



**Effect of Recruitment and Selection Practices on Organizational
Performance in the Case of United Bank S.C**

By: Habtannesh Gode

Advisor: Dr. Abraraw Chane

**A THESIS SUBMITTED TO THE PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF ARTS IN HUMAN RESOURCE
MANAGEMENT (MA)**

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

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DECLARATION

I, **Habtamnesh Gode**, hereby declare that this Master Thesis titled “**Effects of Recruitment and Selection Practices on Organizational Performance**” is an original work. I have carried out the present study independently with the guidance and support of the research advisor **Dr. Abraraw Chane**. Any other research or academic sources used here in this study have been duly acknowledged. Moreover, this study has not been submitted for the award of any Degree or Diploma Program in this or any other institution.

Habtamnesh Gode

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Date _____

Confirmation by Advisor: Dr. Abraraw Chane

Signature _____

Date _____

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List of Abbreviations

EEO - Equal Employment Opportunity

HCBP – Human Capital Business Partnering

HR – Human Resources

HRM - Human Resources Management

JD - Job Description

KSA's - Knowledge, Skills and Abilities

OP – Organizational Performance

RBV - Resource Based View

S.C – Share Company

SPSS –Statistical Packages for Social Science

UB – United Bank

Abstract

*Recruitment and selection are essential tools in assisting the human resource managers and the entire company to hire the right people and retain them. The purpose of this study was to investigate the effect of recruitment and selection practices on organizational performance of United Bank S.C. Descriptive survey design was used for the study. Stratified and simple random sampling techniques were engaged to sample 292 participants (employees) and 86 customers of the organization were selected from a target population of 1,855 of and 474,482 respectively. The primary data was collected using standard questionnaires. Descriptive analysis involved the use of frequencies in their absolute and relative forms (percentage) whereas inferential statistics showed the nature and magnitude of relationships established between the recruitment and selection practice (independent variable) and organizational performance (dependent variables) using analysis to make inferences from the data collected to more generalized conditions. Mean and standard deviations were also be used as measures of central tendencies and dispersion respectively. Pearson Correlation were performed in inferential statistics Findings on the study, recruitment practices ($r=.391^{**}$ with $p<0.05$), Selection practices ($r=.546$ with $p<0.001$) have a high degree of positive relationship with organizational performance. These indicate there are slightly little but positive influence on the recruitment processes on the UB performances.*

Key Words: Recruitment Practices, Selection Practices, Organizational Performance, Customer Satisfaction, United Bank S.C.

CHAPTER ONE

Introduction

1.1. Background of the Study

Human resource management is the managerial utilization of the efforts, knowledge, capabilities and committed behaviors which people contribute to an authoritatively coordinated human enterprise as part of an employment exchange or more temporary contractual agreement to carry out work tasks in a way which enables the enterprise to continue into the future. The highly competitive and changing market of today requires quick and effective response. To be highly competitive, managers realizing the success of a business enterprise depends largely on the efficient selection of its human resources.

Recruitment and selection are very important employment processes in organizations. Recruitment is the foundation for selection process. The people who work in organizations come with various qualifications and they exhibit different characteristics. They also have different personality, attitude, ambition, and aptitude. Selecting them to be used in an organization therefore must be done systematically in order to get the best employees who will perform efficiently and effectively.

Recruitment and selection process for the initial evaluation of staff is concerned with identifying and attracting and selecting the right person to meet the needs of the organization of human resources. It is important process for the implementation of organizational performance; the results of the recruitment and selection of appropriate employee help the organization achieving its goals. Better recruitment and selection strategies result in improved organizational outcomes. As an organization is more effective in recruitment and selection, it is more likely to hire and retains the right employees to the organization. In addition, the effectiveness of an organization's selection system can influence bottom-line business outcomes, such as productivity and financial performance. Hence, investing in the development of a comprehensive and valid selection system is money well spent.

Human Resources play a major role in the success of organization. Managing human resource is the primary key to the organizational success. Therefore there is a need to ensure effective

management of human resource management to achieve this goal. The assumption underpinning the practice of human resource management is that people are key resource and organizational performance largely depends on them (Armstrong, 2006 p; 20). While human resources have always been crucial to the success of any organization, they have assumed an increasingly greater importance that is being recognized inside and outside work organization. There is a clear positive link between human resource management practices and organizational performance (Armstrong, 2006 p; 20)

Ethiopia is one of the most under banked countries in the world with one bank branch serving over 82,000 people. At present, the number of governmental and private commercial banks has reached 18 (National Bank Annual Report 2010/2011). United Bank is one of the private banks that was incorporated as a Share Company on 10 September 1998. United Bank is a full service bank that offers its customers a wide range of commercial banking services with a network of 223 Branches and 14 sub-Branches, and a number of additional outlets on the pipeline. The bank constantly struggle with revolutionary trends: accelerating product and technological changes, intense competition, deregulation, demographic changes, and at the same time, they strive to implement trends towards service and information. Due to this turbulent business environment, one of the challenges facing United Bank is the turnover of employees. Businesses have now become knowledge-based where clearly human capital is considered a key resource indispensable to the survival of businesses.

The main focus of this research study is therefore assessing the effect of recruitment and selection practices on organizational performance in United Bank S.C. and it explores the relationship between recruitment and selection practices on organizational performance. The results from this study may assist in the development of an effective recruitment and selection practices for better organizational performance.

1.2. Statement of the Problem

The success of organizations depends on the caliber of the manpower that steers their day to day affairs. When the right person is selected, the productivity of the selected person tends to be high or meet the standard set by the organization. Hence it is the wish of every organization to attract the best human resource in order to channel their collective efforts into excellent performance.

The human resource management is a key ingredient affecting organizational competitiveness and ability to fulfill its mission. Every organization, whether profit or nonprofit making, has got its own mission which it endeavors to achieve during its existence. Therefore the success and failure of an organization in providing the product or service is highly dependent up on effective utilization of human resource. To realize this requirement there should be careful planning through which the organization acquires the right number and type of employee at the right job (Mansfield and Fourie, 2004).

As per the result of different researchers and authors, it is found that recruitment and selection practice has impact on organizational performance. The impact can be on the organization's financial performance, customer satisfaction, organization's productivity, product quality, organizational innovation, and employee's commitment, satisfaction and skill (Armstrong, 2010).

In case of the selected company, these research findings are found to be true through preliminary observation. The company's recruitment and selection practice and its contribution to the company's performance is not clearly understood /studied.

HR practices of the company were not evaluated against different organizational performance indicators. Recruitment and selection practices of the company were not evaluated based on the organizational performance; hence contribution of HRM to the organizations performance is not clearly understood.

Employees are less likely to stay in the company for longer years and move to other companies with better salary scale. This result in turn leads to poor performance of the organization and the organization is also financially challenged to get a replacing employee within the implemented salary scale. United bank policy and strategy are not effectively applied in branches and head office. Recruited and selected employees are not knowledgeable, skillful at the level of the bank standard even if, it is a difficult task for organizations to search, recruit, and select talented people.

The overall process of recruitment and selection is in general slow and has too much paper work. This also aggravated the problem of getting the right person for the required job assignment on

time. The organization is not using cost effective approaches and technologies. This is due to different reasons including less experience in using and implementing technology based solutions. United bank recruitment and selection method don't use electronic recruitment and selection method, so that recruiting staff is a very costly practice. It requires significant amount of financial budget and human capital.

Recruiting staffs earlier than the required time, before a branch office is established, and/or recruiting staffs very late, after branch infrastructure is setup, often happens in the organization's operation. This result financial loss and inefficiency to the overall organizational performance. This directly and indirectly affects the financial performance of the organization. In recent years, there has been increase in the rate of business failure; it was due to low level of organizational performance. To explain the situation, various factors have been looked into including poor recruitment and selection practice in an organization.

The banking sector is seeing a fast change and by nature exhibits intense competition. It has become apparent for the bank that the foremost challenge for management today is the problem of recruitment and selection practices and its effect on organizational performance. Hence the organization's human resource recruitment and selection practice and its effects on the organization performance require research.

Terminating a poorly recruited employee especially at managerial and clerical level is a costly failure to the bank, considering the cost involved in recruitment, selection, training and a lot more. Wrong placements at management and clerical levels can lead to stagnation within the system. This having serious implications on performance of the organization. A poor appointment can negatively effect on customers, team works and organizational effectiveness; and cost a great deal of money. This study therefore concentrates on determine the recruitment and selection practices at United Bank S.C.; and how it affects on organizational performance.

1.3. Research Questions

Based on the problems, the following fundamental research questions have been addressed:

- ↪ How is employee recruitment practiced in United Bank S.C?
- ↪ How is employee selection practiced in United Bank S.C?
- ↪ What is the relationship between recruitment practices and organizational performance?
- ↪ What is the relationship between selection practices and organizational performance?

1.4. Research Objectives

The overall objective of the study is to identify recruitment, selection practices and their effect on organizational performance of the United Bank S.C. In doing so, the study focused on the following specific objectives.

- ↪ To determine the recruitment practices followed by the United Bank S.C.
- ↪ To determine the selection practices followed by the United Bank S.C.
- ↪ To examine the relationship between recruitment practices and organizational performance of the UB.
- ↪ To examine the relationship between selection practices and organizational performance of the UB.

1.5. Statement of Hypotheses

The research hypotheses are:

H0: Recruitment practices have no significant effect on organizational performance.

H1; Recruitment practices have significant effect on organizational performance.

H0: Selection practices have no significant effect on organizational performance.

H2; Selection practices have significant effect on organizational performance.

1.6. Significance of the study

The research outcome will help different stakeholders including:

- ↪ To the human resource managers of organizations, it would help them to know how to attract qualified and suitable applicants to apply for job openings in the bank.
- ↪ The study would also benefit employees because, selection process when appropriately adhered to ensures selection of qualified and suitable candidates.

↳ The study would also be relevant to future researchers as it will serve as a guide and reference material for further studies.

1.7. Scope of the Study

The study has been delimited geographically, conceptually and methodically. Despite the importance of, including all governmental and private financial institutions; resource limitation coupled with large population size forced the study to focus on one of the largest private commercial banks in the country namely the United Bank S.C. in Addis Ababa. There are a number of organizational factors that are determined by recruitment and selection practices of the organization. These included organization's financial performance, customer satisfaction, organization's productivity, product quality, organizational innovation, and employee's commitment, satisfaction and skill. In this study the researcher focuses only given to financial performance and customer satisfaction of the organization.

1.8. Definition of Terms

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

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

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

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

Organizational Performance is the work related activities expected of an employee and an organization and how well those activities were executed. Organizational performance is concerned with product or service quality, product or service innovation, employee attraction, employee retention, customer satisfaction, management/employee relation and employee relation (Delaney and Huselid, 1996).

Financial Performance reflects the fulfillment of the economic goals of organizations. Typical financial outcomes include sales growth, return on invested capital, and return on assets (Boselie et al., 2005).

Customer Satisfaction is the degree of satisfaction provided by the goods or services of a company as measured by the number of repeat customers (Chang et al., 2011).

1.9. Organization of the Study

The study is structured in five chapters. The first chapter covers background of the study, statement of the problem with, basic research questions, research objective, significance of the study, scope of the study, definition of terms and organization of the study. The second chapter presented the review of different HRM and other related books and publication on recruitment, selection and organization performance. On this part, relevant theories and views has been incorporated to serve as a benchmark for the research. The third chapter deals with the research design and methodology, data collection tools and the method of analysis discussion. The fourth chapter deals with presentation of the data were collected from its sources, its analysis, and findings of the study, discussions and interpretations. Finally the fifth chapter presents summary, conclusion and recommendation.

CHAPTER TWO

Review of Related Literature

In this part of the study, relevant literatures on recruitment and selection practices on organizational performance were reviewed. This chapter includes theoretical review of HRM, definitions of recruitment and selection, followed by concepts and issues of recruitment and selection and organizational performance such as, empirical review from previous related works and finally conceptual framework has been formulated. Furthermore, lessons drawn from literature were forwarded.

2.1 Theoretical Literature Review

2.1.1 Underpinning theories of HRM

The original notion of HRM had a strong theoretical base. Guest (1997) commented that ‘Human resource management appears to lean heavily on theories of commitment and motivation and other ideas derived from the field of organizational behavior.’ A number of other theories, especially the resource-based view, have contributed to the understanding of purpose and meaning of HRM. The paper has been constructed based on Human capital theory, Resource-Based View theory, and Equity theory and to examine the overall recruitment and selection strategies and practices in the United bank S.C

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

Human capital theory underlines that people possess innate abilities, behavior and personal energy and these elements make up the human capital they bring to their work, (Davenport 1999; Armstrong, 2006). It is indeed the knowledge, skills and abilities of individuals that create value. That is why the focus has to be on the means of attracting, retaining and developing the human capital. Armstrong (2010) explains that, individuals generate, retain and use knowledge and skill

(human capital) and create intellectual capital. Their knowledge is further enhanced by the interactions between them (social capital) and generates the institutionalized knowledge which organizations possess (organizational capital). The human capital theory considers people as assets and stresses that the investment in people by organizations will bring worthwhile returns. Armstrong points out clearly that the human capital theory is closely linked to the Resource Based View (RBV) of firms by Barney (1991).

The resource-based view theory: Resource-based theory expressed as ‘the resource based view’ states that competitive advantage is achieved if a firm’s resources are valuable, rare and costly to imitate. According to the Resource Based View, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage (Barney, 2001).

A major part of any firm’s strength or weakness stem from the caliber of the people employed and the quality of their working relationships. Identifying what is most valuable and protecting it with “barriers to imitation” is at the heart of resource base thinking. Catano et al., (2010) stress that, employers must aspire to hire applicants who possess the KSAs required to successfully performing the job most effectively. To them, recruitment, screening and selection procedures should yield the best qualified candidates within the context of agreed-upon equity programs

Equity theory: According to the principles of the equity theory, the best recruitment and selection criteria in the organization is that which portrays the firm as Equal Opportunity Employer. Equity Theory has emphasized on the code of justice which depicts that organizations should organize and practice the best suitable recruiting principles to be an Equal Employment Opportunity (EEO) provider. Straw (1989) identified three levels of equal opportunity policies:

- i) Equal opportunity as equal chance (non discriminatory)
- ii) Equal opportunity as equal access (fair procedures)

2.1.2 Concepts of Recruitment

HRM is the function within an organization that focuses on the recruitment, management, and providing direction for the people who work in the organization for effective and efficient utilization of human resources to achieve organizational objectives (Opatha, 2010). HRM is the human aspect of the organizational management. It is mostly responsible for the attraction, selection, training, assessment, and rewarding of employees for obtaining maximum contribution toward the organizational success. Stone (2005) defined human resource management as the productive use of people in achieving the organization's strategic business objectives and the satisfaction of individual employees. This definition clearly indicates that the organizations' objectives are dependent on their work force productivity.

People are assets on which competitive advantage is built, whether in public or private sector, whether in a corporate world or in world of education. In the words of the latest theory on human resource management, people are an "inimitable" asset. People and their skills is the one thing that competitor organizations cannot imitate. So, HRM and the practices associated with it have become accepted by managers in all forms of organizations as one of the most important strategic levels to ensure continuing success. The most valuable asset of any large organization is high-caliber employees. Finding right people and putting them at right jobs is the most important challenge for any organization. At the stage of Human Resource planning, the human resource requirement is forecasted, keeping in the mind the forecast the function of attracting the best available talent is carried out by an organization. It involves functions like, recruitment, selection, induction etc.

The first step in the staffing process involves human resource planning. Human resource planning begins with a job analysis in which descriptions of all jobs (tasks) and the qualifications needed for each position are developed. A job description is a written statement of what a jobholder does, how it's done, and why it's done. It typically portrays job content, environment, and conditions of employment. The job specification states the minimum acceptable qualifications an incumbent must possess to perform a given job successfully. It identifies the knowledge, skills, and abilities needed to do the job effectively.

2.1.3 Definition of Recruitment

Some people use the term 'recruitment' for employment. Recruitment is only one of the steps in the entire employment process. Some others use the term recruitment for selection. These two terms are not one and the same either. Technically speaking the function of recruitment precedes the selection function and it includes only finding, developing the sources of prospective employees and attracting them to apply for jobs in an organization, whereas the selection is the process of finding out the most suitable candidate to the job out of the candidates attracted. Formal definition of recruitment would give clear cut idea about the function of recruitment. Thus, to start with the definition of recruitment to have a better understanding of the term itself, of course many authors at different times gave different meanings for recruitment.

Recruitment and selection process is based on the levels of recruitment policies, job postings and details, advertising, job application and interviewing process, assessment, decision making, formal selection and training. According to Costello (2006) recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests.

Matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job. Barber (1999) defines Employee recruitment as "practices and activities carried on by an organization for the purpose of identifying and attracting potential employees". Many large corporations have employee recruitment plans that are designed to attract potential employees that are not only capable of filling vacant positions but also add to the organization's culture.

Chabra (1998) defines recruitments as the process of searching the candidates for employment and stimulating them to apply jobs in the organizations. Jovanovich (2004) said recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. For this reason, top performing companies devoted considerable resources and energy to creating high quality selection systems.

Leopold (2002) defined recruiting as a “positive process of generating a pool of candidates by reaching the right audience, suitable to fill the vacancy”, he further stated that once these candidates are identified, the process of selecting appropriate employees for employment can begin through the means of collecting, measuring, and evaluating information about candidates’ qualifications for specified vacant positions.

Recruitment is a continuous process whereby the firm attempts to develop a pool of qualified applicants for the future human resources needs even though specific vacancies do not exist. Usually, the recruitment process starts when a manager initiates an employee requisition for a specific vacancy or an anticipated vacancy. Russo et al. (1995) suggested that professional and efficient recruitment procedures not only shorten vacancy duration but also improve the quality of the applicants hired.

2.1.4 Recruitment Policy

According to (Foot, and Hook, 1996), policy is simply a statement of intent on the part of a company. It outlines the rules everyone is expected to follow and the standards they should achieve. Recruitment policy enables all employees involved in the process to direct their efforts towards achieving the company’s goals. A basic recruitment policy should at the very least include statements about the company’s stance on:

- The overall goal of recruitment
- Equal opportunities

2.1.5 Goals of Recruitment

There are mainly two goals of recruitment

1. Attracting candidates

The first step in attracting candidates is to analyze recruitment strengths and weaknesses. The outcome of this analysis can be used to develop an employee value proposition and employer brand. The general purpose of recruitment according to Gamage (2014) is to provide the organization with a pool of potentially qualified job candidates. The quality of human resource in an organization highly depends on the quality of applicants attracted because organization is going to select employees from those who were attracted. In the same vein, Henry and Temtime

(2009) construed recruitment as the entry point of manpower into an organization and the path an organization must follow from there on in order to make sure that they have attracted the right individuals for their culture and atmosphere so that the overall strategic goals are achieved.

2. To discourage non-qualified Applicants

When recruiting is based upon careful designing of the job description and job specification most of the applicants having irrelevant qualifications are eliminated from the list of potential applicants which makes recruiting process more effective and easier.

2.1.6 Sources of Recruitment

In considering possible sources of recruiting employees, it is easy to assume that these are inevitably external, even when it is possible and feasible to fill job vacancies from within the organization. Nevertheless, the possibility of filling vacancies internally should always be given very careful consideration. To decide the source is appropriate in the circumstances, read through the job description and employee specifications. There are two main sources of recruitment.

2.1.6.1 Internal Sources of Recruitment

Internal source of recruitment means looking for suitable candidates from among the current employee, in an organization. Generally, it applies to those jobs where there is some kind of career structure as in the case of management or administrative staff. The term internal recruitment could also be defined as the practice of choosing amongst current company workers to fill a position that falls vacant over time. Armstrong (2006), proposed that when vacancies exist in the organization, first consideration should be given to employees (internal candidates) who are already working in the organization. These include:

- **Promotion:** It refers to promoting or upgrading an employee who is already existed in the payroll and contributed for organizational performance. It is done by shifting an employee to a higher position with high responsibilities, facilities, status and pay. Usually, many companies fill higher job vacancies by promoting employees who are considered fit for such positions. This is due to fact that it has a great psychological impact over other employees for their motivation towards better performance. Although most often successful, promotions from within have some draw backs as well. The

person's performance on one job may not be a good predictor of performance on another, because different skills may be required on the new job (Mathis, and Jackson, 1997).

- **Transfer:** It is an alternative technique to promotion. Under it, employees are internally recruited through transfer from one work place to another. It means, transfer refers to the process of interchanging the job duties and responsibilities of employees from one place to another or from one department to another. It involves shifting of people from one job to another without any promotion in their position or grade. It is a good source of generating qualified employees from over-staffed departments.
- **Job posting:** is an open invitation to all employees in an organization to apply for the vacant position. It provides an equal opportunity to all employees currently working in the organization. Today it has become a very common practice in many organizations across the world. Under this, vacancy announcement is made through bulletin boards or in lists available to all employees. Interested employees, then apply for the post being advertised. In this way, it has become one of the cost saving techniques of recruitment. A job posting system gives each employee an opportunity to move to a better job within the organization (Mathis, and Jackson, 1997).
- **Job bidding:** the organization may want to some of its current employees to compete with other applicants for some positions and the organization will organize job bidding. Armstrong (2006), proposed that when vacancies exist in the organization, first consideration should be given to employees (internal candidates) who are already working in the organization.
- **Skill inventory:** It is a database that contains information about employee's skills, education, performance evaluation and career preferences.

2.1.6.1.1 Advantages of Internal Recruiting

Internal recruiting is the search for in-house employees who have the abilities and the attitudes to fulfill the requirements needed and to help the organization achieve its objectives (Mahapatra 2010)

- **Recruiting costs:** Since the recruiting machinery is focused on an already existing pool of employees to fill a vacant position, and therefore selection and socializing processes are less time and energy consuming, internal recruiting tends to be less expensive than external recruiting.
- **Motivation:** The prospect of potential promotion or transfers provides a clear sign to the current work force that the organization offers room for advancement. This addresses the employee's need for self-achievement.
- **Familiarity:** The familiarity of the employee has a two-side effect: On the one hand the employee is familiar with the organization's policies, procedures, and customs. At the same time, the organization has established an employment history showing the workers formal and informal skills and abilities.

2.1.6.1.2 Disadvantages of Internal Recruiting

- **Inbreeding:** One drawback of extensive internal recruiting is the reduced likelihood of innovation and new perspectives. A lack of new employees from the outsides leads to a lack of new ideas and approaches.
- **EEO criteria:** A use of the internal pool for the consideration of vacant positions can lead to conflicts with the Equal Employment Opportunity Commission. The organization has to ensure and continuously check its balance of a diverse workforce. This has to relate to the organization's legal, political and geographical environment.
- **More training:** Internal recruiting demands a higher degree of employee training. In order to develop the skills needed to train the current workforce in new processes and technologies, the organization has to provide a more expensive training program.

2.1.6.2 External Sources of Recruitment

This means that the organization attracts applicants from without the organization to send application for posts within the organization. There are many ways of encouraging suitable

external candidates to come forward for final selection. However, before resorting to external recruitment, it is wise to ensure that all possible internal candidates have been given consideration. According to Galanaki (2002), this can be done through nomination by existing employees, where some companies rely on recommendations from their existing staff and occasionally offer incentive schemes for successful introductions. External sources of recruitment include:

- **Advertising:** is advertising the position/Vacant job through Radio, TV and through bulletins, professional Journals and news paper (William, 1993).Advertising has traditionally been the most obvious method of attracting candidates and it is still fairly important, especially at local level and in specialized journals (Armstrong & Taylor, 2014). There are four aims that job advertisement should follow:
 - Generate candidates
 - Attract attention
 - Create and maintain interest and
 - Stimulate action

Generally, if advertising is to be used as a primary method of recruitment, planning and evaluation of the advertising program should be a primary concern of the human resource department.

- **College recruiting:** If an organization is recruiting for managerial, technical or professional applicants, then college and universities are the most important source. Many companies recruit at colleges even when they have very few positions to fill. Reasons for doing this may be recruiting at a prestigious. Colleges may be part of the company is name or the employer may wish to remain a familiar name to potential future employees or customers (Milkovich, and Glueck, 1985).
- **Educational institutions:** Other educational institutions are another common source of recruits. These include high schools, vocational–technical school (Milkovich, and Glueck, 1985).Organizations concerned with recruiting clerical and other entry–level operative employees often depend heavily on high school and vocational school (Mendy, and Noe, 1990).

- **Employment agencies: private and public:** An employment agency is an organization that helps firms to recruit employees and, at the same time, aids individuals in their attempt to locate jobs (Mondy, and Noe, 1990).
- **Professional organizations:** Professional organizations or associations maintain complete bio data of their members and provide the same to various organizations on requisition. They also act as an exchange between their members and recruiting firms in exchanging information, clarifying doubts etc. Organizations find this source more useful to recruit the experienced and professional employees like executives, managers, engineers.
- **Data banks:** The Management can collect the bio-data of the candidates from different sources like Employment Exchange, Educational Training Institutes, Candidates etc. and feed them in the computer. It will become another source and the company can get the particulars as and when it needs to recruit.
- **Casual applicants:** Depending upon the image of the organization, its prompt response, participation of the organization in the local activities, level of unemployment, candidates apply casually for jobs through mail or handover the applications in Personnel Department. This would be a suitable source for temporary and lower level jobs.
- **Similar organizations:** Generally, experienced candidates are available in organizations producing similar products or engaged in similar business. The management can get most suitable candidates from this source. This would be the most effective source for executive positions and for newly established organization or diversified or expended organizations.
- **Labor unions:** This source is used in the construction and shipping industries where it is convenient for the employer and is permitted to labor laws.
- **Walk-INS and write INS:** this is especially prevalent for clerical and service job applicants individuals become applicants by walking in to an organization employment office write-ins are those who send written inquires both groups normally are asked to complete application forms to list their abilities and interests, it is kept in an active file until suitable opening occur or until application are too old to be considered valid (Weather, and Davis, 1993).

- **Online recruitment:** Online or e-recruitment uses the internet to advertise or ‘post’ vacancies, provides information about jobs and the organization and enables e-mail communications to take place between employers and candidates. The latter can apply for jobs online and can e-mail application forms and CVs to employers or agencies. Tests can be completed online. The main types of online recruitment sites are corporate websites, commercial job boards and agency sites.

2.1.7 Recruitment Methods

According to Sims, (2002) A numbers of methods may be used to recruit applicants. To decide which method to use, the organization should know which are most likely to attract potential employees. The recruitment methods refer to the ways of establishing contacts with potential job seekers. According to Dunn and Stephen (1972), those methods can be broadly classified into three categories: Direct, Indirect, and Third party.

2.1.7.1 Direct Methods of Recruitment

The most frequently used direct method is at schools, colleges, educational and training institutes. The representatives of the organization are sent to establish contacts with the prospective candidates. Usually, employer firms work in cooperation with placement bureaus of educational institutions or contact professors directly to gather information about students with outstanding academic records. This method is low-cost and attracts numerous applicants at a short period of time. Other direct methods include establishing exhibits at job fairs, shopping centers and rural areas where unemployed people may be contacted. (Sarma 2008, p; 90-91.)

2.1.7.2 Indirect Methods of Recruitment

Indirect methods include the use of advertisements in newspapers, magazines, various professional journals, on the radio and television and various notice-boards. As it was stated earlier, an advertisement should be brief, catchy and comprehensive to make the potential candidate interested in the vacancy. In addition, a carefully prepared and worded sound advertisement can help in building a good image of an organization. The indirect method is useful when there are no suitable candidates to be promoted within the company; the

organization is aiming at reaching out a vast territory; or a very specific specialist is needed. (Sarma 2008, p; 90-91).

2.1.7.3 Third Party Methods of Recruitment

Third Party Methods include the use of public and private employment agencies, management consultants, trade unions, employee referral, voluntary organizations and various data banks. They are typically used for recruiting candidates for the positions that are difficult to fulfill or for candidates from a specific working field. (Sarma 2008, p; 90-91). The most frequently used third-party methods are public and private employment agencies.

2.1.8 An Overview of Selection

According to Armstrong, (2010), Selection is that part of the recruitment process concerned with deciding which applicants or candidates should be appointed to jobs. Selection is the process of making the choice of the most suitable applicant from the pool of applicants recruited to fill the relevant job vacancy (Opatha, 2010). Selection is the process by which specific instruments are engaged to choose from the pool of individuals most suitable for the job available (Ofori & Aryeetey, 2011). Selection involves the use of one or more methods to assess applicant's suitability in order to make the correct selection decision and can be alternatively seen as a process of rejection as it rejects a number of applicants and select only a few applicants to fill the vacancy. Thus, selection function may be a negative function rather than a positive function (Gamage, 2014).

According to Gamage (2014) the objectives of selection function are to get the right person to the right job, establish and maintain a good image as a good employer, and maintain the selection process as cost effective as possible. Selection is an extremely important aspect to consider for businesses due to a number of reasons. Often the performance of businesses relates directly to the people working within it, meaning the right people need to be hired to ensure organizational success (Henry & Temtime, 2009).

Selection is the process by which managers choose from a pool of applicants the person or persons who are most likely to meet the criteria of the job opening given the external and

organizational conditions (Ibid). “Organization have always been concerned with attracting and selecting the right types of employees” Briber. By engaging in a continuous recruiting and selection process for both present and future job openings an organization should be in a better position to locate and employ the type of talent that best meet its requirements.

2.1.9 Selection Criteria

Reasonable criteria for the choice must be set prior to selection. If a selection program is to be successful, the employee characteristics believed necessary for effective performance on the job should be stated explicitly in the job specification. The criteria usually can be summarized in several categories: Formal education, experience, physical characteristics and personal characteristics (Ivancevich and Glueck, 1989).The criteria for selection are affected by the nature of the employee, the task and the supervisor employee attitudes and preferences, abilities and altitudes required will vary with the task.

- 1. Formal education:** An employer selecting from a pool of job applicants wants to find the person who has the right abilities and attitudes to be successful. Most employees attempt to serene for abilities by specifying educational accomplishments. Employers tend to specify as a criterion a specific amount (in years) of formal education and types of education (Ivancevich and Glueck, 1989).
 - Formal education can indicate ability or skills present
 - Most employers’ attempt to screen for abilities by specifying educational accomplishment.
 - The educational criteria must be validated against job performance.
- 2. Experience:** One way to measure experience within the organization is to provide each employee with a seniority rating, which indicates the length of time he or she has been employed in the organization. Employs often equate experience with ability, as well as with attitude, reasoning that a prospect who has performed the job before and is applying for a similar job likes the works and will do it well (Ivancevich, and Glueck, 1989).
- 3. Physical characteristics:** There are some tasks that require certain physical characteristics, usually stamina and strength, which can be tested. Candidates cannot legally be screened but by arbitrary height, weight and similar requirements.
- 4. Personal characteristics:** It catches all categories, including

- Marital status: some prefer stable married people it leads to lower turnover and higher performance. Some prefer divorced or single persons. They are willing to be transferred or to work weekends.
- Discrimination in selection based on marital status is illegal in some places, and unless an organization has data to support the relation of this criterion to performance, it makes sense
- Any age criteria should be examined by saying how it relates to present successful employees.

Generally, this category is extremely difficult factor to measure and consequently it is seldom used as a formal factor.

2.1.10 The Reliability and Validity of Selection Criteria

Any criteria used for selection, should be reliable valid.

- **Reliability:** Refers to a selection technique's freedom from systematic errors of measurement or its consistency under different conditions it is internally referenced. Reliability can be determined by correlating scores from two alternate forms of a selection device (for example, test or interview) if the scores are the same or similar, the test is said to yield reliable scores.
- **Validity:** refers to the extent to which a score or measure is an accurate predictor success. It is externally referenced. Validity also measure how well scores relate to some other measure of behavior, such as job performance. There are various types of validity that the personnel/human resources management specialist should be familiar with. They include:
 - Content
 - Construct and
 - Criterion

All the researchers (Flippo, 1984; Rao and Rao, 1990; Cole, 2002; DeCenzo and Robbins, 2003) agreed that there is no standard recruitment process that can be followed by all the organizations' in all the areas. But organizations may follow different recruitment techniques or processes depending upon the size of the company, nature of the business, kind and number of persons to

be employed, government regulations to be followed and the philosophy of the personnel management.

2.1.11 Importance of Recruitment and Selection

Recruitment and selection has become increasingly important as one way of delivering behaviors seen as necessary to support organizational strategies (Iles, 2001). According to Kilibarda and Fonda (1997), good recruitment and selection practices can minimize the risks of failing to achieve the business strategy and of incurring need less costs as: Business and organizational strategies can be jeopardized if the people who are appointed are not capable of contributing effectively, if appointments are not timely, or if no appointment is made. Unnecessary expense can arise due to costs of training and replacements since poor recruits may perform badly and/or leave their employment. Remedial costs and inefficiency in the recruitment process itself also contribute to increased costs. Effective recruitment and selection can also provide significant improvements in productivity and employee morale (Farnham and Pimlott, 1995) and allow organizations to build a workforce of more able employees who collectively provide a superior product or service (Robertson, et al., 1996). The profitability and even the survival of an enterprise usually depend upon the caliber of the workforce and it has been argued that the costs of ineffectual commercial viability can often be attributed to decades of ineffective recruitment and selection methods (Terpstra, 1996).

2.1.12 The Recruitment and Selection Process

Recruitment can be regarded as the process of attracting candidates in sufficient numbers and with appropriate skill-sets and encouraging them to apply for vacancies within the organization (Byars and Rue 1987; Cascio 1998; Carrell et al. 1999). Odiorne (1984) indicated that the quality of new recruits depends upon an organization's recruitment practice, and that the relative effectiveness of the selection phase is inherently dependent upon the caliber of candidates attracted.

Smith et al. (1989) argued that when the effective recruitment phase is performed, the definite assortment procedure becomes less important. When an organization hires to fill existing vacancies, the decision in the first stage of this process includes the detailed analysis done by the

human resource management through different evaluations and looking at different technical and administrative skills. This may have been through the planning process of human resources especially in recruitment which is relatively common occurrence. According to Armstrong (2012), there are ten stages of recruitment and selection processes are:

1. **Defining requirements:** The number and categories of people required may be set out in formal workforce plans from which are derived detailed recruitment plans. Requirements are set out in the form of role profiles and person specifications. These provide the information required to post vacancies on the company's website or the internet, draft advertisements, brief agencies or recruitment consultants and assess candidates by means of interviews and selection tests.
2. **Attracting candidates:** reviewing and evaluating alternative sources of applicants, inside and outside the company: advertising, e-recruiting, agencies and consultants. The following steps are required when planning how to attract candidates:
 - Analyze recruitment strengths and weaknesses – the outcome of this analysis can be used to develop an employee value proposition and employer brand.
 - Analyze the requirement: what sort of person is needed.
 - Identify potential sources of candidates.
3. **Sifting applications:** If recruitment agencies or consultants are used they will deliver their client a shortlist of candidates for interview. If not, the organization has to sift the applications itself. This means examining the information supplied by applicants, sorting them and drawing up a shortlist of applicants to be interviewed.
4. **Interviewing:** The interview is the most familiar method of selection. The aim is to elicit information about candidates that will enable a prediction to be made about how well they will do the job and thus lead to a selection decision. An interview involves face-to-face discussion. When it is an individual rather than a panel interview, it provides the best opportunity for the establishment of close contact – rapport – between the interviewer and the candidate, thus facilitating the acquisition of the required information about the candidate's suitability and how well he or she would fit into the organization. There are a number of general types of employment interviews.

- I) **Structured interview:** this type of interview allows an interviewer to prepare job related questions in advance and then complete a standardized interview evaluation form (Mathis and Jackson, 1997)
- II) **Semi structured interview:** only the major questions to be asked are prepared in advance though the interviewer may also prepare some probing question in areas of inquiry.
- III) **Unstructured interview:** This involves little preparation the interviewer prepares a list of possible topics to be incurred and sometimes does not even does that (ibid).
5. **Testing:** Selection tests are used to provide valid and reliable evidence of levels of abilities, intelligence, personality characteristics, aptitudes and attainments. Psychological or psychometric tests assess intelligence or personality. They use systematic and standardized procedures to measure differences in individual characteristics, thus enabling selectors to gain a greater understanding of candidates to help in predicting the extent to which they will be successful in a job. Psychological tests are measuring instruments, which is why they are often referred to as psychometric tests: ‘psychometric’ means mental measurement. A good test has the following characteristics (Armstrong, 1988).
- It is a sensitive measuring instrument which determines well between subjects.
 - It has been standardized on a representative and sizable sample of the population for which it is intended so that individuals score can be interpreted in relation to that of others.
 - It is reliable always measure the same thing
 - It is valid in the sense that it measures the characteristics which the test is intended to measure.
6. **Assessing candidates :**Assessment centers assemble a group of candidates and use a range of assessment techniques over a concentrated period (one or two days) with the aim of providing a more comprehensive and balanced view of the suitability of individual members of the group.
7. **Obtaining references:** As part of the selection process applicants are required to submit references or recommendation letters (Ivancevich, 2004).It is conducted in order to verify basic information about the applicant’s qualifications.

- It involves contacting individuals who are listed as references to the applicants.
 - Contain factual check on information provided by candidates and as a character reference
8. **Checking applications:** It is a sad fact that applicants all too often misinform their prospective employers about their education, qualifications and employment record. It is always advisable to check with universities, professional institutes and previous employers that the facts given by applicants are correct.
 9. **Offering employment:** The final stage in the selection procedure is to confirm the offer of employment after satisfactory references have been obtained, and the applicant has passed the medical examination required for pension and life assurance purposes or because a certain standard of physical fitness is required for the work. The contract of employment should also be prepared at this stage.
 10. **Following up:** It is essential to follow up newly engaged employees to ensure that they have settled in and to check on how well they are doing. If there are any problems it is much better to identify them at an early stage rather than allowing them to fester. Following up is also important as a means of checking on the selection procedure. If by any chance a mistake has been made, it is useful to find out how it happened so that the procedure can be improved

2.1.13 Organizational Performance

All organizations are under an obligation to their stakeholders to perform well. To do this they depend on the quality, dedication, enthusiasm, expertise and skill of the people working in them at all levels. The message of the resource-based view is that HRM delivers added value and helps to achieve sustainable competitive advantage through the strategic development of the organizations. Organizational performance (OP) is an indicator which measures how well an enterprise achieves their objectives (Hamon, 2003). OP encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share, etc.); and shareholder return (total shareholder return, economic value added, etc.). Organizational performance is concerned with product or service quality, product or service innovation, employee attraction, employee retention, customer satisfaction, management/employee relation and employee relation (Delaney and Huselid, 1996).

Financial and market performance data is of an objective nature, and can in many instances be easily obtained even when the number of organizations under investigation is big. This type of performance is also the most frequent type of performance found in the HRM-performance literature (Boselie et al., 2005). However, there is also a more subjective side to the financial and market performance data in the research field of HRM and performance – that is perceived organizational performance, which is often utilized in those instances when objective data is difficult obtain. Specific examples of financial and market performance are return on assets, return on equity, revenue, market share, and market value.

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

Customer satisfaction is the degree of satisfaction provided by the goods or services of a company as measured by the number of repeat customers. It is extremely important for a business firm as they decide the fate of the business. If a company fails to satisfy their existing customers there are many other firms who would like the opportunity to win the business. The external customer satisfaction heavily depends on the satisfaction of internal customers, i.e., employees of the business firm. Therefore, employees' job satisfaction is a crucial determinant of external customer satisfaction that has a lot to do with HRM to enhance internal customer satisfaction (Chang et al., 2011).

2.2 Empirical Literature Review

In this section empirical evidence supporting the recruitment and selection practices on organizational performance has been presented. However, only few studies are undertaken, of which most of them are not on the banking industry. Much research has been carried out showing that good HRM practice and firm performance are correlated; notable examples in the UK are Guest et al (2000), Patterson et al (1997), Purcell et al (2003), Thompson (2002) and West et al

(2002). Many empirical studies were carried out and found recruitment and selection as strong predictor of OP.

Pfeffer (1998) in seven practices of successful organizations research indicates that, selective hiring is positively related to OP.

Emelia Ohene Afriyie (2013) studied effect of recruitment and selection practices on the performance of small and medium Hotels of Osu Klottey sub-Metropolitan assembly of greater Accra, the researcher employed 200 questionnaire were distributed, interview and conversational schedule for the study. He was found out that the relationships between the hotels' performance and the recruitment and selection practices were statistically significant at alpha (α) = 0.05. These indicate there are positive influences or impact of the recruitment procedures and the selection processes on the hotels' performances.

Alsughayir (2014) in Asian context, specifically in Saudi Arabian organizations with 270 samples got 92.9% respond rate, SEM techniques were used in the data analysis, the result found recruitment and selection positively significant to OP.

Beh and Loo (2013) in Asian context, specifically in Malaysian insurance companies 312 samples were used in SPSS tool for multiple regression analysis considered in testing the relationship between recruitment and selection and OP, result confirmed that recruitment and selection positively related to OP.

Similarly, the study conducted by Chand (2010) in Indian hotel a quantitative approach with total of 439 samples using SPSS technique, result of the study revealed that recruitment and selection were found positively related to performance.

Several individual staffing practices have been found to be positively associated with various measures of firm performance. For example, a study by David Terpstra and Elizabeth Rozell, A composite selection index was developed for all of these techniques Terpstra and Rozell surveyed over 200 firms in order to determine the relationship between these selection techniques and the following measures of firm performance: annual profit, growth in profit over

a five-year period, growth in annual average sales over a five-year period, and a composite or overall performance measure. The study did not use actual accounting data but instead asked respondents to report profit, profit growth, and sales growth in terms of percentage ranges. Nonetheless, these measures correlated highly with accounting data obtained for a subsample of over 60 of the firms in the survey. The results of the study provide strong evidence that these selection tools can have a positive impact on firm performance

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

2.3 Conceptual Framework

Based on the literature review, a conceptual framework which is assumed to be fit for organization has been developed. For the purpose of this study, recruitment and selection practices fit for organizational performance: customer satisfaction had been taken into consideration. The conceptual framework is proposed to explain the relationship between HRM practices and firm performance, in United Bank S.C through a direct relationship will present in the following model.

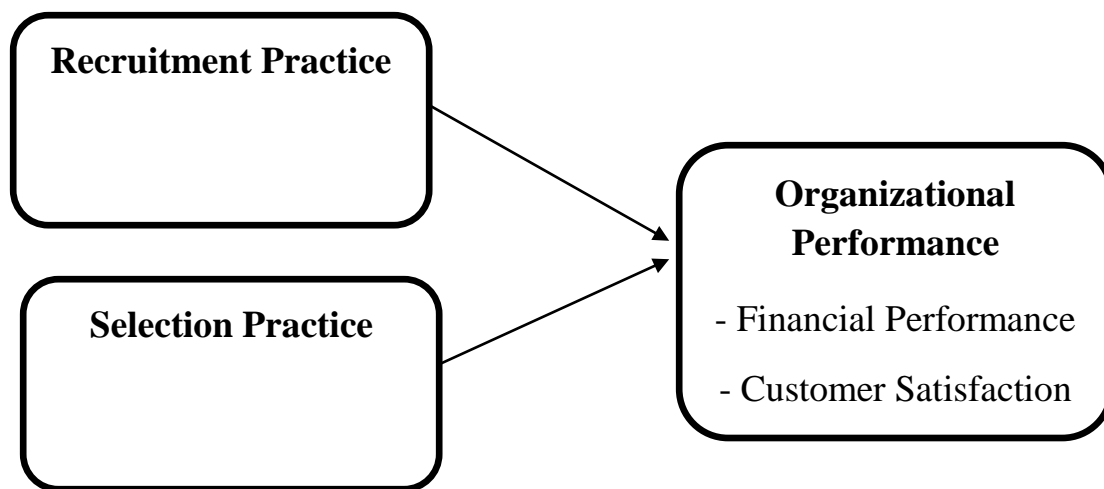


Figure 2:1 Research Framework: *Effect of Recruitment and Selection Practices on Organizational Performance Modified from Paauwe, 2004 & Armstrong, 2014*

CHAPTER THREE

Research Methodology

The purpose of this chapter is to come out with the various processes involved to address the research questions raised in the statement of the problem and it deals about research design, target population, sample size and sampling technique, data source and instrument of data collection, method of data collection and data analysis method, validity, reliability and ethical issue.

3.1 Research Approach and Design

As Singh (2006) suggested, descriptive way of research method is appropriate when objective is fact finding and to describe facts and events happened in the previous time. According to Bowerman and O'Connell (2003), the research method employed is determined by the research topic. The research is based on the effect of recruitment and selection on organizational performance. The researcher has decided to follow a descriptive type of research method with both a qualitative and quantitative research approaches to achieve a higher quality in the research results. The study is based on the use of questionnaire and interview. These approaches were used because they were satisfactory tools for collecting data for the sample population to investigate the research topic.

3.2 Target Population

The target population for this study is the employees from the various departments, branches of United Bank and the customer. The target population for this study was found in Addis Ababa. The total population of the study are 1,855 permanent employees of clerical and managerial staff and also the total population UB customers of the bank found in Addis Ababa city which is 474,482 (HR & IT report December, 2018). So though, incorporating all employees' and customer idea on the analysis would have been better for conclusion and generalization, economically and operationally it would be very difficult to contact all employees and customers in the research. Therefore, taking a respective sample of the population of the employees' and customers has found to be feasible.

3.3 Sample Size

The researcher has tried to calculate the sample size after determining the target population. Out of the total 124 branches in Addis Ababa, Head office & 11 branches were selected based on the researcher's convenience and proximity to make data collection process easier. Then from each branches sample employees and managers are selected with stratified random sampling method. Therefore, by using Yamane (1967, p; 886), sample size calculation formula, the researcher has determined the total sample size is 329 with an assumption of 95% level of confidence and 5% margin of error and for respective divisions proportionally. As shown in the table below, the number of employees selected from each branches is calculated with the following formula.

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

Where n is the sample size, N is the population size, and e is the level of precision. With the level of precision e= 5% and N= 1,855

$$n = \frac{1,855}{1+1,855(5\%)^2}$$

$$n = \underline{\underline{329}}$$

Table 3.1 Sample Size Distributions

S.No.	Departments/ Branches	No. of Managers	No. of Clerical Employees	Total No. of Employees	Sample Size of All Employees
1.	Head Office	40	264	304	173
2.	Beklo Bet Br.	2	25	27	25
3.	Medhanit Br.	2	9	11	11
4.	Gofa Matoria Br.	2	11	13	13
5.	Hiber Br.	2	11	13	13
6.	Meskel Flower Br.	2	11	13	13
7.	Ayer Tena Br.	2	17	19	18
8.	Stadium Br.	2	9	11	11
9.	Legehar Br.	2	17	19	18
10.	Arat Kilo Br.	2	12	14	13
11.	Addisu Gebeya Br.	2	13	15	14
12.	Sefere Selam Br.	2	6	8	7
	Total	62	405	467	329

Source: UB HR Report

Based on the above formula out of 329 sample size of all employees 53 samples are branch managers & department managers and the remaining 276 samples are clerical staff.

Customer Sampling

Regarding sampling of United Bank customers, out of the total 474,482 customers of Addis Ababa, we will try to reach all customers that were served in the above branches during the data collection period of this research.

Customers of the bank are considered in the research. Questionnaires were distributed to customers to study their satisfaction in the service provided by the bank and its staff. Questionnaires were distributed through each branch that was sampled in the study. Customers that are coming to these branches during the data collection period are only being considered in the study. Hence the method that we used for sampling customers is relying more on a non-statistical sampling method, convenience sampling method.

3.4 Data Sources

To make the study more fruitful, the researcher used primary source of data. Primary data was collected by distribution of questionnaire to randomly selected clerical employees, managers, and customers of the bank.

3.5 Data Collection Instruments

For this research the researcher collected data through questionnaire. Questionnaires are developed for clerical employees, branch managers, human resource manager & department managers. The questionnaire is designed to have close-end questions. Close-ended questions are like single-select questions and five-point Likert scale ranging from 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree. The appropriateness of the Likert scale to measure sensitivity of individuals on issues or level of their agreement to a given situation in social science studies is recommended by different authors including Kothari (2004).

Interview was also used to collect more information about the recruitment and selection practice of the organization. Interview was conducted with a manager of the human capital department of the selected organization.

3.6 Data Analysis Method

The researcher collected data through the above instruments by using quantitative and qualitative data analysis methods. Quantitative data analysis techniques employed. The SPSS statistical package version 20 is used to analyze the data gathered using the questionnaires quantitatively. The study used descriptive statistics and Pearson's correlation analysis. Descriptive statistic helps to describe the general level of agreement of respondents. It reveals the conformity of respondents' response. Representations like tables and graphs are used to ensure easy and quick interpretation of data. Data from the completed questionnaire was checked for consistency. The items are grouped based on the responses given by the respondents and are coded for easy usage of the SPSS.

Descriptive Analysis: Descriptive Statistics allows the researcher to give explanation of different pieces of data with a few indices. Descriptive statistics such as standard Deviation and means were obtained for the independent and dependent variables.

Correlation Analysis: Correlation is a statistical technique that tests the “Interdependency” of the variables. It can tell the correlation among variables but it does not tell which relation is stronger

3.7 Validity and Reliability

Validity represents the extent to which an instrument measures what it supposes to measure (Dawson, 2002). Before applying statistical tools, testing of the reliability of the scale is very much important as it shows the extent to which a scale produces consistent result if measurements were made repeatedly. This is done by determining the association in between scores obtained from different administrations of the scales. If the association is high, the scale yields consistent result, thus is reliable. Cronbach's alpha is most widely used method. It may be mentioned that its value varies from 0 to 1 but satisfactory value is required to be more than 0.6 for the scale to be reliable (Malhotra, 2002; Cronbach, 1951). Construct validity of measures was determined for the validation of an instrument. For accurate relationship, among variable construct validity of measures is incredibly essential and it relies on the aptitude of the researcher to appropriately measure the variables.

Reliability is the property of consistency of a measurement that gives the same result on different occasions. To measure the reliability of the constructs the researcher conducts internal consistency reliability using Cronbach alpha. Internal consistency reliability is a measure of consistency between different items of the same construct. The Cronbach alpha coefficient of the factors is displayed in the following table. The result shows that there is high internal consistency among the variables, so the dimensions are sufficient to measure the constructs

Table 3.2 Reliability Statistics

Results of Reliability Statistics

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
Recruitment Practices	.819	.820	7
Selection Practices	.791	.796	4
Organizational Performance	.946	.948	32
Total			43

Source: SPSS Output

3.8 Ethical Consideration

The researcher has obtained the consent of the organization for the study in such a way that it considers ethical responsibility. Consent involves three elements: capacity, information, and voluntariness. All the three elements must be satisfied for consent to be given. Ethical responsibility include, providing information about the study for respondents, also the study provided anonymity, means the information from the respondents will be confidential and will not used for any personal interest. In general special attention will be given to obtaining the consent of all the participants of this study i.e. capacity, information & voluntariness.

CHAPTER FOUR

Data Presentation and Analysis

This chapter deals with presentation, analysis and interpretation of the data which has been obtained through questionnaire and interview. The main issues covered are demographics of the respondents such as employees and customers of the bank. Data is presented in terms of tables, charts and correlations to address the objectives of the study.

4.1 Response Rate

The data for this study was collected in the month of April 2019, using survey questionnaire to the identified 329 respondents within UB employee's of the bank out of which 292 questionnaires were successfully completed and returned to the researcher. Out of 53 management level employees totaling 46 have filled in the survey questionnaires. Out of the total 276 clerical staff from various departments and branches, only 246 filled in a questionnaire which makes the response rate to be 89%. According to Mugenda and Mugenda (2003), a response rate of over 50% is recommended.

Customers of the UB are considered in the research questionnaire where distributed to customers that are coming to the sample branches during the data collection period which is 86 respondents have filled in the survey questionnaire. Moreover; an interview is made with Human Capital and Business Partnering Manager.

4.2 Demographic Characteristics of Respondents

The first part of the questionnaire consists of six items about demographic information of the respondents. It covers the personal data of respondents such as: gender, age, educational level, service year, departments/branches and current job position.

Table 4.2.1 Demographic Characteristics of Respondents

Item	Categories	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	174	59.6	59.6	59.6
	Female	118	40.4	40.4	100.0
	Total	292	100.0	100.0	
Age	18-30	108	37.0	37.0	37.0
	31-40	167	57.2	57.2	94.2
	41-50	17	5.8	5.8	100.0
	51-60	-	-	-	
	61 & Above	-	-	-	
	Total	292	100.0	100.0	
Educational Level	Certificate	5	1.7	1.7	1.7
	Diploma	26	8.9	8.9	10.6
	First Degree	195	66.8	66.8	77.4
	Second Degree	66	22.6	22.6	100.0
	PHD	-	-	-	
	Total	292	100.0	100.0	
Service Year	0-5 yrs	129	44.2	44.2	44.2
	6-10 yrs	106	36.3	36.3	80.5
	11-15 yrs	44	15.1	15.1	95.5
	16-20 yrs	13	4.5	4.5	100.0
	Total	292	100.0	100.0	
Department s/Branches	Head Office	163	55.8	55.8	55.8
	Branches	129	44.2	44.2	100.0
	Total	292	100.0	100.0	
Level/Strata	Managerial	46	15.8	15.8	15.8
	Clerical	246	84.2	84.2	100.0
	Total	292	100.0	100.0	

Source: Survey Result, 2019

Table 4.2.1 the first item presents data on gender of respondents, the figure shows that the male respondents formed the majority of the target population with a total of 59.6% while 40.4% of the respondents were females. A higher male population indicates that gender mainstreaming initiatives at the bank need to be enhanced in the sampled areas.

Table 4.2.1 the second item represents the age group of the respondents, out of the total respondents 37% of the respondents are with age 18-30; 57.42% of the respondents are found between the age 31-40 and 5.8% of the respondents are found between the age of 41-50 years old. The sample population is largely dominated by the age group of 31-40, this indicates that most employees are young and need better payment and good working condition. This shows that the potential to make difference exists in the company. The company must plan to make optimum utilization of this relatively young work force. At this point, what is important to take notice of is that the bank can be beneficial by having young staffs that are well motivated and capable.

The third item represents educational status of participants, 1.7% of the respondents are certificate holders, 8.9% are diploma holders, 66.8% are first degree holders and 22.6% of employees are second degree holders. Thus, it can be concluded that most of the respondents participated in the study were first degree holder. This shows that the respondents are well educated.

The fourth item represents service year of the respondents, 44.2% of respondents served the bank less than or equal to 5 years, 36.3% served the bank 6-10 years, 15.1% indicate 11-15 years and 4.5% served above 15 years. As it's shown in the table most employees have worked on their bank for a short period of time which is only between 0-5 years. This entails that most employees have few years of work experience in the bank, also this shows that the bank don't have a strong retention strategy.

The fifth item represents departments/branches of the respondents, 55.8% of employees are head office staff and 44.2% employees are branch staff. This can be implied in that most of the bank employees are represented in the head office category.

The six item represents level/strata of the respondents, 15.8% of the respondents are managerial level and while 84.2% are clerical levels. This can be implied that most of the bank employees represented in the clerical category.

4.3 Main Research Questionnaires

4.3.1 Means of Vacancy Announcement

Table 4.3.1 Means of Vacancy Announcement of Respondents

How did you hear about the vacancy of your current position in United Bank?	Frequency	Percent	Valid Percent	Cumulative Percent
Newspaper	179	61.3	61.3	61.3
Website, Jobsites	37	12.7	12.7	74.0
Searching for possibilities	3	1.0	1.0	75.0
Internal Boards	52	17.8	17.8	92.8
Through friends	21	7.2	7.2	100.0
Total	292	100.0	100.0	

Source: Survey Result, 2019

As indicate in the above table 4.3.1. 61.3% of the respondent that they get information through newspaper, 12.7% replied that they got vacancy announcement through website, jobsites, 1% replied through searching for possibilities, 17.8 % replied through internal boards and 7.2% replied that through friends. This implies that the majority of the respondents said that newspaper is widely adopted system to get vacancy information. In addition, it is discussed in part of interview with manager, Human Capital and Business Partnering (HCBP), the company uses newspaper to recruit external applicants and internal boards and company portal site for internal employees to recruit the employees if they meet the required criteria. But, according to Taylor, 2000, there is no one best approaches, as, on the appointments pages, best really mean distinctive. The vacancy announcement used in the recruitment exercise conveys images of the organization, its services and its overall philosophy. That is, it sends our messages to potential employees, clients, partners and shareholders.

4.3.2 Evaluation Process

Table 4.3.2 Evaluation Process of Respondents

Which evaluation process do you pass through?	Frequency	Percent	Valid Percent	Cumulative Percent
Paper based application (CV)	16	5.5	5.5	5.5
1st level Interview	230	78.8	78.8	84.2
2nd level Interview	19	6.5	6.5	90.8
Paper Examination	27	9.2	9.2	100.0
Total	292	100.0	100.0	

Source: Survey Result, 2019

As shown in the above table 4.3.2, 5.5% among the sample staffs responded that they pass through paper based applications (CV), 78.8% replied that they pass 1st level interview, 6.5% replied that they passes 2nd level interview, and only 9.2% passes on paper examination. This implies that the company uses CV, interview and performance test to attract employees and evaluate the applicants.

4.3.3 Dissatisfaction of Evaluation Process

Table 4.3.3 Dissatisfaction of Evaluation Process of Respondents

At which evaluation process were you not happy?	Frequency	Percent	Valid Percent	Cumulative Percent
CV	104	35.6	35.6	35.6
Interview	114	39.0	39.0	74.7
Paper Examination	74	25.3	25.3	100.0
Total	292	100.0	100.0	

Source: Survey Result, 2019

As shown the above table 4.3.3, 35.6% of respondent's claimed that there were dissatisfied with CV process, 39% were interview and 25.3% replied there were not satisfied on paper examination. According to the Manager HCBP, there are two type of examination administered written examination and partial or performance examination. For new applicants, written examination and interview is administered and if the applicants are fresh graduates, CGPA is considers.

4.3.4 Condition of Written Test

Table 4.3.4 Condition of Written Test of Respondents

During written test do you think all the necessary conditions such as: enough time, good environment and clear questions are fulfilled?				
Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	189	64.7	64.7	64.7
No	103	35.3	35.3	100.0
Total	292	100.0	100.0	

Source: Survey Result, 2019

As shown in the above table 4.3.4, 64.7% of the respondent said that the necessary conditions are fulfilled and the remaining 35.3% of the respondent replied that necessary conditions are not fulfilled. Testing is an important stage of the selection process. If tests are properly conducted, they can reduce the selection cost by reducing the large number of applicants to manageable levels. Different test are administered to determine the stability of candidate different position.

4.3.5 Sources of Recruitment

Table 4.3.5 Source of Recruitment of Respondents

How did you get this position?	Frequency	Percent	Valid Percent	Cumulative Percent
External Vacancy	114	39.0	39.0	39.0
Promotion	140	47.9	47.9	87.0
Transfer	9	3.1	3.1	90.1
Competition	22	7.5	7.5	97.6
Placement	7	2.4	2.4	100.0
Total	292	100.0	100.0	

Source: Survey Result, 2019

Table 4.3.5, displays that 39% among employees responded that they assumed current position through external vacancy, 47.9% through promotion, 3.1% through transfer, 7.5% through competition, and 2.4% indicated that they assumed the position on placement base. From this what we can understand is that the company hires employees on competitive base.

4.4 Data Analysis of Recruitment Practices, Selection Practices and Organizational Performance

4.4.1 Recruitment Practices

The study sought to establish the effect of recruitment and selection practices on organizational performance. To this end, respondents were asked to indicate their level of agreement on the effectiveness of the pertinent recruitment and selection practices in relation to their organization, posed on a five-point Likert scale, where, 1= Strongly disagree; 2= Disagree; 3= Neutral; 4 = Agree; 5= Strongly agree. In this case, the scores for the purpose of interpretation the translation of level ranking is analyzed based on the following criteria. Based on the approach designed by Best, 1977; Agreement level 1.00-1.80 means strongly disagree, Agreement level 1.81-2.60 means disagree, Agreement level 2.61-3.40 means neutral, Agreement level 3.41-4.20 means agree and Agreement level 4.21-5.0 means strongly agree.

Table 4.4.1 Recruitment Practices of Respondents

Questions	Valid	Frequency	Percent	Valid Percent	Cumulative Percent
United bank has a formal written policy to guide the overall recruitment and selection functions	Strongly Disagree	19	6.5	6.5	6.5
	Disagree	21	7.2	7.2	13.7
	Neutral	53	18.2	18.2	31.8
	Agree	140	47.9	47.9	79.8
	Strongly Agree	59	20.2	20.2	100.0
	Total	292	100.0	100.0	
Jobs and vacancies are always made open to general public in the bank	Strongly Disagree	18	6.2	6.2	6.2
	Disagree	21	7.2	7.2	13.4
	Neutral	29	9.9	9.9	23.3
	Agree	139	47.6	47.6	70.9
	Strongly Agree	85	29.1	29.1	100.0
	Total	292	100.0	100.0	
Adequate and relevant information about the organization and job is provided to the candidate at the time of recruitment	Strongly Disagree	25	8.6	8.6	8.6
	Disagree	35	12.0	12.0	20.5
	Neutral	79	27.1	27.1	47.6
	Agree	119	40.8	40.8	88.4
	Strongly Agree	34	11.6	11.6	100.0
	Total	292	100.0	100.0	
The bank considers existing employees first for filling vacant positions	Strongly Disagree	39	13.4	13.4	13.4
	Disagree	49	16.8	16.8	30.1
	Neutral	79	27.1	27.1	57.2
	Agree	94	32.2	32.2	89.4
	Strongly Agree	31	10.6	10.6	100.0
	Total	292	100.0	100.0	
The requirement mentioned in the job announcement mach what is actually required	Strongly Disagree	12	4.1	4.1	4.1
	Disagree	32	11.0	11.0	15.1
	Neutral	80	27.4	27.4	42.5
	Agree	140	47.9	47.9	90.4
	Strongly Agree	28	9.6	9.6	100.0
	Total	292	100.0	100.0	
The bank post is proportional with my education and vocational skill.	Strongly Disagree	34	11.6	11.6	11.6
	Disagree	46	15.8	15.8	27.4
	Neutral	39	13.4	13.4	40.8
	Agree	138	47.3	47.3	88.0
	Strongly Agree	35	12.0	12.0	100.0
	Total	292	100.0	100.0	
I am satisfied with the actions I observe at recruitment time	Strongly Disagree	12	4.1	4.1	4.1
	Disagree	48	16.4	16.4	20.5
	Neutral	54	18.5	18.5	39.0
	Agree	151	51.7	51.7	90.8
	Strongly Agree	27	9.2	9.2	100.0
	Total	292	100.0	100.0	

Source: Survey Result, 2019

Table 4.4.1 shows that out of the total 292 employees, 6.5% of the respondents strongly disagreed that they have formal policy in their place of work for recruitment and selection, 7.2% of the respondents disagree, 18.2 % of the respondents were neutral while 47.9% and 20.2% of the respondents agreed and strongly agreed on this question. This indicates that the majority of the respondents, 47.9% of the respondent agreed on the bank have a formal written policy to guide the overall recruitment and selection functions.

As far as the company recruitment policy is concerned, the Manager, HCPB agreed the company's recruitment policy is more or less good. The recruitment policy must change from time to time so as to tailor the dynamic environment. Nevertheless, the policy of recruitment how at hand is in use for long period of time, but now human capital department realized the felt need to change the policy so as to make it as effective as possible and applying strategy 2030.

The second item of the question asked was about whether jobs and vacancies are always made open to general public in the bank. 6.2% of the respondent responses strongly disagree, 7.2% of the respondent disagreed, 9.9% neutral, 47.6 % agreed and 29.1 % strongly agreed. Majority of the respondent, 47.6%, agreed vacancies are made open to general public.

Recruitment announcements are published in the manners to invite internal employees. The announcement to internal employees is made through notice board and for external applicants mostly through news paper advertising. The eligibility of new applicants from external sources is checked through initial screening. Applicants who fulfill the requirement of the announce position are given examination.

The third item on the table adequate and relevant information about the organization and job is provided to the candidate at the time of recruitment 8.6% of the respondents strongly disagreed, 12% disagreed, 27.1% neutral, 40.8% agreed and 11.6% strongly agreed. Majority of the respondent 40.8% agreed during recruitment, the bank provided to the candidate adequate and relevant information about the organization and job.

The fourth item on the table 4.4.1, the bank considers existing employees first for filling vacant positions; 13.4% of the respondents strongly disagreed, 16.8% disagreed, 27.1% neutral, 32.2% agreed and 10.6% strongly agreed. Existing staffs are not always considered when vacancies exist in their place of work. According to the interview conducted with the Manager HCBP, whenever vacancy occur competent personnel and the source of thus personnel can be within or outside of the company. The company has promotion policy and the company uses skill inventory to deal with internal employee's qualification. Promotion methods used to recruit employees internally and the company recruits externally from labor market such as colleges, universities and empowerment agencies.

In relation to whether requirement mentioned in the job announcement match with what is actually required, 4.1% of the respondents strongly disagreed, 11% disagreed, 27.4% neutral, 47.9% agreed and 9.6% strongly agreed. This actually indicates that nearly more than half of the respondent agreed that the details of job requirements mentioned in a job announcement matches with the actual requirement.

In addition, when respondents were asked about their current position when compared with their education and vocational skill, 11.6% of the respondents strongly disagreed and 15.8% disagreed that it is proportional. 13.4% of the respondent have neutral stand in the relationship between their current post and their actual educational and vocation skill. However 47.3% agreed and 12% strongly agreed that their job post is proportional with their current education and skill.

Respondents were also asked about their experience and observation during the recruitment time. 4.1% of the respondent said that they were strongly dissatisfied, and 16.4% were dissatisfied with the actions they observe at recruitment time. 18.5% of the respondent has neutral feeling. However more than half of the respondent (i.e. 51.7% agreed and 9.2% strongly agreed) stated that they were satisfied with what they observed during recruitment time.

4.4.2 Selection Practices

Table 4.4.2 Selection Practice of Respondents

Questions	Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Selection of a candidate in the bank is strictly based on his/her merit.	Strongly Disagree	13	4.5	4.5	4.5
	Disagree	36	12.3	12.3	16.8
	Neutral	102	34.9	34.9	51.7
	Agree	108	37.0	37.0	88.7
	Strongly Agree	33	11.3	11.3	100.0
	Total	292	100.0	100.0	
The organization places the right person in the right job	Strongly Disagree	22	7.5	7.5	7.5
	Disagree	64	21.9	21.9	29.5
	Neutral	93	31.8	31.8	61.3
	Agree	94	32.2	32.2	93.5
	Strongly Agree	19	6.5	6.5	100.0
	Total	292	100.0	100.0	
The bank provides equal employment opportunity for all regardless of gender, race, ethnic group, religion	Strongly Disagree	23	7.9	7.9	7.9
	Disagree	31	10.6	10.6	18.5
	Neutral	54	18.5	18.5	37.0
	Agree	112	38.4	38.4	75.3
	Strongly Agree	72	24.7	24.7	100.0
	Total	292	100.0	100.0	
The recruitment and selection practice leads to the employment of competent staff	Strongly Disagree	15	5.1	5.1	5.1
	Disagree	33	11.3	11.3	16.4
	Neutral	77	26.4	26.4	42.8
	Agree	138	47.3	47.3	90.1
	Strongly Agree	29	9.9	9.9	100.0
	Total	292	100.0	100.0	

Source: Survey Result, 2019

About the selection of employee, to ask if the banks selection process is based on merit, 4.5% of the respondents strongly disagreed, 12.3% disagreed, 34.9% neutral, 37% agreed and 11.3% strongly agreed. Majority of the respondent 37% replied the bank selection process based on merit.

Respondents were also asked if the organization places the right person in the right job. Based on the response, 7.5% of the respondents strongly disagreed, 21.9% disagreed, 31.8% neutral, 32.2% agreed and 6.5% strongly agreed. Retaining top performers begins with hiring the right

talent in the first place. Employees who are a good fit for the position and perform well will want to stay with the organization.

As shown in the above Table 4.4.2, regarding equal employment opportunity, 7.9% of the respondents strongly disagreed that the bank provides equal employment opportunity for all regardless of gender, race, ethnic group, religion. Whereas 10.6% disagreed, 18.5% neutral, 38.4% agreed and 24.7% strongly agreed. Respondents were also asked if the company's recruitment and selection practice leads to the employment of competent staff. 5.1% of the respondents strongly disagreed, 11.3% disagreed, 26.4% neutral, 47.3% agreed and 9.9% strongly agreed. Hence majority of the respondent 57.2% are responses that recruitment and selection process led to employment of competent staff.

4.4.3 Organizational Performance

Questions	Valid	Frequency	Percent	Valid Percent	Cumulative Percent
The bank is always trying to present new services to customer.	Strongly Disagree	10	3.4	3.4	3.4
	Disagree	8	2.7	2.7	6.2
	Neutral	29	9.9	9.9	16.1
	Agree	146	50.0	50.0	66.1
	Strongly Agree	99	33.9	33.9	100.0
	Total	292	100.0	100.0	
We respond to customers' needs better than other banks.	Strongly Disagree	14	4.8	4.8	4.8
	Disagree	36	12.3	12.3	17.1
	Neutral	80	27.4	27.4	44.5
	Agree	106	36.3	36.3	80.8
	Strongly Agree	56	19.2	19.2	100.0
	Total	292	100.0	100.0	
UB customers feeling satisfaction to receipt our services.	Strongly Disagree	8	2.7	2.7	2.7
	Disagree	36	12.3	12.3	15.1
	Neutral	65	22.3	22.3	37.3
	Agree	141	48.3	48.3	85.6
	Strongly Agree	42	14.4	14.4	100.0
	Total	292	100.0	100.0	
The amount of profitability of the bank is more than others banks.	Strongly Disagree	45	15.4	15.4	15.4
	Disagree	98	33.6	33.6	49.0
	Neutral	90	30.8	30.8	79.8
	Agree	47	16.1	16.1	95.9
	Strongly Agree	12	4.1	4.1	100.0
	Total	292	100.0	100.0	
Procedure of growing the amount of our bank profitability is positive	Strongly Disagree	10	3.4	3.4	3.4
	Disagree	46	15.8	15.8	19.2
	Neutral	71	24.3	24.3	43.5
	Agree	134	45.9	45.9	89.4
	Strongly Agree	31	10.6	10.6	100.0
	Total	292	100.0	100.0	
Procedure of growing the number of customers is highest when compared with other banks	Strongly Disagree	19	6.5	6.5	6.5
	Disagree	56	19.2	19.2	25.7
	Neutral	105	36.0	36.0	61.6
	Agree	96	32.9	32.9	94.5
	Strongly Agree	16	5.5	5.5	100.0
	Total	292	100.0	100.0	
Quality of service keeps customers loyal and hence repeated visits take place	Strongly Disagree	7	2.4	2.4	2.4
	Disagree	35	12.0	12.0	14.4
	Neutral	65	22.3	22.3	36.6
	Agree	118	40.4	40.4	77.1
	Strongly Agree	67	22.9	22.9	100.0
	Total	292	100.0	100.0	
Commitment to improve the quality of services regularly	Strongly Disagree	6	2.1	2.1	2.1
	Disagree	40	13.7	13.7	15.8
	Neutral	40	13.7	13.7	29.5
	Agree	141	48.3	48.3	77.7
	Strongly Agree	65	22.3	22.3	100.0
	Total	292	100.0	100.0	

Table 4.4.3 Organizational Performance of Respondents
Source: Survey Result, 2019

As shown in the above Table 4.4.3, regarding new service provision to customers, 3.4% of the respondents strongly disagree and 2.7% disagreed that the bank presents new services to customer. 9.9% of the respondent neither agree nor disagree about new service provision by the bank. However 50% agreed and 33.9% strongly agreed that the bank provide new services to customer. Employees of the bank were also asked if the bank respond to customers' needs better than other banks. From the response, 4.8% of the respondents strongly disagreed, 12.3% disagreed, 27.4% neutral, 36.3% agreed and 19.2% strongly agreed. Employees of the bank were also asked if customers feeling satisfaction to receipt our services. Based on the response, 2.7% of the respondents strongly disagreed and 12.3% disagreed that customer feel satisfaction on the banks service. 22.3% of the respondent have neutral stand. However 48.3% agreed and 14.4% strongly agreed that customers feel satisfied about the banks service.

The perceptions of the employee about the bank's profitability were asked. Out of the total respondent, 15.4% of the respondents strongly disagreed and 33.6% disagreed that the amount of profitability of the bank is more than other banks. 30.8% of the respondent has neutral stand. However 16.1% agreed and 4.1% strongly agreed that the bank's profitability is more than other banks. Employees of the bank were asked if the bank's procedure of growing the amount of the bank profitability is positive. Based on the response, 3.4% of the respondents strongly disagreed and 15.8% disagreed that profitability is positive. 24.3% neutral neither disagreed nor agreed that profitability positive. 45.9% agreed and 10.6% strongly agreed that procedure of growing the bank's profitability is positive. Respondents were also asked if procedure of growing the number of customers is highest when compared with other banks. As per the response, 6.5% of the respondents strongly disagreed, 19.2% disagreed, 36% neutral, 32.9% agreed and 5.5% strongly agreed. Respondents were asked if quality of service keeps customers loyal and hence repeated visits take place. Based on the response 2.4% of the respondents strongly disagreed, 12% disagreed, 22.3% neutral, 40.4% agreed and 22.9% strongly agreed. Out of the total respondents, 48.3% agreed and 22.9% strongly agreed that commitment to improve the quality of services is important. 2.1% of the respondents strongly disagreed and 13.7% disagreed.

4.4.4 Customer Satisfaction

Measure the dimensions service quality that is frequently used by researchers to investigate customer satisfaction it is one of the dimension of organizational performance. It consists of 24 items that are compiled into seven dimensions namely reliability, assurance, responsiveness, empathy, tangibles, customer satisfaction and interaction quality.

Customer Demography

Table 4.4.4 Demographic Characteristics of UB Customer Respondents

Item	Categories	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	53	61.6	61.6	61.6
	Female	33	38.4	38.4	100.0
	Total	86	100.0	100.0	
Age	18-30	41	47.7	47.7	47.7
	31-40	39	45.3	45.3	93.0
	41-50	5	5.8	5.8	98.8
	51-60	1	1.2	1.2	100.0
	61 & Above	-	-	-	
	Total	86	100.0	100.0	
Educational Level	Certificate	11	12.7	12.7	12.7
	Diploma	20	23.3	23.3	36.0
	First Degree	43	50.0	50.0	86.0
	Second Degree	12	14.0	14.0	100.0
	PHD	-	-	-	
	Total	86	100.0	100.0	

Source: Survey Result, 2019

As shown in the above Table 4.4.4, 61.6% of UB customers participated in the study are male and 38.4 are females. Customers who are in the age group of 18-30 years cover 47.7%, 31-40 years cover 45.3%, 45-50 years covers 5.8% and 51-60 years cover 1.2% of the total number of respondents. The above table also indicates the educational status of participants. 12.7% of the respondents are certificate holders, 23.3% are diploma holders, 50% and 14% of customers are first degree and second degree holders respectively. Thus, it can be concluded that, most of the respondents participated in the study were male, in the age group of 18-30 years and first degree holders.

4.4.5 Reliability of Employees

Reliability of employee is the ability to perform services dependably and accurately in a consistent manner. It contains three elements to assess the accuracy and credibility of bank services. This dimension of service quality evaluates the promises of banks and its execution from customers' point of view

Table 4.4.5 Reliability of the Employees

Reliability	N	Mean	Standard Deviation
Employees show genuine interest in solving problems	86	3.78	.846
Employees insist on error-free services	86	3.67	.975
Employees keep the records accurately	86	3.92	.910

Source: Survey Result, 2019

Customers were asked if employees show genuine interest in solving customers' problems of the bank has positive impact on the service of the bank. According to Zedatol (2008), a mean of 3.8 is considered as high, while a mean of 3.4-3.79 is moderate and a mean less than 3.39 is considered as low.

Based on the response, the mean of this statement is 3.78 this implies that most of the respondents agree on the problem solving of the bank. The majority of the respondents also agreed with the error-free services and the mean of the data collected shows this fact. The mean of their responses is 3.67 which entail that it has positive impact on the level of customers' satisfaction towards service quality of the bank. Record keep practice of employees were also evaluated by customers. Customers were asked if employees keep the records accurately. As shown on the above table, the mean of their responses is 3.92. This implies that the records keep accurately impact on the customers' satisfaction.

4.4.6 Assurance of Employees

It indicates the employees' knowledge, courtesy and their ability to convey trust and confidence. Assurance is an essential dimension of service quality after reliability and Empathy towards satisfaction (Parasuraman et al., 1988).

Table 4.4.6 Assurance of Employees

Assurance	N	Mean	Standard Deviation
I have trust to employees of the bank	86	4.26	.897
I do safe transaction in the bank	86	4.19	.927
I get adequate support from the Bank	86	3.97	.951
Employees have the knowledge to answer customers' questions	86	4.00	.894

Source: Survey Result, 2019

Regarding the trust to employees who served the customer of the bank, the mean result appeared to be as 4.26. Up on this view, the interpretation mentioned above to measure the dimensions, score tells us that most of the respondents stated employees of the bank are trusted. This has positive implication for customers' satisfaction.

The mean result of respondents point out that, the majority of the respondents agree with the safe transaction of the bank. The mean score is 4.19 implies that, safe transaction has the positive impact on the bank service. On top of that, it creates a great opportunity for the bank on its reputation. According to the mean result stated on the above table which is 3.97, adequate support from the bank for the customers is not friendly while linking with other activities made by bank. The mean result of employees' knowledge to answer customers' questions is 4.0. Based on the interpretation given the, outcome of employees knowledge of the bank is positive impact on the customers' satisfaction.

4.4.7 Responsiveness of Employees

This dimension reflects the willingness of employees to provide immediate services to customers. Customers are very sensitive to employees' working environment in service organizations. It was found that correct match between staff skills and customers' expectation resulted in better service quality towards customers.

Table 4.4.7 Responsiveness of Employees

Responsiveness	N	Mean	Standard Deviation
Employees give prompt services to me	86	4.05	.825
Employees are always willing to help me	86	4.06	.899

Source: Survey Result, 2019

It is the responsibility of bank employees to deliver service timely. Customers were asked if employee gives prompt service to customer. The mean result, 4.05, implies that the majority of the respondents were agreed on the subject.

According to the responses of the respondents, as stated on the above table 4.4.6, a mean value of 4.06 is found that implies that the majority of respondents agreed with the staff is always willing to help customers. Therefore, this proves that the helping nature of employees of the bank may have input to customer satisfaction.

4.4.8 Empathy of Employee

It shows the magnitude of caring and individual attention given to customers. It is imply that employees' commitment to deliver quality services.

Table 4.4.8 Empathy of Employees

Empathy	N	Mean	Standard Deviation
Services are convenient to me	86	3.85	.988
Employees understand the specific needs of their customers	86	4.02	.840

Source: Survey Result, 2019

According to the responses of the respondents, (as stated on the above table 4.4.7), customer were asked about service convenience. The mean value of 3.85 is found implying that the majority of respondents agreed with services are convenient to the customers. It is an act of the bank employees understands the specific needs of their customers. Regarding staff understand the specific needs of customers, the mean result is 4.02. This implies that the majority of the respondents were agreed on the subject as well as positive impact on them.

4.4.9 Tangibles of Employees

This dimension shows that the physical aspects of the services such physical facilities, appearance of personal and tools used for the provision of services. It is more concerned with aesthetic part of the banks. It is reported that customers prefer tangible dimension of service quality in the banking sector.

Table 4.4.9 Tangibles of Employees

Tangibles	N	Mean	Standard Deviation
Employee are polite	86	4.20	.823
Employees have neat appearance	86	4.20	.749

Source: Survey Result, 2019

From the table 4.4.9, the mean result of employees' politeness is 4.20. Based on the result obtained, the majority of the customers agreed that the bank's employees have politeness. Upon the responses of the respondents, the mean result of neat appearance of the employees of the bank is 4.20. This implies that the neat appearance of staff of the bank is acknowledge by customers.

4.4.10 Satisfaction of Customer

Table 4.4.10 Satisfaction of UB Customers

Customer Satisfaction	N	Mean	Standard Deviation
Over all I am satisfied with the service of bank.	86	4.09	.966
I would continue with the bank in the future	86	4.13	.943
I would recommend the bank service for others	86	4.13	.980
Service delivery is as per customer expectation	86	3.88	.926
Quality of service keeps customers loyal	86	4.13	.918
The bank staff minutely considers the customer feedback and suggestions	86	3.77	1.014
Employees are committed to improve the quality of services	86	3.98	.826
Employees are trained in their respective functional areas	86	3.98	.767

Source: Survey Result, 2019

According to the above table 4.4.10, concerning the satisfaction issue, for almost all customer satisfaction questions, positive mean is obtained which implies that more of the bank customers are satisfied with service of the bank.

4.4.11 Interaction Quality of Employee

Table 4.4.11 Interaction Quality of Employee

Interaction Quality	N	Mean	Standard Deviation
The bank staff has a good knowledge about the services and products the bank offers	86	4.06	.950
The bank staff provides a clear explanation about the fees and charges associated with the services I request	86	3.94	1.010
The bank staff provides clear answers to my questions	86	4.12	.873

Source: Survey Result, 2019

According to the above table 4.4.11, the bank employees have a good knowledge about the services and products the bank offers. Mean value of 4.06 is obtained which implies that positive impact on the respondents. The bank staff has capable to alert when the service carried out and provides clear answers to customers, Up on this scenario the dimension staff able to tell customers exactly when services perform is a mean value of 3.94 and provide clear answer to customers mean value of 4.12 which implies that positive impact on customer responses.

4.5 Pearson Correlation Analysis

The correlation analysis which is used to investigate the effect of recruitment and selection practices on organizational performance. Using Pearson correlation with two tailed test of significance, the correlation analysis is made to investigate the relationships. Correlation analysis was applied to test the “Interdependency” of the variables. In this section, the direction and degree of the strength of the relationship among the variables will be determined and interpreted. According to Cohen (1998) cited by Warokka et al. (2012, p. 12) the correlation coefficient (r) ranging from 0.10 to 0.29 may be regarded as indicating a low degree of correlation, r ranging from 0.30 to 0.49 may be considered as a moderate degree of correlation, and r ranging from

0.50 to 1.00 may be regarded as a high degree of correlation. Hence, correlation analysis shows only the existence of positive or negative relationship between the dependent and independent variables and shows if there is any significance.

Table 4.5 Correlations of the Independent and Dependent Variables

		Recruitment Practices	Selection Practices	Organizational Performance
Recruitment Practices	Pearson Correlation	1	.684**	.391**
	Sig. (2-tailed)		.000	.000
	N	292	292	292
Selection Practices	Pearson Correlation	.684**	1	.546**
	Sig. (2-tailed)	.000		.000
	N	292	292	292
Organizational Performance	Pearson Correlation	.391**	.546**	1
	Sig. (2-tailed)	.000	.000	
	N	292	292	292

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

The above table 4.5, shows that the two variables, i.e. Recruitment practices and selection practices fall in the ranges of high to moderate relationship with the dependent variable, organizational performance. Recruitment practice is at ($r=0.391^{**}$ $p<0.01$) and selection practices is at ($r=0.546^{**}$, $p<0.01$). Comparing amongst the two variables, recruitment practices is a little bit lesser than the selection practices. It can be concluded that there is strong relationship between the independent and the dependent variable.

4.6 Paired Samples Statistics Test

Table 4.6 Paired Samples Statistics Test

	Mean	N	Std. Deviation	Std. Error Mean
Recruitment Practices _Organizational Performance	3.4664	292	.75939	.04444
	3.5727	292	.70878	.04148

	N	Correlation	Sig.
Recruitment Practices _Organizational Performance	292	.391	.000

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Recruitment Practices _Organizational Performance	-.10630	.81135	.04748	-.19975	-.01285	-2.239	291	.026

	Mean	N	Std. Deviation	Std. Error Mean
Selection Practice-Organizational Performance	3.3836	292	.83015	.04858
	3.5727	292	.70878	.04148

	N	Correlation	Sig.
Selection Practice-Organizational Performance	292	.546	.000

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Selection Practice-Organizational Performance	-.18918	.74079	.04335	-.27450	-.10386	-4.364	291	.000

Recruitment practices and organizational performance were weakly and positively correlated ($r = 0.391$, $p < 0.01$). reject the null hypothesis H_0 and accept H_1 .

Selection practice and organizational performance ($r = 0.546 < 0.01$) reject the null hypothesis H_0 and accept H_2 . Therefore recruitment and selection practices have significant relationships.

CHAPTER FIVE

Summary of Findings, Conclusion and Recommendations

5.1 Overview

The focus of recruitment and selection is to match the capabilities of prospective candidates against the demands and rewards inherent in a given job. For this reason, top performing companies devote considerable resources and energy to creating high quality selection systems. Recruitment and selection process are important practices for human resource management, and are crucial in effect on organizational success.

The quality of new recruits depends upon organizations recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the caliber of candidates attracted. From the analysis, recruitment and selection is of prime importance to United Bank in order to get the best of employees. Recruitment and selection of employees to a greater extent determines the performance of an institution and it is of great importance if institutions want to achieve their goals.

In services industries, globally, the subject of service quality remains a main issue of business strive to maintain a comparative advantage in the market position by improving customer satisfaction at the current competitive environment ever before.

5.2 Summary of Findings

In this research, the effect of recruitment and selection practice in organizational performance was studied. The study used primary data from employees (292 employees of the bank from sample branches in Addis Ababa). 86 sample customers were also included for the study to understand their perception about the banks service quality and their satisfaction level. Primary data is called by using questionnaires and also by interviewing the manager of human capital department of the bank. Response from the sample respondents were then analyzed by using statistical methods and tools. Descriptive statistics were used to describe the companies recruitment and selection practices based on the collected primary data; In addition, correlational and t test method were also applied to see the relationship between recruitment and selection practice with its contribution to organizational performance.

Based on the response obtained from the questionnaire and interview questions, analysis were made to by taking the four research questions into mind.

- Regarding the recruitment practice, most of the vacancy announcements are by newspaper for external applicants and notice and portal based announcement for internal applicants.
- For external applicants, after being filtered by using their CV, first level interview and paper examination is usually given before the final decision of recruitment and GPA also consider for fresh graduate.
- For internal applicants, after being filtered by educational qualification, year of services, and performance evaluation result, promotion will be given to the applicant.
- In most of the cases, the company prefers to fill vacant positions by attracting external applicants.
- As per the result we obtained, 42.8 % of the respondent stated that the bank consider existing employee for filling vacant position.
- When we consider the selection practice of the company, 48.3% of the respondent stated that selection of candidates in the bank is strictly based on his/her merit.
- Respondents were also asked if the organization places the right person in the right job, and 38.7 % of the respondent agreed to this idea.
- In general, the recruitment and selection practice of the company were evaluated by the respondent. Based on their response 57.2% of the respondent stated that the company's practice leads to employment of competent staff.
- Regarding the organizational performance, we considered profitability of the bank when compared with other banks. Based on the respondent's response, 49% of the respondent perceived that the bank is less profitable than other banks.
- Perception of respondents about the number of customers when compared with other bank's were also measured. In this case, 61.6 % of the respondent feels that the bank has less number of customer than other banks.
- In addition, responsiveness to customer needs was also taken into account to measure performance of the bank. 55.5% of the respondent agreed that the bank is good at responding to customer needs better than other banks.

- The bank's commitment to improve quality of service to customers was evaluated by taking response from employees of the company. 70.6 % of the responding employees agreed that the bank has regular commitment to improve quality of service.
- Customer's perception about the banks service provision was also considered in the study. Sample customers were asked about the bank, the bank employees, and their service quality. More than half of the customer stated that, the employee of the bank show genuine interest in solving customers' problems.
- Customer's trust level about the bank employee was asked. Majority of the customer (4.26 mean), stated that they trust employee of the bank to do safe transactions in the bank.
- Significant number of customers also stated that the employee of the bank gives them prompt service and willingness to help. In general out of the total responding customers, most of the respondent stated that they are satisfied with the bank's service and they have plan to continue be customer's of the bank. They also are agreed to recommend the bank to others.
- The Pearson's product moment correlation coefficient was computed for the purposes of determining the relationship between recruitment and selection practices with organizational performance of UB. In order to delineate the relationship between various facets recruitment practices and selection practices fall in the ranges of high to moderate relationship with the dependent variable, with organizational performance. Recruitment practice is at ($r=0.391^{**}$ $p<0.01$) and selection practices is at ($r=0.546^{**}$, $p<0.01$). Comparing amongst the two variables, recruitment practices is a little bit less than the selection practices. It can be concluded that there is strong relationship between the independent and the dependent variable.
- Recruitment practices and organizational performance were weakly and positively correlated ($r = 0.391$, $p < 0.01$). reject the null hypothesis H_0 and accept H_1 .
- Selection practice and organizational performance ($r = 0.546<0.01$) reject the null hypothesis H_0 and accept H_2 . Therefore recruitment and selection practices have significant relationships.

5.3 Conclusion

The focus of recruitment and selection is to match the capabilities of prospective candidates against the demands. For this reason, top performing companies devote considerable resources and energy to creating high quality selection systems. Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success. The quality of new recruits depends upon an organization's recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the caliber of candidates attracted. Effective recruitment and selection practices lead to positive increase in organizational performance. The effective use of recruitment and selection practices in firms has shown to be related to organizational. Therefore, the study highlights the importance of recruitment and selection practices to achieve and sustain superior performance in changing business environment and need for an integrated approach toward formulation and implementation of recruitment and selection practices. In addition, this study was based on the literature review, a powerful relation between recruitment & selection and organizational performance of United Bank is found.

Recruitment and selection practices have significant effect with the performance of the bank.

5.4 Recommendation

Based on the analysis made and findings obtained, the following recommendations were made.

- The bank mostly uses newspaper based vacancy announcement to attract external applicants. However it is recommended that other means of vacancy announcement methods (job sites, social media) should also be adopted to give alternative options for potential applicants.
- To encourage employees to perform will, the company needs to asses the possibility of promotion taking in the account its merits and demerits.
- During recruitment and selection process recruiter need to consider the possibility of the employees/recruits to stay in the organization for the longer time the longer the time employees stay in the organization, the more they become familiar with the way the organization operates and know the banking system and this will help the organization more likely to reduce the recruiting cost.
- The management of the bank should always consider the needs of the customers. Since loyalty emerges in the customers once their acknowledged as well as needs are fulfilled by the management of the bank.
- The management of the bank should frequently take the feedback of customers and should incorporate the changes desired by the customers in their feedbacks.
- In the current scenario of the banking industry the environment of its come highly competitive, most of the banks offer identical products and services. Therefore, to survive with in this industry as well as to maintain sustainable competitive advantage the bank should be focus on customer satisfaction by offering differentiate services.
- Since time is money, UB should reduce the time gap between candidates interview and employment contract.

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Appendixes

Addis Ababa University, School of Commerce

Questionnaire to be filled by Employees of United Bank S.C.

Dear respondents,

I would like to describe my sincerely thanks in advance for your plentiful time and frank responses. This questionnaire is prepared for the purpose of fulfillment of MA Degree in Human Resource Management, to study the “**Effect of Recruitment and Selection Practices on Organizational Performance**” at United Bank S.C. Please take a few minutes of your time to answer this questionnaire about your personal experience with recruitment and selection practices. Your willingness and cooperation in giving reliable information is well appreciated and the information you provide will be used for academic purpose and will be kept in strict confidentiality.

If you would like further information about this study, or have problem in completing this questionnaire please contact me via +251911124166 or habtamtem@gmail.com

Thank you for your cooperation!

Instruction: Please mark your answer with a tick (√) and give short answer in the space provided.

I. Demographic Characteristics

1. Sex

Male Female

2. Age

18-30 yrs. 31-40 yrs. 41-50 yrs. 51-60 yrs. 61 yrs. & above

3. Educational Level

Certificate Diploma First Degree Second Degree PHD

4. Experience in United Bank S.C?

0-5 yrs 6-10 yrs 11-15 yrs 16-20 yrs

5. In which department/branch of the bank you are currently working? Please, mention

II. Main Research Questionnaire

6. What is your current job position? Please, mention _____
7. How did you hear about the vacancy of your current position in United Bank?
 Newspaper Website, job sites No information, but searching for possibilities
 Internal boards Through friends.
8. Which evaluation process do you pass through?
 Paper based application (CV, application letter) Interview – 1st level
 Interview – 2nd level Paper Examination
9. At which evaluation processes were you able to show your confidence and ability?
 Paper based application (CV, application letter) Interview Paper Examination
10. At which evaluation process were you not happy?
 Paper based application (CV, application letter) Interview Paper Examination
11. During written test do you think all the necessary conditions such as: enough time, good environment and clear questions are fulfilled? Yes No
12. How did you get this position?
 Apply and passed an external vacancy Promotion Transfer
 Competition Placement

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

Note: Please mark in one of the given options for each question given below. SD – Strongly disagree; D – Disagree; N – Neutral; A – Agree; SA – Strongly agree		SD	D	N	A	SA
	Recruitment Practices					
1.	United bank has a formal written policy to guide the overall recruitment and selection functions					
2.	Jobs and vacancies are always made open to general public in the bank					
3.	Adequate and relevant information about the organization and job is provided to the candidate at the time of recruitment.					
4.	The bank considers existing employees first for filling vacant positions					

		SD	D	N	A	SA
5.	The requirement mentioned in the job announcement match with what is actually required					
6.	The bank post is proportional with my education and vocational skill.					
7.	I am satisfied with the actions I observe at recruitment time					
	Selection Practices					
1.	Selection of a candidate in the bank is strictly based on his/her merit.					
2.	The organization places the right person in the right job					
3.	The bank provides equal employment opportunity for all regardless of gender, race, ethnic group, religion.					
4.	The recruitment and selection practice leads to the employment of competent staff					
	Organizational Performance					
1.	The bank is always trying to present new services to customer.					
2.	We respond to customers' needs better than other banks.					
3.	UB customers feeling satisfaction to receipt our services.					
4.	The amount of profitability of the bank is more than others banks.					
5.	Procedure of growing the amount of our bank profitability is positive.					
6.	Procedure of growing the number customers is highest when compared with other banks					
7.	Quality of service keeps customers loyal and hence repeated visits take place					
8.	Commitment to improve the quality of services regularly					

➤ **Thank you! for filling out this questionnaire.**

Addis Ababa University, School of Commerce

Questionnaire to be filled by Customers of United Bank S.C.

Dear respondents,

I would like to describe my sincerely thanks in advance for your plentiful time and frank responses. This questionnaire is prepared for the purpose of fulfillment of MA Degree in Human Resource Management, to study the **“Effect of Recruitment and Selection Practices on Organizational Performance”** at United Bank S.C. Please take a few minutes of your time to answer this questionnaire about your personal experience with customer satisfaction of the bank. Your willingness and cooperation in giving reliable information is well appreciated and the information you provide will be used for academic purpose and will be kept in strict confidentiality.

If you would like further information about this study, or have problem in completing this questionnaire please contact me via +251911124166 or habtamtem@gmail.com

Thank you for your cooperation!

Instruction: Please mark your answer with a tick (√) and give short answer in the space provided.

I. Demographic Characteristics

13. Sex

Male Female

14. Age

18-30 yrs. 31-40 yrs. 41-50 yrs. 51-60 yrs. 61 yrs. & above

15. Educational Level

Certificate Diploma First Degree Second Degree PHD

II. Main Research questionnaire

Note: Please mark in one of the given options for each question given below.		SD	D	N	A	SA
SD – Strongly disagree; D – Disagree; N – Neutral; A – Agree; SA – Strongly agree						
	Reliability					
1.	Employees show genuine interest in solving problems					
2.	Employee insist on error-free services					
3.	Employees keep the records accurately					
	Assurance					
1.	I have trust to employees of the bank					
2.	I do safe transaction in the bank					
3.	I get adequate support from the Bank					
4.	Employees have the knowledge to answer customers' questions					
	Responsiveness					
5.	Employees give prompt services to me					
6.	Employees are always willing to help me					
	Empathy					
1.	Services are convenient to me					
2.	Employees understand the specific needs of their customers					
	Tangibles					
1.	Employee are polite					
2.	Employees have neat appearance					
	Customer Satisfaction					
1.	Over all I am satisfied with the service of bank.					
2.	I would continue with the bank in the future.					
3.	I would recommend the bank service for others.					
4.	Service delivery is as per my expectation					

5.	Quality of service keeps me loyal					
		SD	D	N	A	SA
6.	The bank staff minutely considers the customer feedback and suggestions					
7.	Employees are committed to improve the quality of services					
8.	Employees are trained in their respective functional areas					
Interaction Quality						
1.	The bank staff have a good knowledge about the services and products the bank offers					
2.	The bank staff provides a clear explanation about the fees and charges associated with the services I request					
3.	The bank staff provides clear answers to my questions					

➤ **Thank you! for filling out this questionnaire.**

Addis Ababa University, School of Commerce

An Interview Guide on Employee Recruitment and Selection Practices

1. When there is a vacant position in the bank, do existing employees have priority or shouldn't compete with external applicants?
2. Usually, the bank uses newspaper advertisement to announce for vacant positions why is this preferred to other media?
3. Did the bank face any problem in its employee recruitment practices?
4. What procedures are followed to select the best from among the applicants?
5. What criteria or quality is more important to select the best from the other?
6. Have you faced any problem in the selection process?
7. Do you think that the rules and regulation of the bank are applied by the committee during recruitment and selection?
8. Do you think effective recruitment and selection of employee contribute for the bank's performance?
9. Finally, what suggestions do you have on the recruitment and selection in the bank?