























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

**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						321

**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<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	-4.784	1.905		-2.511	.013
1	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

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + \epsilon$$

Y = organizational performance

$\alpha$  = constant

b1-5 = Regression Coefficient

$\epsilon$  = 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 as the role of placement agencies on quality of services delivery in private organizations.

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