

**T.C**  
**İSTANBUL AYDIN UNIVERSITY**  
**INSTITUTE OF SOCIAL SCIENCE**



**THE EFFECT OF RECRUITMENT AND SELECTION PROCESS ON  
EMPLOYEES' PERFORMANCE: THE CASE STUDY OF AFGHANISTAN'S  
CIVIL SERVANT**

**THESIS**

**Said Monawar Rahmany**

**Department of Business**  
**Business Administration Program**

**Thesis Adviser: Assist. Prof. Dr. Bekir Emre KURTULMUS**

**April 2018**



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T.C.  
İSTANBUL AYDIN ÜNİVERSİTESİ  
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Öğretim Üyesi Adı Soyadı

İmzası

Tez Savunma Tarihi :06/04/2018

1)Tez Danışmanı: Dr. Öğr. Üyesi Bekir Emre KURTULMUŞ

*[Signature]*  
.....

2) Jüri Üyesi : Dr. Öğr. Üyesi Çiğdem ÖZARI

*[Signature]*  
.....

3) Jüri Üyesi : Dr. Öğr. Üyesi Gürdal ASLAN

*[Signature]*  
.....

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**Said Monawar Rahmany**

**April 2018**

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*Dedicated to  
My family, teachers, and friends*





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## **ABBREVIATIONS**

<b>AREU</b>	:Afghanistan Research and Evaluation Unit
<b>CBR</b>	:Capacity Building For Result
<b>NDP</b>	:National development program
<b>NDF</b>	:National development framework
<b>PAR</b>	:Public Administration Reform
<b>IARCSC</b>	:The Independent Administrative Reform Civil Service Commission
<b>GoIRA</b>	:Government of Islamic Republic of Afghanistan
<b>HR</b>	:Human Resource
<b>HRM</b>	:Human Resource Management



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## ÇALIŞANLARIN PERFORMANSI ÜZERİNDEKİ İŞE ALIM VE SEÇİM SÜRECİNİN ETKİSİ: AFGANİSTAN'IN SİVİL HİZMETİNİN ÖRNEK OLAYI

### Ozet

Kamu kuruluşlarının performansı, çalışanlarının performansı ile doğrudan ilgilidir. Yüksek nitelikli çalışanı olan kuruluşlar yüksek düzeyde performans ve sonuçtan faydalanmaktadır. Ancak, çalışanların performansı, işe alım / seçim süreçlerine büyük ölçüde bağımlıdır. Daha iyi ve açık işe alım / seçim süreçleri, daha nitelikli personel işe alınır. Mevcut çalışma, işe alım / seçim süreçlerinin, çalışanların Afganistan kamu hizmetindeki performansı üzerindeki etkisi üzerinde yürütülmüştür. Araştırma, tımdengelimli araştırma yaklaşımında yapılmış ve veriler nicel veri toplama yöntemi ile toplanmıştır. Temel veriler, işe alım ve seçim süreçleri ile çalışanların performanslarını değerlendirmek için iş adaylarına ve çalışanlarına yakın uçlu anketler dağıtılarak toplanır. Sağlanan veriler SPSS sürüm 20 ile analiz edilir. Araştırma hedefine ulaşmak için 120 anket dağıtılmış, işe alım / seçim süreçleri bağımsız değişken ve çalışanların bağımlı değişken olarak performansları dikkate alınmıştır. Ayrıca ikincil veriler, Afganistan hakkında kitaplar, makaleler ve özellikle yıllık raporlar aracılığıyla toplanmaktadır. Bulma, çalışanların performansı ve işe alım / seçim süreçleri arasında yüksek düzeyde bir ilişki olduğunu göstermektedir. Bu nedenle, sonuç bölümünde, daha iyi bir çalışanın performansına ulaşmak için işe alım / seçim süreçlerini uygulamak ve iyileştirmek için IARCSC'ye (Bağımsız İdari Reformlar ve Kamu Hizmeti Komisyonu) gerekli öneri verilmektedir.

**Anahtar kelimeler:** *İşe Alım, seçim, performans, memurlar*



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**ABSTRACT**

Public organizations' performance is directly related to the performance of their employees. Organizations which have high qualified employees enjoy a high level of performance and outcome. However, performance of employees' is highly dependent to their recruitment/selection processes. The better and clear recruitment/selection processes, the more qualified staffs are hired. The current study has been conducted on the effect of recruitment/selection processes on employees' performance in Afghanistan civil service. The research has been done in deductive research approach, and the data is collected through quantitative data collection method. The primary data is gathered by distributing close-ended questionnaires to the job candidates and employees to evaluate the processes recruitment and selection processes and employees' performance. Provided data is analyzed by SPSS version 20. In order to achieve the goal of research, 120 questionnaires have been distributed, and the recruitment/selection processes is taken account as an independent variable and employees' performance as a dependent variable. Furthermore, secondary data is collected through books, articles and particularly annual reports about Afghanistan. Finding shows a high level of correlation between employees' performance and recruitment/selection processes. Therefore, in conclusion chapter, necessary recommendation is given to the IARCSC (Independent Administrative Reforms and Civil Service Commission) for enforcing and improving recruitment/selection processes in order to achieve a better employees' performance.

**Keywords:** *Recruitment, selection, performance, civil servants*





## **1. INTRODUCTION**

### **1.1 Recruitment and Selection**

A wide range of definitions have been dedicated to recruitment and selection. It is considered as a process of advertising a position for encouraging applicants to apply for it (Cloete, 2007). It is also described as a process through which some potential candidates for the existed or future vacancy are found. Furthermore, recruitment links and matches job seekers with companies, which look for employees (Leopold, 2002). Therefore, in a proper recruitment process a great number of skillful and qualified applicants are supposed to be attracted.

According to Cloete (2007) definition, recruitment is a process of making sure that right individuals are accessible for hiring the job needs of government. A proper projected recruitment process is planned to supply a large number of qualified applicants for the organization. It makes the organization able to pick up the suitable person for the vacancy. The amount of applicants for public employment is a key determiner of economic health in a community. When economic is not doing well, there are many qualified and unqualified applicants for every advertised position for public institution. In this situation, the recruitment aims to provide the most sufficient applicants for the selection. An applicant is a job seeker who applies for a vacancy in an organization. The process of applying may start with filling out application and submitting documents respectively. Therefore, if a job seeker doesn't submit the minimum requirement documents for the vacancy, he/she might not be considered as an applicant and his/her application may be drawn out. Although recruitment and selection are sometimes considered to be two different processes, they are two steps in one process with the selection step as the last process of recruitment. However, there are difference in implementing of each step. The first, recruitment, is a process

by which applicants are searched and encouraged to apply for the available positions in the organization. However, selection is a process of steps for observing and screening the most suitable candidates for the available positions. This process itself may be carried out by various phases. Recruitment basically aims to provide a collection of suitable and qualified applicants to boost selection opportunity of the best applicants for the organization. Furthermore, the process of selection is to pick up the right person from among provided candidates for the position. Final interview, making decision on appointment and the appointment are made in selection process which is directly followed by the recruitment step.

Selection is defined as a process of choosing the most suitable and qualified applicants, who are expected to future employees of the organization. After being assessed through various steps, the most qualified candidates are hired to fill the vacant position in accordance to required task for the position. Selection step plays a crucial role in recruitment process because at this stage, recruiters make their decision on recruiting the applicant, who is selected among candidates. Therefore, recruiters must be subtle to hire the right candidate, who has the required qualifications, and avoid selecting unqualified individuals (Omisore & Okofu, 2014).

## **1.2 Study Topic**

Afghanistan has a long administrative tradition, but the civil service has been undermined by years of disturbance and conflict. The long-term war which lasted for almost four decades had undermined mostly all government infrastructures in Afghanistan. It sparked from a coup in 1978, followed by former USSR invasion in 1979, continued to Taliban defeat in 2001 by international coalition. Through various governments from Communist government remains to Mujahiden and Taliban regimes, no institution was in charge of public administration reforms. In high level of human resource management, Recruitments and selections were spread among Ministries of Labor and Social Affairs and Ministry of finance along with the Office of Administrative Affairs. However, in lower level recruitments and selections were influenced by chieftain, local commanders, or warlords. Due to lack harmonization

among government institutions there was no space for public administrative reforms or creation of a dynamic civil service.

After ousting Taliban regime, the new government formation was built on Bonn conference agreement basis. Following to the signing of the Bonn Agreement in December 2001, the interim government in June 2002 and transitional government later on formed by Loya Jirga were pursued by it. According to the Bonn agreement terms, a commission was assigned to reconstitute the 1964 constitution and prepare new constitution for approving in order to regulate functions of new government. Administrative reforms which had been agreed on Bonn conference were granted on new constitution.

Formation of The National Development Framework (NDF), which was arranged by new the government, was one of the main path for the process of development, improvement and construction of Afghanistan. The main sixteen national sectors fall into three broad categories which recognize six crosscutting subjects. The main responsible administration for Public Administration Reform (PAR) procedure is The Independent Administrative Reform Civil Service Commission (IARCSC), which is one of the main precedencies programs under National Development Framework (NDF).

As it was agreed at Bonn conference, an independent commission for public administrative reforms was found in May 2002 named Independent Civil Service Commission, which later changed to Independent Administrative Reform Civil Service Commission (IARCSC). Its responsibilities were also expanded by two presidential mandates.

Since the foundation of IARCSC, it has been known the main commission toward delivering, accomplishing and contributing several projects and programs related to public administration reforms. Numerous achievements and successes, which it has had regarding to public administrative reforms so far, can be counted as a legal framework and policies, running performance management and performance appraisal promotion programs, holding training program for capacity building of government's staffs in all levels, and accomplishing of significant reform programs such as Priority

Reform and Reconstruction (PRR), PAR and Pay and Grading system (Ahmad Masoud Tokhi 2012: 5).

The main responsibility of IARCSC falls into four categories such as civil service management, civil servants training, appointments, and appeals. However, duties of every category are carried out by an independent board. The Independent Appointment Board is responsible for appointment, recruitment and selection of civil servants, While the Appeals Board investigates civil servants and candidates' complaints regarding to administrative tasks and recruitment process. Furthermore, according to the Civil Service Law in order to have a good and transparent recruitment process, there is a central representative for PAR from Administrative Reform secretariat to ensure and monitor that recruitments and appointments are done based on competency and merit-based procedure.

The Independent Appointment Board and Independent Appeals Board functions separately and independently under the auspices of IARCSC. The appointment of new positions from level two and above and observing recruitments for post grade three and below are two primary duties of The Independent Appointment Board. However, The Independent Appeals Board inquires civil servants' grievance which can also include a complaint about handling a decision of the Independent Appointment Board.

The all fulfillment process and stages of recruitment process are covered by interviews with a broad spectrum of stakeholders and a sample employment file. The steps and hierarchy of the recruitment process of civil servants specified are based on interviews with a wide spectrum of stakeholders and a sample employment file that covers the entire implementation process.

Apparently, the all recruitment steps are carried out as it is determined in The Commission's recruitment norms, but in reality, every stage is matter of various problems and vulnerabilities that has led to hiring incompetent employees and corruption in administrations. For instance, shortlistings are usually based on relationships and nepotism, questions are leaked and given to some candidate before conducting supportive examination; inequality in interviewing of candidates, favorite

candidates being interviewed are often not given the appropriate questions to answer, while others are subjected to strict questions (VCAreport2013).

The above-mentioned drawbacks on the recruitment process and policy have led to poor or lack of qualified employees in Afghanistan's governmental institutions, which have caused to a large range of corruption and slow administrative works. Therefore, the intention of this research is to take recruitments procedures and policies into observation and find their impacts on employees' performance. The assumption in this research is that there are positive effects on staffs' performance due to recruitment and selection procedure and policies but, what is the reality on practicing these processes and policies? This aims to find out.

### **1.3 Problem Statement**

Having an effective public service, solid judicial system and an administration which are accountable, reliable and swift are the primary elements of good governance. According to a definition from World Bank "Good governance is synonymous with sound development management" (World Bank. 1992. P1). It is believed that good governance is the ability to regulate policies, adjust administrative affairs and reforms of the its institutions, and rendering good quality services to its citizens. Therefore, these goals are inevitably unachievable without having professional, well-educated, well-trained and qualified administrative employees.

However, as it was mentioned before, Afghanistan has been suffering from long-term disturbance and conflicts which has led to poor, unqualified, and weak governmental institutions. Although precautions have been taken to account toward recruitment and hiring professional administrators from inside and outside of the country, recruitment and selection is subjected to immense challenges. Yet candidates are hired depending on nepotism, political favoritism, relationships, kinship, or bribery rather than competency or merit-based standards. The scope of corruption is so extensive that has led to dissatisfaction of civilians and losing their trust on government institutions.

The new recruitment process and polices has been made in accordance of standard recruitment. However, the procedure is manipulated by recruiter in favor of some

candidates who caused in low administrative turnover and unqualified administrative employees. Therefore, this research intends to observe recruitment process and policy and its performance on employees. Whether recruitment procedure and policy affect staffs' performance or not is expected to be answered by end of this research.

#### **1.4 Importance of the Problem**

Administrative institutions, which are administrated by civil service employees, are thought to be the organs of a government and their decay means the government deficiency. Therefore, having well-qualified, honest, loyal, faithful employees are essential parts of every government which is not achievable without proper and normative recruitment process and policy. Although IARCSC is established for hiring well-qualified employees, government of Afghanistan is known for its unpopular administrative staff.

These infamous employees not only have made an immoral government in the civilians' perspective and international environment but also has left huge negative effects on government's body and caused immense financial loss also.

From people's perspective, Government employees are not reliable and they work on their personal interests, so people are not reluctant to referral in government's institutions in most of cases. Tax invasion is common between people and the primary facilitator is white-collar corruption. Furthermore, Afghanistan government has lost its position in presence of its international donors and partners which has been helping Afghanistan government financially and technically in many areas such as staff trainings, good governance programs, capacity buildings and many more programs. In addition, government frame itself has been impaired greatly. Internally, there is a weak sense of cooperation between government workers. Due to bribery and corruption the financial loss is such enormous that government is not able to pay its expenses properly. A great amount of government income goes to staff s' pockets and make them rich after a short period of working on government sector.

## **1.5 Purpose of Study**

This research is conducted to observe factors affecting recruitment procedure in Afghanistan civil service. As it is mentioned before, manipulated recruitment procedure has led to a huge corruption and great amount of financial loss. By conducting this study, researcher looks forward to finding these factors and method of avoiding these factors in order to have a recruitment process based on equal opportunity employment policy.

Therefore, in conducting this research two variables are taken into observation and their effects on each other. The independent variable

This research is also implemented as a graduation dissertation from master degree in business administration. Various previous studies are taken into consideration for performing this research. Furthermore, it can also be used as a guide for future studies regarding to topic of corruption and recruitment in Afghanistan.

## **1.6 Research Objectives**

There are two primary objectives, main and sub objectives, that this research intends to achieve. The basic purpose of this study is to observe the process and policy of recruitment and their impacts on the Afghanistan government employees' performance. However, in order to achieve the main objective of the study some following sub objectives are also necessary to be taken into consideration.

To observe whether the process of recruitment designed to hire professional employees

To investigate the recruitment policies are in favor of specific race, group or individual

To probe the impact of employees' loyalty to the recruitment process and policies on their performance.

## **1.7 Research Question**

Is there a relationship between recruitment/selection process and employees' performance in Afghanistan?

## **1.8 Research Hypotheses**

Employees' performance is affected by recruitment process and policies in Afghanistan.





## **2 LITERATURE REVIEW**

### **2.1 Recruitment**

Failure to make suitable plan and take preparation for it is thought to be first and significant obstacle for success. This concept can also be applied to the recruitment process where a company prepare plan for recruiting future employees. Recruitment is a process by which a company deals with people who are expected to be employees in future in that company. These employees play a crucial role in the organization. Therefore, in order to have successful employees in the future, recruitment process and policies must be paid attention on.

There has been various definitions and descriptions for recruitment. It is described a process of opening a job and advertisement for it to encourage applicants for applying. Recruitment is also a process by which proper candidates for the existed or future positions are found. It is also considered as a process of linking and matching job seekers with vacant positions of companies. Therefore, in a favored recruitment attempt, a great number of qualified candidates are expected to be attracted (Volume 3 Issue 3 August, 2017 :32-42).

According to Cloete (2007) definition, recruitment is a process of making sure that right individuals are accessible for hiring the job needs of government. A proper projected recruitment process is planned to supply a large number of qualified applicants for the organization. It makes the organization able to pick up the suitable person for the vacancy. The amount of applicants for public employment is a key determiner of economic health in a community. When economic is not doing well, there are many qualified and unqualified applicants for every advertised position for public institution. In this situation, the recruitment aims to provide the most sufficient applicants for the selection. An applicant is a job seeker who applies for a vacancy in

an organization. The process of applying may start with filling out application and submitting documents respectively. Therefore, if a job seeker doesn't submit the minimum requirement documents for the vacancy, he/she might not be considered as an applicant and his/her application may be drawn out.

Although recruitment and selection are sometimes considered to be two different processes, they are two steps in one process with the selection step as the last process of recruitment. However, there are difference in implementing of each step. The first, recruitment, is a process by which applicants are searched and encouraged to apply for the available positions in the organization. However, selection is a process of steps for observing and screening the most suitable candidates for the available positions. This process itself may be carried out by various phases. Recruitment basically aims to provide a collection of suitable and qualified applicants to boost selection opportunity of the best applicants for the organization. Furthermore, the process of selection is to pick up the right person from among provided candidates for the position. Final interview, making decision on appointment and the appointment are made in selection process which is directly followed by the recruitment step.

According to Leopold (2002) opinion, recruitment is a significant procedure of generating handful of applicants for the position by addressing the right, qualified, and suitable candidates. After identifying these candidates, the next step which is selecting appropriate applicants for future employments starts through testing, gathering, analyzing, and evaluation of information about candidates in accordance to the determined requirements for filling the vacancies.

## **2.2 Selection**

After pouring candidates for the vacancy, the next step, selection, starts. This section itself may have different phases of evaluation of candidates. It is a process of hiring candidate who fits best for the vacancy and meets the requirement for the position in the organization. The selection length, broadness, and task may varies depending on organizations with lengthier in large organization, manufacturing industry, and competitiveness of industry respectively.

Selection is defined as a process of choosing the most suitable and qualified applicants, who are expected to be future employees of the organization. After being assessed through various steps, the most qualified candidates are hired to fill the vacant position in accordance to required task for the position. Selection step plays a crucial role in recruitment process because at this stage, recruiters make their decision on recruiting the applicant, who is selected among candidates. Therefore, recruiters must be subtle to hire the right candidate, who has the required qualifications, and avoid selecting unqualified individuals (Omisore & Okofu, 2014).

Neeraj (2012) points out the selection process as a step of choosing applicants who have empowered with the qualifications needed for the vacant position in an organization. For three essential reasons, performance, costs, and legal obligations, hiring a right staff is crucial for an organization. In order to have the most qualified applicants, who are the most favorable for the position, be hired, three issues such as choosing applicants with needed qualifications, adjustment of position requirement with candidates' qualifications, and different assessment techniques must be done properly. Although recruitment process is considered to be a positive function for generating a pool of candidates for position, selection is negative action that ended up rejecting some candidate. After assessment, candidates fall into two classes selected, who move forward to be hired, and non-selected who are rejected.

The last stage in recruitment and selection cycle is the selection process which contains the selecting methods that the employers reduce the short listed candidates followed by the recruitment stage and leads to the appointment decision. Selection is the most visible stage for the most people in the recruitment cycle because they only experience this stage and they are not involved in planning and other processes of recruitment and selection cycle. While the recruitment process can be realized as a positive activity that generates a sufficient number of applicants, selection is essentially negative because it probably involves the rejection of some applicants (Rees & French, 2010 :176).

After providing a pool of qualified applicants by the recruitment process, the selection process helps the employer to select the most qualified applicant among of them for

the intended position. According to above discussions, it is clear that the recruitment and selection process are very important for the organizations in order to find the right person for the right job, so, there should be a clear policy for recruitment and selection process. For more clarification, the concept of policy, recruitment and selection policies and characteristics of good recruitment policies, are discussed in the following section.

### **2.3 Public/Private Organizations' Recruitment**

As it is mentioned before, recruitment process may vary depending on the organization's size, manufacture, or task. In addition to the mentioned characteristics, differences in recruitment process wave to public and private sector. These differences have root to the distinctions between their structures. Three main differences among public and private organizations can be counted as their ownership, financial source, and their management methods (Boyne, 2002). Therefore, the way that a public organization works may be different from a private organization, but the competitiveness of both sectors has a direct relation to their recruitment process. However, recruitment policies in both public and private organization aim to hire those with best qualifications for the vacant position (Baarspul, 2009).

According to the Max Weber's favorite type of administration, there is a number of factors such as perennial civil servants' recruitment, job security, non-partisanship, and merit-based through proper and unbiased assessment. These factors show difference in public and private organizations' recruitment policies. In a public sector, the process of recruitment may be lengthier than a private sector, recommendations from acquaintances and the networks tend to be ignored, conducting medical test and criminal background before final employment, recruitment advert may be posted online or announced on a specific job board, and public organizations might not receive direct application for vacant position because recruitment are done through employment channel. Recruitment channel in public sector tend to be narrower than a private sector. After being shortlisted, applicants are required to pass a general exam, which is a significant part of public organization recruitment and held once or mostly twice a year (Zibarras & Woods, 2010). Following to the general exam, an interview

is a conducted for final assessment. However, in a private sector, no general exam may be required and employees can be hired in a shorter time, or by acquaintances' recommendations and recruitment can be held any time depending on the need for employment (Groeneveld & Verbeek, 2012).

In general, as it is discussed before, recruitment process in public organizations are thought to be more normalized and formalized than private sector. The general examination, which is common evaluation process among public organizations, is expected to be merit-based and conducted properly in order to pick up the most qualified in suitable person for the position. Furthermore, interview committee is supposed to be formed by experts who evaluate candidates for the last step. Therefore, in public organization there is need for agencies to conduct recruitment process and steps. This agency works independently and has its own accurate description and job specification, while in a private sector, recruitments are conducted with human resource department.

#### **2.4 Recruitment/Selection Agencies in Public Organizations**

According to the pervious descriptions, in a public organization it is essential to have an agency to conduct recruitments and selections. However, in private organizations this need is low because recruitment is mostly conducted by human resource department. This recruitment agency is an agency which has taken responsibility of employment for public organizations for an agreed consideration, which can be law, amendment, declaration, presidential statement. Recruitment agencies responsibilities may vary based on their foundation and scopes, but they are mostly in charge of advertising a vacancy, receiving applications and evaluation of them, conducting an interview, and supervising process of recruitment and selection (Florea, 2014). In order to be successful in their job, these agencies must be equipped with rigorous statute, specific job descriptions, and independency.

Florea (2014) stated that merit-based recruitment in public organizations will lead to have: qualified staff, increasing in competition among candidates, decreasing level of favoritism in process, fresh talent, providing pool of candidates for selection. Furthermore, recruitment agency makes the management able to focus responsibilities

maximize efficiency. On the other hand, disadvantages of having agencies made recruitment and selection can be named as lengthy procedure, chance of hiring wrong person for position, high cost for conducting process.

Due to having an independent agency for recruitment, developed countries take advantage of merit-based recruitment in their public organizations away from any political intervention, favoritism, or relationships. Furthermore, in order to have more productive civil servants, a lot of unbiased promotion programs has been arranged. On the other hand, developing countries has been suffering from weak employment strategies, unqualified staffs, low payment system, manipulated recruitment process. Recruitment process is manipulated by recruiter and selection process is carried out based on relationships, kinship, nepotism, political favoritism, so public organizations are folded with unprofessional staff. In the past few years, the perception of institutional factors for having sufficient economic and society has increased greatly. It is believed that to have more efficient government in developing countries, reform system from developed countries with accordance to the model provided by developing countries must be put on practice. Developed countries and international community has realized the importance of civil service reform in developing countries. Therefore, developing countries have been assisted for carrying out civil service reforms, which include merit-based recruitment, a competitive exam for selection, job security, keeping political impartiality of civil servants, avoid arbitrary dismissing and for achieving these goals, placing an independent commission has been required.

History of many developed countries has experienced the existence of an independent commission for recruitment like The Pendleton act, which established an independent commission for supervising merit-based civil service in the United States, and United Kingdom's civil service commission which was established in 1855 for recruiting qualified civil servants and still exist (Shepherd, 2003). According to Cardona (2002) clear norms must be enforced among the all the public administrations environment and in order to achieve this goal there must be one independent agency in charge of recruitment, supervising, managing, observing, and developing of civil service affairs.

By taking the above explanations under consideration, it is necessary to explain that from which kind of sources the organizations are attracting their intended workforce, and what steps should be taken into account in order to recruit and select them. For this purpose, the recruitment sources and the recruitment and selection processes are discussed in the following sections.

## **2.5 Recruitment and Selection Policies**

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

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

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

assessment risks. It also provides the opportunities of hiring the best and qualified members for organization. Here some benefits of having clear recruitment policy are described subsequently

- Recruitment and selection procedure aims to show clear path way for hiring employment
- Shows criteria for candidates' assessment
- Accomplishing merit-based recruitment and selection policy
- Avoid any kind of discrimination
- It must be an instruction in handling difficulties toward recruiting
- Attract the most favorable and qualified candidates
- Describe the positions and requirement for them
- Provides guidance that how and when to advertise the jobs.
- The most benefits in a recruitment policy is achieved when it contains some fundamental principles such as
- Significant concepts should be defined clearly.
- The policy should clear out all recruitment and selections process
- It also must be designed based on the logic.
- Policy must be in accordance of legislations and laws
- The most qualified should be appointed.
- Equal employment opportunity should be considered in every step.
- The best recruitment policy is to provide best candidates with less cost.
- The policy should provide a pool for attracting the most qualified candidates.
- Talent management are expected to have significant role in recruitment policy.
- The policy should limit any manipulation opportunity in recruitment process.

Principles for suitable recruitment policy varies depending on the source, size and goal of organization (Itika, 2011).

### **2.5.1 Factors affecting recruitment policies**

A significant element of success in any organization and particularly public organization is the organizations' employees. Employees tend to present their



organization in the public, so its performance determines its trustworthy and reliability. However, this presentation is more prominent in public organizations. It also has a direct effect on the civilians' trust on their government. Most developed countries enjoy from a swift and clean administrative process due to their public organizations' employees. However, Under- developed and developing countries suffers from unqualified, slow, rotten staffs. This problem has direct connection on the process and policies by which these employees are hired. Although some developing countries has stepped up toward recruitment the most qualified candidates by approving regulations and assigning independent organizations for recruitment, the process and policies are sometimes affected by many factors which undermine governments trust and authority in their civilians' perspective. Some factors which affect recruitment and selection policies in some developing countries are described below.

**Politicizations:** impartiality of recruitment employees is an important objective and should be granted by law and regulations. However, in some developing countries powerful parties tend to assign their member in high and lower position of government and selections are carried out based on partisan relationship. Therefore, independency of recruitment is undermined and other people lose their chance of being hired in any position, so unqualified candidates are selected and government lose its reliability.

**Nepotism:** Nepotism is another significant factor which influences recruitment and selections process. Nepotism means hiring an employee based on kinship and relativeness. This factor is common in some developing countries where the community is consisted of two or more ethnics. In these community, the ethnic which consist majority of community tries appointing member of that ethnic for vacant and others are ignored in every step. However, it is vital for an organization that its employees be hired among all ethnics of community and all candidates have an equal opportunity of being hired.

**Corruption:** corruption can be existed in every community and there are various different ways of corruption. It is also hard to be removed from government because it has a direct relation to the employees and employers' integrity. However, laws in

every government should restrict the possibility of any corruption and employers' favoritism involvement in recruitment process. Therefore, policies and process must be clear in every step and decision should be collective not in hand of one person.

**Patronage:** impartiality of recruitment is decreased when government officials are influenced by overlord or another powerful individual. Powerful individuals sometimes put pressure on government officials to make them recruit a candidate according to their favor. In this situation, candidate take the position by mediation of patron rather than their qualifications. However, a good and successful recruitment is a process that is not influenced by any group and individual and saves its impartiality.

**Instability:** stability and permanency of a public organization has also a significant impact on its employees' performance. Continuity of public organization should be granted and if there is any tenure or privatization it should be in favor public administration.

A key motivation for staffs' performance is salary which should be clearly determined and payed based on the organization role. However, if the organization provide it's administrative with privileges and bonus it must be distributed accordingly. Compatible salary and privileges with position is essential for attracting qualified candidates and retaining employees in the organization. Furthermore, the necessary qualifications and requirement for any civil service position should be described clearly in accordance to the classifications of the grades. Finally, the scope of civil service is very important to be specified by the law and regulations in order to be understandable that which organizations are included to civil servant area (Cardona, 2002).

## **2.6 The Merit-based Recruitment Approach**

As a significant element of an organization, employees are expected to be hired based on their current and potential qualifications and suitability. Qualifications of the candidates for the positions are considered to be primary consideration for choosing them among others. Nowadays, the concept of competency goes beyond a simple assessment of candidates. Candidates who are the most suitable and fit for position

technically and spiritually should be chose among other. In selection process, careful consideration of competencies which underpin effective performance of future employees is very important because it is a step by which suitable candidates are separated from unsuitable ones.

Generally, the decision of selecting a potential employee will be made primarily with consideration of choosing the most suitable candidate for a particular post in terms of their current and potential suitability. Nowadays the concept of competency has been enlarged to the searching of the applicants who are flexible and able to contribute additional to the job roles. This approach is opposed to the traditional model which contains a wide range job description and a person specification form that makes able to evaluate the candidates according to the specific criteria such as skills, personal qualifications and knowledge. The traditional approach, essentially, is to meet the characteristics of an ideal applicant to fill a specific post. According to Rees and French (2010):

“There is a seductive logic in this apparently rational approach. However, there are in-built problems in its application if judgements of an individual’s personality are inherently subjective and open to error and, furthermore, if these personal characteristics are suited to present rather than changing circumstances”.

From other side the competency approach identifies the abilities which are needed to do a specific job well rather than focusing on the personal characteristics such as politeness.

Competency based approaches have become more popular in graduate recruitment as the organizations are going to decide on the potentials. Rees and French (2010) mentioned in their article that, Farnham and Stevens (2000) found that the public sector managers are increasingly looking to the traditional job descriptions and employee specifications as an old, rigid and rarely inaccurate reflection of requirements of a job, the evidences show that this approach has a widespread popularity. Regarding of the importance of the competency based approach, it is claimed that in current fast moving world the competency based approach is a

meaningful way to be underpinned the recruitment and selection practice. It also can contribute to secure the high performance more effectively.

There are many reasons to use the competency based approach in recruitment, the two initial reasons for the organizations are that, first, this approach helps to increase performance of the employee; second, this approach provides a technique to articulate the corporate values so their requirements can be pictured in human resource practices which is understandable to the individuals and teams in the organization. Other reasons for using competencies based approached are cultural change and raising skills levels, it means that the competencies based approach in order to change the society to a place, where the competency is considered as a value (Armstrong, 2006). In this section, competency approach and its differences from the traditional model are explained. Competency approach helps to identify the qualified individuals for the specific positions. At the end of this section the major reasons of using of this approach is explained from the Armstrong (2006) point of view. Now the question is that how a recruitment policy based on competency approach can be implemented? According to Shepherd (2003) the experiences of the advanced countries show that the existence of an independent authority for creating and implementing of human resource policies provide an environment to 16 enjoy the merit and competency in a large extent. Therefore, the following section has focused on this issue.

## **2.7 Source of Recruitment**

In recruitment policy, source of recruitment is an origin or area where an organization hires an employee for the vacant position. This source falls into two categories such as internal and external source of recruitment. In internal recruitment, the vacant position is filled within current employee of organization through process of promotion, transfer, retention, etc. However, in external recruitment source, new employees are hired from outside of the organization to fill the vacancy through employment services, e-recruitment, advertisement etc. (Adu-Darkoh, 2014). Both external and internal recruitment policy have pros and cons and also require specific process and procedures which will be described in more details following.

### 2.7.1 Internal source of recruitment

Current employees of an organization are sometimes considered to be the most favorable candidates to fill the vacant position. Therefore, internal recruitment source means filling the vacant position by hiring, transforming, or promoting current staffs of the organization. As a responsible department for recruitment, human resource can take advantage of recruiting from internal employees and decrease time and cost of recruitment. Furthermore, internal recruitment provides better opportunity for improving current human resources within the institution. Giving first consideration for existence staff motivates them to feel more confident in their organization. According to Armstrong (2006) this first consideration in recruitment should be paid for current employees. However, some organizations which provide equal opportunity policy insist that internal and external candidate should be treated equally. Here are the processes by which a current employee can fill the position is described following.

**Promotion:** an employee who has done his/her job well upgraded or promoted. It is a process of promotion by which a current employee is shifted to fill another vacancy with higher position within the same organization. The employee is given more responsibilities, higher position, provided more facilities, and paid higher salary. Normally in many organizations higher positions are filled with the current employees who have been successful in their jobs and considered to be well suited person for the position. Internal recruitment has a great motivation impact on the staffs' performance and led them to feel more confident and trust their organization (Adu-Darkoh, 2014).

**Transfer:** Changing employees' current position or department to another position and department is called transfer. Depending in the situation or time workload in a department or position may rise or decrease, so employees are moved from one position or department to another position or department where there is more workload. In a transformation process, employees are shifted throughout the organization to do different tasks. Employees will stay in a same organization and have same position and salary. This process not only generate qualified employees, but it also makes employees familiarize with different tasks in their organization. (Adu-Darkoh, 2014).

**Job posting:** it is kind of internal recruitment policy through which a vacant position is announced in the organization and all interested candidates have equal opportunity to apply for it. The suitable candidate among current employees will be picked up through evaluation process. Nowadays, it is considered as a very common recruitment method in many different organizations all around the world (Adu-Darkoh, 2014).

**Job bidding:** Job bidding is normally carried out as a part of career development program. In this process, the current available position is announced within the organization and employees are informed to apply for it. Necessary Qualifications, skills, and training are also described as part of announcement. All employees will have equal opportunity to apply (Adu-Darkoh, 2014).

Hiring internal employee may have some pros and cons for the organization. Firstly, there are some advantages of hiring an employee from the current staffs. Strengths and weaknesses of current employees are well known for the managers, so they know how to assign new position to their staffs. Furthermore, the current employees have moral commitment to their organization and less cost is need for their orientation and training. However, internal hiring has also some drawbacks. It is sometimes considered as a wasting time because managers already know their employees. It also hinders pouring pool of qualified candidates into the company. Here are some key benefits of hiring internal recruitment described following

**Workload Turnover:** internal recruitment is an effective method for decreasing workload turnover of an organization. Employees are sometimes shifted to same position to another department where there is high workload, or they may be assigned to another position where there is a need for a higher qualified employee (Adu-Darkoh, 2014).

**Employees' performance:** current employees are quite familiar with the organizations' culture and they might have already improved required skills for the positions, so hiring them is expected to achieve better performance for the organization. Organizations' goals are clear for them and they know how to work toward achieving them (Adu-Darkoh, 2014).

**Time management:** internal recruitment gives opportunity of saving time for managers. Although external recruitment provides pool of candidates for the organization, assessment and evaluation process of these candidates may take a long time. However, by internal recruiting managers can just assess a few candidates with whose performance they are already familiar, so they can avoid a long process of evaluating a lot of candidates.

Internal recruitment may also have some disadvantage which are described following.

**Limited option:** In internal recruitment method managers don't have a favorable range of options for hiring suitable employee. Therefore, the chance of hiring potential employee for the position is sometimes very low due to no entrance of external candidates for the position. Furthermore, it also hinders qualified outsiders from applying for vacant positions, so number of qualified and skilled employees for any position may be low.

**Position:** Internal recruitment may also cause a misconception among the current employees and led them feel that they are the rightful people for acquiring the vacant position even if they are not competent for vacancy. However, there must be equal opportunity for outsiders who are interested in the vacant position.

**Limitation of internal source:** as some employees may retire or promote to a higher position, so their current position may leave empty. Therefore, there would not be current internal employee available to fill the vacancy, so there is a need for external recruitment to fill the position (Adu-Darkoh, 2014).

### **2.7.2 External source of recruitment**

It is always not possible for organizations to fill empty position from their current employees, so they need to hire new staff from outside in order to so, they advertise vacant position through organizations' job bulletin, social media, internet, or recruit through some recruitment agencies. A key aspect of external recruitment is attracting handful of applicants for the vacant position. To hire the most favorable one there are lots of recruitment methods to use and managers should be familiar with them. These different methods affect recruitment result differently. Candidates from outside may

be hired via job advertisement, employee recruitment agencies, e-recruitment, organizations' bulletin, from educational institutions, or labor affairs department.

**Advertising vacancy:** it is a very common and general method of attracting outside applicants for vacancy. Current empty position is advertised via media, bulletin etc. An effective and sufficient should clear out all the requirement and qualifications necessary for the position. It should clearly state position's responsibilities and needed skills also in order to attract most suitable candidates for the position. As it deals with job seekers at first glance and affect further recruitment process, it should be easy to understand and carry the needed meaning (Adu-Darkoh, 2014).

According to Armetrong's definition (2006), an effective advertisement carries three main objectives. First objective of an advertisement is attracting attention. He states that a job advertisement must compete in favor of potential applicants against others. Second objective is described creating and maintaining interests. Job advertisement has to carry information about the company, position, terms, and states required qualifications for the position. Thirdly, a good advertisement not only should motivate applicants to read it completely but also should prompt them to send respond and apply for it.

**Internet-based recruitment:** posting a vacancy on internet for attracting applicants is common practice, nowadays. There are some in famous website in which international vacancies are posted for attracting candidates from all around world. However, in some other organizations, available positions are posted on specific websites or organizations' website. One key objective of e-recruitment is to attract a pool of qualified applicants and make the process more efficient (Adu-Darkoh, 2014).

**Employee-Referrals:** sometimes, when organizations need a new employee, they ask current employees recommendation for hiring new staff, and this is called employee-referral. Current employees receive cash bonus if the applicant whom they have recommended is hired by the organization (Adu-Darkoh, 2014). Employee-referral is an effective method in reducing cost of recruitment and saving time due to less number of applicants for position. Employees are also encouraged to make best recommendation of new applicants.



**Employment Agencies:** These agencies are some mediation organizations through which job applicants are hired. Recruitment agencies don't hire employees for themselves but rather they link the job seekers with the organizations which need employee. Applying through recruitment is also another common method of staffing. Furthermore, there are two types of recruitment organizations such as public and private. Public recruitment agencies link job applicants with public organizations they also sometimes carry out the recruitment process. However, private recruitment agencies are just mediations between job seekers and private organizations.

**Labor Office:** this method of recruitment refers to some labor organizations which consisted of specific employees like healthcare employee, constructions worker etc. These organizations are source of labor and the other organizations have them do specific service for them (Adu-Darkoh, 2014).

**Educational recruitment:** It is not unusual that some intelligent students from educational institutions find a job before or immediately after their graduation. In some organizations managers visit universities for interviewing senior students who are about to graduate. They pick up top students as their future employees. Contract may take place after interview or after graduation. This is a very cheap method of recruiting qualified and skilled individuals. This method is also called campus recruitment (AduDarkoh, 2014).

As it is mentioned at beginning internal and external recruitment have their advantages and disadvantages. Here some pros and cons of external recruitment are described following.

- External recruitment pours a pool of candidates to the organization from which managers have opportunity of hiring the most qualified one.
- External recruitment gives opportunity for manager to observe the market status and know important players in market.
- It is also considered as a kind of motivation for employees to bring new comers.
- By external recruitment method chance of selecting qualified and suitable employees decreases.

- There are also some challenges toward conducting external recruitment
- Adaptation to organization is considered to be a challenge for new employees particularly when hired one is a manager. He may try to implement some principle which may be against the organization's culture.
- External recruitment requires a long process of assessment and evaluation due to abundance of applicants.
- It also sometimes states that manager had a weak promotion and career development program.

Finally, when employees feel that there is no advancement and promotion, they don't intend to do their job well and this led to high rate of employee turnover (AduDarkoh, 2014).

Sources of recruitment are described with their pros and cons. hereafter; process of recruitment and selection will be explained sequentially.

## **2.8 Recruitment Process**

The purpose of recruitment is to take best decision toward hiring the most qualified applicants and in order to do this some important issue should be taken into consideration. For having successful recruitment process, several steps which start from job analysis, and job description, continues to employees' identification, and attracting favorite candidates, and lasts with application form and its attachment. Sequentially, each of these steps are described in more detail.

### **2.8.1 Job analysis**

Duties, tasks, and requirement for a vacancy is analyzed and described in job analysis process. It is also a process of evaluating each job in order to identify characteristics for it and it assesses its relative worth. Job analysis aims to show and define methods and technique by which a job should be done properly. The position of vacancy, its relation and interrelation with other positions in the organization is also determined. Furthermore, it is also a process of determining employee's qualifications and skills needed for the position.

On the other hand, job analysis is also described as process by which the tasks of the vacancy and the qualification of applicants to assign for the position is determined. Job description (a list of duties that should be done by position) and job specification (qualifications of people who are expected to be hired) are described by job analysis. All further steps recruitment process such as interviewing applicants, testing, and training somehow related on knowing job description and job specification properly.

Job analysis is a significant step in recruitment and selection process because it's significant role as the first and basic step for having a successful process. Additionally, criteria for recruitment an employee and description for the vacancy which are fundamental issues for hiring employee are determined and defined in this stage. Recruitment and selections outcome is highly affected by job analysis process. In a weak job analysis process there will be low quality process no matter how the following processes are carried out later. Therefore, job analysis is better to done after a consideration time when new improvement have taken place. Every position has different requirement for itself to be done. Some jobs are combined with special knowledge and requirement, while others might be easier. Therefore, in order to have the position analyzed carefully the following tasks should be found out firstly.

- The required tasks and duties for performing the job must be clarified. Some jobs need a single duty, while others may be multitasking.
- The differences between duties and the process also should be explained by job analysis process clearly.
- Applicants' requirement for applying and hiring position should be clear some vacancies require special knowledge, education, or skills.
- The status of the position in the organization and its interrelation with other positions should be defined.

According to Joshi (2013) the basic aim of job analysis is to determine recruitment interrelated process like training, selection, appraisal, performance and compensation. It doesn't intend to explain ideal situation (Joshi, 2013).

## 2.8.2 Job descriptions

For every position there is a definition which is called job description. It is a written statement for the vacancy resulted from job analysis. However, job description for some specific positions such as clerical staffs, manufacture employee, and fist line supervisor are already determined methods. Two kinds of different job descriptions are described by Joshi (2013) with methods of differentiating them. Here they are described following.

Joshi categories job descriptions into two categories of lower and managerial job description. Job description for the first one is normally written by HR department. However, managerial job descriptions are conducted by executive itself or a superior one. Another difference is on tangibility of duties. Descriptions for lower positions deal with daily tasks that should be carried out properly, salary and wages, and tangible duties, while description for higher level tends to conduct organization planning and goal, so these are description of intangible relationships, level of authorities and accountability of managers (Joshi, 2013).

Job description specifies characteristics of a position, status of position in the organization, and it also clears goals of the positions with its relationship with other positions within the organization. Job description provides a clear information about the job for applicants who want to apply and for managers who conduct recruitment and selection process. A job description is generally entail the following characteristics.

- Position title, section under which department it function.
- A list of tasks and duties which should be carried out, and information about work group.
- The purposes of placing the position or job objectives. Each position is opened to for specifics purposes.
- Accountability, responsibility and dependency. To whom the occupier should report and to whom should give order.
- Interrelationship of the position with inside and outside of the organization.
- Information about financial issues, salary, privileges, paid holidays, leave etc.

- Details about warnings, dismissal, workhours, and overtime.

According to Joshi description, job description is fundamental information upon which an applicant decides whether to apply for the position or not, so it is important that all applicants read job description for the position they want to apply.

### **2.8.3 Employees' specification**

Apart from job specification which describes characteristics for the position, employee specification explains characteristics and personality of a candidate who is expected to occupy the position in future. Employee specification describes the suitability of the position with candidates, it is also a description of ability if the applicants is able to perform the job or not. Key aspects which are supposed to be explained by employee specification are following.

- Educational qualifications like bachelor, master etc.
- Required skills for position like specific knowledge such as computer, language etc.
- Physical and Mental qualities like age, illness, health, smokers, non-smokers.
- Personal characteristic like punctuality, hardworking, flexibility, reliability etc.
- Required experience.

Employee specification provides managers with information to compare applicants' qualifications with the qualifications needed for the position. Based on this comparison they decide whether the applicant can be shortlisted or not. Therefore, job specification can be said as a process of comparing position requirement with applicants' qualifications.

### **2.8.4 Attracting**

Having done some sort of activities like job analysis, and job specification, the position is now posted or advertised in order to attract potential candidates for the vacancy. Attracting provides an opportunity for an organization to advertise and communicate privileges and benefits they can offer for candidates. Therefore, a job posting must entail the following information about the organization and the position.

- Organization title, address, and job scope.
- The position name, responsibilities and objectives.
- Duties and tasks that are needed to be done.
- Applicants required qualifications for occupying the position.
- Financial issues such as salary, bonus etc.
- Clarifying necessary document for position and instruction on how to apply.

### **2.8.5 Application form**

After posting the vacant job, applicants start applying for the position. Applying may vary from an organization to an organization. Some organizations ask applicants to send their resume via e-mail or posting to specific address if they find themselves suitable for position. However, some others may require filling out an application form. It's an organizational employment application form and all candidates may be asked to fill out some application for all positions or it may vary. Applicants should write the specific information which is needed because incomplete application forms may be removed from assessment process. An Application form provides details about candidates and helps managers to assess the candidates properly. Furthermore, some applicants are asked to attach resume with application form in order to have a better understanding from them. Application forms also make the shortlisting and other further processes easier to conduct for the managers. Basically, every application form is consisted of the following parts.

**Section-one:** it asks applicants personal information such as name, surname, age, contact etc.

**Section-two:** this section asks about physical and mental situation of candidates' height, weight, and illnesses etc.

**Section-three:** this section may require information about educational and training background.

**Section-four:** applicants' experiences and previous or current employee fall into this section.

**Section-five:** hobbies, entertainment, and interest fall into this part. This is important high level positions because managers want to know how applicants spend their free time.

**Section-six:** this part may be filled out with information about references about past or current managers, teachers, or colleagues.

**Section-seven:** it may be dedicated to applicants if he/she wants to write any extra or specific information.

**Section-eight:** it is declaration by applicant that all information provided by applicants is true and based on reality.

Generally, most application forms are combination of these part. However, some specifics job position may require specific information or different application than others.

#### **2.8.6 Attachment**

Within the application form, applicants may be asked to attach some other document and send it to the organization. However, some organizations ask just for resume primarily and other document might be requested in further processes. Attachments with application form may also vary depending on the organization or position requirement. Generally, candidates are requested to combine their resume, educational and training certificates, or letter of recommendation from university, previous organization in which the person has worked before. These attachment provides better opportunity for evaluating the candidates and give much information about candidates.

Recruitment process that started at beginning by explaining job analysis, continued to job specification, employee specification, attracting, application and attachment are discussed. Here in the next section, selection process which the second and final process of hiring an employee will be explained. Selection process itself has some stages that may wave from testing to interview and probationary period.

## 2.9 Selection Process

Recruitment and selection processes are considered to be two sides of a coin. In another word, they are complement for one another. The process which is started by pouring pool candidates is followed by testing, examining and interviewing to pick up suitable one and this is called selection process. After shortlisting applicants which is last phase of recruitment process, selection process starts by testing and interviewing and so on. There are different types of testing to evaluate candidates' qualifications, skills, reliability, and validity. However, each of them are conducted depending on organizations' needs. Therefore, selection process is a key stage in making decision in recruiting the right applicants for vacancy post (Okeke-Uzodike & Subban, 2015). Here different tools and stages of selection will be explained following.

### 2.9.1 Testing

A significant selection phase which evaluates applicants' qualifications and proficiencies is testing tool. Basically, a test aims to assess the applicants' behavior, skills, and qualifications needed for occupying the vacancy. The test tool itself should validate, reliable, and appropriate in order to achieve necessary goal. Different types of tests for may be conducted according to the job requirement and organizations' need. Validity of a test means to measure criterion and content needed for position. In some public organizations there a general employment examinations and applicants who pass this exam may be hired in any vacancy. However, some other positions require their own professional exam by which candidates' stated qualifications are measured to fit with the position. Hereafter, some different type's examinations are explained briefly.

**Job requirement test:** this exam is designed to measure and fit candidates' skills and qualifications they have stated with the requirement skills for the vacant position. For instance, if a company need an IT manager, professional computer skill exam is conducted to evaluate applicants, or a driver who wants to fill a driving position should has driver license or pass an Exam.



**Government entrance test:** this is taken to find suitable and potential employee for current or future needs. Individuals who pass this exam will be positioned to government vacancies later.

**Attitude examination:** this exam is conducted to assess applicants' proficiency in doing general administrative tasks. Professional skill is not necessary for passing this exam

**Intelligence or intuition test:** applicants reasoning ability is evaluated by this test which determine applicants' ability in performing and contacting others.

**Personal characteristic test:** in order to fit personal characteristic of applicants with the organizations' Morales and moralities needed for job, applicants are subjected to pass personal test in some specific organizations or for some specific positions (Joshi, 2013).

Although each of these exams content different types of questions or assessment, sometime all two, three or more test are composed into one exam.

### **2.9.2 Job interview**

Interview is conversation, more than a discussion, through which interviewers gather information from interviewee by oral inquires and responses. Interview is face-to-face conversation between, employee and applicants. It is sometimes conducted by one person probably human resource manager or may be conducted by an interview panel. Interviews may be conducted for different proposes such as selection, performance, and appraisal and so on. A selection interview is process to pick up suitable applicants for and anticipate his/her future performance in accordance of evaluation which is conducted by oral inquiries and responses.

Furthermore, interviews are administrated in different technique and ways. Interviews can be conducted by panel which may contain one or more than one interviewers, phone interview by which applicants are reached through phone call, video/web-based interview through interviewees and interviewers can see each other and make facial communication, and computerized interview by which communication takes place visually, orally, or written (Joshi, 2013).

Interview has a significant role in hiring employees. Lots of organizations conduct interview in hiring employees. However, it is not always conducted properly. In order to have an appropriate interview some issues should be taken into consideration. Firstly, it is better to use structured interview than unstructured interview for anticipating job performance. Secondly, specific traits of employees should be assessed carefully and finally consideration should be taken to account to avoid various interview errors.

Interviews are conducted to in order to:

- To prove that provided information is written by applicants not by any meditation.
- To compare stated information in application form and characteristics of applicants.
- It gives opportunity for managers to assess applicants' behavioral alertness, and personalities.
- It provides details about the job and make the employee familiar with his/her future position.
- Preparation for having a better interview should be taken in forth (Joshi, 2013).

### **2.9.3 Appointment**

Applicants who proved themselves in accordance to requirement and their application forms or curriculum vita will later be conducted to occupy the position for which they have applied. However, in public organizations sometimes appointment is entering to governmental employee framework. In another word, these employees may sometime move from one positions to another within same organization or from governmental institution to another one. However, the process would be the same and they can move easily according to needs. Favorable candidates who proved to be better and preferable than others are sent a letter in which the positon's title, working hours, bonus, and salary are stated clearly. Applicants may be also required to sign a formal contract. However, the applicants who haven't passed interview should be treated well. In some organizations applicants, name qualified applicants who come through the interview stage are kept in list for future positions, or if the selected candidate is not available.

Therefore, cautions should be taken into consideration in dealing with unsuccessful applicants.

After the finishing of the selection process, “the most qualified candidate(s) “should preferably be informed by telephone, and then a written confirmation is to be sent. This letter should contain all the relevant details such as post, date of joining, and the official to whom the candidate should report” (Joshi, 2013). The appointment letter contains the employment’s terms and conditions, such as working hours, starting salary and other benefits. The selected candidate should be contacted as soon as possible as he/she might be employed somewhere else, and if there is a long pause between interview and offering of the post, the organization may lose the intended candidate, but still there is a chance to offer the vacant position to another candidate who is next in the scores list (Joshi, 2013).

#### **2.9.4 Unsuccessful candidates**

Unsuccessful candidates should be informed while after interview with formal letter. They should also be assured from their qualifications and skills. The letter should also encourage them for further applying. Some organizations inform their unsuccessful candidates through e-mail, or phone call. However, some other organizations just contact successful candidate, while unsuccessful are ignored. Sometimes a lot of candidates apply for a job, so it is hard to find suitable and fail others. Therefore, some organizations keep a list of failed candidates for future proposes in a waiting list. Therefore, if a related position is available in future potential candidates will be contacted (Joshi, 2013).

#### **2.9.5 Trial Period**

Having done interview, selection and recruitment process is completed commonly. However, some organizations have a further step to trail period. Trial period means new employee’s practical work assessment. A condition of trail period which is needed for the position is stated in job description. It is a probationary period which can vary from a month through two, three months. It must not be very lengthy. Trial period provides an opportunity for both employers and employee to get used to companies’ rules and morals. From employers’ perspective, they can assess new

employees' performance and decide whether he/she is suitable and skillful in doing job or not. It is also a period of adaptation for employee. After stated period of trail, a final contact may be made between employee and the organization.

As it is explained from the beginning, recruitment and selection process starts with job analysis and job specification followed by job employee specification. A pool of candidates is attracted by sending application to organization. After sending application, the selection process starts by assessing candidates through testing and examination. Applicants who successfully pass examination are called for interview. Flowingly, the most suitable candidates after the interview will be contacted to sign contract. However, some organization may first sign a trail period contract.

Above discussions were all about recruitment and selection policies which were explained in details. Recruitment and selection policies can be significant factors affecting employees' performance the future. Therefore, having normative recruitment policy is critical for every organization in particularly public organization. In following pages, employees' performance will be described and its relation with recruitment policy will be explained in more details.

As discussed above, after the ending of the recruitment process, the selection process will begin, in this stage, the most qualified candidate will be selected after the interview and written test (in case of necessity) and will be appointed for a probationary period. In this process, the unsuccessful candidates will be informed that they will be called for some other positions which match their qualifications in case of availability.

The above discussions provided information about the different aspects of recruitment policy which is the independent variable of this research, as the main goal of this research is to investigate the effect of recruitment policy on organizational performance, therefore, the following sections of this chapter define the performance, the factors which affect performance and the differences between performance management and performance appraisal. The last section of the chapter has discussed the relationship between recruitment and selection and the organizational performance, in order to determine their relationship according to the theories

It is common that the applicants to be offered a position on condition of trial or probationary period. The length of the probationary period can be varying, one month, three months or even more than three months, it depends on the seniority and type of the job. The trial period provides the option for the employer to assess and to make sure that the selected candidate can do the job. At the same time, the period provides the option for the selected candidate as well, to assess that whether he/she is happy for working in this organization or not. At the end of this period, the selected candidate might be called for a discussion with the human resource manager or the department manager to discuss the progress. If both parties were satisfied, the employment will be confirmed otherwise that he/she should be informed and the employment could be terminated (Joshi, 2013).

## **2.10 Performance**

The administrative behavior of employees within their organization is called performance. Administrative behaviors are actions by which employees carry out their responsibilities. However, these actions are subjected to quality, which mean they can be performed in a good quality or bad. These good or bad quality of action reflect the organizations' view, prestige, and reliability into civilians' perspective. The aim of organization and performance is that the actions should be performed in high and quality. Unlikely, there are factors which hinder the employees to have a good performance. These factors can be intentionally based on employees' desire or may be external pressure. Furthermore, the quality itself is also considered as the quality of actions which are carried out by any employee or the quality of what have achieved from overall performing these action which can be reflexed into organizations' performance. Performance is not just what is achieved by employees or organization but also it is matter of how they are achieved. Therefore, the performance is not just output of achievements of employees it is also the process, procedure and methods of achieving these (Mihaiu, Opreana, & Cristescu, 2010).

Employees' performance is a key factor determining employees' integrity, honesty, reliability toward doing his/her job and responsibilities. Performance shows how workers have done job, how successful they have been, how much people trust on

them. After recruitment and selection, qualifications of employees toward doing their jobs are evaluated by performance evaluation. Therefore, employees who have passed all recruitment and selection phases successfully are tend to be prosperous, honest, and independent. However, when recruitment and selection process is manipulated in favor of someone, the employees may not be able to have independence in doing tasks and good performance is not expected from employees who are selected with corruption and manipulation of selection process.

Lots of different factors affect employees' performance either toward having good and high quality performance or bad. These can be employees' individual characteristics and intuition or some external pressure influenced on employee (Teclenichael Tessema & Soeters. 2006). Here following different kinds of factors which affect employees' performance are explained.

### **2.11 Factors Affecting Employees' Performance**

As it was mentioned before, factors which affect employees' performance can be personnel or external. These factors can be categorized as following

**Individual factors-** these factors are related to employees' personal abilities and qualification which are assessed at beginning by recruitment and selection process like employees' skills, qualifications, reliabilities, commitment, educations etc.

**Management factors-** these factors are related to the management roles, treatment and behaviors with employees that have a great impact on their performance. These factors are like employees' encouragement by manager, promotions, incentives, guidance etc.

**Team factors-** group members put great impression on their colleagues, so support provided by group members and colleague are significant on employees' performance.

**System factors-** facilities, equipment, environment, and other instrument provided by organization are also influencing factors on employees' performance.

**Situational elements-** internal and external pressures which are forced to the organization or employees are also remarkable factors on affecting employees' performance (Isaac Mwita, 2000).

According to explained factors, employees' performances are influenced by different elements. However, employees 'performance assessment is very significant for ensuring that the organizations' goals are achieved, employees keep their commitment, and applicants are satisfied from the organization. Different kinds of performance instruments which are used by organizations to assess their employees will be explained following.

## **2.12 Performance Management**

Performance management is process through which employees' performance is assessed and improved in order to increase organizations' performance. The aim of performance management is to increase employees' competencies and achieve a good result from planned goals. Performance management is also a process of comparison and assessment of what was planned and achievements (Armstrong, 2006). Performance management has four fundamental steps which are described as planning, monitoring, developing, assessing and rewarding. Performance management provides an opportunity for both managers and staffs to recognize and address their needs and deficiencies. The first step which is planning set goals and validates job expectations and performance. Second step is measuring feedback and accomplishing goals and following third one is developing which means addressing poor performance and develop good performance. Fourth step is assessing evaluating the result and obtaining result for next assessment cycle. Finally, the last step is the identifying and rewarding good performance.

Furthermore, employees' performance is also described as process of inputs, outputs, process and outcomes by system analysis theory.

**Inputs** are skills, efforts, knowledge, and employees' contribution to do their job well.

Process the ways and methods employees use to carry out their duties. The talent competencies of employees. Some employees may be creative toward fulfilling their responsibilities.

**Outputs** the achieved result which is measured by employees' performance assessment.

**Outcome** is overall output of each employees' performance that affect others performance and is considered organizations' performance.

Performance and its management has briefly been described in above. However, its importance and process will be explained in more details subsequently.

### **2.13 Purpose of Performance Management**

Performance management aims to provide a good performance environment in an organization in which employees are the main players in the organization. Therefore, performance management evaluate employees' performance who are in charge of leading organization toward achieving its goals. Performance management tends to assess employees and insure whether they work in achieving organizations' objectives. It is a process of employees' assessment to ensure that required skills are used in carrying out the tasks, employees have their commitment, and do their best to their best. The main goal of performance management to extend the employees' competencies. By carrying out performance assessment a setting is provided for specifying expectations, agreement on roles and responsibilities, make oblivious the expected accountabilities, qualifications, skills and behaviors. Performance management process is also considered as a process of ensuring that employees get needed support and guidance which are required for their skills and capacity building development and improvement. Furthermore, performance management aims to motivate employees toward better performance, swift process, and quick administrative feedback, give equal opportunity, provide a fair and balanced job environment, and make employees to improve their skills.

Additionally, performance is also described and defined as a method of measurement to evaluate how tasks have been done within a program impartially in doing service,



implementing any product, or carrying out any process. According to Parker (2006) some significant reasons behind performance management to describe whether customers' need are fulfilled, helping understand the process. After performance assessment and identifying pros and cons of employees' performance, cautions and points which are needed to be done are determined. The decisions should be taken based on clear fact, not on biased, instinct, emotions or believes. Finally, here following the expectations which are expected from performance management are described below:

Performance management is conducted to empower and motivate employees and it also make employees to do their best in carrying out their responsibilities.

- It ensures managers that their employees are going on right path and their doing the right things.
- Organizations' goals are matched with individuals' goals.
- It increases the result of output into organization by making staffs work effectively.
- It provides a prospective picture of organization and shows to how much customers are satisfied from organizations' processes and employees (Armstrong, 2006).

Performance assessment methods are described briefly. Here the method of performance assessment comes to forth. Different reasons can be behind performance assessment. Therefore, these reasons also determine the method and area where it needed to be assessed. Measuring performance will be explained following.

#### **2.14 Measuring Performance**

Measuring performance and how to measure it have key role in process of performance management. It identifies the success and failures of employees' job. It also identifies in where tasks are done well to provide reward and encouragement for further success, and in which are tasks are not carried out properly and effectively, so the failures could be corrected (Armstrong, 2006). Measurement of performance falls into two categories of quantified and qualified objectives. However, the measurement

for this one is easier than second one because every job has an output and output are easy to measure quantifiably, while outcome is not possible to measure quantifiably. Therefore, in order to reduce difficulties and problem in conducting measurement a distinction should be made between results which are output and outcome. As it was described that all jobs have elements and components which are not easy to be measured quantifiable cause all jobs have outcomes regardless of being quantified or qualified. Therefore, measurement of performance is stated to be comparative process in which the result which have been achieved what results should or expected to be achieved. The result of measurement is presented quantitatively.

Nowadays, a key issue in good governance is its organizations performance. Developed countries enjoy from a swift, reliable and profitable institutions, while corruptibility of organizations is a significant problem in many undeveloped or developing countries. This problem waves to undermining governments' credibility. According to Van Thiel & Leeuw (2002) governments dedicate a great amount of fund on assessing and evaluating their institutions' performance than ever. However, studies from management performance assessments reveal that identifying and measuring of performance in public sectors are more difficult than private sector and this problem is due to complexities of governments' institutions, their role, rules, and employees. Therefore, in order to have a proper performance evaluation in public sector terms such as means, objective, and result should be defined with their relationship to each other. Furthermore, public sectors' performance assessment is subjected to some problems which arises from its performance concept definition, methods of conducting performance evaluation, and drawbacks during conducting performance assessment. Measuring performance management in government is achievable through following described area:

“1. Measuring the resource economy, which can be determined by comparing the purchase price of the inputs with the designated value.

2. Measuring the costs, which involves measuring in monetary expression the resource consumption in order to provide a particular product or service.

3. Measuring the efficiency, which takes into account the obtained result in relation to the resources used, and a project is effective if the maximum results are achieved with a given level of resources, or if it uses the minimum resources for a certain level of the result.

4. Measuring the effectiveness, which is quantified by the ratio of the actual result to its expected level. The process of measuring the effectiveness faces difficulties concerning the assessment and the quantification of the results, which often have non-physical form, and cannot be directly measurable. The results of the public projects can have both economic and social nature.

5. Measuring the quality of services, which is designed to follow the degree to which the public product/service satisfies the requirements of the citizens. In this sense, the quality includes the effectiveness of a project. The deficiency of this method consists in the fact that the quality is a vague concept and far too complex that is not sufficiently reflected by indicators. The concept of quality encompasses not only the quality of the product/service offered, but also the quality of the production process and the quality of the system.

6. Measuring the financial performance

7. measuring the overall performance” (Mihaiu, Opreana, & Cristescu, 2010).

Here above, the concept of performance management and measurement have been described and also the scope and area where the performance is achievable. However, in reality assessing performance management is performance appraisal. Hereafter, the performance appraisal will be described and the differences between two concepts will be cleared.

### **2.15 Performance Management and Performance Appraisal**

Formal process and system of employees’ evaluation and assessment is called Performance appraisal (PA). The word formal plays a significant role in the definition of performance. It shows the continuity of performance assessment which should be carried out by managers. Performance appraisal is considered to be a key element of

performance management and its significance is that it shows the organizations' strategic goals and plans, so performance management is particularly tied with goodness of performance management. The main focus of performance appraisal is on employees' evaluation even though a group, if it is existed in the organization, can be also assessed. However, assessing a group is far beyond difficult than individuals.

The terms performance management and performance appraisal are sometimes used interchangeably, while there are clear differences in their focuses and processes. As it was stated, performance appraisal main focus is on evaluation of individual and its main goal is to improve individuals. Performance appraisal is one key point in performance management. In contrast, performance management is considered a wider, consistent, and more extensive program which carried out continually. The focus of performance management is much quite wider than performance appraisal. The overall organizations' functions like its expectations, role of managers in supporting their employees are evaluated by performance management. Furthermore, performance appraisal is carried out by HR department as a hierarchy process rather than line management. Performance appraisal has a back look to what have been done whether they have been right or wrong and tries to correct wrongdoings (Armstrong, 2006). Finally, according to discussion there is differences between term performance management and performance appraisal and their implementation. However, the last one is considered as a part first one. In fact, performance appraisal can be implemented in every part of human resource functional area such as Human Resource Planning, Recruitment and Selection, Training and Development, Career planning Development, Assessment of Employees' potential.

## **2.16 Recruitment and Selection Effect on Performance**

Performance evaluation ratings, which is a way of performance appraisal, can be a significant tool in assessing applicants' future performance. It is a kind future anticipation of future performance. By performance evaluation ratings, certain behaviors of firms' successful employees may be recorded and this data may be used in benchmarking comparing for hiring new employees. Furthermore, to validate a selection test for recruiting new employees, employees' ratings can be considered

against which test scores are compared. In this case, the validity of the test depends on the accuracy and appropriateness of appraisal result.

## **2.17 Conceptual Framework**

A conceptual framework for conducting the research has been designed in accordance to literature review on assumption to fit for employees' performance. In order to achieve research objective, questions are prepared to evaluate, adherence to recruitment policy (ARP), adequate monitoring and evaluation of the recruitment process (AME), and criteria for selection (SMC). The mentioned questions have been taken into account as operational variables to show how the recruitment and selection practice are done (Motsoeneng, 2011). For assessing employees' performance questions have been made to professional performance (PR), providing convenience service to the civilians (PS) and consolidation of law. Mentioned criteria are observed to evaluate employees' performance.

The above mentioned conceptual framework is designed to find and evaluate the relationship between recruitment/selection processes and employees' performance in public organization of Afghanistan. According to Bentes et al (2012), performance of employees and organization is complex and multidimensional concept. Individuals have different preferences in evaluating performance. Therefore, they define and evaluate the performance from different point of view. The target population of this research are civil servants and jobs' candidates, the result; however: illustrate the perception of civil servants and jobs' candidates from recruitment/selection processes and employees' performance. Literature review identifies the processes for recruitment/selection in public organizations, which is related to the study. However, the model shows that the recruitment and selection processes affects the performance of the public organizations.

Employees' performance can be affected by many and various factors such as personal characteristics, trainings, organizational policies and structure, and HRM policies and practices (including recruitment and selection policies). However, due to limited time and resources, the current research is not able to conduct abroad research on every aspect. In this research, the recruitment and selection policies have been considered as

an effective factor on the employees' performance and all other factors have been assumed constant.

The first chapter provided an overview of research hypothesis and objective. Furthermore, the second chapter provides a wide range of theoretical foundations, concepts and approaches of recruitments and selection processes. The third chapter will discuss research methodology, fourth will be findings and analysis, and the last chapter will be conclusion and recommendations.



### **3 RESEARCH METHODOLOGY**

#### **3.1 Research Philosophy**

A method by which a research is conducted is called research philosophy. The research philosophy contains to the research strategies used and the research instruments utilized in achieving of a goal. In chapter one the research question was discussed and followed by literature review in the second chapter. This chapter; however; aims to describe our research strategy, including research methodology adopted and following the research instruments which are used in conducting this research will be explained.

A research philosophy is a set of believes, assumptions and methods about development of a knowledge. It also means what you are doing when you start conducting a research, developing a knowledge in a particular field even though it sounds deep and profound definition. However, sometimes the knowledge development upon which research is started may not be a new theory of human motivation but rather be answering to a specific problem in an organization.

Research philosophy is also described as a set of believes about the method in which data about a phenomenon should be gathered, analyzed, and used. Various philosophies of research approaches are encompassed by different terms and word like the term epistemology, which means what is known to be true, and is opposed to term doxology which describes what is believed to be true. The purpose of research; therefore; is transforming believed things into known things. Four major research philosophies have been applied mostly in conducting a research such as Realism, positivist, interpretivist.

The knowledge development you are embarking upon may not be as dramatic as a new theory of human motivation, but even answering a specific problem in a particular organization you are, nonetheless, developing new knowledge.

## **3.2 Research Approach**

Conducting researches fall into two categories which are called inductive and deductive research methods. According to Trochim (2006) induction approach is a move from the specific to general. However, deduction is movement from general to specific. Furthermore, deductive argument based on experience or observation, while inductive arguments based on law, rules or other widely accepted principle.

Creswell states (2006) the deductive research approach from top to down, from theory to hypotheses, data, add, or contradicting theory. In contrast to deductive, the inductive research is defined as method from bottom to up. The participations views and data are collected to prove, refuse or make theory.

In conducting research, there are difference between both inductive and deductive. Inductive approach tends to be a more open-ended and exploratory particularly at the first. However, deductive approach is narrower and is concerned with examining and confirmation of hypotheses. In conducting a research both approaches may be employed at some time in a project. However, some particular studies may involve employing one approach. It can be purely deductive or inductive. Both deductive and inductive will be described following.

### **3.2.1 Inductive research**

Inductive research is a set of steps moving from specific observation to a broader generalization and making theory. Informally, this approach is called bottom-up research approach. It may start from observation, continues pattern, data collection, and led to tentative hypotheses and finish with theory. Conclusion, which is theory, also based on premises. Furthermore, inductive reasoning approach is a set of law or general principle are inferred through observation of specific cases. This approach emphasis is on observation and finding conclusion from observation. The movement, as it is mentioned, is from specific to general since the limitation of observation of specific circumstance is generalized to general condition by researcher (John, Carswell 2014).



### **3.2.2 Deductive approach**

Deductive research approach is set of steps and reasoning which works from general to more specific. Informally this approach is called top-down approach. It flows like a water fall from top to down. The basic start for this approach is theory and follows by hypotheses. Following, observations are conducted to confirm or reject hypotheses. Conclusion follows from premises. Deductive approach begins with a broad and general and ends with more specific. Furthermore, arguments which are used in conducting based on laws, rules, and general accepted principles. In deductive reasoning, it is started with thinking up and making a theory about topic. The topic is then narrowed to more specific hypotheses so that can be tested. After making hypotheses, it gets also narrower for collecting data and observation to address hypotheses. Finally, it makes researcher able to test the hypotheses with specific data whether the original theory maybe confirmed or not.

The method employed in this research is also deductive reasoning approach. It is started with a theory that there is a relation between recruitment and selection process and employees' performance. Then, it continues by making a hypothesis that the recruitment and selection process impact employees' performance. Hypotheses is tested by collecting data, observing research population through distributing questionnaires and result are described in details.

### **3.3 Data Collection Method**

Before talking about data collection methods, let's have a discussion about types of data itself. For conducting a dissertation two types of data, which are primary and secondary data, are mainly used. For collecting primary data collection, there are some instruments like; questionnaires, interviews, and observations and etc. However, secondary data is collected from books, publications, journals, articles, extract description and narrative information.

Evidence, data, provides answers for the research question and hypotheses. In order to achieve this goal, after hypotheses, collecting and gathering data starts. There are lots of methods for collecting data which two main methods, qualitative and

quantitative, are mostly used. According to John Carswell (2006) collecting data is gathering information from books, identifying and selecting people for the study, gathering information by asking from individuals and observing their behavior, obtaining individuals' permission to study them. A key step in process of data collection is accuracy of data collected from appropriate people and places. Validity of data has a significant in conducting a research. The process of data collection produces a set of numbers, words, quotes for testing and observation. After identifying individuals for the study, methods and procedures of gathering data should be determined into research study. These collecting methods are subjected to technical discussion about the mechanism and administration of data collection.

In following titles, qualitative data collection and quantitate data collection will be explained. Furthermore, the methods which is employed for collecting data in this research will be explained with reasons for employing it.

### **3.3.1 Qualitative data collection**

Before moving to qualitative data collection, here a brief definition of qualitative research is stated. Qualitative research is defined as a exploring and understanding the meaning of individuals who are subjected to a social or human issue or a problem. The process of conducting qualitative research involve emerging questions and procedures, and collecting data in the participants' setting, continues to inductive data analyses, making generalization from particular themes, and lastly making interpretation of the meaning of the data. The final written report has a flexible writing structure.

Qualitative data collection has a broader definition and concept rather than just a simply taking a decision on just to observe or interview individuals. The qualitative data collection methods are included setting the boundaries for the research, gathering information through interview, structured and semi-structured observation, documents, and visual materials, and also recording periodically information based on protocol with population. In conducting qualitative methods, participant or sites (documents, or visual) are purposefully selected that helps researcher understand the problem and the research question. The method is different than random sampling or

selection of a large number of population as it is typically used in quantitative research (John Carswell 2014).

According to Huberman (1994) four aspects are main considerations of participants and sites in conducting qualitative research data collection. The first one is the setting, where the research will take place. Next one is the actors, individuals who are expected to be observed or interviewed. Third one is the event, what will be observed or what the actors will be doing while being observed or interviewed. Finally, the process, the evolving nature of events undertaken by the actors within the setting.

In carrying out a qualitative data collection study, various and multiple forms of data are collected and a considerable period of time is spent in the natural setting gathering information. Four basic types of data collection procedures are involved in qualitative data collection such as following described by (John Carswell 2014).

**Qualitative observation** means that the researcher takes field notes on the behavior and activities of individuals at the research site and records observations.

**Qualitative interviews** mean that the researcher conducts face-to-face interviews with participants, interviews participants by telephone, on the Internet, or engages in focus group interviews with six to eight interviewees in each group. These interviews involve unstructured and generally open-ended questions that are few in number and intended to elicit views and opinions from the participants.

**Qualitative documents** are public documents (e.g., newspapers, minutes of meetings, official reports) or private documents (e.g., personal journals and diaries, letters, e-mails).

**Qualitative audio and visual materials** take the forms of photographs, art objects, videotapes, and sounds.

### 3.3.2 Quantitative data collection

Quantitative research approach is defined as a process of testing theories objectively through examining the relationship between variables (John Carswell 2014). These variables are measurable, typically on instruments, via numerical data. Therefore, the

achieved data can be analyzed through statistical procedures. Research approach is conducted deductively and the final report is consisted of an introduction at the beginning, literature review and theories, continues by methods, result and finally discussion.

Quantitative data collection is a process of more than just simple collecting data. The decision on which participants will be studied is taken first. It specifies the population and the simple of the study. The second step is obtaining actors' permission to be studied. The third step in quantitative data collection is identifying the types of measures that will answer the research question and locate instrument to use. At this step, variables are specified from research question and hypotheses and the instrument by which data will be collected. In order determine, what is needed to be collected, specifying variable in research in important and significant. After specifying variables, next step is data collection. Some of these steps will be discussed in more details.

Since the current research intends to find the relationship among two variables the recruitment and selection process which independent variable on the employees' performance that is dependent variable, the quantitative approach has been done in conducting this research. Furthermore, two types of data, primary and secondary, are used in carrying out of this dissertation. Primary data is collected through distribution of questionnaires among Afghanistan civil employees in two cities. However, secondary data is collected from books, articles, journals and etc.

For a quantitative data collection process, firstly, it is important to identify the people, which is called research population, upon whom the research will be conducted and the place where the research will be carried out. For determining research population, it should be decided whether individuals will be studied or organizations or a combination. If the research is expected to be carried out to people, the second step is identifying what type and how many people you need to study. The amount people needed for the research is determined by sampling method which will be described respectively. The next step is determining what should be asked from individuals, and this question is directly related to the research variables, which also will be described following.

### **3.4 Population and Simple of Study**

Who should be studied or can provide data for the research is a question which can be found out from the hypotheses or research question. The level of a study sometimes can be one, while some studies may require two or more levels for assessment. For instance, from the current research hypotheses, it can be found that research should be conducted on employees. This is also called unit of analyses for a research. After determining unite of analyses, it's time to identify the population and the simple for the study. If the study intends to assess individuals or an organization, it is important to be decided what kind of people should be studied. In some studies, individuals are selected based on their availability and voluntarily. However, these people may not be the same as the people whom the research intends to study.

In order to have a professional and advanced research, individuals who are representatives of a group people, upon whom the study is expected to be carried out, or organization should be selected for the study. Representative refers to the selection of individuals from a sample of a population such that the individuals selected are typical of the population under study, these representatives enable the researcher to draw a conclusion from the simple about the population as a whole.

In a quantitative research approach, population refers to the people who share same characteristics. For example, for the current research employees in Afghanistan civil servant is the population for the study. However, a population can be small or large, as it is clear in the current research. Therefore, a decision should be taken that what group should be studied. This group is called target population for the research with some defining characteristics and availability. Within the determined target population, a simple for the study may be selected. A simple is a subgroup, or can be a number of individual of the target population that the researcher plans to study for making generalization about the target population. In some ideal situation a number of individuals can be selected as representatives of the entire population (John Creswell 2014).

For instance, in the current research, the population of the research is the Afghanistan civil servant. However, the target population is employees in Herat province. From

the target population, which is a number of 7093 Employees, a simple will be made for conducting the research. In order to make a simple for the study from the target group, there some methods and the one which is employed for conducting this research will be explained.

### **3.4.1 Sampling**

For sampling, there are various different methods. Generally, a method is employed by the researchers based on the factors like the amount of rigor sought for the study, characteristics of the target population, and the availability of the participant. For this purpose, from to types of sampling methods either probability or nonprobability is employed by the researchers. In probability sampling, individuals who are representatives of the research population are selected for the study. This is the most accurate and rigorous type of sampling because the simple is representative of the population and the researcher is easy to make a generalization. The probability sampling itself falls into four subcategories such as simple Random Sampling, Stratified Sampling, Systematic Sampling, and lastly Multistage Cluster Sampling.

### **3.4.2 Multi stage cluster sampling**

Multistage Cluster Sampling is one form of probability sampling, by which simple is chose in two or three stages. Multistage Cluster sampling is used when the population of the study is either extremely large or hard to be identified by the researchers. When the population is extremely large it is hard to provide a complete list of the members of the population. However, getting a complete list of a group of cluster is possible. Using Multistage Cluster Sampling, the group or cluster is randomly selected by researchers and within the group, the researcher's samples randomly.

### **3.4.3 Simple size**

When the selection for the participants of the study is done, it is time to take a decision on the number of the individuals who will be studied which is also called size of simple. A general idea is to choose as large simple as possible from the population. The larger the sample, the less the potential error is that the sample will be different from the population. This difference between the sample estimate and the true population score is called sampling error. However, there are some other factors which

affect size of a sample such as access, availability of participant, funds, time, size of the population of the study, and the variables also have an effect on the size of sample.

For conducting the current research 120 questionnaires have been distributed among civil servants and job candidates in Herat province, Afghanistan. Herat city, which is one of the biggest city in Afghanistan, have been chose as a city for distributing questionnaires.

### **3.5 Ethics**

At beginning of the questionnaire, it is clearly stated that the purpose of questionnaire is academic and it will not be used for any other objectives. Questions are also made based on specific information which is necessary for conducting research. Furthermore, respondents are assured that their identities will be kept secret and will not be shared with any person or any other groups. Before handing the questionnaires to respondents, managers, employees, and candidates had been informed that the research purpose was academic.

### **3.6 Research Limitations**

Environment, respondents, and research population are significant factors affecting conducting a research. They made the process of a research swift or slow. For current research, lack of cooperation from some public organizations was considered as a setback. Some organizations were reluctant to have any contribution. Collecting resources from home country was another problem as well. A few research has been conducting in the field so far. Furthermore, respondents needed to be explained in every stage on how to answer.





## **4 FINDINGS AND ANALYSES**

### **4.1 Introduction**

The previous chapter has described research methodology and how to select our population and in which amount. The method which is employed for conducting this research is described in previous chapter. This chapter deals with empirical studies and findings. For conducting this research, 120 questionnaires are distributed among respondents. Findings are analyzed with SPSS 20 statistical program. Each question is also described by a chart and a graph.

### **4.2 Data Analysis Method**

Data for this research is collected through distributing questionnaires to respondents. The Questionnaire is included twenty questions. The first four questions are demographic questions and second part which include ten questions are about recruitment process, and the last part are about employees' performance. After collecting data, SPSS 20 is used for analyzing it. Each question is described statistically and is shown by a table and a graph. For approving hypothesis, Pearson correlation relation is employed. All findings are shown in tables and are described following that.

### **4.3 Demographic Statistical Descriptive**

This part includes the first part of questionnaire and the first part of analysis. Four questions have been asked to determine respondents demographic. These questions are included respondents' marital status, age, level education, years of experience which are described following.

The first questions of questionnaire are demographic questions asking about research population gender, age, education and years of experience. As it is shown in the below chart. From overall 120 respondents, 84 of them are males who make 71.7 percent of research respondents. However, due to low number women employees and job candidates, 34 of the respondent are women who provide 28.3 percent of data.

**Table 4.1 :Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	86	71.7	71.7	71.7
Female	34	28.3	28.3	100.0
Total	120	100.0	100.0	

The second question of survey is also a demographic question, which asks about the respondents age. Respondents' ages show under which recruitment system they hired and according to the chart 67 of respondents who are between 18-30 and create 55.8% of research simple are hired under new. Following the second category of respondents are between 31-42, who are 24 respondents and make 20% of research. Two more categories 43-55 and 55-60 include the 12.5 % and 11.7% of study respectively.

**Table 4.2 :Age**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-30	67	55.8	55.8	55.8
31-42	24	20.0	20.0	75.8
43-55	15	12.5	12.5	88.3
55-60	14	11.7	11.7	100.0
Total	120	100.0	100.0	

According to chart, the first two category of respondents are High school and Vocational school alumni who are 10 and 18 which make 8.3 % and 15% of research respectively. The third significant category is bachelor degree alumni with a number 76 (63.3) of research. The two last categories are master and PhD degree respondents with a number 15 respondents from master which is 12.5 percent of research and 1 PhD degree

**Table 4.3 :Education**

	Frequency	Percent	Valid Percent	Cumulative Percent
High School	10	8.3	8.3	8.3
Vocational School(Two years)	18	15.0	15.0	23.3
Valid Bachelor degree	76	63.3	63.3	86.7
Master degree	15	12.5	12.5	99.2
PhD degree	1	.8	.8	100.0
Total	120	100.0	100.0	

respondent who acquired 0.8% of research.

Finally, the last demographic question is about respondents' experiences. 63 of respondents who are 52.5% of research have between 1-5 years' experience. The second category is 5-10 years experienced respondents with a number 38 (31.7%) Of research. Two last categories are between 10-15 and 15-20 years' experience. The first one with 9 respondents and second one 10 respondents who make 7.5% and 8.3% of research subsequently.

**Table 4.4 :Experience**

	Frequency	Percent	Valid Percent	Cumulative Percent
1-5	63	52.5	52.5	52.5
5-10	38	31.7	31.7	84.2
Valid 10-15	9	7.5	7.5	91.7
15-20	10	8.3	8.3	100.0
Total	120	100.0	100.0	

#### 4.4 Recruitment and Selection Analyses

The process of recruitment and selection is taken into consideration as an independent variable which affect the dependent variable employees' performance. Respondent were asked to answer ten question about recruitment and selection process in Afghanistan governmental institutions. Questions are about three broad categories. The first category is about recruiter adherence to the recruitment law and policy, the second part encompasses to whether priority is given to most skilled and qualified or not, and last one is consideration of candidates documents. Ten questions were asked with five different category of answer. Here is the overall statistical descriptive of all questions.

**Table 4.5** :There is a clear process for recruitment and selection procedure in Afghanistan.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	33	27.5	27.5	27.5
Disagree	59	49.2	49.2	76.7
Neutral	10	8.3	8.3	85.0
Agree	12	10.0	10.0	95.0
Strongly agree	6	5.0	5.0	100.0
Total	120	100.0	100.0	

According to analyses chart, 27.5 percent of respondent had a strongly negative answer, 49.2 percent of respondent disagreed, 8.3 percent had a neutral opinion, while 10 percent answered with agree and 5 percent responded with Strongly agree to the question.

**Table 4.6 :**Recruitment and selection processes are adhered by recruiters.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	52	43.3	43.3
	Disagree	35	29.2	72.5
	Neutral	16	13.3	85.8
	Agree	8	6.7	92.5
	Strongly agree	9	7.5	100.0
	Total	120	100.0	100.0

The above chart provides statistical descriptive to the second question regarding to recruitment and selection processes in Afghanistan. 43.3 percent of responded had a strongly negative answer, 29.2 percent disagreed, 13.3 percent stated a neutral opinion, whereas, 6.7 percent had positive answer with agreement and 7.5 percent strongly agreed to the question.

**Table 4.7 :**The process is done and monitored in fairness.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	48	40.0	40.0
	Disagree	43	35.8	75.8
	Neutral	19	15.8	91.7
	Agree	8	6.7	98.3
	Strongly agree	2	1.7	100.0
	Total	120	100.0	100.0

The above chart describes 40 percent of strongly disagreement to the question, 35.8 percent of agreement and 15.8 percent of neutral answer. On the other hand, 6.7 percent provided agree respond, and 1.7 percent had a strongly agree answer.

**Table 4.8** :Priorities are given to qualified and skilled candidates.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	38	31.7	31.7	31.7
Disagree	63	52.5	52.5	84.2
Neutral	11	9.2	9.2	93.3
Agree	7	5.8	5.8	99.2
Strongly agree	1	.8	.8	100.0
Total	120	100.0	100.0	

Provided descriptive data explains that 31.7 percent of all respondents had a strongly agree answer to the above mentioned question, 52.5 percent had a negative respond with disagreement, 9.2 percent provided neutral answer, while 5.8 percent had a positive answer and 0.8 percent provided a strongly agreement to the question.

**Table 4.9** :The recruitment and selection is carried out in transparency.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	45	37.5	37.5	37.5
Disagree	59	49.2	49.2	86.7
Neutral	3	2.5	2.5	89.2
Agree	8	6.7	6.7	95.8
Strongly agree	5	4.2	4.2	100.0
Total	120	100.0	100.0	

According to the table 37.5 percent strongly disagreed, 49.2 percent disagreed, 2.5 percent provided neutral answer. However, 6.7 and 4.2 percent provided a positive strongly answer.

**Table 4.10** :There is an appropriate and proper planning for recruitment and selection process.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	33	27.5	27.5	27.5
Disagree	54	45.0	45.0	72.5
Neutral	8	6.7	6.7	79.2
Agree	12	10.0	10.0	89.2
Strongly agree	13	10.8	10.8	100.0
Total	120	100.0	100.0	

Descriptive statistics of the above mentioned question explains that 27.5 percent respondent had a strongly negative perspective to the question, 45 percent disagreed with the question, 6.7 percent had neutral opinion. While 10 percent agreed and 10.8 percent provided a strongly positive answer.

**Table 4.11** :Formal academic qualifications are mainly considered for recruiting and selecting candidates.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	24	20.0	20.0	20.0
Disagree	37	30.8	30.8	50.8
Neutral	21	17.5	17.5	68.3
Agree	18	15.0	15.0	83.3
Strongly agree	20	16.7	16.7	100.0
Total	120	100.0	100.0	

Question's 7 statistical descriptive shows that 20 percent respondents provided a strongly negative answer, 30.8 percent had disagreement, 17.5 percent had a neutral answer, while 15 percent agreed and 16.7 strongly disagreed to the questions.

**Table 4.12** :The process is influenced by individuals or any organization in favor of a specific candidate.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	55	45.8	45.8	45.8
Disagree	42	35.0	35.0	80.8
Neutral	13	10.8	10.8	91.7
Agree	8	6.7	6.7	98.3
Strongly agree	2	1.7	1.7	100.0
Total	120	100.0	100.0	

Above table shows that 45.8 percent of respondent had a strongly negative respond, 35 percent stated disagreement, 10.8 percent had a neutral opinion. On the other hand, 6.7percent had a positive respond and 1.7 provided a strongly agree respond.

**Table 4.13** :Curriculum vitas, references and qualifications are checked clearly.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	30	25.0	25.0	25.0
Disagree	43	35.8	35.8	60.8
Neutral	14	11.7	11.7	72.5
Agree	14	11.7	11.7	84.2
Strongly agree	19	15.8	15.8	100.0
Total	120	100.0	100.0	

According to the provided data for the question number 8, 25 percent had a strongly negative answer, 35.8 percent disagreed, and 11.7 had a neutral respond. Subsequently, 11.7 percent agreed to the statement and 15.8 percent strongly disagreed.



**Table 4.14** :Candidates are selected based on their competency, skills, qualifications, and experience.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	49	40.8	40.8	40.8
Disagree	52	43.3	43.3	84.2
Neutral	16	13.3	13.3	97.5
Agree	1	.8	.8	98.3
Strongly agree	2	1.7	1.7	100.0
Total	120	100.0	100.0	

Lastly, according to the table, 40.8 percent strongly disagreed, 43.3 percent provided a positive answer, 13.3 had a neutral answer, while 0.8 percent had a positive opinion and 1.7 percent strongly agreed.

**Table 4.15** :Overall statistical descriptive of the independent variable's responses.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	49	40.8	40.8	40.8
2.00	38	31.7	31.7	72.5
3.00	14	11.7	11.7	84.2
4.00	10	8.3	8.3	92.5
5.00	9	7.5	7.5	100.0
Total	120	100.0	100.0	

According to the above mentioned table, 40.8% of the research respondents gave a Strongly disagree answer to the quality of recruitment and selection processes in Afghanistan. Furthermore, 31.7% of respondents gave a disagree answer, which it shows a negative opinion about recruitment and selection processes in Afghanistan. 14% of the respondent answered with neutral option. Respectively, 8.3% of respondents had a positive opinion and answered with agree to the quality of recruitment and selection processes. Finally, 7.5% of respondents had a strongly positive opinion regarding to recruitment and selection process in Afghanistan.

#### 4.5 Employees' Performance Data Analyses

For analyzing employees' performance in Afghanistan, respondents were asked to have their opinion regarding to the employees' performance. However, questions were based to ask to evaluate employees' skills, qualifications, and abilities in conducting their responsibilities. Statistical descriptive of the data is explained following.

**Table 4.16 :**Employees' have knowledge and skills of the job to deliver superior quality work and services.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Weak	36	30.0	30.0
	Weak	47	39.2	69.2
	Average	21	17.5	86.7
	Good	6	5.0	91.7
	Very Good	10	8.3	100.0
	Total	120	100.0	100.0

According to the above mentioned chart, 30 percent of respondent explained very weak performance, 39.2 percent of respondents stated a weak performance of employees, 17.5 percent of said average performance. However, 5 percent considered employees' performance as good and 8.3 percent considered the employees' performance very good.

**Table 4.17 :**He overall quality of services provided by employees are excellent.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Weak	33	27.5	27.5
	Weak	45	37.5	65.0
	Average	18	15.0	80.0
	Good	9	7.5	87.5
	Very Good	15	12.5	100.0
	Total	120	100.0	100.0

Above chart shows that 27.5 percent of respondents believed in very weak quality of services in Afghanistan, 37.5 percent answered with weak option, and 15 percent with

average quality. However, 7.5 of respondents thought that quality of services was good, and 12.5 percent picked very good option.

**Table 4.18** :Employees are in tune of all customers rather than specific individuals.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	50	41.7	41.7	41.7
Disagree	41	34.2	34.2	75.8
Neutral	14	11.7	11.7	87.5
Agree	8	6.7	6.7	94.2
Strongly agree	7	5.8	5.8	100.0
Total	120	100.0	100.0	

According to the above chart, 41.7 percent of respondents stated that employees are not in tune of all customers, 34.2 percent stated disagreed with the statement, and 11.7 percent had neutral opinion, while 6.7 percent agreed on statement, 5.8 percent strongly agreed.

**Table 4.19** :Employees know, do their duties and their jobs in accordance to their job description.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Weak	23	19.2	19.2	19.2
Weak	34	28.3	28.3	47.5
Average	26	21.7	21.7	69.2
Good	17	14.2	14.2	83.3
Very Good	20	16.7	16.7	100.0
Total	120	100.0	100.0	

The above chart shows that 19.2 percent of employees believed in very weak employees performance in accordance to the job description, 28.3 percent picket up the weak option, 21.7 percent provided an average answer. However, 14.2 percent believed in a good performance and 16.7 percent in very good performance.

**Table 4.20** :Employees have appropriate, unbiased, and good manner with all citizens.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very bad	34	28.3	28.3
	Bad	45	37.5	65.8
	Not bad	23	19.2	85.0
	Good	13	10.8	95.8
	Very Good	5	4.2	100.0
	Total	120	100.0	100.0

Provided data explains that 28.3 percent of respondents thought the employees have very bad, biased and in appropriate manner, 37.5 percent considered as bad, 23 percent responded with Not Bad, while 10.8 percent stated good and 4.2 percent provided very good answer.

**Table 4.21** :Employees understand specific needs of civilians.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very bad	44	36.7	36.7
	Bad	35	29.2	65.8
	Not bad	21	17.5	83.3
	Good	12	10.0	93.3
	Very Good	8	6.7	100.0
	Total	120	100.0	100.0

Lastly, 44 percent of respondents evaluated employees understanding very bad, 35 percent Bad, and 17.5 percent Good. However, 10 percent of respondents stated that employees understanding of need is good and 6.7 answered with very good answer.

#### 4.6 Reliability Tests

Reliability of the data is the degree of consistency that an instrument demonstrates, Gay (1996). 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 value is classed as acceptable reliability value in social science

researches (Gliem and Gliem, 2003), the closer alpha value to 1, the more data is described as reliable.

**Table 4.22 :Reliability Statistics**

Cronbach's Alpha	N of Items
.995	20

The above table illustrates the reliability coefficient of all items in the instrument which yielded an alpha value of 0.995 which is greater than the acceptable value of 0.7. This classifies our 20 item instrument as internally reliable for having the required degree of consistency.

**Table 4.23 :Mean, Median, and Mode Statistics descriptions among recruitment/selection questions.**

	INVa1	INVa2	INVa3	INVa4	INVa5	INVa6	INVa7	INVa8	INVa9	INVa10
Valid N	120	120	120	120	120	120	120	120	120	120
Missing	0	0	0	0	0	0	0	0	0	0
Mean	2.1583	2.0583	1.9417	1.9167	1.9083	2.3167	2.7750	1.8333	2.5750	1.7917
Median	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000
Mode	2.00	1.00	1.00	2.00	2.00	2.00	2.00	1.00	2.00	2.00
Std. Deviation	1.09234	1.23190	.98983	.84598	1.02076	1.27670	1.37482	.98162	1.39424	.82905

According to the above statistical descriptive data which shows Mean, Median, and Mode, questionnaires are distributed normally. Median is 2 and Mean has a range between 1.7917 the lowest in question number 10 to 2.77 the highest question number seven, Median is 2 and Mode is a range between 1 and 2.

**Table 4.24** :Mean, Median, and Mode Statistics description among performance questions.

		DPVb1	DPVb2	DPVb3	DPVb4	DPVb5	DPVb6
N	Valid	120	120	120	120	120	120
	Missing	0	0	0	0	0	0
Mean		2.2250	2.4000	2.0083	2.8083	2.2500	2.2083
Median		2.0000	2.0000	2.0000	3.0000	2.0000	2.0000
Mode		2.00	2.00	1.00	2.00	2.00	1.00
Std. Deviation		1.17725	1.30545	1.15588	1.35532	1.10955	1.22917

The above chart illustrates Mean, Median, Mode, and standard deviation. It shows a normal distribution of data and questionnaires. Mean is a range 2.8 the highest question number four and 2.0083 lowest question number three, Median is between 2 and 3, and Mode is 2 and 1.

#### **4.7 Pearson Correlation Coefficient**

Collected data are analyzed to find correlation and efficiency of them by SPSS 20 in accordance to the hypothesis. Here the result is stated and described following. Research variables are tested by using Pearson Correlation Coefficient and Regression among two variables Recruitment/selection questions and employees' performance questions. However, in some places Recruitment/selection (independent variable) may be shown by NV and employees' performance (dependent variable) NP. By utilizing SPSS 20 firstly, questions from both recruitment/selection and employees' performance were cumulated into two variables and tested subsequently.

**Table 4.25** :Pearson Correlations NP1(Performance) NV1(Recruitment/selection)

		Performance	Recruitment
Pearson Correlation	NP1	1.000	.960
	NV1	.960	1.000
Sig. (1-tailed)	NP1	.	.000
	NV1	.000	.
N	NP1	120	120
	NV1	120	120

According to the above mentioned chart, confirmatory factor analysis which has been utilized by SPSS 20, shows that there is no multicollinearity of the data. Our two variables are significantly correlated together with correct number for both. Significance is shown to be large and no data for each is missed with the same 120 for both. Therefore, there is no need for considering omitting any of any item as realized.

**Table 4.26** :Pearson correlation (Recruitment/selection processes)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.960 <sup>a</sup>	.922	.921	.37360

a. Predictors: (Constant), Recruitment/selection

Above charts show that amount for  $r = 0.960$  which explains a strong positive relationship between recruitment policy and employees' performance in Afghanistan. It means that the relationship between recruitment in Afghanistan is very strong, and by increasing the quality of one the other one will increase as well.

#### 4.8 Regression Analysis

A regression analysis was conducted to determine how recruitment/selection relates to employee performance.

**Table 4.27 :Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.979 <sup>a</sup>	.959	.955	.28181	.959	255.376	10	109	.000

a. Predictors: (Constant), Recruitment/selection

The above table for model summary suggests, the R square is 0.959, this means that 95% of the variability independent variable which is employee performance is described by all of the independent variables together, which are different elements of training and development.

**Table 4.28 :ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	202.810	10	20.281	255.376	.000 <sup>b</sup>
	Residual	8.656	109	.079		
	Total	211.467	119			

a. Dependent Variable: Performance

b. Predictors: (Constant), Recruitment/selection

ANOVA F test has a significant value which means the null hypothesis for F test which is “the model has no explanatory power” is rejected, so the model is fit to explain the relationship between IV and DV.

**Table 4.29 :Regression Coefficients (recruitment/selection criteria)**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.098	.067		1.452	.149
	(Recruitment)	1.033	.028	.960	37.378	.000

a. Dependent Variable: NP1 (Performance)

According to the regression coefficient table ( $\beta$ ) = 0.960 with a positive sign and  $p < 0.05$  which indicates that the employees' is strongly related to the recruitment processes. This



relationship that having a better recruitment processes and adherent to rules and regulations directly the employees' performance. Therefore, the research hypothesis, which states that recruitment and selection processes has a positive effect on employees' performance, is confirmed.





## **5 CONCLUSION AND RECOMMENDATION**

### **5.1 Conclusion**

As it was described in introduction, Afghanistan has been suffering from a long term of government instability, which has affected its administrative organizations greatly. History of administrative policies has waved through different governments. After ousting Taliban regime, new government inherited a weak and fragmented administrations. Most of employees were working beyond their retirement date and there was no clear policy in hiring new employees. However, new government was established in hope of making progresses in administrations and improving public organizations and this required hiring new employees. Therefore, for having a better public organization there should have been specific rules and regulations for recruiting and selecting new employees. In 2002, A new independent institution, IARCSC, was sat up to take responsibility of recruiting new staffs for the government. Establishing IARCSC was part of new administrative reforms planned by new government. Since its establishment, IARCSC has experienced a lot of progresses and amendments added to it. However, there are some problems and difficulties in recruiting well and qualified employees.

Employees performance is multidimensional phenomenon, which means that it depends on various factors. However, one prominent factor, which has a great impact on employees' performance, is recruitment/selection policies and processes. It determines how well employees are recruited and whether they have enough qualifications and ability for acquiring and doing the job (Armstrong 2006). According to Mukhweso, & Njuguna (2013) and Gamage (2014) recruitment and selection policies positively and staiscaly affect employees' performance.

By considering the above discussion, the research aims to investigate the impact of recruitment and selection policies and processes on public employees' in Afghanistan. In order to achieve the objective, the researcher has conducted a survey through distributing questionnaires to employees and candidates, who have gone throughout recruitment and selection process, and discussed the findings.

According to evidences and findings, rules and regulations of recruitments and selection process is not adhered by recruiters properly. Theoretically recruitment and selection in Afghanistan is in accordance to HRM theories, a multi-stage of hiring employees. In contrast, each stage is subjected to challenges and difficulties in conducting. Each stage of recruitment is manipulated in favor of a specific candidates that leads to hiring poor and unqualified employees. Therefore, this wide range of corruption leaves a poor administrative progresses.

According to the conceptual framework, the effect of recruitment and selection policies on employees' performance may be direct and positive. Through operation recruitment and selection operational variables which were stated in conceptual framework, adherence to the recruitment policy, adequate monitoring and evaluation and selection method and criteria, there would be a better employees' performance. Here following, the conclusion regarding to main hypothesis and in accordance to operational factors and hypothesizes are stated.

Generally, the results of this study indicate that a higher use of effective recruitment and selection practices is directly related to higher levels of adherence to recruitment policy and procedure, adequate monitoring and evaluation and selection method and criteria and then these indicators lead to higher performance of administrative employees in Afghanistan according to the perceptions of the respondents.

## **5.2 Conclusion in Accordance to Hypothesis (Recruitment and Selection Processes and Polices)**

In the previous chapter, hypotheses analyses approved that there is a strong relationship between recruitment/selection processes and employees' performance in

Afghanistan. Therefore, the better recruitment processes the better, more qualified employees' performance would be.

Positive significant correlation between two variables show that both are highly affected by each other that means if the quality of get better and increase, the second variable increase as well. Therefore, if the recruiters abide to the rules and recruitment regulation and candidates get hired based on their qualifications, Afghanistan's government will be witnessed of good administration. However, in practice candidates are shortlisted based on their relationship, bribery, influential person or group advice, and this lead to very poor administrative performance.

Political favoritism, bribery, corruption, warlords and chieftains influence in recruitment process are widespread. Exams are manipulated by local recruiters in favor of specific candidates. Furthermore, there is no trail period for selected candidates. Once they get accepted, they occupy their position. There is specific regulation to evaluate and assess performance of new comers. It is said that candidates should pay specific amount of money in order to acquire a position in government, or specific positions are dedicated to specific tribes and ethnics.

Therefore, new hired candidates are not in tune of every civilian. Corruption is widespread and employees are not well qualified to understand their jobs and duties. According to SIGAR in 2014 about fifty percent of Afghan civilians pay bribe to administrative to process their jobs and needs.

In conclusion, based on analyses there is a strong relationship between our two variables recruitment process and employees' performance. Theoretically, recruitment and selection policies and regulations are made to improve employees' performance. However, in practice recruitment process is manipulated and avoid by recruiters. Therefore, Afghanistan suffers from a very poor administration and qualified civil servants.

### **5.3 Recommendations**

Recommendations fall into two categories. Firstly, recommendations are given for practicing a better recruitment processes in order to hire better and qualified

employees. in the second part there is recommendation for those who want have a further research in the field.

### **5.3.1 Recommendations for practice**

Achieved result showed a strong relationship between recruitment processes and employees' performance. They affect each other positively. The result also showed that because of corruption, many employees and key managers in Afghanistan are hired based on their relationships, political favoritism, chieftains influence, which led to weak administrative process and low service delivery.

Therefore, for having a better employees' performance and quality, Afghanistan government should have a precise observation and supervision on recruitment and selection processes. IARCSC, which is in charge of recruitment and selection, and other organizations which have their own recruitment should provide a clear and competitive environment for recruitment and selection. Furthermore, in order to achieve a good result IARCSC and other Public organizations in Afghanistan should keep their impartiality in recruitment and selection process. The pervious mentioned points will increase employees' performance which will led to civilians' satisfaction from the governments.

Finally, a strong supervision over recruitment process and having a trial period for assessments in order to evaluate their performance are advised in recruitment and selection process, which may lead to a good result.

### **5.3.2 Recommendation for further studies**

A good researcher is a person who feel more than others, researchers always look for a solution for a social problem. They may use pervious researches as a path way for conducting their research. Therefore, the current research provides some topic for the those who wants to conduct a research in the related field.

Firstly, a comparison study between recruitment policies in Afghanistan and another country which has been successful I the field can be a good subject.

Secondly, the same research can be conducted in another city.

Thirdly, the current topic can be conducted by employing different type of data collection like qualitative data collection like interviews.







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## APPENDIX

### Questionnaire

Dear respondent,

This questionnaire is prepared to collect data for completion of Master degree dissertation on measuring the effect of recruitment and selection process on employees' performance in Afghanistan public organizations' civil servant, Herat city. Your answers will be a great contribution in completion of this study and appreciated kindly. The information that you provide will be used just on academic purpose and your privacy will be kept safely.

Please write or tick (  ) the appropriate response to each of the statements.

**Part One:** Please specify your Gender, Age range, Education and level of Experience

Respondents' Demographic Questions				
<b>Gender:</b>	Male [ <input type="checkbox"/> ]	Female [ <input type="checkbox"/> ]		
<b>Age:</b>	18-30 [ <input type="checkbox"/> ]	31-42 [ <input type="checkbox"/> ]	43-55 [ <input type="checkbox"/> ]	55-65 [ <input type="checkbox"/> ]
<b>Education:</b>	H/S graduate [ <input type="checkbox"/> ]	Vocational school [ <input type="checkbox"/> ]	Master degree [ <input type="checkbox"/> ]	PhD [ <input type="checkbox"/> ]
<b>Experience (in Years):</b>	1-5 [ <input type="checkbox"/> ]	5-10 [ <input type="checkbox"/> ]	10-15 [ <input type="checkbox"/> ]	15-20 [ <input type="checkbox"/> ]

**Part two:** Respondents were asked to to give their opinion about recruitment/selection processes in Afghanistan. Ten questions were asked for evaluation of recruitment/selection with range answer from one to five.

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

No	Independent variable: Recruitment/selection process	1	2	3	4	5
1	There is a clear process in recruitment and selection procedure in Afghanistan.					
2	Recruitment and selection process is adhered by recruiters.					
3	The process is done and monitored in fairness.					
4	Priorities are given to qualified and skilled candidates.					
5	The recruitment and selection process is carried out in transparency.					
6	There is an appropriate and proper planning for recruitment and selection process.					
7	Formal Academic qualification is mainly considered when recruiting and selecting candidates.					
8	The process is not influenced by individuals or any organization in favor of a specific candidates.					
9	The curriculum vita, references, and qualifications are checked clearly.					
10	Candidates are selected based on their competency, skills, qualification and experiences.					

**Part two:** the second part of questionnaire is prepared to evaluate employees' performance. Respondents were asked to tick mark in front six prepared statement regarding to employees' performance.

1= Vey weak    2= Weak    3= Not bad    4=Bad    5= Very Bad

NO	Dependent Variable: Employees' performance.	1	2	3	4	5
1	Employees have knowledge and skill of the job to deliver superior quality work and services.					
2	The overall quality of services provided by employees is excellent.					
3	Employees are in tune of all customers rather than specific individuals.					
4	Employees know and do their duties and their job in accordance to their job description.					
5	Employees have appropriate, unbiased and good manner with all citizens.					
6	Employees understand specific needs of civilians.					



T.C.  
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ  
Sosyal Bilimler Enstitüsü Müdürlüğü

Sayı : 88083623-044-1230  
Konu : SAID MONAWAR RAHMANY'nin Etik  
Onay Hk.

20/02/2018

Sayın SAID MONAWAR RAHMANY

Enstitümüz Y1412.130081 numaralı İşletme Anabilim Dalı İşletme Yönetimi (İngilizce) Tezli Yüksek Lisans programı öğrencilerinden SAID MONAWAR RAHMANY'nin "THE EFFECT OF RECRUITMENT AND SELECTION PROCESS ON EMPLOYEES' PERFORMANCE: CASE STUDY AFGHANISTAN CIVIL SERVANT" adlı tez çalışması gereği "Employees Performance in Accordance to Their Recruitmentin Afghanistan" ile ilgili anketi 24.01.2018 tarihli ve 2018/04 sayılı İstanbul Aydın Üniversitesi Etik Komisyon Kararı ile etik olarak uygun olduğuna karar verilmiştir.

Bilgilerinize rica ederim.

Prof. Dr. Özer KANBUROĞLU  
Müdür V.







Rahmany, Said Monawar

## RESUME

Denizkoskler Mh. Filiz Sk.  
No: 42 D: 7 Avcilar, Istanbul, Turkey.  
Saidmonawar@gmail.com  
Phone:+935350493763

### EDUCATIONS

Master of Business Administration (MBA) <b>Istanbul Aydin University, Istanbul.</b>	<b>2018</b>
Bachelor of Law, International relation and politics <b>Herat University, Herat, Afghanistan.</b>	<b>2014</b>
Ustad-Riaz high school <b>Herat, Afghanistan</b>	<b>2010</b>

### EXPERIENCES

Currently English/Persian Translator/Interpreter at International Catholic Migration Commission (ICMC) Istanbul, Turkey.  
Currently English language instructor at English Time language center Istanbul, Turkey.  
Administrative worker with Rah-Goshayan construction company, Herat, Afghanistan 2014-15

### Certificates and awards

- Young lawyer training program provided by Global Rights.
- Legal Training provided by Legal Clinic, Herat University
- Turkish Language Proficiency C1.
- TOEFL ibt 92 Score, 2016.

### Languages

- Persian (Native)
- English (Excellent)
- Turkish (fluent)

### Publications

Master degree dissertation: The impact of recruitment/selection process on employees' performance; a case study of Afghanistan's civil servants.  
Bachelor degree dissertation: Individuals rights in International law.

