) Interview
 - d) paper examination and interview
 - e) all
7. Have you taken written exam?
 - a) Yes
 - b) No
8. If your response is "yes" to question number 7 during written test, do you think all the necessary conditions such as: enough time, good environment and clear questions were fulfilled?
 - a) Yes
 - b) No

These items have been established and used earlier by many researchers (Huselid, 1995).

Please mark (√) in one of the given options for each question given below.

SD – Stronglydisagree; D–Disagree; N – Neutral;A – Agree; SA – Stronglyagree						
No	Items	Responses				
	Vacancy Advertisement	SD	D	N	A	SA
1	The Advertisement was posted on well-known newspapers.					
2	Content of vacancy advertisement was good and contained all the necessary information.					
3	The university post was related with my education and professional skills.					
Source of recruitment						
1	The recruitment process of the university focuses more internally.					
2	The recruitment process of the university focuses more externally.					
Process of Selection						
1	The selection process of SMU is good in general.					
2	The University places the right person in the right job.					
3	Sufficient time is allotted to complete selection test.					
4	Selection of a candidate in the university is strictly based on quality.					
5	Selection tests were relevant to the job you have applied to at SMU.					
6	Selection tests were relevant to the job you have applied to at SMU.					
Recruitment Practice						
1	The recruitment Process was satisfactory.					
2	The University replied to your application shortly notifying that you were accepted for further consideration.					
3	Time taken for the recruitment was quick and applicants were informed on time.					
4	At recruitment time, I was satisfied with the actions I observed.					
5	The recruitment process was free of biasin terms of appearance, gender, race, political relationship, etc.					
Organizational performance						
1	The university is always trying to present new services to Customer.					
2	SMU customers feelingsatisfaction to receiptour Services.					
3	The university responds to customers’ needs better than other universities.					
4	Merit of service keeps customers loyal and hence repeated visits take place.					
5	The university’s effort to increase the number of customers is relatively high when compared to other universities					
6	The University is always trying to present new and innovative services to its customers.					
7	The university is committed to improve the quality of services regularly					

