THE INFLUENCE OF RECRUITMENT AND SELECTION ON ORGANISATIONAL PERFORMANCE A CASE OF THE DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION (DIRCO) IN SOUTH AFRICA

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Abstract

This study entitled the influence of employee recruitment and selection on organizational performance in the Department of International Relations and Corporation (DIRCO) of the Republic of South Africa. The study objective was to assess the influence of employee recruitment and selection on organizational performance. The research question that needed to be answered was to what extend does recruitment and selection influence organizational performance. A sample size of 321 was selected from a population of 1992 employees using the sample size formula for finite population table. The researcher used Probability sampling. This technique was used in the study since one can use statistical techniques like confidence intervals and margins of error to validate one's results. Both interview and questionnaire were used to collect the data from Employees of the Human Resource Department, Senior Management, Labour Unions and other Employees. Both the qualitative and quantitative data analysis techniques were used for this research. The research revealed that recruitment and selection influence organizational performance as majority strongly agree and agree with also a high mean that employee recruitment and selection has an influence on organizational performance, enables the organization to perform better, brings new and critical skills to the organization, motivates current employees to perform better and thereby enhancing organizational performance. It is recommended that DIRCO conducts university visits; use e-recruitment and placement agencies as part of their recruiting and selection processes.

Key words: Recruitment, selection and performance

INTRODUCTION

Since 2010, there has been a problem of poor organizational performance in various public institutions including non-performance employees, employee's reluctance to lodge grievances due to fear for victimization and marginalization. To explain this situation, some causal factors have been identified including conflicts between the management and employees, lack of clear and participatory corporate strategies, paying less attention to the process of recruitment and selection, and more attention to monetary incentives.

A further objective of this study was also to investigate new ways in which recruiters can use good policies and procedures to recruit employees in order to ensure that the organization perform at its best. If this is not done, recruitment and selection will continue to produce poor performing and misplaced candidates. Employee recruitment and selection process will continue to have elements of subjective judgment inherent in them. Recruiters will behave in an unprofessional and biased

manner and thereby impacting on their ability to appoint, place and produce excellent performers in the organization.

At Dirco Recruitment and Selection challenges contribute negatively towards organizational performance and strained labour relations in the department. The management of poor performance is weak and may result in the uneven distribution of work among employees and work overload for some employees to cover up for underperforming employees and therefore having a negative influence on the overall organizational performance. There is also a general lack of compliance with and inconsistent application of recruitment and selection policies and prescripts. This study sets to examine the influence of employee recruitment and selection on organizational performance using Department of International Relations and Cooperation: South Africa as focal point.

However, in the Republic of South Africa, there has been no study dedicated to the influence of recruitment and selection on organizational performance in the Department of International Relations and Corporation (DIRCO). Other studies that were done previously did not focus on this issue of DIRCO. Bako (2017) assessed Recruitment and selection procedures and their relative effectiveness on employees' performance in the hospitality industry in Ogun State. Djabatey (2012) examined Recruitment and selection practices of organizations in HFC Bank (GH) Ltd. Naveen & Raju (2014) studied On Recruitment & Selection Process With Reference To Three Industries, Cement Industry, Electronics Industry, Sugar Industry In Krishna Dt Ap, India. Omolo & Oso (2012) fond out the effect of Recruitment and Selection of Employees on the Performance of Small and Medium Enterprises in Kisumu Municipality.

The studies that were conducted previously did not focus on the influence of recruitment and selection policies, influence of recruitment and selection methods, the influence of recruitment and selection process, influence of recruitment and selection sources and influence of selection criteria on organizational performance. In this view, the current study was intended to fill these knowledge gaps.

Objectives of the Study
This study was guided by a general objective and specific objectives
General objective
The main objective of this study was to assess the influence of recruitment and selection on organizational performance in the Department of International Relations and Corporation (DIRCO) of the Republic of South Africa.

Specific objectives
The study had the following specific objectives:
   i.   To evaluate the influence of recruitment and selection policies on organizational performance at DIRCO.
   ii. To evaluate influence of recruitment and selection methods on organizational performance at DIRCO.
   iii. To evaluate the influence of recruitment and selection process on organizational performance at DIRCO.
   iv. To explore the influence of recruitment and selection sources on organizational performance at DIRCO.
   v.   To assess the influence of selection criteria on organizational performance at DIRCO.

Research Hypotheses

$H0_a$ Recruitment and Selection policies have no influence on organizational performance
H1a   Recruitment and Selection policies have an influence on organizational performance.
H0b   Recruitment and Selection methods have no influence on organizational performance
H1b   Recruitment and Selection methods have influence on organizational performance

H0c   Recruitment and Selection process have no influence on organizational performance
H1c   Recruitment and Selection process have influence on organizational performance
H0d   Recruitment and Selection sources have no influence on organizational performance.
H1d   Recruitment and Selection sources have an influence on organizational performance.
H0e   Selection criteria have no influence on organizational performance.
H1e   Selection criteria have influence on organizational performance.

LITERATURE REVIEW

Understanding the concepts

This section defined important concepts for readers. This was important so that readers understand how the key ideas in the study were put into action by giving them definitions.

Recruitment

Human Resource Management (HRM) recruits new employees by identifying, attracting, and selecting the most suitable candidates for available positions. Recruitment is also known as the "process of looking for potential workers and encouraging and motivating them to apply for positions in a business." From the time a company realizes it needs a new employee in a certain role to the time that person is officially brought into the company; there is a cycle that keeps going (Sinha & Thaly, 2013).

In general, the word "recruitment" refers to the steps an organization takes to bring a new worker on board. These steps include figuring out who will be a good fit for open positions, advertising those positions, getting applications, holding interviews, making offers, and final-ly bringing the chosen candidate on board. As asserted by Hamza et al. (2021) When a company has an open position, recruitment is the method through which they find and hire the most qualified person for the job, whether that person is already employed by the company or not. The recruiting procedure involves analysing job requirements, attracting potential workers to the position, screening and selecting applicants, negotiating a contract, and arranging the new employee's arrival at the organization.

Selection

Instead, Selection is the process of screening and assessing potential applicants for a position before choosing the best one. The term "selection" is used to talk about the process of choosing people who can do a certain job. As explained by Braaksma (2020) all companies share the common goal of attracting (recruiting) and retaining (performance management) top talent. Success hinges on making global goals a local business.

As summarized by Azmi (2022) choosing qualified workers is what the term "employee selection process" refers to. Matchmaking is the process of evaluating a candidate against an organization's employment needs and selecting the best fit. The procedure includes searching for, evaluating, screening, and calling, interviewing, testing, and finally choosing the best applicant for the best position. It is the process of looking for and choosing a qualified person to fill a job in a company.

Recruitment and selection policies

Recruitment and selection policies can be described as all the measures that are undertaken to attract job applicants with relevant and/ or required competencies to fill vacant funded posts and selection is the process that entails all the steps of eliminating job applicants who do not meet the specific minimum inherent job requirements and appointing those applicants who are suitable. To provide a framework that will facilitate the recruitment of suitably qualified individuals. According to Orumwense & Mwakipsile (2017) an institutions Recruitment Policy has to be fair and consistent, be

of non-discriminatory nature on the grounds of sex, race, age, religion, or disability, and should conform to statutory regulations of the country, and agreed best practice.

Recruitment and selection methods

The methods for selecting employees include preliminary screening, phone interviews, face-to-face meetings, and HR. functions to determine whether a candidate is indeed suitable for the job CV. A CV is a document that applicants complete and submit alongside a job application. Application form, an application form is completed by a potential employee when they apply for a job (Heather, 2020).

Recruitment and selection process

The recruitment process is the steps to drawing in and selecting a new employee to fill an opening in an organization. Finding and retaining talented employees is a vital part of any successful business. Yet qualified employees can be difficult to find and hard to keep around, and replacing a salaried employee costs an average of 6–9 months' salary (Perucci, 2019).

The importance of the recruitment process to the Human Resources Department is to prevent hiring the wrong person, who may cost the organization very much. Away from the salaries and incentives offered, the process of employing an inappropriate and effective component may cost larger losses based on the decisions and activities wrongly practiced. Therefore, this process is one of the most important processes for managing human resources and for the company as a whole (Mohammad, 2020).

Recruitment and selection sources

Recruitment and selection sources can be viewed as various means of connecting the job seekers to the prospective employer which have suitable job openings. In simple words, it serves as a medium for communicating or advertising the vacant positions for the organisation to get a response from the prospective candidates. The selection of a specific source of recruitment depends upon the number of personnel to be recruited, the cost involved in each source, accessibility of the applicants, education level of employees to be hired, company's policy (Anjali, 2018).

Organisational Performance

As suggested by Luo et al. (2012) Organisational Performance should be measured in economic and operational terms: The economic performance looks at financial and market out-comes which assess the profits, sales, return on investment for shareholders, and other financial metrics. On the other side, operational performance looks at quantifiable metrics like customer happiness and loyalty, the company's social capital, and its advantage in the market thanks to its resources and skills.

As asserted by Bhasin (2020) Organizational Performance is concerned with the achievement of certain goals. The idea involves contrasting an organization's stated aims and objectives with its actual performance in each of these categories. These indicators are the yardsticks by which the success or failure of an organization's efforts may be judged. The balanced score-card is used by many businesses to monitor and evaluate operational effectiveness or Performance Management and Development System (PMDS) in some public institutions.

Theoretical review

This study was guided by the Resource Based Theory and Systems Theory.

The Resource Based Theory

The origin of resource-based theory can be traced back to the work of Coase in 1937 and later in the work of Birger Wernerfelt in 1984. The resource-based theory is the most popular theory in the studies that link human resource management and performance (Paauwe & Boselie, 2005). The theory states that competitive advantage is attained when firms have a pool of human resource which cannot be imitated or substituted by rivals; firms which recruit and retain competent individuals have the capability of generating human capital advantage. The resource based theory

emphasizes firm resources as fundamental determinants of competitive advantage and performance.

The resource-based theory was be important to this study because it focused on the necessity of a firm to have the right people with right skills at the right place which is in the heart of recruitment and selection. The applicability of this theory to the study was supported by other researchers, Jan *et al.* (2010) used the same theory on their study about professional human resource management practices in family-owned-managed enterprises. The central premise of the resource-based theory is that firms compete on the basis of their resources and capabilities (Peteraf & Bergen, 2003).

Furthermore, it is argued that human resource is one of the organization's resources and a subset that enables them to achieve their competitive advantage and a subset of those that lead to superior long-term performance. Resource based theory adopts two assumptions for analysing sources of competitive advantage and performance. First, this theory assumes that firms within an industry may have heterogeneous with respect to the bundle of resources they control; second, the theory assumes resource heterogeneity may persist over a certain period because the resources used to implement firms' strategies are not perfectly mobile across different firms (Peteraf & Barney, 2003).

The resource-based view of the firm (RBV) and the resultant resource-based theory (RBT) provide an important framework for explaining and predicting the basis of a firm's competitive advantage and performance (Barney *et al.*, 2011).

In this study, the Resource Based Theory helped to assess how organization resources used in recruitment and selection.

Systems Theory

Ludwig von Bertalanffy's research in the 1940s and 1950s was the first to call for a general systems theory. The goal of systems theory is to explain the dynamic relationships and interdependence that exist between system components and the organization-environment relationships. A system is made up of the structure and patterns of the relationships between its parts that come out of how those parts interact with each other.

In general, systems theory focuses on three levels of observations: the environment; the social organization as a system; and human participants within the organization. For example, it is common in any social system to find groups of people who interact with each other and the environment and form relationships in which they depend on each other (Poole, 2014).

This theory helped the research understanding the structure, behavior, and results of a thing requires paying close attention to the ways in which its many elements interact with one another.

Conceptual Framework

For this study, a conceptual framework was employed to describe the key ideas or variables that need to be explored, as well as the relationships that occur between them. Simply said, a conceptual framework is the way ideas are structured to achieve research objectives and explanation is the most common method for accomplish this goal.

Figure 1: Conceptual Framework
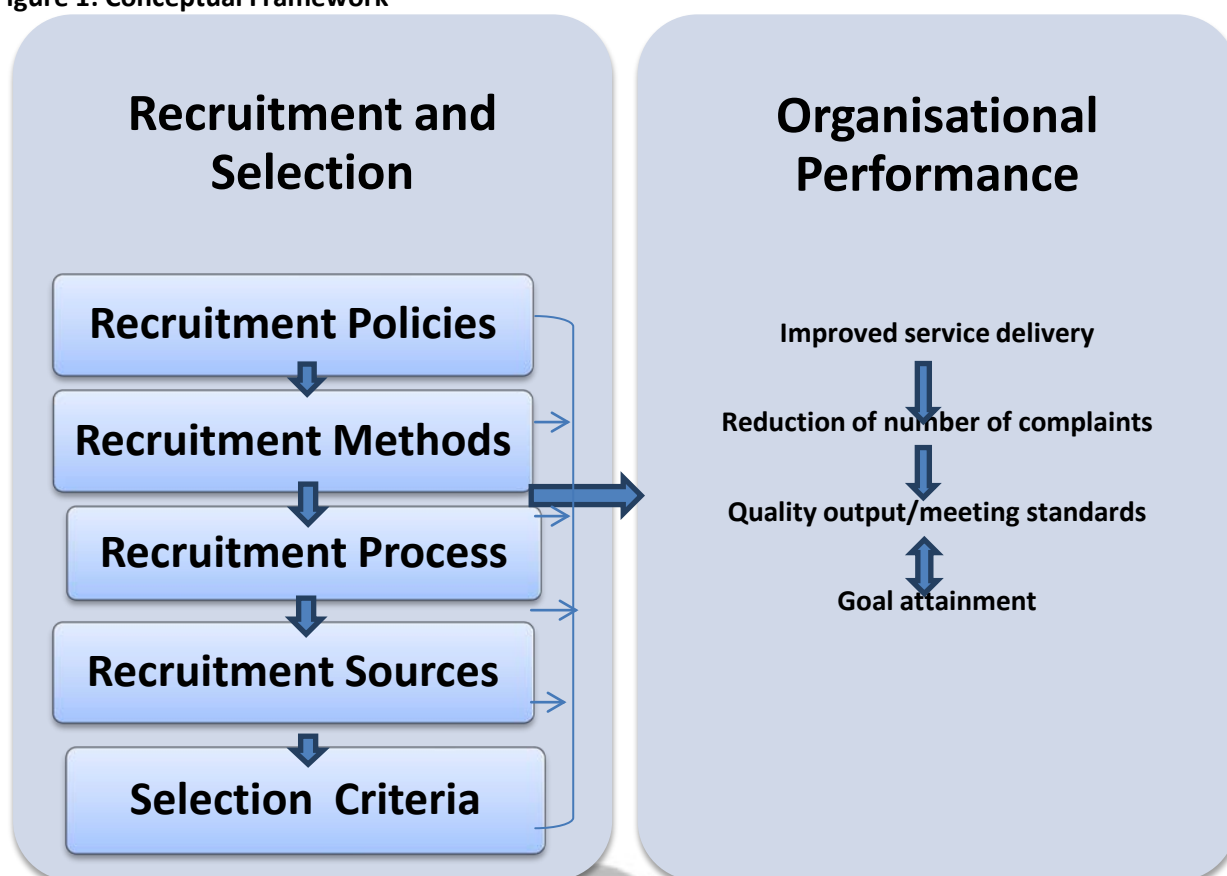
Source: Designed by Researcher, 2022

RESEARCH METHODOLOGY

This section resented a detailed description of methods that were used to collect relevant data. It contains the research design, population of the study, sample size determination, data collection methods, data processing, data presentation, and data analysis. It discusses validity and reliability of data. It ends up with ethical considerations and the study limitations.

Study Design

Aggrawal and Ranganathan (2018) define a research study design as a framework, or the set of methods and procedures used to collect and analyze data on variables specified in a particular research problem. This approach was appropriate for this study since the research sought to describe the recruitment and selection methods, policies, process, sources and criteria used at the Department of International Relations and Cooperation. A Descriptive study was used in describing the existing working conditions of employees. A correlational analysis was also used. Study enabled the researcher to examine the relationship between employee recruitment and selection on organizational performance.

Study Population

The population which was involved in this study was 1992 and consisted of those who were randomly selected from employees of the Department of International Relations and Cooperation.

Sample size

According to Kibuacha (2021) Sample size is a statistical phrase for describing the proportion of a target population that is included in a study. The number of people who take part in a survey or interview for a research project is called the "sample size." This number is then usually split into subgroups based on demographic factors like age, gender, and location to make sure that the final sample is a good representation of the whole population.

For this study, a sample size was determined using the sample size calculator, by Raosoft Inc. available at http://www.raosoft.com/samplesize.html. This formula calculates the sample with confidence Level: 95%, Population Size: 1992, Margin of Error: 5%., Ideal Sample Size: 321
$SS/ [1 + \{(SS – 1)/Pop\}]$
Where:
SS = Sample size
Z = Given Z value
p = Percentage of population
C = Confidence level
Pop = Population
A sample size was selected from 321 employees using the sample size formula for finite population table. Employees of the Human Resource Department, Labour Unions and other Employees. Employees of the Human Resource Department, Labour Unions and other Employees and selection and placement panellists interviewed/questionnaire.

Data collection methods and instruments

Data collection is defined as the procedure of collecting, measuring and analysing accurate insights for research using standard validated techniques. The researcher used questionnaire and interviews. The researcher prepared the questionnaire and structured interviews to be responded to by the sampled employees of the organization. These instruments provided information about the influence recruitment and selection on organizational performance. Both primary and secondary source of data were also used in conducting the research.

Data analysis

Both the qualitative and quantitative data analysis techniques were used for this research. This ensured that the research was more balanced and the data was more reliable. This part of the third chapter presents the steps that were followed by the researcher after collecting the data from the field; the researcher first made the editing of data, the coding of data and made the tabulation of data. In editing the researcher scrutinize and verify the questionnaires in order to avoid errors and repetitions. Once this type of data processing was made the analysis becomes simple and easier for the researcher. In coding, the data was summarized by classifying the different responses given into categories for easy interpretation by assigning a symbol or a number to a response for identification purposes.
Tabulation means putting data in some kinds of statistical tables through which the number of occurrence of responses to a particular question is shown. These tables are constructed in such way that frequency of responses to a particular question is presented in percentages.
Therefore, the regression model used was as follows
$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X5 + \varepsilon$
Y = Organizational performance
α = constant
b1-5 = Regression Coefficient
ε = error term
X1 is the recruitment and selection policies, X2 is the recruitment and selection methods , X3 is the recruitment and selection process, X4 is the recruitment and selection sources and X5 is the selection criteria

FINDINGS AND DISCUSSION

Recruitment and Selection in DIRCO entailed five distinguishable processes, namely recruitment and selection policies, selection methods, selection sources, process and criteria. This section of the article firstly reports on respondents' assessment of recruitment and selection and its influence on organizational performance followed by their recommendations on recruitment and selection. Secondly, the focus is on organizational performance. The section concludes with the participants' general recommendations for both processes.

Descriptive statistics

Table 1: Influence of recruitment and selection policies on organizational performance

Recruitment and selection policies	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Standard Deviation
Recruitment Policies have an influence on organizational performance.	123 / 38.3%	123 / 38.3%	49 / 15.3%	14 / 4.4%	12 / 3.7%	4.03	1.024
Relevant policies knowledge is evaluated on regular basis.	32 / 10.0%	69 / 21.5%	114 / 35.5%	69 / 21.5%	37 / 11.5%	2.97	1.137
Recruitment Policies are updated on regular bases	22 / 6.9%	64 / 19.9%	136 / 42.4%	51 / 15.9%	48 / 15.0%	2.88	1.104
Recruitment Policies are fundamental in ensuring organizational effectiveness.	130 / 40.5%	115 / 35.8%	53 / 16.5%	15 / 4.7%	8 / 2.5%	4.07	.990

Source: Field data, August 2022

The findings in Table 1 show the respondents views on influence of recruitment and selection policies at DIRCO whereby 38.6% of respondents strongly agree with 38.3% agree that recruitment Policies have an influence on organizational performance, the mean of 4.2 and standard deviation of 1.024 which indicate high mean as existence of the factor with heterogeneity of responses. The majority of respondents 35.5% were neutral on the fact that relevant policies knowledge is evaluated on regular basis, the mean of 2.97 and standard deviation of 1.137 indicate neutrality and heterogeneity of responses means that there is true at some extent. A large number of respondents 42.4% were neutral that recruitment policies are updated on regular bases, the mean of 2.88 and standard deviation of 1.104 indicate neutrality and heterogeneity of responses means that there is true at some extent. Significant number of respondents 40.5% strongly agree with 35.8% agree that recruitment policies are fundamental in ensuring organizational effectiveness, the mean of 4.07 and standard deviation of 0.99 indicate high mean as existence of the factor with heterogeneity of responses.

In agreement with Braaksma (2020) who explained that it is a goal of most companies to attract, recruit and retain good performers. He also indicated that a good performer ensures that organizational objectives are met and thereby enhancing organizational performance and effectiveness. One of the interviewed middle manger stated that "*Policies are the cornerstone of the organization and if they are not properly designed and implemented the organization will suffer. If recruitment and selection policies are not followed the organization can face many challenges with people complaining or even suing the department for lack of consistency. Recruitment and selection policies influence the organization by ensuring that proper standards are known and adhered to so that the organization can be effective and on an annually basis policies are updated also based on the current situations*".

Table 2: Influence of recruitment and selection methods on organizational performance

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Standard Deviation

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Standard Deviation
Internal and external methods are used to recruit candidates.	95 29.6%	120 37.4%	59 18.4%	31 9.7%	16 5.0%	3.77	1.125
Promotions and transfers	24 7.5%	98 30.5%	84 26.2%	68 21.2%	47 14.6%	2.95	1.185
Employee referrals	14 4.4%	69 21.5%	128 39.9%	49 15.3%	61 19.0%	2.77	1.119
Talent pool databases	17 5.3%	53 16.5%	128 39.9%	50 15.6%	73 22.7%	2.66	1.154
Educational Institutions	27 8.4%	81 25.2%	110 34.3%	54 16.8%	49 15.3%	2.95	1.170

Source: Field data, August 2022

Table 2 indicates the results on respondents' views on influence of recruitment and selection methods at DIRCO whereby 29.6% strongly agree and 37.4% agree that internal and external methods are used to recruit candidates, mean of 3.77 and standard deviation of 1.125 indicate high mean as existence of the factor with heterogeneity of responses those internal method include promotion while external is job boards. Significant number of 30.5% agrees and 26.2% were neutral on promotions and transfers, mean of 2.95 and standard deviation of 1.185 indicate neutrality and heterogeneity of responses means that there is true at some extent. A large number of 39.9% were neutral on employee referrals, mean of 2.77 and standard deviation of 1.119 indicate neutrality and heterogeneity of responses means that there is true at some extent. Majority of respondents 39.9% were neutral on employee referrals, mean of 2.66 and standard deviation of 1.154 indicate neutrality and heterogeneity of responses means that there is true at some extent. Majority of respondents 34.3% were neutral on educational institutions, mean of 2.95 and standard deviation of 1.170 indicate neutrality and heterogeneity of responses means that there is true at some extent. A Junior Employee explained that "*Recruitment and selection methods which are able to reach potential candidates are very important and will assist the organization to attract a wide range of applicants which could potentially assist the organization to perform*".

In complement Gardi *et al.* (2020) stated that methodologies and processes utilized in order to obtain an understanding about jobs are referred to as job analysis. The recruitment process involves two sources, which are, internal and external. The researcher revealed that recruitment and selection methods influenced performance of DIRCO as majority strongly agree and agree with also a high mean that internal and external methods are used to recruit candidates.

Table 3: Influence of recruitment and selection process on organizational performance

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Standard Deviation
Job requirements are clearly defined	62 19.3%	165 51.4%	43 13.4%	39 12.1%	12 3.7%	3.70	1.032
Initial screening of candidates	48 15.0%	160 49.8%	66 20.6%	32 10.0%	15 4.7%	3.60	1.010
Phone, Video or other Pre-Interview Options	14 4.4%	115 35.8%	115 35.8%	35 10.9%	42 13.1%	3.07	1.078
Competency testing are	51	115	71	48	36	3.30	1.227

conducted to confirm the knowledge and skills of employees	15.9%	35.8%	22.1%	15.0%	11.2%		
Campus Visits and In-Person Interview	26 8.1%	71 22.1%	108 33.6%	52 16.2%	64 19.9%	2.82	1.216

Source: Field data, August 2022

The findings in Table 3 showed the respondents views on the influence of recruitment and selection process at DIRCO therefore predominance of respondents 51.4% agree that job requirements are clearly defined, mean of 3.70 and standard deviation of 1.032 which is a high mean with heterogeneity of responses is an evidence for existence of the fact, this is include the educational background and working experience of applicants. Majority of respondents 49.8% agree that there is initial screening of candidates, mean of 3.60 and standard deviation of 1.010 which is a high mean with heterogeneity of responses is an evidence for existence of the fact. Most of respondents 35.8% agree and others were neutral on use of phone, video or other Pre-Interview options in recruitment and selection process, mean of 3.07 and standard deviation of 1.078 indicate neutrality and heterogeneity of responses means that there is true at some extent. Large percentage 35.8% agree and 22.1% were neutral that competency testing are conducted to confirm the knowledge and skills of employees, mean of 3.30 and standard deviation of 1.227 indicate neutrality and heterogeneity of responses means that there is true at some extent. Large percentage 22.1% agree and 33.6% were neutral on use of campus visits and in-person interview, mean of 2.82 and standard deviation of 1.216 indicate neutrality and heterogeneity of responses means that there is true at some extent.

A junior manager explained that "*effective recruitment and selection process clearly identifies the organization's needs and matches them with the right candidate, who will fit into the organization both on paper and in practice. The interviewee further explained that an effective recruitment and selection process can save the organization time. It was highlighted that recruiting and selection process can help to ensure the hiring process is both fair and transparent. Employees will be assured that they won't have to face any type of discrimination*".
In complement with Adeyeni (2015) this is true because without a proper recruitment and selection strategy, organizational goals will not be achieved, if the recruitment and selection process brings in candidates that are effective, it impacts the organization positively, and as this ensures that the objectives set out will be achieved.
Researcher concluded that recruitment and selection processes influence organizational performance at DIRCO and that job requirements are clearly defined and there is initial screening of candidates.

Table 4: Influence of recruitment and selection sources on organizational performance

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Standard Deviation
Press advertising	124 38.6%	108 33.6%	70 21.8%	12 3.7%	7 2.2%	4.03	.976
Placement Agencies	9 2.8%	48 15.0%	104 32.4%	72 22.4%	88 27.4%	2.43	1.125
Employment exchange	4 1.2%	29 9.0%	118 36.8%	83 25.9%	87 27.1%	2.31	1.008
E-Recruitment	36 11.2%	76 23.7%	123 38.3%	52 16.2%	34 10.6%	3.09	1.126
Former employees	10 3.1%	42 13.1%	129 40.2%	74 23.1%	66 20.6%	2.55	1.054

Source: Field data, August 2022

The findings in Table 4 showed the respondents views on the influence of recruitment and selection sources at DIRCO. The majority of respondents 38.6% strongly agree and 33.6% agree that DIRCO

use press advertising, mean of 4.03 and standard deviation of 0.976 which is a high mean with heterogeneity of responses is an evidence for existence of the fact. A large percentage 32.4% were neutral and 22.4% disagree on use of placement agencies, mean of 2.43 and standard deviation of 1.125 indicate low mean and heterogeneity of responses means that the fact is not apparent. Predominance of respondents 36.8% were neutral and 25.9% disagree on use of employment exchange, mean of 2.31 and standard deviation of 1.008 indicate low mean and heterogeneity of responses means that the fact is not apparent. A large number of respondents 23.7% agree and 38.3% were neutral on use of e-recruitment, mean of 3.09 and standard deviation of 1.126 indicate neutrality and heterogeneity of responses means that there is true at some extent. Majority of respondents 40.2% were neutral and 23.1% disagree on use of former employees, mean of 2.55 and standard deviation of 1.054 indicate low mean and heterogeneity of responses means that the fact is not apparent. One of senior manager indicated that "*Recruitment sourced especially internal and to an extent external are very important as they will ensure that the organization is able to retain current staff and able to attract new recruits when it is necessary. The organization will attract critical knowledge and skills which will assist it to perform*".

Public Service Commission (2015) stated that effective recruitment and selection practices in the Public Service will also serve to enhance organizational performance and therefore ensuring that they achieve their strategic objectives.

Researcher concluded that there is an influence of recruitment and selection sources on organizational performance at DIRCO as DIRCO use press advertising.

Table 5: Influence of selection criteria on organizational performance

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Standard Deviation
Screening is done according to job requirements.	78	112	70	46	15	3.60	1.139
	24.3%	34.9%	21.8%	14.3%	4.7%		
Cultural fit	29	47	126	56	63	2.76	1.189
	9.0%	14.6%	39.3%	17.4%	19.6%		
Experience	68	125	57	29	42	3.46	1.282
	21.2%	38.9%	17.8%	9.0%	13.1%		
Potential	50	105	69	50	47	3.19	1.289
	15.6%	32.7%	21.5%	15.6%	14.6%		
The most suitable candidate is always recommended.	66	83	60	41	71	3.10	1.446
	20.6%	25.9%	18.7%	12.8%	22.1%		

Source: Field data, August 2022

Table 5 indicates the results on respondent's views on influence of selection criteria at DIRCO whereby 24.3% strongly agree and 34.9% agree that screening is done according to job requirements, mean of 3.66 and standard deviation of 1.139 indicate high mean as existence of the factor with heterogeneity of responses. Majority of respondents 39.3% were neutral that cultural fit is among criteria, mean of 2.76 and standard deviation of 1.189 indicate neutral mean as e there is true at some extent with heterogeneity of responses. A large number 21.2% strongly agree and 38.9% agree that experience is among criteria, mean of 3.46 and standard deviation of 1.282 indicate high mean as existence of the factor with heterogeneity of responses. Respondents 32.7% agree and 21.5% were neutral that potential is among criteria, mean of 3.19 and standard deviation of 1.289 indicate neutral mean as e there is true at some extent with heterogeneity of responses. Beside 25.9% agree and 22.1% strongly disagree that the most suitable candidate is always recommended, mean of 3.10 and standard deviation of 1.446 indicate neutral mean as there is true at some extent with heterogeneity of responses.

Senior manager highlighted that "*Selection criteria is very important to ensure that people with the requisite knowledge, skills, training and experience are brought into the organizations. She indicated that this will assist the organization to improve its performance and be more competitive and even considered an employer of choice*".

Another interviewee highlighted that "*Selection is very important to ensure that people with the requisite skills set are brought into the organization. If the criteria for selecting employees are too good enough then it will bring the wrong skills to the organization at the wrong time. The performance of the organization will suffer as a result*".

The researcher revealed that selection criteria influenced performance of DIRCO as majority strongly agree and agree with also a high mean that screening is done according to job requirements and experience are major criteria in recruitment selection.

Inferential statistics

For this study, inferential statistics in research draws conclusions that cannot be derived from descriptive statistics.

Table 6: Correlation matrix

		RSP	RSM	RSPro	RSS	RSC	OP
RSP	Pearson Correlation	1	.686**	.599**	.425**	.588**	.719**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N		321	321	321	321	321
RSM	Pearson Correlation		1	.715**	.665**	.733**	.729**
	Sig. (2-tailed)			.000	.000	.000	.000
	N			321	321	321	321
RSPro	Pearson Correlation			1	.645**	.816**	.678**
	Sig. (2-tailed)				.000	.000	.000
	N				321	321	321
RSS	Pearson Correlation				1	.662**	.652**
	Sig. (2-tailed)					.000	.000
	N					321	321
RSC	Pearson Correlation					1	.819**
	Sig. (2-tailed)						.000
	N						321
OP	Pearson Correlation						1
	Sig. (2-tailed)						
	N						32 1

Source: Field data, August 2022

RSP: Recruitment and Selection Policies, RSM: Recruitment and Selection Methods, **RSPro**: Recruitment and Selection Process, **RSS:** Recruitment and Selection Sources, **RSC:** Recruitment and Selection Criteria and **OP:** Organizational performance.

Table 6 shows the correlation between recruitment and selection process and organizational performance whereby probability value of 0.000 is significant as it is less than 0.05 while Pearson correlation coefficient is 0.719. Correspondence with Nahayo (2018) recruitment and selection is also a pillar to organizational performance and competitiveness. In order to make an organization successful, there should be an effective and efficient manner of recruiting and retaining the suitable candidate, in the right place, at the right time, and doing the right job.

Correlation shows probability value of 0.000 which is less than 0.05 and Pearson coefficient of 0.729. This indicates that recruitment and selection methods highly correlate with Organizational performance at DIRCO. In line with Hove (2020) mentioned that the more effectively an organization

recruits and select candidates the more likely they retained satisfied personnel. How well a company does depends on how well its actual outputs (or goals and objectives) match up with what it planned to do.

The results show the correlation between recruitment and selection process and organizational performance whereby probability value of 0.000 is significant as it is less than 0.05 while Pearson correlation coefficient is 0.678. Orumwense (2017) the recruitment process comprises securing a pool of possible candidates for the vacancy in an organization and it is the first stage in the process of employment which involves establishing the required number personnel.

The results show the correlation results indicated p value of 0.000<0.05 which is significance correlation and Pearson correlation coefficient of 0.652. This indicates that there is a positive moderate relationship between recruitment and selection sources and organizational performance at DIRCO.

The results show the correlation results indicated p value of 0.000<0.05 which is significance correlation and Pearson correlation coefficient of 0.819. This indicates that there is a positive moderate relationship between recruitment and selection criteria and organizational performance at DIRCO. Also Anyango (2018) concluded that recruitment and selection criteria play a fundamental role in ensuring that an organization acquires the right personnel that will drive its agenda and ensure the organization realises its strategic objectives. Findings have revealed that selection criteria have a positive influence on organizational performance.

Table 7: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.784	1.905		-2.511	.013
	Recruitment and selection policies	1.527	.156	.367	9.807	.000
	Recruitment and selection methods	.148	.151	.046	.982	.032
	Recruitment and selection process	-.565	.155	-.178	-3.646	.000
	Recruitment and selection sources	.747	.150	.191	4.978	.000
	Selection criteria	1.496	.127	.588	11.768	.000
a. Dependent Variable: Organizational performance						

Source: Field data, August 2022

Therefore, the regression model used was as follows

$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X5 + \varepsilon$

Y = organizational performance

α = constant

b1-5 = Regression Coefficient

ε = error term

X1 is the recruitment and selection policies, X2 is the recruitment and selection methods, X3 is the recruitment and selection process, X4 is the recruitment and selection sources and X5 is the selection criteria

Table 7 on regression equation shows that organizational performance will always depend on a constant factor of -4.784 regardless of the existence of other determinants. The other variables explain that; every unit increase in recruitment and selection policies will increase performance of DIRCO by a factor of 1.527. Every unit increase in recruitment and selection methods will increase performance of DIRCO by a factor of 0.148. Every unit increase in recruitment and selection process will decrease performance of DIRCO by a factor of 0.565. Every unit increase in recruitment and

selection sources will increase performance of DIRCO by a factor of 0.747. Every unit increase in selection criteria will increase performance of DIRCO by a factor of 1.496.

CONCLUSION AND RECOMMENDATION

The research revealed that recruitment and selection influence organizational performance as majority strongly agree and agree with also a high mean that employee recruitment and selection has an influence on organizational performance, enables the organization to perform better, brings new and critical skills to the organization, motivates current employees to perform better and thereby enhancing organizational performance.

Based on the findings, the following recommendations can be made:

Firstly DIRCO should conduct university visits as part of their recruiting and selection process. This will help the organisation to welcome graduates who are enthusiastic and devoted to the job. The organization may have to spend less on training new employees to replace those who are likely to quit.

Secondly DIRCO should use placement agencies since qualified candidates rarely have the time to look for employment opportunities on their own. Instead, they rely on the assistance of a reliable recruiter in their search for employment. The most effective hires are made by recruiters who can go beyond a candidate's skills and experience to determine whether or not their personal beliefs coincide with the organization.

Thirdly E-recruitment is suggested for usage by DIRCO because it may save down on recruiting expenses by accelerating the process and giving a larger talented workforce without the need for additional advertising expenses.

The study recommended further comparative researches on the Influence of e-recruitment on organizational performance in South Africa; the influence of the placement policy on Mission performance as well are the role of placement agencies on quality of services delivery in private organizations.

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