

PalArch's Journal of Archaeology of Egypt / Egyptology

THE IMPACT OF RECRUITMENT AND SELECTION PRACTICES ON EMPLOYEE PERFORMANCE

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Sara Adil Bakhawain, Uzma Javed. The Impact Of Recruitment And Selection Practices On Employee Performance-- Palarch's Journal Of Archaeology Of Egypt/Egyptology 18(14), 251-260. ISSN 1567-214x

Additional Keywords And Phrases: Employee Performance, Human Resources, Recruitment, Selection Process.

ABSTRACT

Human resources of an organization are one of the most pivotal assets of the organization, which defines the success and the failure of the organization. This study provides evidence for the impact of human resource practices related to recruitment and selection on staff performance and prove that under-achievement or non-satisfaction can be a result of wrong recruitment and selection criteria. This study is based on Jeddah, Saudi Arabia, where 20 respondents were inquired for regarding how recruitment and selection process of the organization impacts their performance. The findings of the study elucidate a correlation between the recruitment and selection practices and its impact on the employee performance. The obtained result highlighted that small or medium scale organizations needs to focus on defining the recruitment and selection process in details for right candidate, for the right work at the right place can be hired. This lead employee satisfies their job, increasing the motivation to perform better and benefiting the organization in gaining competitive edge in the industry.

CCS CONCEPTS • Insert your first CCS term here • Insert your second CCS term here • Insert your third CCS term here

ACM Reference Format:

First Author's Name, Initials, and Last Name, Second Author's Name, Initials, and Last Name, and Third Author's Name, Initials, and Last Name. 2018. The Title of the Paper: ACM Conference Proceedings Manuscript Submission Template: This is the subtitle of the paper, this document both explains and embodies the submission format for authors using Word. In Woodstock '18: ACM Symposium on Neural Gaze Detection, June 03–05, 2018,

Woodstock, NY. ACM, New York, NY, USA, 10 pages. NOTE: This block will be automatically generated when manuscripts are processed after acceptance.

INTRODUCTION

Recruitment and selection strategies are one of the key factors which define the success or the failure in the organizational outcomes [1,2]. The effective process of recruitment and selection is likely to result in hiring and retention of employees that are not only satisfied, but also are motivated [3,4,5]. Additionally, the organization's selection system effectiveness can result in influencing the bottom line business productivity, like financial performance or the performance of other employees belonging to main stream departments [2]. Therefore, carefully investing in terms of money and time is essential for the development of a comprehensive and valid system of selection, which will lead to organization's money being well spent and time being well invested [1,3,6].

Another vital importance of recruitment and selection is it aids organizations in attracting and appoint qualified personnel from the industry [2]. Appointing right people for the right work and right place, doing right things at right timings is pivotal element of recruitment and selection process of the organization [1,2,3,4]. However, in order to process and examine the effectiveness of the recruitment and selection process in meeting the desired goals of the organization, specifically the goal of the job, it must be measurable and valid [2].

In Saudi Arabia specifically, SMEs are contributing to the 51% in creating jobs in private sector, which contributing 22% to the GDP of the country [7]. Majorly, the SME's in the Saudi Arabia are family owned enterprises constituting of 90% of the Saudi Arabia total companies and representing 51% of the country's total employment [7]. Upon investigating the recruitment and selection process in the small and medium sized organization of the Saudi Arabia [7]. It was concluded by Tessema & Soeters [6] that the recruitment processes of SME's are better than that of large scale organization. According to Sinha & Thaly [2] SME's perform better HR practices than large organizations [7]. However, according to Bowra, Sharif, Saeed & Niazi [8], SME's in Saudi Arabia do not devote significant time to the recruitment and selection process, which hence in long run can lead to lower retention rate. Therefore, this study aims to examine the basic recruitment and selection practices used by the organization, identify the extent to which recruitment and selection impacts the performance of the employee and evaluates the effectiveness of the recruitment and section process.

METHODOLOGY

Research Method

In this particular study the method that is used for investigation is the quantitative research method and it is an exploratory study. This study is conducted in Saudi Arabia where in small-medium sized firms and the data that is used is collected through both primary and secondary data. Quantitative

method is chosen because numeric values are more reliable and valid. Different data collection tools and techniques have been used for data collection and for the evaluation of the findings. The approach used in this study is deductive, which does not come up with something new but only testing the validity and reliability of the existing data by using different statistical techniques.

Questionnaire Construction

Questionnaire developed for the current study was drafted and structured. The questionnaire comprises of 19 closed ended questions, which are to be answered on the Likert scale, varying from the degree of strongly agree to strongly disagree. Questions designed for part A were to gather the information regarding the respondent's recruitment and selection policy, while part B was to evaluate the impact of those recruitment policies on employee performance. The sentences used for the survey questionnaire were kept simple and easy to comprehend, so respondents can fill the questionnaire without practical assistance. Additionally pilot testing of the questionnaire was undertaken, before circulating it in the respondents.

Data Collection

The study "Impact of HR recruitment and selection practices on performance of employee" is a quantitative study. The data for this exploratory study has been collected through primary and secondary methods of data collection. The scope of the study is limited because this study is conducted in the small-medium sized enterprises of Saudi Arabia. Random sampling technique is used to select 20 respondents for the collection of data. Respondents were staff and job seekers. The respondents covered were workers of middle and lower positions in the organizations. The main data collection method that is used in this study is the primary data collection method because a set of questionnaires is distributed among the respondents to get the data. Other than that one to one interview and on hand information is also collected to make the data more reliable and valid. All questions developed in the questionnaire are designed to determine the relationship between the recruitment and selection and employee performance in the small and medium sized firms in Jeddah, Saudi Arabia.

Data Analysis Technique

The data is collected from both the secondary and primary sources. The primary data collected through questionnaire is analysed through SPSS version 17.0. The collected data was run in the software to test the reliability. Additionally, correlation was computed to evaluate the relation between the dependent and independent variables.

Result And Discussion

This study reveals the evidence of the impact of human resource practices associated to recruitment and selection on staff performance. It discusses the

evidence that show non-satisfaction and under-achievement can be a result of wrong recruitment and selection criteria. This study adopts survey research design and structured questionnaire employed to the collection of the data. The study population covers the six business divisions where the total number of twenty staff and job seekers were selected. The respondents cover, middle and lower positions workers. The questionnaire used in this study gives the insight of Saudi Arabia medium and small companies.

Respondent's Demographics

The survey data identified that majority of the respondents are male, whereas only 30% are females. Fig. 1 shows majority respondents about 40% are in the age group of 20-25, 25% of the respondents are in the age group of 26-31, 15% of the respondents are in the age group of 32-36, 10% of the respondents are in both age group of 37-40 and 40 above.

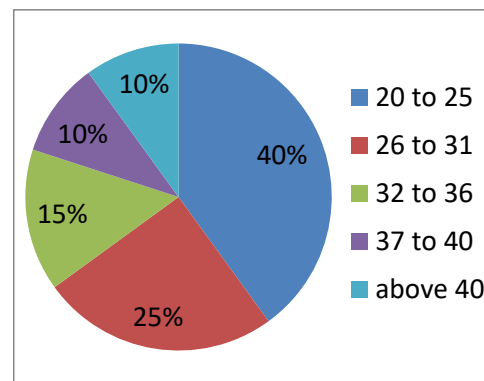


Figure 1: The respondent's age

Recruitment and Selection

The areas of human resources require technical competence of the candidates, looking for people with skills and attitudes specific to business needs that demand the vacancy [9]. The human resources professional is required to interact with the applicant's job to understand the complexity of it; otherwise this professional will not be able to properly advise the requester of the job [10]. According to Jiang, Lepak, Han, Hong, Kim & Winkler [11], the selection process, is now considered by entrepreneurs and executives from small and medium organizations such as strategic and vital business event. On the other hand, it is true that organizations focused on training, they are now in their development programs and professional or academic training, giving strong emphasis to the issue of selection by competences [12]. In Saudi Arabia, every small and medium company seek qualified and trained people to exercise its function, therefore, it must carry out search processes and location of people suitable to fill the positions that are available [10]. According Breagh [13], the selection of people acts as a filter that allows only people who have the characteristics desirable organization. As organizations, employees also have their goals individual, and it is up to companies to get contractors to identify their goals with the company, in order to create a strong bond.

Recruitment should be the first step in the selection of people because; it serves as a screening suitable candidate for the position, compared to others who do not have the required profile [10]. After the studies carried out in this study, it is concluded that the recruitment and selection of people is a powerful tool for human resources to attract, locate suitable candidates for the post [14]. All recruitment and selection of people should be a process of post comparison with the individual skills of each person, so that the company can hire the individual that has the profile that the job requires [15]. This means that not always the company will hire the one candidate who has a higher level of education than another candidate, or will hire a candidate who has more experience, or to speak more than others in dynamics groups, but will hire the candidate with the characteristics that come closer descriptions and job analysis [12]. It has been found that after the presentation of studies were applied some suggestions for hiring new employees, where there was a significant breakthrough in the recruitment process and selection of people. The study by Zanelli, Borges-Andrade & Bastos [15] also show that when the company cares about doing a good process selective, they are actually looking for the right person to fill an available position, and not only fill the post without any criteria. This significantly affects the company's costs, employee motivation, and consequently their productivity [12].

Fig. 2 identified that the biggest challenges is to anticipate the demands with the managers, and this will be done through the internal relationship and involvement with the company's strategy.

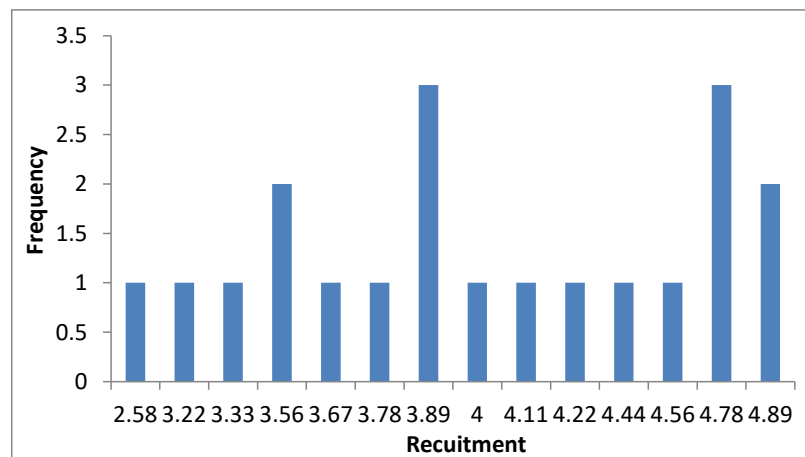


Figure 2: Recruitmen

In accordance of the graph shown in Fig. 3, it is examined that the choice of people is satisfaction, the best and most efficient way possible, in order to benefit the company, the company already has a great chance to succeed, based on the people that compose it. Therefore, the selection process deserves special attention, since it is he who will define, in different ways and with different strategies, which candidate will get the job

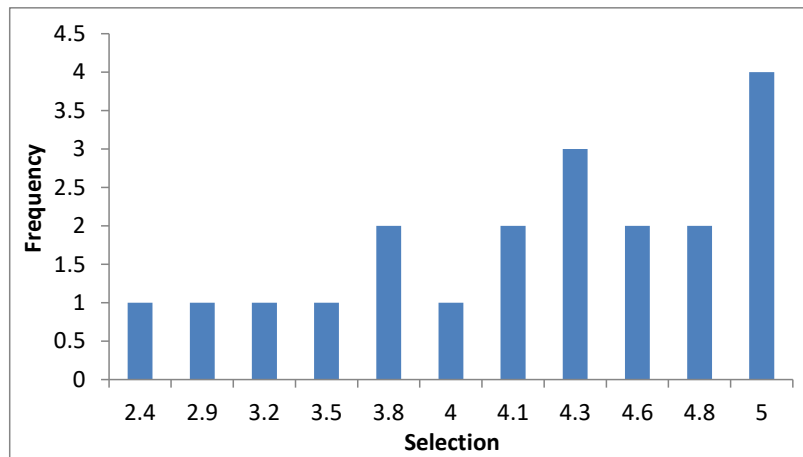


Figure 3: Recruitment and selection

Employee Performance

Fig. 4 shows the employee performance which outlines the concern about job satisfaction and commitment in organizations which is an important way for self-sustained development of enterprises [12]. This also shows that manager make effort to achieve both organizational productivity and efficiency and the satisfaction of the aspirations, wishes and individual needs [14]. According to Zanelli, Borges-Andrade & Bastos [15], job satisfaction is as a variable feeling of affectionate nature, i.e., a social concept which satisfied worker with his work, where the person can become an integrated national society, family and presents levels of physical and mental well-being [12].

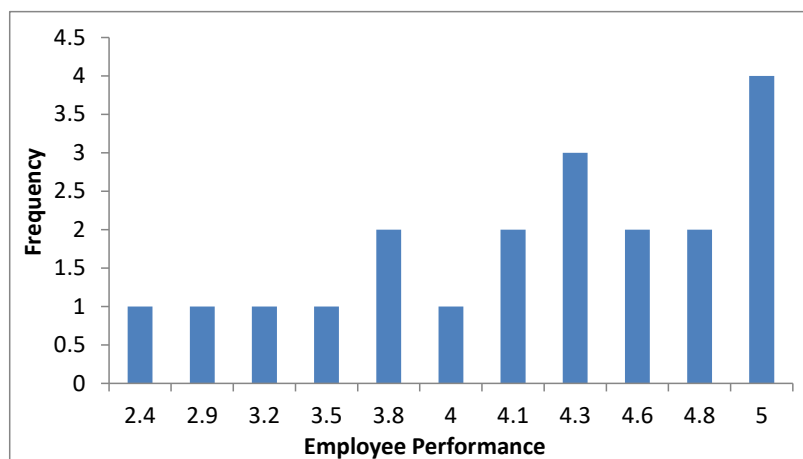


Figure 4: Employee performance

According Breugh [13], organizations currently in Saudi Arabia, are in a constant search for retaining their best employees, because the growth of the economy in recent years, not only create new opportunities for jobs, but also increases in explicit salaries and complaints that candidates would be missing enabled those offered jobs. The shortage of skilled professionals, increased competitiveness, new market dynamics and the personal desire of employees to grow professionally that caused an increase in turnover in posts work in the

country [12, 14]. According Breaugh [13], the large supply of jobs in the small and medium companies has stimulated the exchange of jobs and businesses in employees. This challenge, in turn, can be appointed by the need to provide full satisfaction to the people who are part of the company. As job satisfaction is the main factor that generates impact on organizations, dissatisfied and unmotivated people, need something that can be encouraged [9]

Employees who believe that decisions of an organization are irrational or unfair will not feel motivated to develop a strong commitment to this organization and in this sense, could be creating more rationality in decisions. Formal performance appraisals provide a rational basis, legally tenable for decisions in human resources, since the decisions of human resources need to be based on reason and not at whom of those who take them.

Organizations seek to attract and select employees who share their values and beliefs and use recognition systems to encourage and try to ensure the performances considered appropriate and desirable to their realities. However, between actual performance and expected performance may occur a gap, which is often referred to performance discrepancy.

Correlation

The Pearson correlation coefficient measures the strength and direction of relationship that exists between two variables [16]. The correlation test explains the connection between variables as well as those points which shows the perfection of the data. The results are presented in the matrix below where correlations are replicated. Table 1 presents the coefficient of correlation with the significance value and the sample size of the data. The highest Pearson correlation coefficient is of satisfaction which is equal to 1 whereas the training effectiveness shows 0.88 strong correlations between the variables. The value shows well-fitted and positive data.

Table 1: Correlation

		extent31	extent11
Satisfaction	Pearson Correlation	1	.818**
	Sig. (2-tailed)		.000
	N	20	20
Training effectiveness	Pearson Correlation	.818**	1
	Sig. (2-tailed)	.000	
	N	20	20

The organizations recruit and select their human resources through which they achieve organizational objectives. However, individuals once recruited and selected, have personal goals that are struggling to achieve and often serve up organizations to get them [17] According to Chiavenato [18], concern for individuals has proven the policies adopted by organizations, which increasingly try to contemplate the whole of human development, including

professional and human aspects. This concern with individuals in organizations has revealed the guidelines implemented by organizations for the professional and existential development of people in relation to their productive activities.

Clearly, the human resources policy defines how to attract, filter, maintain and evaluate people working in organizations. These policies serve as guides or references to component selection, training, development and evaluation, among other practices aimed at improving the people. These components vary according to the interests of the institutions, whose function is to direct the action of the people to the goals of their institutions.

Thus, the unsatisfied employee shows dissatisfaction at work arriving late, missing frequently, reducing productivity, stealing and finally resigning the organization. This situation also affects the recruitment and selection, which requires the manager a good ability of people management, putting into practice many times the company's HR policies, or specific HR policies for the staff in question, in order to avoid the team or lose their commitment to the organization objective

CONCLUSION

Major focus of the recruitment and selection process is to hire a candidate that best meets the demands of the inherent in a given job. Organizations leading in the industry devote significant time, energy and resources for creating a selection system which is of high quality and pronounce to be effective. Recruitment and selection process is a pivotal and most crucial practice of the human resources management which is directly affecting the success of the organization. The quality of the newly recruited employee depends upon the recruitment process of the organization and it effectiveness is directly connected to the selection phase. Likewise for the SME's of the Saudi Arabia it is imperative to establish a clear and defined recruitment and selecting system, which in longer run will aid organization in creating a mark in the industry. As it can be concluded the performance and the effectiveness of the employee is directly link with the recruitment and selection process of the organization. If a right employee is hired for the right job, it will not only increase the productivity of the employees as the employee knows the job well and process significant skills crucial for the required job, but it will also increase its motivation to remain in the organization and perform maximum of his capabilities. This motivation and retention of the rightly hired employee will lead organization to the oath of success, while making a mark of in the competitive industry, as human resources is the most vital asset of the organization, which enables organization to create competitive edge

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