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The Effect of Recruitment and Selection Practices on the Employee performance in the Case of Getfam Hotel & Spa

A Theses Submission to Department of Human Resource Addis Ababa University in Partial Fulfillment of the Requirements for a Master of Arts in Human Resource Management

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DECLARATION

Here I **Kiflemariam Asebe**, the under-signed, declares that this thesis entitled: "*The effect of Recruitment and Selection Practice on the Employee Performance in the case of Getfam Hotel & Spa"* is my own work. The case of employee performance related to the recruitment and selection practice in one of the hotels here in Addis Ababa is my own effort. I have done it independently with the close guidance and advice of my advisor.

This study has not been submitted in any way and any higher institutions and any source of material used for this study duly acknowledge.

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STATEMENT OF CERTIFICATION

I certify that **Kiflemariam Asebe** has carried out his research work under my guidance on the topic of "**The Effect of Recruitment and Selection Practices on the Employee Performance in the case of Getfam Hotel & Spa**" This work is suitable for submission as a partial fulfillment requirement for the award of Master's Degree in Human Resource Management.

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Certificate of Approval

This is to certify that the thesis prepared by Kiflemariam Asebe, entitled **The Effect of Recruitment and Selection Practices on the Employee Performance in the case of Getfam Hotel & Spa.** and submitted to in the partial fulfillment of the requirements for the masters of Arts Degree in Human Resource compliance with the regulations of the university and meets the accepted standard with respect to originally and quality.

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ABSTRACT

In recent times, one of the determinant factors to meet organizational objectives the human resource plays a significant role on a daily basis. Exercising effective recruitment and selection practices is critical to attract a new talent and also retain a best performer. On the other hand organizations may violate their organizational recruitment and selection policies and procedures might face employee performance inconsistency as well as they cannot meet long run objectives. The purpose of this research was to examine the effect of recruitment and selection practices on the employee performance in the case of Getfam Hotel & Spa. The study takes on quantitative research design and the data collected by using a questionnaire from the targeting number of employees from the employees working in the hotel. To determine the sample size from the total population of 220 employees' simple random techniques were applied. The sample sizes covered 142 respondents from the total population. From the respondents 138 questionnaire was returned effectively which was 96% of the total sample size. Data is analyzed using statistical packages for social science (SPSS 23) software and descriptive statistics was applied to illustrate the relationship between dependent and independent variables by using percentage and frequency. In addition, inferential statistics was used to identify the interdependence between the dependent and interdependent variables by using correlation and regression analysis. After the data analyzed the study findings there is a link and positively influenced between the recruitment and selection practice with the employee performance and also the p- value which is .000 also indicated that there is a significant relationship between the dependent and independent variable. The finding suggests that, effective implementation of recruitment and selection practices are essential for securing and maintain top talent, which serve as a critical determinant of the overall employee performance.

Key words: Human Resource, Internal Recruitment, Selection, External Recruitment, Employee performance

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

In the recent years, Recruitment and selection are the most and critical practice in the human resource management. This process is all about attracting talented individuals on a timely base, desired number and appropriate capabilities. (walker 2009) some of the processes expected in this practice are including like screening their application, resume, testing and reviewing work samples, interviewing, role playing and back ground checking are the major ones. Recruitment and selection is a vital process for every successful organization because of hiring the right people at the right time and the right place improves and sustain the performance of the organization so, we can say that the effect of recruitment and selection influence the overall of business activity like the productivity, financial performance and meeting the organization long run objectives.

The recruitment and selection part of the human resource function is critical and determines the overall performance of the organization. Employers and human resource professionals should identify a better candidate from different sources. This time, organizations using a positive recruitment experience for job seekers or candidates and the current trending in this matter are mainly technological based. This may give an opportunity for companies to build their branding. Companies have their own cultures and positive work environment for attracting a better candidate from the labor market. The technology aspect of a recruitment process changed for processing a large number of applicant polls, cost effectiveness. Specially, the AI is becoming with a major effect for transparency and creating a positive recruitment process. (Sean R. Valentine, Patricia A. Meglich, Robert L. Mathis & John H. Jackson 2020)

The Artificial Intelligence (AI) currently shaping how talent acquisition is conducted in the organization. AI can increase the efficiency of recruitment by sourcing the information of the candidates through online posting profiles. And AI can enhance the effectiveness of the screening process to identify one of the best fit of the required jobs. A number of AI solutions developed for the recruitment purpose like first job, a firm located in San Francisco, and the other platform including Watson, developed by IBM, AI that helps for professionals to improve the efficiency of recruitment functions of the organization. It has also a major thing that is measuring hiring cost for the recruitment process. Sometimes organizations decide to give to a third party all a recruitment function. This may have its own positive part or in the contrary part. The third parties sometimes couldn't understand the organizations working culture but may have an opportunity for searching for a better candidate from the given market. And also the Human Resource department can get the time to focus on the strategic part

of the company. In general, the outsourcing part of assigning a company has major advantages for a given organization.

The recruitment process in Human Resource practices has a major role and result in the organization. Every organization before starting the recruitment part they have to make the staffing plan. This may help the company to forecast the desired number, educational level and any additional skills required and this also it helps for forecasting the annual budget of the Human Resource department. Forecasting may affect by internal and external constraints so, the Human Resource practice applying through in a strategic plan. This can help easily implement a better recruitment and selection process. Which mean assigning the right talent, the right number and at the right time and at the right time. (Kristen B. Frasch, David Shad Ovitz, and Jared Shelly 2009) When we start recruitment first we have to have a job opening. In this regard the HR manager and the requested department can make the job analysis that may be organized when the company made at the initial step. The organization can look for an internal candidate, if they got a qualified one, unless the company can decide to look for an external candidate due to different reasons like to attract new experience and new energy makers.

Organizations can assign specific individuals to work a recruitment called recruiter. They have excellent connections for attracting the individuals, professionals and experts throughout the world. Executive search firms, temporary recruitment and corporate recruitment are mainly well known as a recruiter however universities, labor and professional unions are excellent sources of new candidates. Now the time being social media like Facebook, Twitter, LinkedIn, and YouTube has its own advantage to attract a better and a variety of candidates. Most social media allow free job posting and can be considered a requesting tool. And the other options are holding events in the western countries. Different organizations making annual events like Marriott International and Microsoft Corporation have a successful experience in creating sharing skills within web developers and other professionals to identify a best candidate and to start a future relationship for the upcoming vacant positions to be fully filled.

When the organization completes the recruitment plan & implementation, at the same time they have a number of applicants in the hand of the organization then the selection process can begin. The overall selection process can achieve who is the best fit of the job for the current and the future opening jobs. The selection process is usually conducted by the departmental managers and supervisors. The role of the human resource managers is guiding those managers and supervisors to make the right decision. Selection has its own process and starts from criteria development which means determining which source of information and when we are making the interview. These criteria might be used for the job analysis and the job specification can be an actual criteria. Adding to this, personality and cultural fit with the organization can be considerable. (Leroy Hamm, “Pre-Employment Testing,” 2011) Application and resume review is the second step after developing the criteria companies may have their own computerized program to review the application. Interviewing comes next which is the HR manager identifying which candidates are qualified to meet the minimum criteria and the HR manager must select who are interviewed. Based on the interview result minimize the number of candidates and

then test administration may apply like a physical test, cognitive test, personality test and also drug test. The last step of the selection process comes here, which is providing an offer to the selected candidates. Giving the offer may apply through email and sometimes physically, however the offer should include the basic benefit packages and compensations can be defined.

In general, recruitment has a major effect for the company's competitive advantage and on the contrary hiring the wrong persons should have lots of cost for the organizations. So, offering a highly talented and motivated candidate can help the organization meet a competitive advantage. This can have a value add and low hiring cost. When the organization hires less talented employees with the wrong skills, personality, attitude may have its own challenges in the organizational working environment and overall performance. At the same time employers should recognize the diversity of the employees related to gender, race, age status, religion and different capabilities. This may develop the positive image for the organization if hiring employees in diversity. To apply this requirement the human resource department is responsible for the implementation of the diversity issue. In this regard, forming the human resource strategic plan is critical for securing diversity. (Debra Patterson 2023)

The main purpose of the recruitment and selection strategy is to maintain and attract the right talent, skill, attitude and capability of the opening job opportunity. At the same time, organizations must follow the local and international labor law to provide equal opportunity for all applicants and also the organization will be benefited for meeting the short and long run goal of the company. In general, applying the recruitment and selection strategy is essential for a better performance of the organization.

1.2 Back Ground of the Organization

The history of the organization, Getfam Hotel & Spa is a sister company of Getahun Besha and Family PLC, and established in July 2015. Getfam Hotel & Spa is one of the leading five star hotels in the luxury 115 spacious, well furnished rooms, with international standard room amenities and attractive restaurant, indoor swimming pool, lobby Bar, Health with Gym, private spa service and also meeting rooms and halls for different functions and events. The hotel has created more than 210 permanent employees and more than 20 casual employees per day. The hotel plays a significant role in generating the foreign currency, and the development of the economy of our country and also the tourism and hotel industry.

1.3 Statement of the Problem

Employees are essential resources for the organization to achieve strategic goals. Having talented employees in a company is the cornerstone of developing a competitive advantage in the company. Qualified employees in the organization have its own positive effect. Especially, in this dynamic business nature organizations computing in the market through there human resource so, for maximizing the market share of the given company human resource has its own positive effect. The good reputation of employers can easily attract more qualified employees from the labor market. This commitment has got a better result to achieve the organization's strategic goal. (Sean R. Valentine, Patricia A. Meglich, Robert L. Mathis, John H. Jackson 2020)

According to Gamage (2014) the overall goal of recruitment is to supply a potential candidates for the given organization to ensure the strategic objective however, there is a lack of awareness on violating the organization recruitment procedure, this may have its own consequence when hiring the new comers. These are candidates who have not a direct professional skill as well educational back ground. This means that, recruiters decide to hire someone just to satisfy their personal needs, but this may have a negative result in the organization. In addition to that, only attracting a better candidate from the labor market does not mean that have a good reputation as far as they are hired. Ineffective recruitment and selection process has a direct effect not only on the company even on the potential candidates. (According to Abhishek Kaushik January 18, 2025) Recruiters should understand hiring people is not an easy task, they should understand also about unfair hiring practices. This may have a negative result in the organization including in decreasing the applicant pool becomes less and less. As per his additional idea the recruitment and selection strategy is crucial to create enough applicants for the opening positions. Then companies can select the right number of candidates for the right position at the right time. This activity is essential to meet the end result of fulfilling the overall organization goals and objectives.

The hotel industry is one of the tourism sectors and easily vulnerable due to different occurrences at international level, continental and also country level. Political instability, economic condition of the country has a major effect on the hotel industry in day to day activity. Plus to that, rather than the external factors the internal factors occurring in managing the operation has its own effect for making the customer satisfied for this matter the employee capability, willingness for serving the customer has its own effect on the performance of the organization. And also, applying the organization recruitment and selection strategy has a major effect on identifying for the desired position is suitable. So, the decision we made when we are hiring someone has a direct implication of the performance of the organization. According to (UK Essays November, 2016) the hotel industry mainly vulnerable for environmental factors like government regulations interest rates and other factors may include a apart of internal factors for achieving customer satisfaction through qualified employees. Assigning the right

person at the right place and numbers and also capacity, necessary skills is an asset of the company. Unless hiring individuals for the personal needs is a cost of the company and through time the performance gaps occurred everywhere, this effect is visible on the performance of the organization. (Armstrong 2009)

Getfam Hotel & Spa on the last two and three years had no budget at all for the posting vacancy for any means of announcing the vacant jobs, even though, the annual employee turnover rate not more than 2% but this number doesn't show us employees working a number of years in the organization are a best performer and capable to do the desired performance. In the other way the company has enough budgets for training and development. This training facility applied from the line staff to the management team but in practice sometimes we show that training has no positive effect on the performance of production departments. To elaborate on this issue, the company applied for a four month training package by outsourcing on the topic of ISO 22000/2018 and HACCP. This package covers awarding a certificate to the whole production team and forming the internal audit team to take corrective action over and again. Now the only step is the ongoing action which is to certify the company by the outsider and authorized Audit Company. The ultimate goal of this half a million project is to avoid a food safety management gap from the production and related departments; however, the project is still under the final stage and the food safety gap is still continuing. This result tells us the company should reduce the training expenses and apply for a proper recruitment and selection process. To go in this way the company can refer to the recurrent and selection strategy that may change through time the performance of the organization to achieve the overall organizational goal and objective.

Based on this fact, this study will be conducted to assess the effect of proper recruitment and selection on the employee performance of Getfam Hotel & Spa. There was no study regarding this issue in this organization therefore, the purpose of this study is to show the recruitment and selection problems and also to provide a positive recommendation to come up with possible recruitment and selection practice to enhance the performance of the organization based on the document which is not practical. In general, Getfam Hotel & Spa faces a number of challenges especially, the ongoing competition challenges. Nowadays, chain hotels are coming up in the market in a continuous path so, these chain hotels have international experiences, well organized management practices and Open University training facilities also have a capacity to hire the best candidates from the market. Therefore, to be sustained in the market this company must look the recruitment and selection gap to minimize the performance gap as a whole.

1.4 Research Questions

The main target of this research is to investigate the effect of the recruitment and selection practices on the performance of the organization and addresses the listed questions below: -

- To what extent do recruitment and selection practices affect employee performance?
- How is employee selection practice exercised in the organization?
- What is the relationship between recruitment practice and employee performance?
- What is the relationship between selection practice and employee performance?

1.5 Objectives of the Study

1.5.1 General Objective of the study

The general objective of the study is to identify the effect of recruitment and selection in the employee performance in the case of Getfam Hotel & Spa.

1.5.2 Specific Objective of the study

- ➔ To assess the effect of external recruitment on the employee performance.
- ➔ To determine the relationship between the internal recruitment practices and employee performance.
- ➔ To determine the effect of the selection process on the employee performance.

1.6 Significance of the Study

This study has its own contribution for the effect of recruitment and selection practice in the performance of Getfam hotel but also the study it has its own contribution specially, the local hotels. But also different stakeholders might be beneficial from this study: -

1.6.1 Getfam Hotel & Spa

The Getfam Hotel & Spa employers will be beneficiary for this study by identifying the effect of applying the recruitment & selection policy and the benefit of assigning enough recruitment budgets specially, for posting any vacancy announcement to attract talented candidates from the open market and for increasing positive reputation for the company profile.

1.6.2 The Hospitality Industry

The Ethiopian hospitality industry, when we compare the capacity of our nation for accessibility for the tourists still at the initial stage. All customer service excellence needs qualified, skilled and educated employees in all areas. To satisfy these needs from the industry the recruitment and selection area should be managed by the human resource professionals to increase the performance of the organization. Therefore, most of the members of hospitality industry associations are local hotels so; the traditions made in all areas are more or less the same. This study might provide a better understanding on recruitment and selection is a big effect for the performance of the hotel industry.

1.6.3 Higher Education institutions

The Government and Private higher educational institutions will have a clue to fully fill the gap that occurred in the interest of employers and the institution. Every year, a number of new graduates joined in a hotel and tourism sectors or in the labor market however, they did not get the employment opportunity in practical which means the vacant positions full filled by others or non-professionals in the field of tourism sector this also an assignment for the institutions for how to cover the needs of employers to enhance the performance of the hotel industry.

1.7 Scope of the Study

Geographically, the study is carried out at the Getfam Hotel & Spa in Addis Ababa located at Haile Gebresillasie Street around Haya Hulet. All the male and females, all the management team members will participate in this research. The researcher collected the data through questionnaire for all the Getfam Hotel employees. The hotel has eleven major departments which are expected to participate in this research. Those are Hotel operation, Sales & Marketing, Finance, HR, and Front-Office, IT, Engineering and Health Center department.

1.8 Organization of the Study

This thesis has covered five major chapters. The first chapter has covered the introductory part which is provided the information all about which includes the background of the study, background of the organization, statement of the problem, research questions, objectives of the study, significance of the study and scope of the study, definition of terms and the organization of the study was addressed. Chapter two covered from the literature part of the study which means the theoretical and the empirical part of the study. The third chapter also will cover the research methodology, research design, sampling technique, sample size, data collection method and data analysis. The fourth chapter will cover the data analysis, interpretation of the study and finding of the study and finally, chapter five will cover all about the summary of the study conclusion and the researcher recommendation will be listed and finally any suggestion incorporated for the future reference of other studies.

1.9 Definition of Terms

Recruitment: - According to Edwin B. Flipo, "It is the process of searching for prospective employees and stimulating and encouraging them to apply for jobs in the organization"

Selection: - According to Thomas Stone, "Selection is the process of differentiating between applicants in order to identify and hire those who's a greater likelihood of success in a job"

Human Resource Management : - According to Edwin B. Flipo, " HRM as Planning, Organizing, Directing, Controlling of procurement, Development, Compensation, Integration, Maintenance and Separation of human resource to the end that individual, organizational and social objectives are achieved"

Human Resource: - According to Dr. Dieter Veldsman, "HR is not about managing a resource, it is about inspiring and unleashing the full potential of the individual.

Organizational Performance: - According to Akal 1992: - organization performance the degree of how the things to do serve the purpose.

Artificial Intelligence: - An artificial intelligence refers to a computer system that can perform complex tasks normally done by human beings, decision making and creating etc.

CHAPTER TWO

2. LITERATURE REVIEW

The focus of this chapter is to investigate the literature part of the recruitment and selection practice of the organization. The rationale and validity of the study also discussed in detail like the overall recruitment and selection process, procedure and also the performance of the organization in relation to the right and traditional way of recruitment and selection effects on the performance of the employees.

2.1 THEORETICAL LITERATURE REVIEW

2.1.1 RECRUITMENT

According to Myrna Gusdorf (2008) Recruitment is all about the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications, to apply for jobs with an organization. Recruitment is the first stage of the hiring process, which continues the selection and the replacement of the vacant position. The purpose of the recruitment is to identify source of manpower to satisfy the job requirement and job specification.

The most valuable asset in a large scale organization is manpower. Finding the right candidates and putting them in the right place is the most challenging part of any organization. At the first stage of preparing the Human Resource plan the need for organizational gap is previously forecasted. This can determine the overall recruitment and selection activity. (Fear Richard A. 1984)

Purpose and Importance of Recruitment

Importance

Recruitment has a number of importance's in the organization mainly to determine the current and future needs of the organization, it increase success rate when selecting a best candidates from the applicant pool and on the other hand it reduces a short term employment practices and also increasing a number of alternatives of candidates on the selection process. Then, finally, we obtained for minimizing in number less opportunity for less talented employees is the essential part of the recruitment.

Purpose

The main purpose of making the recruitment is selecting the best candidates from the applicant pool so, in order to fulfill the company needs applying the recruitment it has its own advantage for the given company. Adding to these points, it reduces short term employment practice and maximizing a good relationship in between the employees and the employers are one of the main purposes when we are doing the recruitment.

2.1.2 Recruitment Process

The recruitment process needs a preparation which is before inviting the people to cover the vacant position we have to decide what type of people are invited and their characteristics. These steps initially planned to fix the job specification which is depending up on the requirement of the job. The job specification is different from each job because the job analysis covers all jobs to identify the activities of each job. Usually there are some elements of job specifications including the physical specification, mental specification, emotional and social specification and behavioral specification.
According to Armstrong (2014) the recruitment process is made through by organization itself or by outsourcing. Before applying this, we have to identify the source of candidates. When the organization decides to apply by itself, the company can use different alternatives to manage the job vacancies. This may be used through print media or electronic media. Mainly this time the electronic media covers a wide area like advertising, social media and different vacancy pages. The outsourcing recruitment mainly applied by different agencies, consultants, and higher education institutions. When we compare both ways they have their own advantages and disadvantages. The online recruitment is mainly the first choice this time. It has a number of applicants but also has limitations in terms of quality of applicants. On the contrary, the advertisement's way of displaying a vacancy is nearly becoming outdated. The rest of our sourcing way of recruitment is too expensive and has a limited number of applicants. On the other hand, they are capable of finding the expert level of applicants.

2.1.3 Source of Recruitment

Recruitment is the term mainly used in the human resource activity for managing the recruitment process from the human resource plan and assigning the selecting candidate. Recruiting begins by considering the plan then, with a source of candidates which is searching the new applicant based on the defined qualification before listed to meet the organizational need. (Armstrong 2006)

The recruitment process started from the human resource plan and the needs of manpower requests raised by the operational departments. Then the human resource department can decide the source of recruitments based on the organizational policy. Mainly, the source of recruitment is either Internal or External recruitment. These sources have their own advantages and disadvantages.

2.1.3.1 Internal Recruitment

Internal sources of recruitment mainly the vacant position filled by the employee working in the organization during the recruitment period. Organizations primarily applied the internal sources of recruitment which are promotions, transfer of existing employees to assign to the right place. Employees working in the organization mainly interested to work within the organization this may

cover not only a promotion and also transferring the employees on the same level of positions and benefits, demotion also one source of internal recruitment. (Chaundhuri K.K. 2010)

There are elements mainly known as the source of internal recruitments:

1. **Present Employee:**

The most commonly known source of internal recruitment in the organization is searching from the existing employees. In this regard the organization recognizes the status of the existing employees in terms of qualification and capability to cover the opening positions. In this case the organization creates an applicant pool from the internal source by posting the internal vacancy. In this case the organizations can easily evaluate their applicants based on the performance result recorded before. Promotion and internal transfer is mainly well known. (Sherman, Bohlander, & Snell, 1998).

2. **Employee Referrals:**

This is also one of the best sources of internal recruitment is employee referral. The existing employees develop a good reputation when they are working in the organization. In this case due to different occurrences employees share with their friends and families the company's good image by word of mouth. Not only creating a positive image also encourages you to apply when job posting occurs. This source has a very cost effective mechanism applying the recruitment and in the other way employee referrals has its own limitations for getting a similar type of experience and working cultures.

3. **Former Employees:**

Former employees are other options of the organization when we are thinking about the internal source of recruitment. Retired employees are the options of the internal sources; they may be voluntary as a part timer. The other one is the former employees left from the organization due to personal reasons also the internal source of recruitment. This option has its own advantage, which means the performances of the employees have already known so, re-hire is well known and cost effective the employees recognize the working culture of the organization. Which means it can easily deploy to the vacant positions.

4. **Nepotism:**

Nepotism is the process of hiring relatives as a new candidate. The organizational policy determines for allowing or restricting the relatives of employees and employers. In the other way round when we reject the wife of the employee this rejection may be interpreted like a human right. Many organizations have a policy of nepotism because if relatives are working together some favoritism may occur when some violation is applied by any one. Specially, the position is to supervise its own effect to decide the issue in order to defend his or her relatives.

Advantages of the Internal Recurrent

Employees develop a hope to get a chance internal promotion to take a next responsibility; this means employees have got a moral to do a better job. Internal recruitment also may increase employee stability and decrease employee turnover rate and transferring employees into the new positions can encourage the employee's morale and also increase productivity in the organization. In general, the internal source of recruitment economically has its own advantage, which is no time taking for applying the advertisement, and less time for giving a new type of orientation, facilitating the interview schedule also may not be necessary then due to a number of reasons including the increment of job security within the employees and time and economic measurements internal recruitment has a lot of advantages for the organizations.

Disadvantages of the Internal Recruitments

In the contrary, the internal employees may not be competent for new positions, and sometimes the organization cannot get qualified candidates from the internal source. On the other sided, the candidates may not have a fresh outlook and most of the time the candidates shared the existing working culture so, may not have something different from the existing employees internal recruitment has a limitation like mostly narrow for getting an option to give a new commitment for the existing employees. Sunderland & Canwell, (2008).

2.1.3.2 External Recruitment

An external recruitment is the process of an organization trying to sell itself to the labor market. All sources of recruitment are made from the external source of the organization. This type of recruitment also has its own advantages and disadvantages when applying this type of recruitment.
According to (Denisi, 2005) external recruitment is a process of looking for a new candidate from the external market. This way of external recruitment has a variety of ways for a given organization to get better talented employees. Organizations should select a better method for collecting or maximizing the applicant pool for getting better alternatives. (Beardwell, 2007; Cober & Brown, 2006)
External recruitment also has its own advantages and disadvantages like the internal recruitments. The external recruitment looks at a new idea, work experience and better options on the single positions. The organization can get updated knowledge and experience a labor market than the internal source of recruitment. However, the external recruitment has disadvantages like, it's time consuming, and more expensive than the internal source, and also may decrease the existing employee morale due to decreasing the promotional value of the employees. Generally, there is a number of methods can apply like a source of external recruitment:

Advertising:

This is the way and well known way of communicating with the external applicants when the open job posting appears. Advertising is a popular way of addressing people like radio, television, newspaper, internet and others. Armstrong (2006)
The advantage of Advertisement

A, Attract Attention:
It must compete for the potential interest of against other employers

B, Create and maintain interest

This may help to create a clear communication and attract the applicant for the way of addressing the talented candidates by providing the clear requirement of the job posting

C, Stimulate Action

The idea posted in any way of advertisement not only attracts the candidate but also for incurring to read up to the end. Plus to that a qualified number of applicants are also expected. (Armstrong 2006)
According to Grobler (2005) an attractive recruitment advertisement should answer the following questions namely such as what do you want to accomplish? Who do you want to reach? What should the advertising message have and where and how should you advertise?

Employment Agencies:

Employment agencies are one of the external agencies. These agencies may help firms and also the employees of those who need the new commitment. There are two types of employment agencies, public and private employment agencies. (Dencisi, 2005)

Public Employment Agencies: in this regard the employers may register the vacant positions and the agencies can have a registered job less individuals which is their qualifications, skills and their total needs. This may be important to minimize the unemployment rate because most of these agencies are free.
Private Employment Agencies: these agencies most likely a business company to create a connection between the job seekers and the employer.

1. **Recruitment Brushers:**

Recruitment brochures are mainly sent or given directly to the job applicants. The brochure may have detailed information like the place of the organization, the vacant potions, the expected educational level and skills might be mentioned. A good recruitment brusher may have a picture and detailed information regarding the organization. This may include the culture and the statement and values of the organization may be listed. A description of hiring process including the salary and benefit package and also finally may include the contact information covered in the brochure.

2. **Organizational Websites:**

The organizational website is also one of the options of searching for job posting for the applicants. The web pages transfer the message for the job applicants regarding the organizational aver all functions and status to attract the new applicants. A better web site may send a request for their viewers to customize the company's overall communication ways. The web designers can get a better idea to take corrective actions.

5. Video Conferencing;

Video conferencing is one way of communicating with job applicants. Rather than meeting face to face by using the monitor we can communicate with the applicants through the desktop, tablet, and mobile phone anywhere they can. The organization representative should be well trained regarding how to answer the forwarding questions and also attract the people. Video conferencing is one of the face to face communication mechanisms. The organization can develop trust from the jobseekers.

6. Social Media:

Facebook, Twitter, LinkedIn, You Tube and My space are well known and suitable for attracting a new candidate. The goal of using social media is easily manageable and accessible for both sides. The social media is suitable for sharing the organization working culture and other stories made by the employees that may attract the new applicant. Social media is easy for hunting talented employees through tweet their interest and finally we can approach to move the recruitment plan. Active social media management has its own value for attracting talented employees. LinkedIn especially has better features to recommend related job postings to create an initiative to contact the organization.

7. Events:

Many organizations have the experience holding an event throughout the country specially; in the US such as Microsoft Corporation has annual events to share the new technologies to the participants. The

Microsoft event organizer event is usually held every year in July. The event organizer can get a chance to contact the new program developers for the future company needs.
Some organizations also arrange the annual job-fare; this may help the organization meet a variety of applicants. This may be important not only the current gap but can even select the future gap of the organization.

8. Higher Institution:

Colleges and Universities are the main source of new candidates specially; technical colleges provide technical experts like cooking, automotive technician and other professions. This can be a source of people with specialized skills in a specific area. But universities can provide knowledgeable people but have a lack of skills. So, many organizations can search for higher institutions to attract new talent based on their need.

In general there is an advantage and disadvantage of applying for external recruitment, the first point is getting a variety of new applicants that may help the company and get a number of options to create an applicant pool. In addition when we look from the external market the organization has a fresh outlook which is getting a new idea and working orders. The other thing is that the organization takes new experience to share the rest of the existing employees.
The external recruitment has its own negative side when applying in the organization. The first is that mainly it's more expensive than the internal, which is there is no advertisement expense and other recruitment expenses. Some times after hiring the new comers they may fail to meet the expected operational goal in this case the organization comes to start a whirring candidate. And sometimes the existing employees may feel insecurity which is not becoming cooperative with the new comers.

2.1.4 New Trend in Recruitment:

Recently many companies have decided to change the way of handling the recruitment trend. Some of them are well known methods such as Outsourcing, Poaching/riding and e-recruitment are mainly applied in many organizations. (John M. Ivancevich, Human Resource Management, Tata McGraw-Hill, 2004)

Outsourcing:
Outsourcing is as we understand from the words transferring the recruitment process to an external service provider. Outsourcing recruitment means completely transferring the selection process or part of it to the third party. The outsourcing company is responsible for creating the applicant pool and doing the initial screening and identifying the better candidate which is finalizing the selection process by its mandate.
Outsourcing companies always create their own human resource pool employed by them and this may help them to provide any manpower based on the organizational need.

Poaching/ riding:
This is also another type of recruitment which means attracting employees from the computing companies. In short, poaching means buying the best talent rather than developing. A better benefit package, attractive salary scale and other benefit schemes attract the employees from their company. Poaching is challenging inhuman resource management. In one direction if the organization has a limited salary scale the talented employees may migrate to other companies, those who pay a better salary and other benefits.

E-Recruitment:
This one is the best trend in recruitment history. It's also known as online recruitment. Without our internet we cannot think about recruitment. Companies can advertise different websites to attract better candidates. The organizations and the job seeker also visit such web pages. This web page works day and night to create a connection between the employees and the recruiters. In this case all companies provide to employees a hyperlink that may help companies create their own database which can be necessary for the time being and the future needs. In general, e-recruitment helps the company to save their time and any cost related to recruitment.

2.1.4 Challenges of External Recruitment

According to Duggan & Croy, (2004) doing external recruitment in the organization has its own challenges can be faced:
A, external recruitment requires the new comers need to enough time to adopt the overall working culture of the organization on other way, the existing employees may create a resistant during the newcomers trying to change any work order

B. the external recruitment can be shows that the management has its own limitation to come up the internal employees by using the long run development and may not have secession plan to cover the vacant position so, it may create absence of trust between the management and the working staffs
C, in addition that the external recruitment may encourage the employee turnover when employees realize that the organization strategy focus on fulfilling the vacant position without the recognition of the existing employees

2.1.5 Forms of Recruitment

The organization by itself differs one from the other in terms of their size, the nature of the business, process and practice. The decision made on the recruitment has its own effect on the effectiveness and efficiency of the organization. Organizations may have their own practice on the specific needs of the organization. However, organizations apply either the centralized or decentralized way; this may have its own advantages and disadvantages. (Hrlineup, 2005)

A, Centralized Recruitment

Central recruitment refers to all the recruitment activities made under the Human Resource department. This mostly, the head or corporate office processed the recruitment practice based on the branch or departmental requests. This office is responsible for all activities which are creating a recruitment pool, processing the interview, creating the job description and job specification based on the job analysis done before and controlling the software regarding processing the recruitment and taking care of the organizational standard that is mainly expected from the candidate.
Centralized recruitment has a key features like the Hr. department manages all the recruitment process, the recruitment process has a clear standard and procedure including the company used a recruitment tool and technology also has an option to do any report from the database

Advantage of Centralized Recruitment

Centralized recruitment ensures that all the job description, interview requirement and other formats are uniform in order to minimize bias (standardization and consistency), organizations can negotiate from the acceptable applicant pool to reduce unnecessary expenditures like applicant tracking systems (cost efficiency), when the recruitment process is centrally maintained the organization can meet a strong brand reputation and candidate experience across the department and its own positive image in the job market (strong employer branding) and applying the centralized system the Human Resource office easily can collect and analyze the data. This makes it easy to take things like cost per hire, KPIs, time to hire (improved data tracking and reporting)

Disadvantage of Centralized Recruitment

Making a decision all routine activities related to recruitment has its own effect for delaying the activities. Special, the team as a continuous job opining reliance may occur (slower hiring process), the central team may have a lack of a deep understanding regarding the labor market. And also the team focused on the specific culture (limited local insight) and the hiring team always focused on applying the legal framework of the organization rather considering the recent changes (law flexibility)

B, Decentralized Recruitment

On the other hand, decentralized recruitment delegates the practice to the individuals, departments and local offices. All units are autonomous for identifying a source, making the interview even finalizing the selection process. The Human Resource office mainly focuses on the guidance but doesn't control the day activity.
The key features of decentralizing recruitment is obtaining great flexible when making a decision, customizing hiring to fit departmental needs, recruitment may differ place to palace and hiring power is the local office and department managers

Advantages of Decentralized Recruitment

Local teams can decide easily for the interview, selection process when we compare to the central recruitment (fast to hire), Decentralized recruitment has a chance to decide based on the situation like considering the labor market, the skill needed and others (increasing flexibility), Departmental managers are responsible for their decision because of all the selected candidate will join under the decision maker (stronger ownership and accountability**)**, Department managers know that the personality trait needed and the skills finally make the teams become successful.(better fit for team culture)

Disadvantages of Decentralized Recruitment

Different hiring practices between different departments may cause different candidate experience. This finally brings up inconsistency of efficiency. (Inconsistent candidate experience), without centralized system duplication may occur like sourcing and reference check. This may case of inefficiency (duplication of efforts), When we need tracking the recruitment metrics it's hard to generate the relevant report and even accumulating the data may be hard(limited data and visibility) and decentralization is mainly vulnerable for personal bias. And it's difficult to undertake the organizational standard (high risk of bias)

2.1.2 SELECTION

Meaning of Selection

Selection is the process of picking or choosing the right candidate, who is the best suitable for the vacant position in the organization. Selection can be defined as the process of interviewing the candidates and evaluating academic background, personal characteristics, professional skills which are required for a specific job, and then choosing a candidate for the suitable positions based on the organizational selection policy.

The selection of a right applicant for a vacant position will be a beneficiary of the organization to meet the recent and future objective. (Tutorials Points 2022)

According to O. Donnel,

Selection is the process of choosing from among the candidates, from within the organization or from the outside and the most suitable person for the current position or the future position.

According to Dale Yoder,

Selection is the process of classifying a candidate into two classes: those who are to be offered employment and those who will not.

2.1.2.1 Importance & purpose of Selection

Selection is an important process because hiring the best can determine the overall organizational performance. On the other hand, when we hire a bad hire the result will be vice versa which means the organizational performance will be affected and bad resources accumulate as an expense.

The purpose of selection is picking or choosing the best candidate, who can meet the listed requirements already listed before and identifying who will be a successful applicant. In order to achieve the overall goal of the organization it's important to evaluate various attributes for each candidate such as academic qualification, professional skills, behavioral conditions and others.
Finally, the best candidates will be picked and the rest of applicants eliminate those who are not qualified for the vacant position.

Proper selection is very helpful for developing a suitable workforce. In the organization if the right people are hiring their productivity and efficiency will be high. So, the basic purpose of the selection process is choosing the right candidate who has the expected requirements for meeting the organization's present and future goal. In order to achieve this successful selection process a well-organized selection procedure is required. Each selection procedure and steps can tell us the candidate's overall capability.
Such information is suitable for making the final decision which means the section will be finalized.
In general, the aim of selection is to assess the sustainability of candidates by predicting the extent to which they will be able to carry out the role successfully. The decision involves the degree to which the characteristics of candidates in terms of their knowledge, skills and attitudes in addition experience, competencies, education and training match to the person specification and using the assessment for choosing from the applicant.
The selection method consists of application forms, interviews and checking references are major ones, in addition to these selection tests and assessment centers are critical. Armstrong (2006)

Advantages of a good Selection Process:

A good selection process have a number of advantages, including it is cost effective and minimal in time considerable, it avoids any biasing when applying the selection process, it helps to eliminating the unsuccessful candidates those who are not to meet the requirement, it provide a guidance for the management team to follow strict verification and reference check and it helps for comparing different candidates based on their educational qualifications professional skills and other measurements
In general, following a good selecting process it helps to pick a better candidate from the applicant pool to achieve the organizational objective. (Tutorials Points 2022)

2.1.2.2 Techniques of Selection

We have discussed the overall meaning and significance of selection. This may help to understand what selection means and to apply the selection process. The selection techniques and assessment has its own benefit for the organization to pick or choose suitable candidates for the appropriate open job. Based on the discussion, debate and other forms of communication the management or hiring committee can collect the relevant information to predict the best employees from the pool of applicants. The following techniques have their own effect on the performance of the organization. (Aswathappa 2015)

A, Resume:

The resume is one of and usually well-known tools candidates use for providing the background information. The resume also called curriculum vitae or CV the size and formats differ from every candidate especially, based on the level of profession. The candidate CV has detailed information like the educational qualification, experience and any achievement. It also has the employment history to address the coming positions. Using the curriculum vitae has its, own advantage which means it is short and simple, cost effective and no delay when sending with email, social media and also avoids posting costs. But CV has a limitation to identify any weakness of a candidate and also somehow has no supportive document to clear out the accuracy of a CV.

B, Interview

Interview involves the interaction between the individuals and has been referred to as a purposeful conversation. The interview mainly focused on seeking the information about the candidate and clarifications from other sources. Interviews help us to clarify the information from the resume, psychometric or eligibility test and reference check to make a suitable decision. The interview is the most serious stage of the selection process in many conditions due to investigating the overall capacity and a face to face communication.

The purpose of interview has some components like the interviewer seeks irrelevant information to assess the suitability of a candidate to decide a relevant decision for the open position, the candidate may got a necessary information to make their personal decision if the company give the employment opportunity and the interviewer tried to perform the interview process flows comfortable for both party with respect to the candidate and forwarding a good well for about the company

There are so many ways of making the interview:

Structured Interview: this type of interview has more preparation, before arranging this type of interview the questions and answers on the particular issue formulated in advance. For example the overall background of the candidate must be forwarded to the interviewer then based on this information all candidates tried to answer the same questions.

Unstructured Interview: The unstructured interview requires a little preparation because the goal of this interview is not clear or vague. The questions are not prepared before then because of this the interviewer talks more rather than the candidate.
Telephone Interview: this type of interview mainly applies on telephone or cell phone. They may do it for the screening purpose and relatively before the other type of interview it's common.

One to one Interview: the one to one interview mainly involving the Human Resource Manager, owners, supervisors or any authorized body with the candidate on the face to face interview. This type of interview is usually called the traditional way of interview. This may increase a one person selection decision is the final output.

Panel Interviews: a panel interview usually involved by the candidate and a delegation from the HR department and any managerial and supervision titles might be participated. The participants, mainly seven or eight interviewers and senior positions, might have participated in the discussion.

Virtual Interview: virtual interview is a common and well popular way making the interview special nowadays. This type of interview is done by using technology. In this case the interviewer and the interviewee wherever they are living even in different continents through the internet and means of Skype, goggle-meet and other options are usually well known. The only issue is fixing the interview time, date and also arranging the meeting access. This type of interview is cost effective.
The main advantage of virtual interview is minimizing travel and recruitment expense and also has a plus when making the interview we have a video, a voice and taking a text form of assessment

C, Psychometric Test

Psychometric test is the most difficult and challenging selection method and the oldest way of doing a selection. This method addresses all about measuring the psychological assessment of a psychometric test. The word psychometric means mental measurement. This test is a standardized test and evaluation in examination in order to measure the skills and the personality of the candidates. Now the time being the online testing tools are accessible for the selection and human resource purpose this is known as e-evaluation. The online tasting has its own advantage like doing the assessment any time and where in the world.
There is a various form of testing like:

Ability and Aptitude Measure:
This type of measure assesses the overall reasoning and particular ability and aptitude components such as mechanical, numerical and verbal skills. This type of test addresses the position like technicians, statistical positions and software engineers.

Personality Assessment:

From the past years the study of personality assessment in the sense of selection process has been growing. (Morgeson et al., 2007) The goal of personality assessment is to measure the personality trait. This assessment focuses on which behavior responses to which specific situation. Which may help us, what personality traits are the best fit of the given position? This is very important to understand which personality affects behavior and performance of the organization.

2.1.2.3 Barriers of Effective Selection:

We have discussed the main objective of selection which is making a suitable selection. The performance of the organization is positive. Either we apply a poor selection process or the performance of the organization decreases. To avoid the poor performance result we have to know the warriors of effective selection here is below:

Halo Effect: the interviewer must understand the halo effect which is when a candidate has an effective performance with a non-related vacant position, and then the interviewer makes a wrong decision based on the past performance. Example, when someone good in teaching and the interviewer assume to be good at a medical doctor.

Stereotype: in this regard the interviewer makes a wrong decision when taking a result from a particular person then decides the result for the group of people. Which means, when the HR manager can affect the stereotype the decision affects all the applicants.

Projection errors: the HR manager ranked candidates more favorable with characteristics, expertise or preferences similar to the other candidate themselves. Also the reverse is true.

Biases: interviewers to select candidates that they consider to be equal themselves. Age, religion, race, gender, socio economic status, past work experience, personal history may be identical. The selected candidate who feels the recruitment is the decision may have been affected by personal bias.

Problem relating to test: an organization must have a qualified psychologist in order to differentiate the complete or valid assessment or not.

Problem related to recruitment process: the organization may have inadequate selection process and procedure the selection process becomes affected, then the total organizational performance also affected.

2.1.3 Organizational Performance

Organizational performance is an indicator of how organizations are going to archive their common goal (Hamon, 2003) organizational performance is all about delivering a product or a service based on the organizational and authorized body standard to meet the customer need. Organizational performance has a direct relationship with the employee retention, product or service innovation, employee attraction, customer satisfaction, employee and management relation.

Organization performance mainly covers three specific areas such as:

Financial performance: it shows all the company financial health and it shows how generate revenue, covers expenses and uses an asset to maximize the profit.

Operational Performance: it measures the effectiveness and the efficiency of the company to address the productivity issue like; quality, quantity, cost, speed, life cycle, output and customer satisfaction.

Product and Market Performance: is an essential aspect of the sales and marketing activities. It refers how well the product meets the customer satisfaction, needs and expectation. A high performing product can drive customer satisfaction and sales volume. While poorly performing a task, the result will be vice versa.

2.2 EMPIRICAL LITERATURE REVIEW

In this section, empirical evidences are mostly supported the effect of recruitment and selection on the performance of the employee. However, most of the studies are covered on the hotel industry, other are focused on the other sectors.

The effect of recruitment and selection practices on the performance of Ethiopian Commercial Bank (CBE) was studied by Zeyny Kemal in (2020). The study has a goal to determine the internal and external recruitment and selection practice in the employee performance. The survey questionnaire has collected 377 employees from four districted offices and also the head office employees. The researcher used a descriptive and explanatory design method and applied both a quantitative and qualitative approach. The research finding indicated that the internal, external and the selection practice correlated and had a significant effect on the performance of CBE, in addition the recruitment practice didn't reduce legal complication and also has not reduced the training expense and time also the bank did not gain the competitive advantage.

Habtamnshe Gode, (2019) carried out the study on the effect of recruitment and selection practice on the performance of United Bank Share Company. The purpose of the study is to investigate the recruitment and selection practice on the performance of the bank. Descriptive survey design was applied for the study. Stratified and simple random sampling techniques were used and 292 from the employees and 86 from the customer were engaged and participated in the data collection in the form of questionnaire. The inferential statistics showed that the relationship established between the recruitment and selection practice and organizational practice. The study finding was the recruitment practice ($r=.391^{**}$ with $p<0.05$), selection practice ($r=.546$ with $p<0.001$) this shows that there is a positive relationship with the performance of the organization.

Adna Ahmed Ali (2022) was studied to determine the effect of the recruitment and section practice on employees on the Performance University in Kenya. The study applied descriptive survey design targeting 384 employees from the human resource department University of Kenya. The sample size

was 195 respondents by using stratified random sampling techniques. The primary data was collected from the questionnaire. The study found 60.1% variation in employee performance among universities in Kenya is explained by job analysis. The internal recruitment 73.2% change in employee Performance University in Kenya explained in internal recruitment in Kenya and in the study 44.2% change in employee performance is the external recruitment practice. In general the study disclosed 73.2% of the change in employee performance in Kenya University was recruitment and selection. The study concluded that job analysis is practiced as a recruitment practice of University of Kenya and a major contribution of the employee performance.

Hundessa Tolasa (2021) the study examined the role of recruitment, selection and promotion practices in the Ethiopian Commercial Bank, west district of the town of Borayu. The study collected primary data from 174 employees as a form of questionnaire and interview method. And the secondary data collected from published and unpublished data. The study was applying descriptive method to analyze the quantitative data. The study result indicated that recruitment, selection and promotion of employees have its own effect to enhance the performance of the organization and to achieve the long run of the organizational objective.

AKYUZ, Murat, (2019) the main objective of the study is to identify the effect of recruitment and selection on the performance of Diamond Bank PLC Abuja, FCT. The study applies survey research design. The entire populations of the study 344 of the 15 branches are found in Abuja. By using the Taro Yamane formula the researcher took 185 sample sizes. The primary source of data mainly from the 185 participants and 129 are collected. The research finding is that there is a positive relationship between the recruitment and the performance of the Diamond Bank PLC, Abuja. And also there is a positive relationship between the selection and the performance of the Diamond Bank PL, Abuja. It was concluded that by making an improvement on the recruitment and selection in the Diamond Bank PLC, Abidjan will improve the employee performance. The study recommended that the management of the Diamond Bank PLC should give special attention to the recruitment agencies.

Jonathan, Moses and Willis (2012) the researcher studied recruitment and selection on the performance of SMEs in Kisumu Municipality Kenya. Kenya has more than a million business enterprises and hires 75% of the labor force which contributes 20% of the country's GDP. But, the performance is not good at all. The study concluded that the average performance of SMEs in Kisumu Municipality Kenya was 60.71%. The study concluded that the recruitment and selection has a major role for the performance of employee’s at SMEs in Kisumu, Kenya.

According to Pshdar Abdalla Hamza et al. (2021) the researcher covered the main function of the HR department called recruitment process. The study used the quantitative method and collected data by via questionnaire. The purpose of this study is to determine the recruitment and selection procedures in the organization. The finding is the policy and procedures are their own effect for the performance of the employees.

Finally, the findings tell us the recruitment and selection practice in the organizational performance has a positive relationship. Then, based on the mediating role of the policy and procedures, the study suggests a new framework for the study.

2.3 Conceptual Framework

Based on the literature review, the conceptual framework helps us to investigate the relationship of different variables. The main goal of assessing the variables is to know the effect of recruitment and selection on the performance of the employees. The conceptual structure looks posted here below. The performance of employees which is dependent variable is influenced by the independent variables like recruitment, selection, policy and procedure. This study will investigate the effect of independent variables on the dependent variable that is performance of the employees.

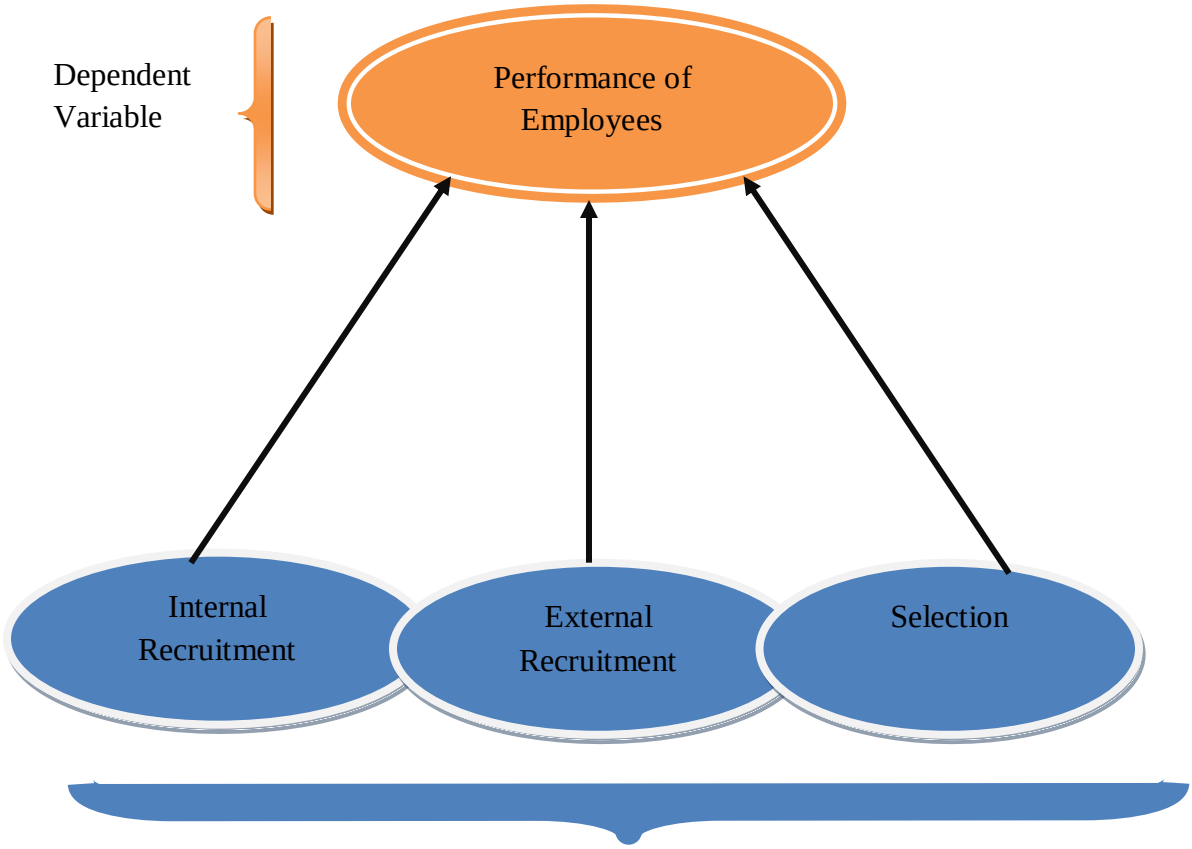


Figure: 2. 1 Conceptual Framework

The conceptual framework relationship between the independent variable and dependent variable.
Source: (Owen Conceptualization)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The purpose of this chapter is to define the research method used in the study to address the gap stated in the statement of the problem. The focus is mainly, research design, research methodology, population sample size, data source, data analysis techniques and gathering tools, validity, reliability and ethical consideration considered in the study.

3.2 Research Design

As Prabhat Pandey (2015), suggested that descriptive methods are investigated a direct observation of the phenomenon or a systematic gathering of data from population by applying personal contact and interview when adequate information about certain problems is not available in records or files and other sources.
The researcher decided to use the descriptive method to investigate the effect of recruitment and selection the performance of the organization. This method helps us to analyze large amounts of data and analytical problems like determining the dependent and independent variables. In addition data collected by using via questionnaire. In general the above approaches were satisfactory tools for collecting data, taking a sample and to investigate the research topics.

Research Approach

The study used quantitative approach to get a better understanding about the recruitment and selection and its effect on the employee performance. The quantitative approach helps the researcher by gathering numerical data and applying statistical analysis to identify the relationship between the dependent and independent variables.

3.3 Population of the study

According to Shraddha Mayuresh Bhome (2013) population refers in statistical investigation the interest usually lies in the assessment of the general magnitude and the study of variation with respect

to one or more characteristics relating to individuals belonging to a group. The group of individuals under the study is called the population or universe.

The target population of this study is the employees of Getfam Hotel & Spa from various departments including the management team. The total population of the study is 220 permanent employees. (HR monthly report, November, 2025)

The study took 142 samples from a total population of 220. Therefore, taking appropriate sample size from the population of employees can help the research to be feasible.

3.4 Sample and Sampling Techniques

3.4.1 Sample size

A sample is a small group selected as a representative of the whole universe. It works with the objective to obtain accurate and reliable information about the universe with a minimum of cost, time and energy and to set out the limits of accuracy of such an estimate. It makes exhaustive and intensive study possible with much less time, money and material. (Prabhat Pandey Meenu Mishra Pandey 2015)

The researchers planned to use the widely used formula Yamane (1967, p; 886 sample sized calculation formula. The researcher has determined the total sample size 142 with an assumption of 95% level of confidence and 5% of error. Based on the formula listed below we can easily identify the sample size by using the population size.

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

Where:

n= the sample size

N= the study population

e= the level of precision (=0.05, level of confidence 95%)

I= designate the probability of the event occurring

Hence: $$n = \frac{220}{1 + 220(0.05)^2} = 142$$

3.4.2 Sampling Techniques

According to R. Siva Kumar (2021) sampling is a critical step in research that involves selecting a subset of individuals, groups, elements from a large population to make inferences about that population. It is essential for managing resources, time and effort while ensuring that the study remains representative of the entire population.

Simple random sampling the method involves randomly selecting individuals from the population, ensuring each has an equal chance of inclusion. As a result simple random techniques will be chosen for the analysis in order to collect samples from various positions.

3.5 Data Collection Methods

For this study the researcher used the primary source of data collection. The researcher used a questionnaire to collect primary data and the questionnaire was distributed to Getfam Hotel employees. Also the questionnaire was adopted from other researches and had two main parts which is the demographic profile part and the second part the recruitment and selection practice part. The respondent assessed on five points with 1. Strongly disagree 2. Disagree 3.Neutral 4. Agree 5. I strongly agree. According to Saul McLeod, updated (November 2025) the Likert scale helps measure people's attitude, opinion or feeling, by asking them to rate how much they agree or disagree on the listed statement. Each response is given a number, so that feelings can be turned into quantitative.
Due to this, the researcher decided to apply the Likert scale in order to minimize time, cost effectiveness and the data is easily available in specific areas.

3.6 Method of Analysis

The researcher decided to collect data based on the above methods. Descriptive data analysis is mainly used to analyze the data collected from the questionnaire. The researcher decided to use the quantitative research method. The SPSS statistical package version 23 used to analyze the data gathered. The study used the descriptive statistics that help to describe the level of agreement of the respondents. The completeness of data checked simultaneously. The items are grouped based on the response given by the respondents for easy usage of the SPSS.

Descriptive Analysis: descriptive analysis explains raw data to make statistical analysis it helps for a conclusion about the distribution of data. Descriptive statistics such as standard deviation and means were obtained for the dependent and independent variables.

Correlation Analysis: correlation analysis a tool used to identify how two things might be connected and how the connection is strong. A high correlation point has a strong relationship between two variables and a low correlation has weak relations.

3.7 Model of Specification

The researcher has an objective in this study which is to investigate those who affect the performance of employees in the Getfam. As a researcher I will use the standard multi-linear regression model. The standard multi-linear relationship specified as:

$$EP_i = \alpha + \beta_1 SE_i + \beta_3 ER + \beta_4 IR_i + \varepsilon_i$$

Where:

α is constant term
β is coefficient of independent variables
ε is the error term
i = 1, 2…, 91

EP	Employees performance is the dependent variable, which is measured by likert scale as 1 strongly disagree, 2 disagree, 3 uncertain, 4 agree and 5 strongly agree
IR	Internal recruitment is an independent variable, which is measured by likert scale as 1 strongly disagree, 2 disagree, 3 uncertain, 4 agree and 5 strongly agree
ER	External Recruitment is an independent variable, which is measured by likert scale as 1 strongly disagree, 2 disagree, 3 uncertain, 4 agree and 5 strongly agree
SL	Selection practices is an independent variable, which is measured by likert scale as 1 strongly disagree, 2 disagree, 3 uncertain, 4 agree and 5 strongly agree

3.8 Validity and Reliability

3.8.1 Validity

According to Joppe (2000) validity refers that the degree to which the evidence support that the interpretation data and the manner in which interpretations used are appropriate. In other word validity is the one if the obtained results are truthful and believable. In addition, its data collection methods accurately measure what they are intended to measure. The valuable comment, suggestion and correction given by my advisor assisted the validation of the instrument.

3.8.2 Reliability

Reliability in research refers to the consistency of a measure. It demonstrates whether the same result would be obtained if the study is repeated. If the test and the tool are reliable, it gives consistent result across different situation or other time Joe Eckel (2025). If the results are different then the measurement is unreliable.

Cronbach's alpha quantifies the level of agreement on standardize 0-1 scale. Higher value indicates higher agreement between items. Zero indicates there is no correlation between items they are entirely independent or the other questions has no information. One indicated that perfectly correlated and responses have complete information.

Table: 3. 1 Reliability Statistics

Result of Reliability Statistics

Variable	Cronbach's alpha	Cronbach's alpha based on the standardization items	Number of Items
Internal Recruitment	.821	.820	12
External Recruitment	.873	.874	6
Selection	.854	.854	5
Employee Performance	.908	.908	10

3.9 Ethical Considerations

The researcher has got a permission from the organization mentioned in this study to investigate the defined topic and also the respondents has the information the objective of this study and also the data collection process forward to them. In addition, the privacy of the respondents was secured from any source of accountability due to participating in the data collection process. In general, the researcher gives special attention will be given obtaining the consent of all participants in this study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

As we all know that the objective of this study is to assess the effect of recruitment and selection process on the performance of the employees. This chapter deals with discussing the final result which is obtained from the collected data through questionnaire. This discussion covers the background of the respondents which are working in the hotel. At the end, the statistics part analyzes the data by using descriptive analysis, a correlation analysis and multiple regression analysis through SPSS version 23.

4.1 Response Rate

The data was collected in the month of January, 2026. From the total number of employees the identified sample size was 142 questionnaire were distributed to the employees of the Getfam Hotel from these numbers 138 questionnaire successfully returned to the researcher. According to (Rubén Feld, 2004) if 70% of response rate is recognized the research is acceptable as a general rule. Based on this, in Table 4.1 the returned amount of the questionnaire from the initial number is satisfactory which 97.18 % is. This percentage is generally acceptable which is from the rule of thumb (the response rate ≥ 70%)

Table: 4. 1 Response Rate

Variable	Frequency	Percentage
Filled and returned	138	97.18
Non-response	4	2.82
Total	142	100

Source: Own Survey, 2026

4.2 Descriptive Analysis

4.2.1 Respondents' Background Information

This section describes the frequency and percentage of the background information of the respondents like the respondent's gender, age, service year or experience, employment status and educational level.

4.2.1.1 Gender of the Respondents

The study found out the respondent gender details which are shown in figure 4.1 as below.

Table: 4. 2 Age Respondents

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	52	37.7	37.7	37.7
	Male	86	62.3	62.3	100.0
	Total	138	100.0	100.0	

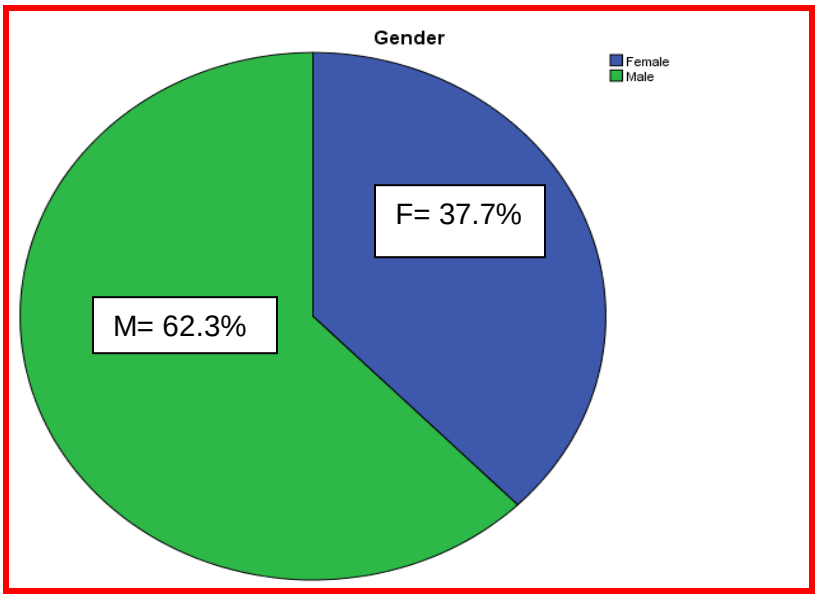


Figure: 4. 1 Gender of the Respondents

Source: Own Survey, 2026

Based on the Figure 4.1 presented on the first demographic item, the gender issue tells us the male respondents covered 62.3 % and the rest of percent were females which is 37.7 %. The percent indicated that male are 86 in number and 52 were females. When we identify the contribution of male and female in this study is acceptable. Which is because of the overall employee of the hotel covered in terms of gender 60% of the total number of the hotel is male so, 62.3 % of the sample size in terms of gender is male and we can say this is the right gender of contribution.

4.2.1.2 Respondents' Age

The age distribution of the respondents shows us based on the range classification. The table 4.2 tells us the maximum number of the hotel were covered 44.9% and 62 in numbers which is the age 31-40 years. This demographic result tells us the majorities of the hotel employees are categorized under mid-career and also can say that the employees are professionals and more experienced. And the next range is that 21-31 years those are covered 50 in number and the next range were 41-50 years also covered 17 in number in addition the above 50 years has recognized 7 in number and below 20 years has its own contribution which is 2 in number.

These findings indicated that the majority of the Getfam employees are middle aged and they are well experienced and ready to hand over the department heads positions.

Table: 4. 3 Age Range in Years

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<20	2	1.4	1.4	1.4
	21-30	50	36.2	36.2	37.7
	31-40	62	44.9	44.9	82.6
	41-50	17	12.3	12.3	94.9
	>50	7	5.1	5.1	100.0
	Total	138	100.0	100.0	

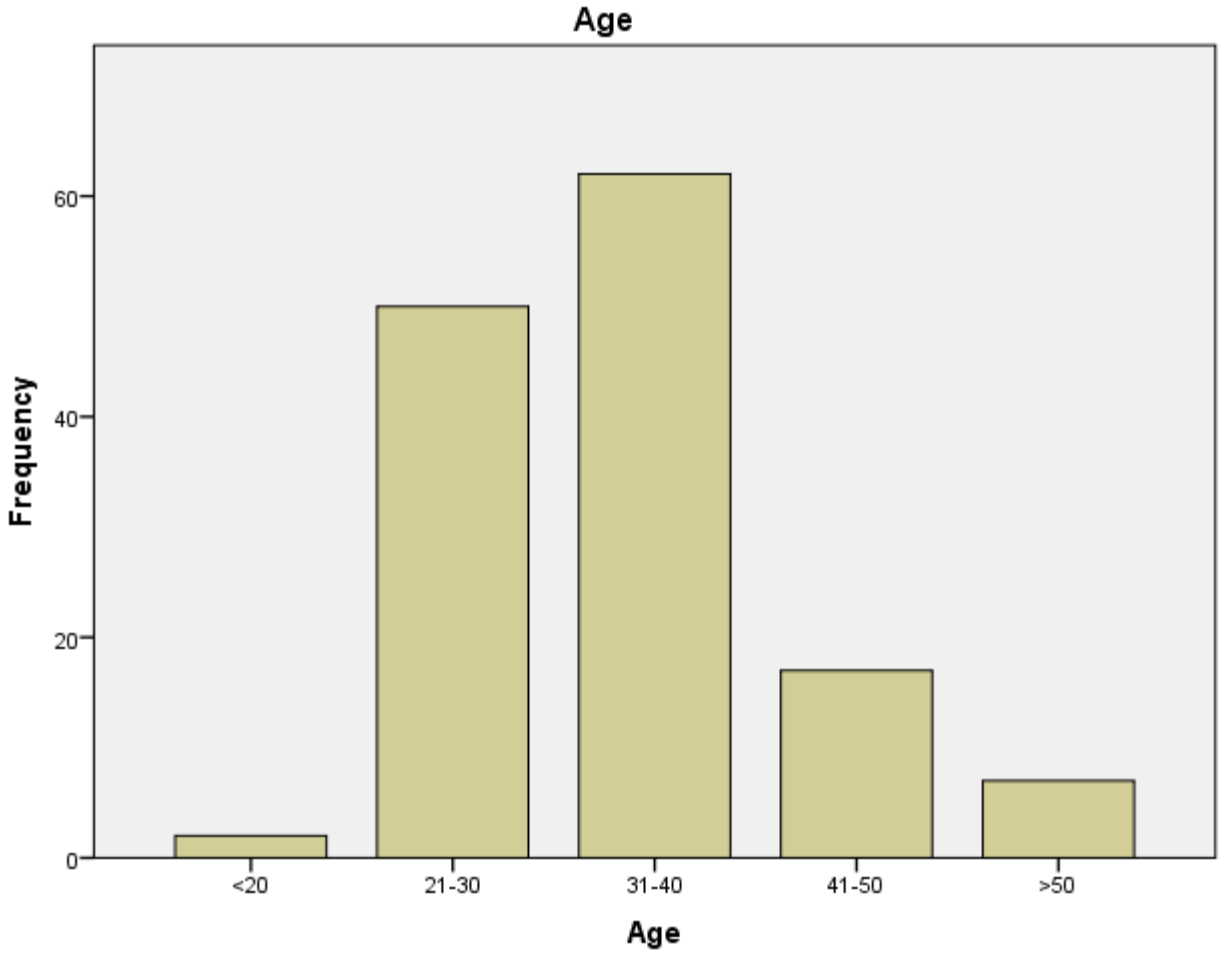


Figure: 4. 2 Respondents' Age

Source: Own Survey, 2026

4.2.1.3 Work experience of Respondents

The work experience respondent result indicates that employees less than 5 years' experience are 38 in numbers and 27.5% coverage from the total sample size and the next range is the employees in between 6-10 years' experience employees who are 66 in number and 47.8% contribution from the total. This number indicates that the middle years of experience has a major contribution to the operation of the Getfam hotel. 18.8 % of the employees have the range of 11-15 years of experience; these employees are 26 in number. The 5.8% respondents have the highest working experience which is more than 15 years and 8 in numbers.

Table: 4. 4 Work Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 5 years	38	27.5	27.5	27.5
	6-10 years	66	47.8	47.8	75.4
	11-15 Years	26	18.8	18.8	94.2
	> 15 years	8	5.8	5.8	100.0
	Total	138	100.0	100.0	



Figure: 4. 3 Work Experience of Respondents'

Source: Own Survey, 2026

4.2.1.4: Respondents level of education

To study the education level of the respondents is very essential to assess how much respondents are capable of understanding what we are interested in to identify the gaps through in this study. Based on this, the majority percent of the figure which is 37% of the respondents have the first degree and also the same percentiles have a diploma in total 102 of employees are capable enough to understand this questionnaire and also 3.6% of the respondents are MA degree and the next high level of percent which

is 22.5% of respondents are a certificate level which means manly they are technical employees rather knowledge workers however, there is no PHD holders in the Hotel.

Table: 4. 5 Educational Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Masters	5	3.6	3.6	3.6
	Degree	51	37.0	37.0	40.6
	Diploma/ Level	51	37.0	37.0	77.5
	Certificate	31	22.5	22.5	100.0
	Total	138	100.0	100.0	

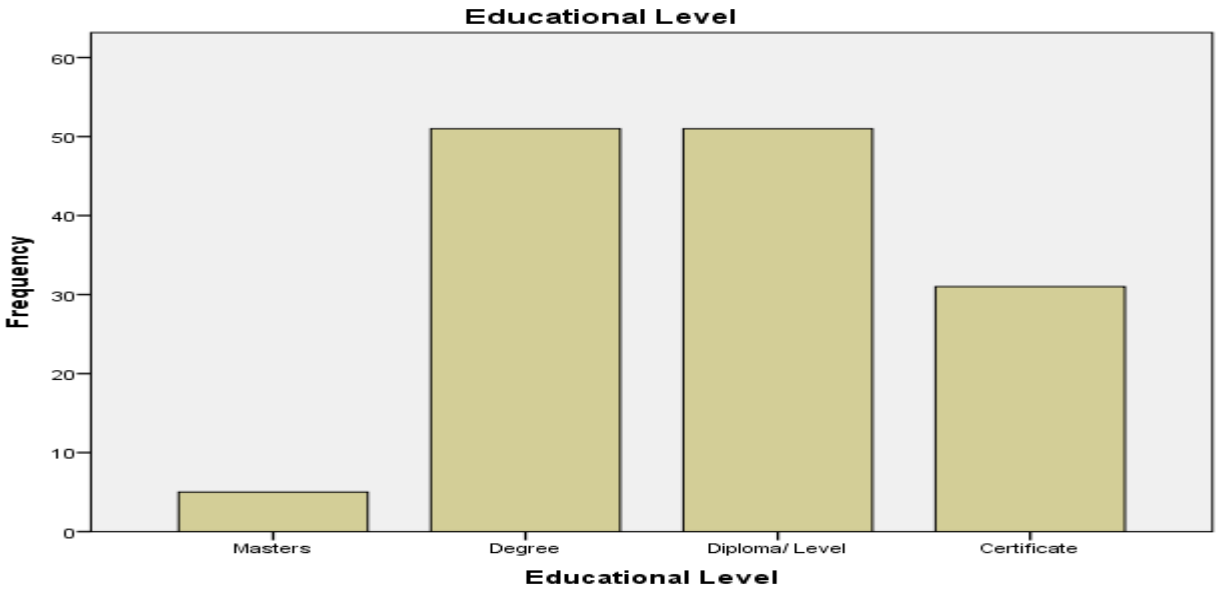


Figure: 4. 4 Educational Level

Source: Own Survey, 2026

4.3 Perception on External Recruitment (ER)

This section is the data analysis part of the study on the information provided on the perception of recruitment and selection practice through frequency distribution, percentage and also the mean and standard deviation through the data obtained from the questionnaire in the Getfam Hotel. The data illustrated on Table 4.5 by using the Likert scale with 1 indicating that strongly disagree, 2 indicating that disagree, 3 indicating that neutral, 4 indicating that agree and 5 indicating that strongly agree.

Table: 4. 6 Perceptions on External Recruitment (ER)

Variables	Frequency and Percentage					Mean	Standard Deviation
	1	2	3	4	5		
Getfam has a clear policy of recruitment and selection	1 (7%)	10 (7.2%)	20 (14.5%)	48 (34.8%)	59 (42.8%)	4.12	0.960
Vacant positions usually filled by recruiting external employees	2 (1.4%)	9 (6.5%)	35 (25.4%)	67 (48.6%)	25 (18.1%)	3.75	0.878
Human Resource Department strictly follows the policy and procedure	1 (0.7%)	9 (6.5%)	22 (15.9%)	48 (34.8%)	58 (42.0%)	4.11	0.949

The selection procedure is nondiscrimina tory regarding gender, race, political affiliation, favoritism etc.	3 (2.2%)	7 (5.1%)	25 (18.1%)	40 (29.0%)	63 (45.7%)	4.11	1.016
The need for new recruitment always come from Human Resource Planning	3 (2.2%)	16 (11.6%)	26 (18.8%)	59 (42.8%)	34 (24.6%)	3.76	1.022
Getfam performs job analysis (i.e. duties, responsibilitie s, skills, etc. required for a particular job) and job evaluation before advertising vacancies.	5 (3.6%)	8 (5.8%)	18 (13.0%)	49 (35.5%)	58 (42.0%)	4.07	1.055

Source Own Survey, 2006

According to table 4.5 the participants engaged in the research were asked the question Getfam has a clear policy of recruitment and selection practice. 34% and 42% employees are agreed and strongly agreed respectively which means Getfam has an appropriate policy for recruitment and selection. 14% of employees decide to stay neutral and 7% of employees disagree and also 7% strongly disagree regarding the availability of recruitment and selection policy in Getfam. However, the mean value 4.12

shows that the majority of the respondents agree on the existence of the policy. In addition , 33% of the respondents mentioned that neutral, disagree and strongly disagree regarding when vacant positions are available mainly covered by the external candidate but 48% of the respondents agreed and the 18% strongly agreed that the hotel usually filled the open position mainly occupied by external candidates. This was supported by the mean value 3.75. On the other hand, 34% of respondents agree that the Human Resource department strictly follows the recruitment policy and procedure and 42% strongly agreed on the mentioned point, this also supported by the mean value 4.11. However, almost sixteen percent (15.9%) of respondents are neutral and nearly seven percent (7.2%) of respondents disagree and strongly disagree regarding the follow-up of recruitment selection policy in the human resource department. The other point implies that the fairness of the selection procedure in the case of race, gender and political ideology in this regard 29% of the respondents are agreed and almost forty six percent (45.7%) are strongly agree the fairness of the selection procedure at the same time the mean range shows that 4.11 which a big number to justify the majority respondents agreed on this point. On the contrary, 18.1% of respondents were neutral and a total of 7.3% of respondents disagree and strongly disagree. Following the above points the need for hiring the new employee mainly from the human resource plan is supported by 42.8% of respondents agreed and also 24.6% of respondents strongly agreed on this point which is more elaborated by the mean range of 3.76. Some respondents oppose this point by 18.8% are neutral and 11.6% disagree. At the same time 2.2% of respondents strongly disagree applying for the new hire by the human resource plan. Finally, the case of the required jobs mainly articulate by the job analysis to identify the duties and responsibilities of the upcoming jobs were supported by 35.5% of respondents agreed and 42% are strongly agreed on this point but, 13% of the respondents are decide to become neutral and 5.8% are disagree and finally, 3.6% are strongly disagree the job analysis to define the opinion jobs before making the advertisement.

4.4 Perception on Internal Recruitment (IR)

This section is the data analysis part of the study on the information provided on the perception of vacancy advertising practice through frequency distribution, percentage and also the mean and standard deviation through the data obtained from the questionnaire in the Getfam Hotel. The data illustrated on Table 4.7 by using the Likert scale with 1 indicating that strongly disagree, 2 indicating that disagree, 3 indicating that neutral, 4 indicating that agree and 5 indicating that strongly agree.

Table: 4. 7 Perceptions on Internal Recruitment

Variables	Frequency and Percentage					Mean	Standard deviation
	1	2	3	4	5		

The vacancy advertisement provides sufficient information about the job	4 (2.9%)	8 (5.8%)	19 (13.8%)	69 (50.0%)	38 (27.5%)	3.93	0.953
The media used for the job vacancy Advertisement is well known and has large coverage	6 (4.3%)	8 (5.8%)	37 (26.8%)	56 (40.6%)	31 (22.5%)	3.71	1.020
The application process for open vacancy is very easy, efficient for candidates	5 (3.6%)	9 (6.5%)	32 (23.2%)	58 (42.0%)	34 (24.6%)	3.78	1.011
There is enough number of application pool from vacancy advertisement	6 (4.3%)	10 (7.2%)	26 (18.8%)	62 (44.9%)	34 (24.6%)	3.78	1.038
The vacancy advertisement has its own consistent format which is applicable to all types of job vacancies.	3 (2.2%)	13 (9.4%)	27 (19.6%)	64 (46.4%)	31 (22.5%)	3.78	0.974

Source: Own Survey, 2026

Table: 4.7 shows that from the total number of the respondents which is 138 to point that the vacancy advertisement provides sufficient information about the job is 50% of the respondents were agreed on the relevant information was available on the job advertising and the 27.5% of respondents also strongly agreed on this topic however, near to fourteen percent (13.8%) of respondents were neutral, then 5.8% and 2.9% were disagree and strongly disagree respectively. This shown that the majority respondents which is 77% of the respondents agreed on the information provided on the advertisement has enough and sufficient. Finally, the mean result also shows us the majority of respondents agree on the above points by mean value 3.97. The second item was raised on the idea about the media and its wide range coverage. In this regard, 40.6% of the respondents were agreed on the media capability and its coverage and also 22.5% of the respondents did making more strong on the previous response which said strongly agreed on that, and the next 26.8% respondents making neutral, and 5.8% are disagree, and the final outcome was 4.3% were strongly disagree. The mean value tells us the majority of respondents agree on the positive out of the media clever age on the recruitment process on the mean value of 3.71. Usually, recruitment announcements are mainly posted in the internal notice board to attract internal applicants but, if the vacant position is not fully filled by the internal resource or the job analysis needs a special skill requirement the external vacancy will be applied through the online job advertisement. The third item in the table was regarding the application process wow much easy for the applicants, instead of this, the respondents said that 3.6% were strongly disagree, and 6.5% were disagreed, and 23.2% were neutral in general, around thirty-four percent of the respondents were not supported or slightly agreed on this point and on the other side 42% of the respondents were agreed and 24.6% of respondents were strongly agreed regarding who much the open vacancies are easy and efficient for candidates so, based this result the majority respondents are agreed and more agreeable on the item three, the mean value which is 3.78 also fully support and shows how much the respondents agreed on the open vacancy were easy and efficient. The fourth item has a question about how much the vacancy advertisement has enough applicant pool, in this regard 4.3% of respondents strongly disagreed and 7.2% of them were disagreed and 18.8% of respondents marked at the neutral space this shows that almost thirty percent of candidates were not agreed on the item however, 44.9% of the respondents were agreed and 24.6% also strongly agreed which means the majority respondents were agreed that the application had enough applicant pool. The mean also became a strong support for this figure by the mean value of 3.78. The fifth item in the table 4.4.1 is the consistency advertisement format which is applicable for all vacancies. Based on this, only 2.2% of respondents were strongly disagree and 9.4% of respondents were disagreed and 19.6% of respondents were neutral in general thirty persons of the respondents were not agreed the consistency of advertisement format were how much applicable and then, 46.4% were agreed on this item and 22.5% of the respondents were strongly agreed which means the majority of the respondents were agreed on this regard also the mean value supports this items by the value of 3.78.

4.5 Perception on Selection (SL)

This section is the data analysis part of the study on the information provided on the perception on selection test & interview through frequency distribution, percentage and also the mean and standard deviation through the data obtained from the questionnaire in the Getfam Hotel. The data illustrated on Table 4.7 by using the Likert scale with 1 indicating that strongly disagree, 2 indicating that disagree, 3 indicating that neutral, 4 indicating that agree and 5 indicating that strongly agree.

Table: 4. 8 Perceptions on Selection

Variables	Frequency and Percentage					Mean	Standard deviation
	1	2	3	4	5		
Selection tests were relevant to the job you have applied at your first employment in Getfam Hotel.	4 (2.9%)	9 (6.5%)	20 (14.5%)	75 (54.3%)	30 (21.7%)	3.86	0.932
The selection test were administered strictly not to create irregularities	2 (1.4%)	16 (11.6%)	29 (21.0%)	59 (42.8%)	32 (23.2%)	3.75	0.989
Selection questions were appropriate to measure the knowledge, skill and abilities that are required for the open position	2 (1.4%)	15 (10.9%)	28 (20.3%)	60 (43.5%)	33 (23.9%)	3.78	0.982

Is there always structured interview to address consistent question for each candidate	2 (1.4%)	13 (9.4%)	32 (23.2%)	52 (37.7%)	39 (28.3%)	3.82	0.998
When you are recruited the type of interview was group interview	1 (0.7%)	13 (9.4%)	31 (22.5%)	56 (40.6%)	37 (26.8%)	3.83	0.956
The interview questions was very interactive during the selection process	1 (0.7%)	15 (10.9%)	24 (17.4%)	52 (37.7%)	46 (33.3%)	3.92	1.004
Was the interview questions relevant for the open position	2 (1.4%)	15 (10.9%)	20 (14.5%)	69 (50.0%)	32 (23.2%)	3.83	0.958

Source, Own Survey, 2026

On the above Table 4.8 regarding the selection on test and interview on the first item which is relevant to the selection test when a new candidate experienced on the first day. Based on this, 2.9% of the respondents' strongly disagreed and 6.5% of respondents disagreed and neutral 14.5% respectively. Which is not more than twenty- five percent of respondents were not agreed on the relevant of selection on test and interview however, 54.3% of respondents agreed and 21.7% of respondents also strongly agreed the first item which is around seventy- five percent of respondents agreed in addition the mean value 3.86 supports the agreed respondents. The second item is the selection test was administered strictly not to regularities in this regard 1.4% of respondents strongly disagreed, 11.6% respondents disagreed and 21% were decided in neutral which tells us nearly thirty-three percent of respondents did not agree on the second item. On the contrary, 42.8% of respondents agreed on this point and 23.2% of the respondents strongly agreed which is nearly seventy- five percent of the respondents supports the second item, the mean value also supported by the value of 3.75. The third item is regarding the appropriateness of the selection test which are relevant questions to identify the ability, skills and information for the open positions, based on this 1.4% of respondents were strongly disagreed, 10.9% of respondents were disagreed and 20.3% respondents were neutral which is on aggregate around

thirty- two percent of candidates were not accept the selection questions and its effect for identifying the candidates for the vacant positions but 43.5% of respondents were agreed and 23.9% of respondents were strongly agreed this is also a total of seventy- five percent of participant were supports the third item which is fully supported by the mean value 3.78. The fourth item tried to address the structured interview questions consistently for each candidates, in this regard, 1.4% of respondents were strongly disagreed, 9.4% of the respondents were disagreed and 23.2% of the respondents were neutral which is shows us near to thirty- five percent of the respondents were not supported about the availability of consistent interview questions for each candidates on the other hand 37.7% of respondents were greed and 28.3% of respondents were strongly agreed this result tell us almost near to three fourth of the respondents agreed on this point which supported simultaneously by the mean value 3.82. The fifth item focus about the type of interview was grouped during the recruitment time, in this case 0.7% of respondent were strongly disagree, 9.4% of the respondents were disagreed and 22.5% of the respondents were neutral which means almost thirty percent of respondents were not directly or indirectly were not supported applying the group interview however, 40.6% of the respondents were agreed and 26.8% of the respondents were strongly agreed which is almost sixty-eight percent respondents were agreed on the group interview when the recruitment time this also supported by the mean value 3.83. When we come to the sixth item about the interview quest was interactive during the selection process 0.7% of respondents were strongly disagreed, 10.9% of respondents were disagreed and 17.4% of respondents were neutral which is near to twenty- nine percent of the respondents were not support this item, on the other side 37.7% of respondents were agreed and 33.3% of the respondents were strongly agreed on the interview questions was interactive during the section process this also supported by the mean value 3.92. The seventh and the final item in this table is the relevance of interview question for the open position in this regard, 1.4% of respondents were strongly disagreed, 10.9% of respondents were disagreed and 14.5% of the respondents were neutral which is twenty-seven percent of respondents were not supported the item however, 50% of the respondents were agreed and 23.2% of the respondents were strongly agreed which is seventy- three percent of the respondents were agreed including the mean value which is 3.83.

4.6 Perception on Selection (Selection)

This section is the data analysis part of the study on the information provided on the perception on selection decision through frequency distribution, percentage and also the mean and standard deviation through the data obtained from the questionnaire in the Getfam Hotel. The data illustrated on Table 4.8 by using the Likert scale with 1 indicating that strongly disagree, 2 indicating that disagree, 3 indicating that neutral, 4 indicating that agree and 5 indicating that strongly agree.

Table: 4. 9 Perceptions on Selection (SL)

Variables	Frequency and Percentage					Mean	Standard deviation
	1	2	3	4	5		
Is there always the immediate supervisor of the recruit at the time of selection process	4 (2.9%)	9 (6.5%)	38 (27.5%)	59 (42.8%)	28 (20.3%)	3.71	0.961
The recruiting decision is made always on the average value result of the selection panel members	2 (1.4%)	10 (7.2%)	31 (22.5%)	46 (33.3%)	49 (35.5%)	3.94	1.002
Is there any occurrence selection decision without the recognition of the immediate supervisor	1 (0.7%)	11 (8.0%)	47 (34.1%)	53 (38.4%)	26 (18.8%)	3.67	0.899
Selection was completed on the maximum result of from the candidates	4 (2.9%)	14 (10.1%	26 (18.8%)	59 (42.8%)	35 (25.4%)	3.78	1.032

Selection was always made through the interviewer.	2 (1.4%)	10 (7.2%)	25 (18.1%)	64 (46.4%)	37 (26.8%)	3.90	0.930

Source: Owen Survey. 2026

Table 4.9 shows that on item one regarding the involvement of immediate supervisor during the selection process. Based on this, 2.9% of the respondents were strongly disagreed, 6.5% of the respondents were disagreed and 27.5% of the respondents were neutral however, 42.8% of the respondents were agreed and 20.3% of the respondents were strongly agreed, this tells us almost sixty-three percent of the participants fully agreed the involvement of the immediate supervisors were participated during the selection time. The second item illustrated on the recruitment decision made on the average value of a maximum result by the selection panel members. In this regard, 1.4% of the respondents strongly disagreed, 7.2% of the respondents disagreed and 22.5% of the respondents were neutral. In the other direction, 33.3% of the respondents agreed and 35.5% of the respondents strongly agreed on this point. This indicated that almost sixty- eight percent of the respondents supported the recruitment decision made through the average result on the selection members, this also fully recognized by the mean value 3.94. The third item is about the occurrence of a selection decision without the recognition of the immediate supervisor. In this regard, 0.7% of the respondents strongly disagreed, 8% of the respondents disagreed and 34% of the respondents were neutral. On the other hand 38.4% of the respondents agreed and 18.8% of respondents strongly agreed. This result indicated that more than fifty percent of the respondents agreed on the occurrence of the selection decision without the immediate supervisor. The menu value also supports this conclusion by 3.67. The fourth item is about selection made from the candidate who has a maximum result. In this regard, 2.9% of the respondents were strongly disagreed, 10.1% of the respondents disagreed and 18.8% of the respondents were neutral but, 42.8% of the respondents were agreed and 25.4% of the respondents were strongly agreed this indicated that almost sixty- seven percent of the respondents were supported selection was made at the maximum result from the given candidates. Finally, item five selections were always made through the interviewer. 1.4% of the respondents strongly disagreed, 7.2% of the respondents disagreed and 18% of the respondents were neutral. However, 46.4% of the respondents agreed and 26.8% of the respondents strongly agreed which means a total of seventy- three percent of the respondents agreed that the selection was always made through the interviewer. The mean value 3.9 also indicated this summery

4.7 Perception on the Employee Performance (EP)

This section is the data analysis part of the study on the information provided on the perception on the employee performance through frequency distribution, percentage and also the mean and standard deviation through the data obtained from the questionnaire in the Getfam Hotel. The data illustrated on

Table 4.10 by using the Likert scale with 1 indicating that strongly disagree, 2 indicating that disagree, 3 indicating that neutral, 4 indicating that agree and 5 indicating that strongly agree.

Table: 4. 10 Perceptions on Employee Performance (EP)

Variables	**Frequency and Percentage**					**Mean**	**Standard deviation**
	1	**2**	**3**	**4**	**5**		
The existing recruitment and selection process helps to hire talented employees	2 (1.4%)	9 (6.5%)	34 (24.6%)	64 (46.4%)	29 (21.0%)	3.79	0.900
I feel the applied recruitment and selection process has a major contribution to excel the Getfam performance	3 (2.2%)	24 (17.4%)	37 (26.8%)	58 (42.0%)	16 (11.6%)	3.43	0.989
I agree the Getfam employees are best performers because of hiring on the right track	6 (4.3%)	33 (23.9%)	32 (23.2%)	46 (33.3%)	21 (15.2%)	3.31	1.126
Employees here in the Getfam are getting the right people at the right position at the right time	2 (1.4%)	9 (6.5%)	34 (24.6%)	66 (47.8%)	27 (19.6%)	3.78	0.888

Getfam has committed to apply the recruitment policy and procedure at all times.	3 (2.2%)	29 (21.0%)	32 (23.2%)	53 (38.4%)	21 (15.2%)	3.43	1.053
The HR department is fully authorized for the recruitment and selection process.	3 (2.2%)	23 (16.7%)	23 (16.7%)	71 (51.4%)	18 (13.0%)	3.57	1.989
I believe the organization recruitment and selection commitment has a positive effect on the overall performance	1 (0.7%)	10 (7.2%)	36 (26.1%)	65 (47.1%)	26 (18.8%)	3.76	0.868
Getfam is committed to give equal opportunity for any source of candidates.	0 (0 %)	9 (6.5%)	20 (14.5%)	77 (55.8%)	32 (23.2%)	3.96	0.800
The organization employee retention is the result of open and clear recruitment and selection process.	0 (0 %)	5 (3.6%)	17 (12.3%)	62 (44.9%)	54 (39.1%)	4.02	0.791

I am satisfied the performance of the Getfam employees	0 (0 %)	16 (11.6%)	27 (19.6%)	61 (44.2%)	34 (24.6%)	3.82	0.938

Source, Own Survey, 2026

Based on the above table 4.10 regarding perception on the employee performance, the first item about the existing recruitment and selection process helps to hire talented employees, 1.4% of the respondents strongly disagree, 6.5% of the respondents disagree and 24.6% of the respondents were neutral on top of that, 46.4% of the respondents were agreed and 21% of the respondents were strongly agreed based on this fact, only eight percent of the respondents were not satisfied on the employee performance by the helping of the recruitment and selection process also the mean value becomes the same when we compare to other variables which is 3.79. When we come to the second item about the better performance comes from the existing recruitment and selection practice in this regard, 2.2% of the respondents were strongly disagreed, 17.4% of the respondents were disagreed and 26.8% of the respondents were neutral on the other hand, 42% of the respondents were agreed and 11.6% of the respondents were strongly agreed. To conclude that, nearly fifty- three percent of the respondents support the effect of the existing recruitment and selection process on the employee performance in addition, the mean value also becomes 3.43. The third item about due to the recruitment and selection process the performance of the employees going in good truck, in this regard , 4.3% of the respondents were strongly disagree, 23.9% of respondents were disagreed and 23.8% of respondents were neutral and on the other side, 33.3% of respondents were agreed and 15.2% of respondents were strongly agreed. When we summarize this item nearly thirty percent of the respondents disagreed on the recruitment and selection process. The fourth item all about the employees hiring the Getfam were at the right truck, at the right time and the right position. In this regard 1.4% of the respondents strongly disagreed, 6.5% of the respondents disagreed and 24.6% of the respondents were neutral and on the other side 47.8% of the respondents agreed and 19.6% of respondents strongly agreed. In general, more than sixty percent of the respondents agree that the people hiring in the hotel were at the right time, place and position. When we come to the fifth item the variable focuses on the hotel that was committed to apply the recruitment and selection policy and procedure. In this regard, 2.2% of respondents strongly disagreed, 21. % of respondents was disagreed and 23.2% of respondents were neutral however, 38.4% of respondents were agreed and 15.2 of respondents were strongly agreed on the hotel commitment. To conclude that, more than fifty percent of the respondents were agreed that the hotel readiness on applying the recruitment and selection policy and procedure. The sixth item in this table about the HR department is fully authorized in the case of recruitment and selection process. Based on this, 2.2% of respondents were strongly disagree, 16.7% of respondents were disagree and 16.7% of respondents were neutral on the other side 51.4% of respondents were agreed and 13% of respondents were strongly agreed on this item to summarize that, again more than sixty percent of respondents were agreed on the HR department authorized during the recruitment and selection

process. The mean value also shows this reality by 3.57. The next item is all about the organizational commitment regarding the recruitment and selection process and its positive effect on the employee performance. In this regard, 0.7% of the respondents strongly disagreed, 7.2% of the respondents disagreed and 26.1% of the respondents were neutral. On the contrary, 47.1% of the respondents agreed and 18.8% of respondents strongly agreed. This implies that, nearly seventy percent of respondents agreed on the organizational commitment in regard to the recruitment and selection process and the effect of the employee performance. The mean value also supported this conclusion by 3.76.The eighth item in this table was the hotel gives equal opportunity for all candidates. Based on this, 0% of the respondents strongly disagreed, 6.5% of the respondents disagreed and 14.5% of respondents were neutral. On the other side 55.8% of the respondents agreed on this idea and 23.2% of the respondents strongly agreed. In general, more than seventy- five percent of the respondents agreed that the hotel provides equal opportunity for the candidates and also the mean value supported by 3.96. The ninth item of the table which is the employee retention in the hotel is a result of open and clear recruitment and selection process. Due to this, also 0% of the respondents strongly disagreed, 3.6% of respondents disagreed and 12.3 % of respondents were neutral. However, 44.9% of respondents agreed and 39.1% of the respondents strongly agreed on this item, which is the result from this item. More than eighty-five percent of the respondents agreed, which is the mean value also supported by 4.02. The last item in this table required the performance of the hotel. In this regard, 0% of respondents strongly disagreed, 11.6% of respondents disagreed and 19.6% of respondents did not decide to agree or disagree which means neutral. However, 44.2% of the respondents agreed in this regard and 24.6% of respondents strongly agreed. When we see on the aggregate level, more than sixty percent of the respondents agreed on the employee's performance in general. The mean value also tells us this fact by 3.82.

4.8 Person Correlation

Person correlation is a method used to measure the strength of linear relationship between two variables. It is widely used to measure the strength of two variables. The person correlation coefficient is a number between -1 and 1. This indicated a perfect negative relationship between the two variables and a perfect positive relationship between two positive relationships respectively. When the coefficient is 0 there is no relationship between the two variables. This study measures the direction, strength and significant bivariate linear relationship between different variables like external recruitment and internal recruitment, selection, and employee performance. The next table presented a correlation coefficient.

Table: 4. 11 Correlation Analysis

Correlations

		External Recruitment	Internal Recruitment	Selection	Employee performance
External Recruitment	Pearson Correlation	1	.404**	.456**	.671**
	Sig. (2-tailed)		.000	.000	.000
	N	138	138	138	138
Internal Recruitment	Pearson Correlation	.404**	1	.329**	.293**
	Sig. (2-tailed)	.000		.000	.000
	N	138	138	138	138
Selection	Pearson Correlation	.456**	.329**	1	.527**
	Sig. (2-tailed)	.000	.000		.000
	N	138	138	138	138
Employee performance	Pearson Correlation	.671**	.293**	.527**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	138	138	138	138

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

Source: Own Survey, 2026

Based on the study, we obtain a significant positive relationship between the independent variable which means in the case of external recruitment and internal recruitment, selection, and employee performance. In this regard one variable increases or decreases the other variable also increases and decreases in the same direction. External Recruitment and employee performance has a high correlation with the dependent variable called employee performance. On the other side when the dependent variable i.e. employee performance increases the selection become also increase by the correlation coefficient - 001. From the independent variables section have a low correlation coefficient when we compare to other independent variables. In general, this can tell us the independent variables listed on the above have a strong relationship with the dependent variable which is employee performance and also all independent variables have the same direction with the dependent variable call employee performance which is a positive direction between them. In addition the P- value for all dependent and independent variables 0.000 which is less than alpha value 0.01. This tells us the relationship is significant.

4.9. Regression Analysis

Diagnostic Test of Regression

4.9.1 Normality Test

Normality test is used to determine whether the error term is normality distributed or not. The histogram and norm probability plots are employed as shown below.

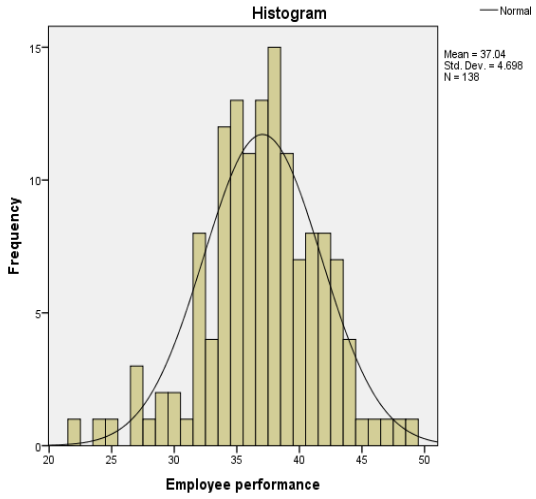




Figure: 4. 5 Normal Probability

Figure: 4. 6 Histogram and p-p plot

As shown figures on the above the result indicated that almost the residual is close to normal distribution and most employees are clustered in the middle and fewer respondents performing high or low. In addition, the Q-Q plot also indicates that while the histogram showed that for all practical purpose the data is normally distributed so, based on this we can safely use standard statistical safely.

Table: 4. 12 Skewness and Kurtosis

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
External Recruitment	138	-.848	.206	.268	.410
Internal Recruitment	138	-.315	.206	.512	.410
Selection	138	-.338	.206	-.582	.410
Employee performance	138	-.361	.206	.711	.410
Valid N (list wise)	138				

The normality test was also conducted by using Skewness and kurtosis value. The Skewness value ranging from -315 to -848 and the Kurtosis value ranging from -582 to 0.711, which is fail acceptable range from -2 to +2 for Skewness and kurtosis -7 to +7. Hire et al, (2019). Therefore, from this result it is possible to conclude that the data are normally distributed and the assumption of normality is satisfied for all variables.

4.9.2 Multicollinearity

Table: 4. 13 Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	External Recruitment	.719	1.390
	Internal Recruitment	.810	1.234
	Selection	.767	1.304

a. Dependent Variable: Employee performance

Base on the above table, the multicollinearity test results show that the tolerance value ranged from .719 to .810, all which are the minimum acceptable range of 0.1 and from 1.234 to 1.390 the VIF ranged which is below the critical value of 10 Hire et al, (2019). This result confirms that, there is no multicollinearity among the independent variables which means the multicollinearity assumption is satisfied. Therefore, the independent variables are not correlated with each other and can be reliable in regression model in this study.

Table: 4. 14 Model of Summery

According to Olivia Taylor, 2025 regression analysis is a statistical method used to examine the relationship between one dependent variable and one or more independent variables. This method can help us to understand how changes in the independent variables are associated with changes in the dependent variables. In our study case, independent variables External recruitment, Selection and

Internal recruitment. On the other hand, dependent variables are employee performance. In the Table 4.12 listed below R^2 value was .513 which means 51.3% variation in employee performance could be explained by changes in External recruitment, selection, internal recruitment.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.716a	.513	.502	3.316

a. Predictors: (Constant), Selection , Internal Recruitment, External Recruitment

Analysis of Variance (ANOVA) is a statistical method used to measure in between the dependent variable i.e. employee performance and independent variables i.e. external recruitment, selection practice, internal recruitment, at the 95% level of confidence, had F critical of 46.971 and a p-value of 0.000. The result is statistically significant. This is because 0.000 is less than 0.05. This indicates that the relationship between the dependent variable and the independent variable is significant as shown in the table shown below.

Table: 4. 15 Analysis of Variance (ANOVA)

ANOVA a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1549.888	3	516.629	46.971	.000b
	Residual	1473.851	134	10.999		
	Total	3023.739	137			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Selection , Internal Recruitment, External Recruitment

Source: Own Survey, 2026

We have already used the multiple regression models in the previous chapter to identify the statistical significance of the dependent and independent variable.

$$EP_i = \alpha + \beta_1 SE_i + \beta_3 ER + \beta_4 IR_i + \varepsilon_i$$

Where

α is constant term

β is coefficient of independent variables

ε is the error term

i = 1, 2…, 91

EP	=	Employees Performance
SE	=	Selection
ER	=	External Recruitment
IR	=	Internal Recruitment

The Unstandardized coefficients β of the independent variables were substituted in the model. It could be formulated the model as shown below:

$$EP_i = 1.313 + 0.562 + -.039 + 0.261 + \varepsilon_i$$

Based on the above formula the constant value of (α = 1.313) which is by considering the employee performance would be 1.313 if the other variables were zero and also by considering the other independent variables internal recruitment and selection practice, external recruitment and other factors were constant. A unit change external recruitment practice recognize in (β = 0.562, p = .000) units a positive change expected from the employee performance. And units change in a selection increase by (β = .261, p = .000) unites also increasing change expected from the employee performance. A unit change in internal recruitment by (β = -039, p = .733) unites a decreasing change is expected from the employee performance. In general the single independent variable and the dependent variables relationship is inversely relationship which it has a negative coefficient (B).

Table: 4. 16 Coefficient of Employee Performance and Cofactors

Coefficients a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.360	2.223		7.810	.000
	External Recruitment	.562	.073	.551	7.748	.000
	Internal Recruitment	-.039	.115	-.023	-.342	.733
	Selection	.261	.063	.284	4.118	.000

a. Dependent Variable: Employee performance

Source: Own Survey, 2026

4.10: Discussion & Results

The first objective of the study was to assess the effect of external recruitment on the employee performance of the Getfam Hotel & Spa. Based on the finding the significance of the external recruitment practice is positive which is (β = .562, p = .000) on the performance of the employees in the Getfam Hotel & Spa. In addition to the, person correlation result also recognize the effect of the external recruitment practice has a positive relationship with the employee performance.

This result was directly supported and aligned with different international studies. The external recruitment was a significant predictor on the study made by Adna Ahmed Ali, 2022; among universities in Kenya. In addition, the study made by Najma Said Hassan, 2012; it shows the variable recruitment has a significant relationship with the employee performance.

To determine the relationship between the internal recruitment practices and employee performance was the second objective, in this regard the result implies that (β = -039, p = .733). This tells us the independent variable which is internal variable becomes in a unit increase by this amount the dependent variable which is employee performance become a decreasing effect.

However, the studies shows that there is a positive relations ship between the internal recruitment and the employee performance some of them are the study made by Nakawombe, Josephine, 2019; it shows

there is a significant relationship between the internal recruitment and the employee performance the study made on the Mulago hospital in Uganda and also the study Muhereza John innocent, 2019; tells us the same result.

The third objective of the study which is to determine the effect of the selection process on the employee performance has also a positive relationship with the employee performance of the Getfam Hotel & Spa. Which implies ($\beta = .261$, $p = .000$). In addition to the, person correlation result also recognize the effect of the external recruitment practice has a positive relationship with the employee performance.

This result also supported by different studies like, Gudata Abara Chali, 2026; and the researcher named Fridah N. Mugambi and Jacqueline Omuya, 2023; conclude that selection exerted the most significant influence in the employee performance.

CHAPTER FIVE

SUMMERY, CONCLUSION AND RECOMMENDATION

5.1 Over view

The first objective of exercising a better culture on the recruitment and selection practice in the given organization is mainly to attract a better candidate from the applicant pool to meet the organization's short and long run objectives. Based on this, the top and effective organizations focused on searching for a better candidate all the time to fill their needs. On the other hand, organizations that have no effective human resource management also have a limitation to apply a better recruitment and selection practice and they cannot meet the entire organizational goal.

Depending on the above reality, this chapter emphasize on the summary, finding and conclusion of the research that are mainly obtained from the chapter four. The conclusions were obtained from the finding on the previous chapter and at the end recommendation provide a limitation of this research to make it easy for the future researches.

5.2 Summary of Major Finding

This research mainly studied the effect of the recruitment and selection practice on the organizational performance in particular Getfam Hotel & Spa. This study obtained first-hand information from the employees of the hotel taken sufficient sample size which is 138 employees to fill the distributed questionnaire. The collected data analyzed by using different statistical methods which are descriptive and inferential statistics. Descriptive statistics covered like frequency, percentage, mean and standard deviation were used to analyze the effect of recruitment and section practice and the performance of the employees. Whereas, the inferential statistics was covered correlation and multiple regression used to identify the relationship and the effect of the independent and dependent variables.

Based on the respondents' opinion about the organizational policy on the recruitment and selection practice in the organization, the majority of the respondents were satisfied with the existence of a clear policy for exercising the recruitment and selection practice in the organization. In addition, more than a half of respondents supporting the organization Human Resource department were committed to apply the organizational policy in relation to the recruitment and selection practice. These include that,

supported almost by the same number on the selection procedure, and were nondiscriminatory based on the race, gender, political ideology and favoritism. In addition to that, the respondents were given a relevant number on the existence of the employee performance which was that the overall practices were supported to attract the talented employees to enhance the organizational performance. In general, the respondents were satisfied with the overall organizational performance.

Descriptive statistics were used to identify the mean (23.91) for the external recruitment practice, (20.02) for internal recruitment, (45.94) for selection practice, (37.04) for the employee performance. The overall result tells us the respondents recognized or supported the organizational recruitment and selection practices and other independent variables. In addition, on the dependent variable has satisfactory mean vale is recognized by the respondents which determined the performance of the organization. This result also tells us even though the independent variables mean was high it does also have a positive effect on the dependent variable called the employee performance this may come from other factors that affect the employee performance except the internal recruitment.

The correlation coefficient was also calculated to identify the relationship between the independent and dependent variables which is selection practice, internal recruitment practice, external recruitment practice, and the employee performance. Specifically, there is a positive and significant relationship between the variables and also there was a negative relationship between the variable which means insignificant.
For selection practice ($r= .456$, $p= .000$), external recruitment practice ($r= 1$, $p= .000$), internal recruitment practice ($r= .404$, $p= .000$), all variables have a positive or significant relationship with the dependent variables employee performance at $p< 0.01$ in general, all have insignificant relationship with the employee performance.

The regression analysis was done to identify the relationship between the independent variables and dependent variables which means the employee performance. The value of R2 was 0.513 which implies that 51.3% of the proportion of variance in employee performance that could be changes in recruitment and selection, vacancy advertisement, selection test and interview and selection decision practices. This result directly aligns to the first hypothesis which implies that the independent variables had a very strong relationship with the dependent variable which means employee performance.

5.3 Conclusion

The hotel industry is one of the service sectors and has a big effect for the organizational profitability, tourism development and as a whole a nation and worldwide economic relationship. The effectiveness of the service sector mainly depends on talented and knowledgeable workers who are working in the service sector. The hotel industry should have a priority to attract their customers rapidly and to deliver extraordinary service on a daily basis and consistently. The main objective of this research is to study

the effect of selection and recruitment practices on the performance of the employees in the Getfam hotel & Spa. Based on the respondent result, the effect of independent variables which is internal recruitment practice, selection practice, and external recruitment practice on the employee performance. Which implies that when applying the effective recruitment and selection practice the employee performance will be high which means ideally they have a direct relationship between them. When we come to the Getfam hotel& spa context, to improve the employee performance the hotel should work on effective recruitment and selection practice to enhance the employee performance and then the hotel can meet the organizational needs as well as the employees respectively. To conclude that, the Getfam management should be given a first priority for selection and external recruitment practice to attract the best talent from the market and to retain a best talented employees to enhance the employee performance, this might have a great effect for the existence of the organization why because, the real world has a significant competition and a dynamic market nature not only today also even in the near future rather investing on the internal recruitment practice.

5.4 Recommendation

The study found out different results from the collected data and the final analysis. The researcher provides recommendations as follows: -

- Getfam Hotel & Spa should take action like maintaining the organizational policy as a priority to apply effective recruitment and selection practice for enhancing the performance of the employee.
- Employee retention is a basic indication to address a continuing employee performance however; the organization should prioritize retaining the best and talented employees. This might have those employees have a major role to move forward the rest of the organization employees.
- The organization should have a budget for vacancy advertisement. This may create a maximum number of applicants. Even though the labor market has a wide opportunity to attract the desired or the job seekers without the vacancy advertisement the organization cannot create awareness for the applicants.
- The hotel has been giving the induction and orientation process for the newcomers or joining into the organization however, it has its own limitation which means it has no consistency and it's not participatory by different departments only made by the HR office.
- Getfam Hotel & Spa tries to apply the organizational recruitment and selection policy however, they are not giving attention to the internal recruitment this may because of talent employees looking outside and finally employee performance becoming down.
- Getfam should follow the formal policy and procedure of the organization; this might help to attract internal and external candidates to fill the vacant position and also the selection process become fair and transparent.

To conclude, the organization should recognize the existing situation on the recruitment and selection practice and its effect on the employee performance. Simply by following the organizational policy and procedure Getfam Hotel & Spa can increase the employee performance and can meet the organizational common goal.

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Appendix

Addis Ababa University
College of Business and economics
School of Commerce
MA in Human Resource Management

Questionnaire to be filled by the employee of Getfam Hotel & Spa

Dear Respondents;

This questionnaire is designed to collect data on the recruitment and selection practice and in its effect on the performance of the organization. This study is conducted in partial fulfillment of MA in Human Resource Management. I assure you that, all your responses will be kept confidentially and you will not be responsible for the research outcome.

Therefore, your genuine, frank and timely response are quite vital to determine the success of this study. So, I kindly request your contribution in filling the questionnaire honestly and responsibly.

NB: - No need to write your name.

Thank you in advance for your cooperation.

Part- I Personal Data

Instruction: - Encircle the letter of your choice.

1. Gender
   A. Male B. Female
2. Age
   A. Less than 20 B. 21-30 C. 31-40 D. 41-50 E. More than 50

3. Educational Level
   A. Certificate B. Diploma C. Degree D. Masters
4. Work Experience
   A. Less than 5 years B. 6-10 years C. 11-15 Years D. More than 15 Years
5. Job Category
   A. Management position B. Supervision position C. Employee

Part- II General Questions:

Instruction: - Put the [✔] mark in the box provided.

1. The following statement is related to the general recruitment and selection practice in your organization.

Please indicate your level of agreement/ disagreement by ticking in the box based on your exact feeling on the scale below.

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

No.1 External Recruitment

No.1	**Statement on recruitment and selection practice**	**Scale**				
		1	**2**	**3**	**4**	**5**
1.1	Getfam has a clear policy of recruitment and selection					
1.2	Vacant positions usually filled by recruiting external employees					
1.3	Human Resource Department strictly follows the policy and procedure					
1.4	The selection procedure is nondiscriminatory regarding gender, race, political affiliation, favoritism etc.					
1.5	The need for new recruitment always come from Human Resource Planning					
1.6	Getfam performs job analysis (i.e. duties, responsibilities, skills, etc. required for a particular job) and job evaluation before advertising vacancies.					

No. 2 Internal Recruitment

No. 2	**Statement on Vacancy Advertisement**	**Scale**				
		1	**2**	**3**	**4**	**5**
2.1	The vacancy advertisement provides sufficient information about the job					
2.2	The media used for the job vacancy Advertisement is well known and has large coverage					
2.3	The application process for open vacancy is very easy, efficient for candidates					
2.4	There is enough number of application pool from vacancy					

	advertisement					
2.5	The vacancy advertisement has its own consistent format which is applicable to all type of the job vacancies.					

No.3 Selection

No.3	**Selection on selection test & interview**	**Scale**				
		1	**2**	**3**	**4**	**5**
3.1	Selection tests were relevant to the job you have applied at your first employment in Getfam Hotel.					
3.2	The selection test were administered strictly not to create irregularities					
3.3	Selection questions were appropriate to measure the knowledge, skill and abilities that are required for the open position					
3.4	Is there always structured interview to address consistent question for each candidate					
3.5	When you are recruited the type of interview was group interview					
3.6	The interview questions was very interactive during the selection process					
3.7	Was the interview questions relevant for the open position					

No. 4 Selection

No. 4	**Statement on Selection Decision**	**Scale**				
		1	**2**	**3**	**4**	**5**
4.1	Is there always the immediate supervisor of the recruit at the time of selection process					
4.2	The recruiting decision is made always on the average value result of the selection panel members					
4.3	Is there any occurrence selection decision without the recognition of the immediate supervisor					

4.4	Selection was completed on the maximum result of from the candidates					
4.5	Selection was always made through the interviewer.					

No. 5 Performance of Employee

No. 5	**Statement of the employee performance**	**Scale**				
		1	**2**	**3**	**4**	**5**
5.1	The existing recruitment and selection process helps to hire talented employees					
5.2	I feel the applied recruitment and selection process has a major contribution to excel the Getfam performance					
5.3	I agree the Getfam employees are best performers because of hiring on the right track					
5.4	Employees here in the Getfam are getting the right people at the right position at the right time					
5.5	Getfam has committed to apply the recruitment policy and procedure at all times.					
5.6	The HR department is fully authorized for the recruitment and selection process.					
5.7	I believe the organization recruitment and selection commitment has a positive effect on the overall performance					
5.8	Getfam is committed to give equal opportunity for any source of candidates.					
5.9	The organization employee retention is the result of open and clear recruitment and selection process.					
5.10	I am satisfied the performance of the Getfam employees					

1. What are the major challenges that Getfam is facing in relation to recruitment and selection?

   ……
   ……