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INSTITUTE OF SOCIAL SCIENCES

THE SIGNIFICANCE OF RECRUITMENT AND SELECTION ON ORGANIZATIONAL PERFORMANCE: THE CASE OF PRIVATE OWNED ORGANIZATIONS IN ERBIL, NORTH OF IRAQ

THESIS

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DECLARATION

I hereby declare that all information in this thesis document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results, which are not original of this thesis.

Yashar Fadhil Mohammed HARKY

I dedicate the entire work to God Almighty, for taking care of my life throughout my education, and

Also dedicated to my dear father Mr. Fadhil Mohammed, who has been the backbone in all of my life, and my mother Mrs. Saddeqah Pshoo and to the entire of my family, Love you all .May God Bless you.

I dedicate this project to the Wonderful Supervisor; Assist. Prof. Dr. UĞUR ŞENER.

I wish that this thesis will be useful for researchers in further study on fields related to this topic.

FOREWORD

This thesis is written in completion of Master's Program in Business Administration, at Istanbul Aydin University. The research is focused on "The significance of recruitment and selection on organizational performance: the case of private owned organizations in Erbil, north of Iraq". It is generally seen that Recruitment and selection, plays a great role in impacting critically on the performance of an organization in terms of achieving its ultimate goal in the world, especially Erbil in Iraq. This study is aim at having an understanding of employee recruitment and selection practices and the organization performance in some private sectors companies in Erbil (North of Iraq). Result obtain from the research clearly shows the views of employees within their various job sectors.

If I stumbled several times without falling, it was because I leaned on a handful of individuals and groups to whom I am deeply indebted. My profound appreciation goes to my supervisor **Assist. Prof. Dr. UĞUR ŞENER** whose ideas, criticisms, guidance, encouragement and devotion spurred me, and gave the shape and form of this study. Despite his very charged commitments, he created appropriate time to guide me, read carefully through my manuscript, made necessary corrections and observations, making sure I was on the right tract. I will rather say he was more of a father and care taker than just a supervisor.

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I wish that this thesis will be useful for researchers in further study on fields related to this topic.

Finally, I am grateful to all respondents for their cooperation.

JANUARY 2018   **Yashar Fadhil Mohammed HARKY**

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ABBREVIATIONS

GDP	: Gross Domestic Product
HR	: Human Resource
HRM	: Human Resource Management
HRMP	: Human Resource Management Program
HRP	: Human Resource Planning
LRC	: Learning Resource Centers
O*NET	: Occupational Information Network
SME	: Small and Medium Enterprises
SPSS	: Statistical Package for the Social Sciences

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KURUMSAL PERFORMANS İÇİN İŞE ALIM VE YERLEŞTİRMENİN ÖNEMİ: ERBİL, KUZEY IRAK ÖZEL SEKTÖR VAKASI

ÖZET

Genel olarak, insan kaynakları idari işlevi olarak görülen işe alım ve yerleştirme, kurumların nihai hedefine ulaşma konusundaki performansını önemli biçimde etkilemekte büyük rol oynamaktadır (Costello, 2006). Bu çalışmanın amacı Erbil'de (Irak'ın Kuzeydoğusunda) bazı özel sektör şirketlerinde var olan çalışanların işe alım ve yerleştirme uygulamaları ve kurumsal performansı konusunda bir anlayışa sahip olmaktır. Diğer şirketleri temsil etmek için seçilen şirketler arasında iki telekomünikasyon şirketi de bulunmaktadır: Korek ve Asiacell Telekom ve Darin Group Company. Bu araştırma çalışmasının amacı, işe alım ve yerleştirme sürecinin etkinliğini ve verimliliğini ve kurumsal performansı ölçmektir. Bu çalışma, işe alım ve yerleştirme sürecinin Erbil'de özel sektörün kurumsal performansını, değerli zaman ve emek israfı olmaksızın mümkün olan en iyi şekilde arttırmak için yeterli olup olmadığını araştırmak istemektedir. Bu çalışma aynı zamanda işe alım ve yerleştirme süreci ile eşit ölçüde kurumsal performans hakkındaki literatürü de gözden geçirir. Bölüm A'da "Kişisel Bilgiler", Bölüm B'de "İşe Alım ve Yerleştirme" ile Bölüm C'de "Kurumsal Performans" başlıklı bölümlerde, toplam 363 çalışan, görüşlerini ankette paylaşmıştır. Anketten elde edilen veriler SPSS kullanılarak analiz edilmiştir. Bu çalışmada, katılımcılardan yeterli veri toplama adına yeter sayısı bir ankette ilgili 19 sorunun yanıtlanması olarak belirlenmiştir. Ankete yanıt verenlerin verdikleri cevaplar, çalışma için çok yararlı bilgi ve verilerin verilmesini sağlamıştır.

Araştırmanın analizinden elde edilen sonuçlar, yeterli istihdam, yerleştirme ve iş memnuniyetinin yanı sıra özel sektörde kurumsal performansın da arttığını gösterdi. Özel sektör, doğru kişileri istihdam ederek onlara en iyi çalışma koşullarını vermek için işe alım politikalarında büyük ilerleme kaydediyor. Bu durum, özel sektörde göreceli olarak kurumsal performansı arttırmıştır. Siyasi kriz nedeniyle Irak'ta ekonomik büyümenin eksikliğine rağmen, özel sektördeki kurumsal performans oranı artış göstermiş ve ardından özel sektörde işe alım ve yerleştirmede artış ve özel sektördeki iş memnuniyetini arttırmıştır. Erbil'deki özel sektör, kurumsal performansı ve verimliliği arttırmak ve Irak'ın kuzeyindeki uluslararası ticaret ortamını daha rahat ve daha karlı hale getirmek için iş yerlerini daha tatminkar yapmaya devam etmek istiyor.

Anahtar Kelimeler: *İşe Alım, Yerleştirme, Kurumsal Performans, Özel Sektör.*

THE SIGNIFICANCE OF RECRUITMENT AND SELECTION ON ORGANIZATIONAL PERFORMANCE: THE CASE OF PRIVATE OWNED ORGANIZATIONS IN ERBIL, NORTH OF IRAQ

ABSTRACT

Recruitment and selection, general seen as a human resource management function, plays a great role in impacting critically on the performance of an organization in terms of achieving its ultimate goal (Costello, 2006). The purpose of this study is to have an understanding of employee recruitment and selection practices and also the organization performance in some private sectors companies in Erbil (North of Iraq). The selected companies that were used to represent the other companies include; two telecommunication companies; Korek and Asiacell Telekom and Darin Group Company. The aim of this research study was to measures the level of effectiveness and efficiency of the recruitment and selection process and organizational performance. This is because the research wants to investigate if the recruitment and selection process is adequate to increase organizational performance of the private sector in Erbil in best possible manner without waste of valuable time and effort. The study also reviews literature on recruitment and selection and equally organizational performance. A total of 363 employees shared their opinions in questionnaires which was in three sections: section A on "Personal Information", Section B on "Recruitment and Selection" and Section C on "Organizational Performance". The data obtained from the survey was analyzed with the use of SPSS (Statistical Package for the Social Sciences) .In this study, 19 questions on a questionnaire was administered to collect adequate data from respondents. The answers respondents gave provided adequate information and data very useful for the study.

The results got from the research analysis showed that there is adequate recruitment and selection and job satisfaction and an increase in organizational performance in the private sector. The private sector is making great advance in its recruitment policies to get the right people employ and give them the best working conditions. This has relatively increased organizational performance in the private sector. Although there was lack of economic growth in Iraq caused by political crisis, the rate of organizational performance in the private sector has increased followed by an increase in recruitment and selection and job satisfaction in the private sector.The private sector in Erbil wants to continue making the workplaces more pleasant to increase organizational performance and productivity and to make the international business environment in North of Iraq more comfortable and profitable.

Keywords: *Recruitment, Selection, Organization Performance, Private Se*

1   INTRODUCTION

Before creating an organization, operate the organization, and to maintain the organization in order to achieve the purpose for the organization was setup, labor is a key factor. This is a key factor because all operations in the organization shall be performed by laborers. These laborers could only be found in the labor market. When an organization have been setup, the role of the human resource (HR) department is most significant to get the right people suitable for the right tasks to be well performed.

As the right people in the right place can plays a significant positive role in the organization by making the organization to maximize the purpose for which it was created, wrong people in wrong positions can deliver a less than perfect performance within the organization. It becomes essentially important for the HR department to get the right people in the right places.

Nowadays, one of the most positive significance of developments in all organizations is the increase in importance given to the Human Resource department. People are valuable to the organizations because they offer a lot of perspectives, values and attributes to the life of the organizations and when tie people are managed effectively, the distinguished quality belonging to the people can be of considerable benefits to the organization (Ekwoaba et al 2015).

Generally speaking, the main duty of HR is to look for competent people or employees to work for an organization making selection and recruitment the foundation of all HR activity (Gareth, 2005). As an objective, HR is to maintain a skilled workforce in the organization to keep it running smoothly. For this, the HR department has the duty to find and train people and these people need to be motivated.

Recruitment and selection are two parts of a whole process. In this process, recruitment brings to the organization competent professionals who carry out their tasks correctly, while the selection process selects those who will do the job

effectively and efficiently. Effectiveness and efficiency guarantee an organization with skilled and experienced workers readily available to perform their tasks.

From recruitment and selection of employees, hotels and other organizations assessed application letters, qualification and experience. Hotels and organizations also conducted interviews and seldom conducted investigation about future employees from their last employers and referees' reports. However, the recruitment and selection process did not require potential workers to go through medical examination before employing them (Afriyieet al 2013).

After the recruitment and selection processes, the organization needs to train new hires. Even new hires with previous knowledge and experience should be given training as well to better handle their responsibilities. Training is a requirement because:

- It enhances knowledge
- It focuses on interest on the existing job
- It improves attitudes and harmony in chain of command
- It improves performance to achieve organizational goals

The process of recruitment, selection, as well as training implemented by the organization is the capacity to attract highly skilled human resources and plays an important role for the organization's competitiveness on the market (Neo 2017).

In the world at large and in Erbil in particular, organizations are many there are employees working for these organizations. Employees came to these organizations through a selection and recruitment process. There exist two types of organizations namely; public and private organizations. Selection processes in these organizations differ from each other and are more significant to the organizations' performances. This research will examine the significance of recruitment and selection on organization performance in Erbil, North of Iraq.

1.1   Research Background

Erbil, the secular and pro-western capital of North of Iraq was named the 2014 Arab capital, because of its well organized industries, agriculture, tourism and other sectors and also because of its good security, low crime-rates and rich oil fields.

In 2013, about three million people visited North of Iraq, and Erbil regularly opens its doors to many visitors. Erbil also caught the attention of the National Geography and the city was listed among a few spots in the world during the year's best trips, thus claiming Erbil to be a place where people forget everything they have ever heard about Iraq (Salihi2014).

The city's ten best attractions make life worth living and the eagerness of the people to go about their daily activities like working in the private organizations. The systems of production and management of material wealth and business activities in Erbil is also managed by the private sector which has many organizations and employees. The private sector selects its employees based on the recruitment and selection process laid down by the organization.

The efficient and effect work of the employees meets organizational goals and contributes greatly to the economic growth of the North of Iraq in particular and Iraq in general. This makes selection and recruitment of employees in the private owned organizations more significant. Employees in these private organizations are male and female bridging the inequality gap between male and female that had existed in North of Iraq.

1.2   The Geography of Erbil

Geography is a branch of science devoted the study of location, lands or surface area, and population of a country or region. Erbil is a region in Iraq and has its unique geography. The geography of Erbil consists of location, population, surface area, and climate.

Erbil is one of the cities of North of Iraq. It is located in northern Iraq. Erbil shares boundary in the north with Turkey and in the east with Iran. To the west, Erbil has boundary with Syria. The city of Erbil is characterized by mountain regions and

plains in the south and the highest point in the Castle with a height of 414 meters on sea level (Erbil Chamber 2012).

The population of Erbil is predominantly Kurdish and is estimated to be1,957,486 inhabitants (Erbil Governorate 2015).

The total surface area of Erbil is 14872.68 kilometer Square. The climate of Erbil is mild and generally warm and temperate. In Erbil, more rainfall is registered in winter than in summer. The annual temperature average is 20.2 ^{o}C. In a year, the average rainfall is 543 millimeters (mm).

1.3 The Private Sector as part of the National Economy of Erbil

The National Economy constitutes part of the private sector which is not under the supervision of the state control and stimulates the economy of every government and also dealing with financial challenges. In Erbil, the private owned organizations stimulate North of Iraq's economy and deals with financial challenges in the region.

Even the government, North of Iraq Federation of Chambers of Commerce and Industry Arab Chamber for Commerce and Industry, believe that the private sector plays a major and important role in developing, reviving and diversifying the North of Iraq's economy.

The main role of the private sector in revitalizing Erbil's(North of Iraq) economy is an important issue and has always been a priority of the North of Iraq's Government. The government has provided incentives for local and foreign companies and created major job and investment opportunities in all sectors.

Economic activities in advanced countries show that the private sector could play a major role in improving industry, agriculture, tourism and other sectors, and could become a cornerstone of a strong economy. In order to achieve that, the private sector needs the support and oversight of the government by having laws and regulations that encourage labor and investment, whether for major and strategic projects, or for small and medium enterprises (SME) (Klaus&Varvakis2016).

The private owned organizations become more prominent during crisis and economic hardship in the North of Iraq. Baghdad's decision to cut the North of Iraq's share of the federal budget, the war against ISIS terrorist organization, hosting more than 1.8

million Syrian and Iraqi refugees and internally displaced persons, and the drop of oil prices, all contributed to creating a major economic and financial crisis that has affected all aspects of life in the North of Iraq.

For these reasons, which are beyond government's control, dozens of projects have been halted. As a consequence, jobs, businesses and the daily life of citizens have been hurt. Despite these challenges, North of Iraq's economy is still functioning, thanks to the private sector. Shortcomings like the huge financial burden on the government, and drop of oil prices, the North of Iraq's Government could have provided more support and coordinated better with the private sector, and could have had a stronger and more robust economy.

The financial crisis in the Erbil is a major challenge that is hurting the government and the people of North of Iraq and Iraq; however, the private sector offers a golden opportunity to reform the administrative and financial systems. The North of Iraq Government is very serious to make the best use the private sector to reform its administrative systems.

Examining the North of Iraq Government's policy of supporting the private sector, it was seen that there has been major improvements in economic indicators between the years 2004 and 2013. For instance, one year after the fall of the regime of Saddam Hussein in 2003, the unemployment rate was 10.4 percent, and it had declined to 5.2 percent in 2013. This is so because the private sector had provided thousands of jobs in the region.

In 2006, about 20,000 jobs were created in the private sector, but in 2012 the number had increased to 340,000 jobs (Lee 2016). Per capita income had increased from $500 in 2003 to $5,000 in 2012. In 2007, the total investment in the North of Iraq was 4 billion dollars. Today, that number stands at 47 billion dollars, with many investments in industry, housing and tourism sectors. Only the local private sector market has 669 investment projects, worth 37 billion US dollars. This is an indication that the private sector trusts the government and its supportive policy in further boosting the role of the private sector in the Erbil Region.

The role of the private sector is significant that is why one of the aims of the government's plan to overcome the current challenges in Erbil is to further support the private sector in order to grow the sector's activities effectively and efficiently,

generate further income and attract more job seekers instead of the public sector. The government will use all its efforts to meet this objective.

1.4 Employment

Employment is the total number of who are willing and able to work and have been recruited and selected to work for the government or for the private sector at a fixed salary. In the North of Iraq in general and Erbil in particular many people have been employed to work for the private sector. The government statistics below illustrate the labour force and the rates in both the North of Iraq and in Erbil.

Table 1.1: Total Labour Force in Erbil.

CATEGORY	LABOUR FORCE	RATE
FULL EMPLOYMENT	400,115	% 77.12
PART-TIME EMPLOYMENT	48,916	% 9.43
UNEMPLOYMENT	69,780	% 13.45
TOTAL LABOUR FORCE	**518,811**	**% 100**

Source: Kurdistan regional statistics office 2016

The table above shows that in government and private sectors in Erbil the total labour force is 518,811. This includes the following categories: Full employment, part-time employment, and unemployment.

1.5 The Role North of Iraq

The government also works to remove all the obstacles that had hampered the private sector's growth; namely those legal and constitutional obstacles under the Iraqi laws related to financial policy, commerce and customs along the borders and in the provinces of the North of Iraq.

The government has examined laws and issued various regulations to help private owned organizations to play a greater role in building and developing the economy. In the past, based on observations and recommendations by the private sector, the government amended some laws and regulations and it will continue to do so until the private sector is able to provide its most effective contribution to the country's economy.

Preparations at both local and international levels are underway for the city of Mosul to be liberated from terrorist captivity. This operation will have direct impact on the situation in the Erbil, North of Iraq's Region, particularly in the domain of economic, investment and commerce. After Mosul is liberated, the government hopes to see more Iraqis and foreign businesses invest in the Erbil, North of Iraq.

The North of Iraq Government is also exploring more options to provide more opportunities and further empower the private sector. The government is considering to gradually privatizing certain public services, which will provide more opportunities for the private sector to expand and grow. The privatization policy, especially during economic and financial challenges, (Niqash, 2005) will ease the burden on the regional government and help revive the economy of North of Iraq and resolve Iraqi's economic crisis.

The North of Iraq Government has a vision for the year 2020, which has been drafted with the help of the World Bank, along with indicators and recommendations of the World Bank. These are in accordance with global standards and benefit investors and private sector, are an integral part of the North of Iraq Government's policy to further strengthen the private sector in the Erbil region.

1.6 Gross Domestic Product (GDP) and other Indicators

The table below shows GDP and other indicators of Erbil, North of Iraq.

Table 1.2: Indicators of Economic Development in Erbil, North of Iraq.

NO.	INDICATOR	AMOUNT ($ BILLION)	YEAR
1	GDP	26.5 Billion dollars	2012
2	Per Capita Income	7.000 Billion dollars	2012
3	Government Budget	17.5 Billion dollars	2015
4	Total Investment	42 Billion dollars	2006-2014
5	Inflation	3 %	2013
6	Unemployment	10 %	2013
7	Growth Target	8 %	2015-2016

Source: Kurdistan Region Facts and Figures, 2016

Despite a 10% of unemployment rate in the region, the economy is growing. The table below shows the GDP growth rate.

Table 1.3: GDP Growth Rate of Erbil, North of Iraq.

INDICATOR	GROWTH RATE ($ BILLION)	YEAR
GDP	18 Billion dollars	2008
GDP	24 Billion dollars	2010
GDP	26.5 Billion dollars	2012

Source: Kurdistan Region Facts and Figures, 2016

The table above shows the GDP of Erbil; North of Iraq has grown from 2008 to 2012.

1.7   Outline of Recruitment and Selection

Recruitment and selection supplies every organization with the right people to the right positions so that effective and efficient tasks can be performed by the new hires. To get these new hires, the HR department of organizations carries out the recruitment and selection process. Every organization, be it private organization or public organization has a recruitment and selection process. Also known as hiring process, recruitment and selection process takes place in stages (Taylor 2014). The stages involved in recruitment and selection include:

Step 1: Decision

The management decides as to whether recruitment is necessary or not.

Step 2: Job description

The general tasks or function or responsibilities are described by management.

Step 3: Plans to Advertise

Plans are made on how to advertise and when to advertise job positions. The hiring manager makes plans to advertise job positions on the company's website and social media or post on company's bulletin board and interested candidates now apply.

Step 4: Screening of Candidates' profile

The screening of candidates' profile is to match the criteria and the requirement that is taken up by the Human Resource management or executives. In cases where the candidate is accepted by the company, he/she receives a mail or telephone call.

Step 5: Test and Interview

Test involves both aptitude and technical and is conducted in an invigilated environment. Test is the structure based on requirement of needs and job to be cleared with the necessary cut-offs. The test gives a fair idea on whether candidates are intellectually suitable to handle the position or not, based on the following;

Step 6: Attitude/Aptitude of Candidate

The general profile of candidates with their educational and professional accomplishments and personal fitness are evaluated. The estimated work duration (whether for short or long term) of the employee and reasons for desiring the set job are also evaluated, not forgetting the yearly remuneration package.

Step 7: Recruitment of Selected Candidates

After the completion of the selection process, the manager and recruitment personnel finalize the candidates considered suitable for the job. When all requirements have been done to get suitable employees, the Human Resource department then gets in touch with the selected candidates. All the formalities associated with recruitment ends with an employer letter as well as documentation of checklist. This is so in respect to the candidate's educational and professional experience.

1.7.1 Training

After recruitment and selection of the candidate, several training and other personal development programs run by the company are carried out so as to enable employees have a good mastery of the company's operations. The companies also provide employees with opportunities they need to improve their working conditions and to develop their personal capabilities in the form of organizing training development activities.

1.7.2 Different formats of employee training

There is different format in which employees can be trained. It could be lectures in the classroom, job training, simulation, online practical assessment project or a combination of all these options (Neo, 2017). Most private organizations in Erbil do have specialized Learning Resource Centers (LRC) which makes provisions for suitable places for candidates engaging in self-study or group study, to better concentrate on their studies and not to be distracted from the workplace. The organizations equally have a a learning portal named " My Learning Zone" and Customer Service Representative Reviews from Dubai National Air Transport Association (dnata) employees about Work-Life through which there is accessibility of training and development information and employees can sign on for online learning courses.

1.8 Problem Statement

Private owned organizations are developing, reviving and diversifying the economy of Erbil but the recruitment and selection process of employees in the organizations is not efficient enough to hire the rightful candidates for the right positions. The

government supportive policy is needed to boost the private sector and its recruitment and selection process so that the right people will be employed to perform the right tasks for the private owned organizations to achieve their goals. This will greatly improve and the economy of Erbil, North of Iraq.

1.9   Importance of the Research

This research is to investigate the significance of Recruitment and Selection of employee's on organizational performance in the private owned organizations in Erbil.

1.10   Organization of the Research

This research is organized in five main chapters. It begins with chapter one which is the general introduction of the study. Within this chapter, it shows the background of the study, problem statement and the importance of the research, as well as the limitation of the research.

Chapter two will deal with literature review of recruitment and selection on organizational performance and performance management theories.

Chapter three will focuses on quantitative research methodology and questionnaires are administered to gather data from respondents. All the responses from respondents provides adequate information and data is analyzed in the next chapter, which is chapter four.

Chapter four dwells on results and analysis of accurate and adequate information as well as data provided by the respondents. The method used in analyzing the quantitative data is correlation analysis, where Cronbach alpha reliability test will applicable. This comprises the correlation between recruitment and selection, and performance. Recruitment and selection as well as performance are the main variables in this study.

Chapter five will be the last chapter. This chapter will provide a conclusion of findings gathered in the research and also provides recommendations for further research.

2   LITERATURE REVIEW OF RECRUITMENT AND SELECTION

Job vacancies must always be in every organization and the human resource (HR) department got the duty to get the right people to work in the right positions. While recruitment is the process that encourages many people to apply for a job anywhere, the selection process rejects candidates that are not suitable for the positions advertised (Sunday et al no date). The HR does this in a recruitment and selection process where employees get on the job. Many people doing research on this topic have also written a lot about this subject. Some these people and their works would be examined in this part of the study.

In his book *Human resource strategies,* Odiorne, (1984) opined that the quality of recruitment practices put in place by an organization is a function of the quantity of application that the organization will receive. Furthermore, he added that the relative effectiveness of the next human resources phase which is the selection process is essentially dependent upon the quality of applicants that are attracted.

To add, Smith and Robertson (1993), agreed with the above statement as they stated that the more effectively and efficiently the recruitment phase is implemented and carried out, the easier and accurate the selection process will be in making decisions on which applicants are selected. Odiorne (1984) added that the result of effective and efficient employee recruitment and selection are the reduction on labour turnover, good employee morale and improved organization performance.

Jackson et al (2009) argued that the approaches of HR in any business organizations are developed to meet corporate goals and materialization of effective strategic planning. The nature of recruitment and selection for organizations like the public and private organizations in Erbil is pursuing HR approach is influenced by the state of the labour market and the strength of the labour market.

The essence is to understand whether such policies are applied appropriately in private owned organizations in the world and Erbil in particular in the way they have been designed.

In their review of personnel selection, Hough & Oswald (2000) noted the importance of the changing nature of work and the difficulties that this presents for traditional job analysis. They indicated that, in recognition of the increasingly rapid changes that are taking place in the workplace, many researchers and practitioners now conduct analyses that focus on tasks and the cross-functional skills of workers, rather than traditional job analysis with its focus on more static aspects of jobs.

In particular, Hough and Oswald (2000) noted the use of The Occupational Information Network (O*NET) as a database that contains information about both work behaviors and worker attributes, including information on personality variables, cognitive variables, behavioral and situational variables (Petersen et al 1999). This modern approach to job analysis has many useful attributes to organizations in general and private organizations in Erbil where this research is carried out but clearly cannot find a way of predicting the future requirements of jobs with any degree of certainty knowing that process of recruitment and selection has great significance in the private owned organizations.

According to Dessler (2005), there has been a significant amount of research examining the kinds of skills and qualities that employers value most in job applicants. Qualifications, work experience and communication or interpersonal skills are the most frequently identified qualities. Work experience and qualifications are measures of competence in relation to an applicant's technical skills, whereas the concept of communication skills involves many different specific skills.

In private owned organizations in Erbil, it is really hard for an applicant to be selected and be recruited without having basic skills as suggested by Dessler, 2005).

Muchinsky et al (2002) in their book *Psychology applied to work: An introduction to organizational and industrial   psychology* argued that employers on the other hand seem reluctant to employ people who have had no experience whatsoever regardless of the nature of the skill the person brings to the organization. This is because the in-service training of new the new people is seen as a time-consuming process, whereas

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work needs to be done while the organization is turned into a school of architects and quantity surveyors.

The emphasis on experience by employers is not progressive as easily adaptable employees can also be used. Rigid employment policies that emphasize on years' experience for an applicant to be considered for employment at entry-level post categories are not only blocking away youth employability, they are also reducing the organizational productivity and harming the economy. Entry-level employees are hired on the basis of their ability to be successfully trained. For the entry-level employees, the key qualification is their predicted capability to learn how to effectively and efficiently perform the job (Muchinsky, 2002).

Erasmus, et al, (2005), stated that recruitment is an expensive process that includes costs such as:

❖ Recruiters salaries

❖ Management and professional time spent on preparing job descriptions, job specifications, designing and placing of advertisements, and liaison activities

❖ Costs of advertisements

❖ Recruitment overheads and other administrative expenses

❖ Costs of overtime or subcontracting whilst the post remains unfilled

❖ Costs of recruiting unsuitable candidates for the forthcoming selection process.

It is important that the recruitment process should be perfectly evaluated. It is easy to evaluate the cost of effectiveness of the public sector and private sector recruiters in terms of whether the recruitment target was reached.

Actually, recruitment in the private sectors in Erbil is also expensive because its significance to the organizations. That is why only the brightest applicants with the available required skills are considered, selected, and recruited.

Griendling (2008) found that good recruitment practices of the employees lead to greater retention chances of these employees. Effective employee retention strategies often start at the level of employee recruitment process. Employees have the tendency to remain with an organization that fulfills the promises made when the employees where signing the contract to start work.

Organizations that provide a real view of their environment, advancement opportunities and job expectations to new employees can positively influence employee retention (Scott, 2012). If employees in the private organizations in Erbil remain on their job then it is because the organization is keeping the promises made when they recruited the employees and also these organizations provide realistic view of their environment, advancement opportunities and job expectations to their new employees.

Mondy (2010) in his *Human resource management* book defined to the term selection as the process of choosing from a group of applicants those individuals best suited for a particular position in an organization. While the recruitment process is aligned to encourage people to seek employment with the organization, the selection process is to identify and employ the best-qualified and suitable people for the specific positions.

Raymond (2005) in the fifth edition of his book *Human resource management* defines recruitment as the process of seeking and attracting a pool of applicants from which qualified candidates for job vacancies within an organization can be selected.

Recruitment and selection are one major functions of Human Resource Management (HRM). It helps the human resource department of private sector as in case of private owned organizations in Erbil depends upon the human capital, recruitment & selection of the right people into the organization is crucial to achieve organizational success (Joseph, 2014).

Without clear planning and direct linkage to the organization's strategic direction, estimations of an organization's human resource needs are reduced to mere guesswork (Heynes, 2007). Recruitment and selection of employees has great significance to the private organizations in Erbil and planning to employ employees to the organizations is linked to the private organizations' overall strategy. Recruitment and selection methods in the organizations are many and would be discussed in this part of the research.

2.1 Methods of Recruitment and Selection

The recruitment and selection of employees into the organization is done through many methods. These methods are analyzed below.

2.1.1 Human resources planning

Human resource planning is a method used by the HR department to recruit and select workers for the organization. In this method, the strategies of the organization are linked to the human resource planning to choose the right people to the jobs. This method can be analyzed with the use the figure below which shows organizational strategies linked to human resources planning.
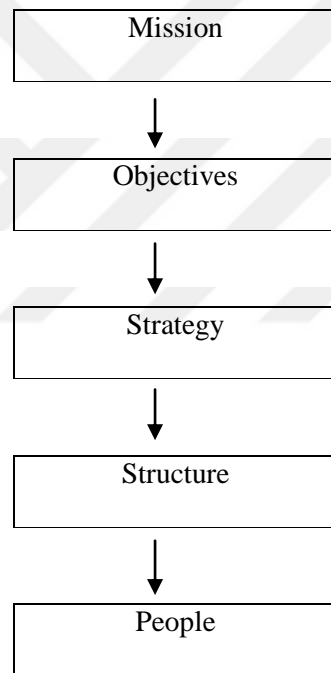
Figure 2.1: Organizational Strategies Linked to Human Resources Planning

Source: DeCanzo& Robbins, 2005.

From the figure above, it constitute of: Mission, Objectives, Strategy, Structure and People. A person represents matching skills, knowledge, and abilities to required jobs.

Linking organizational strategies to human resource planning, DeCenzo& Robbins (2005) stated that human resource managers must be engaged during the strategic planning process and in employment planning to ensure that appropriate staff are

available to meet the laid down requirements. The purpose of this planning effort is to determine what Human Resource Management (HRM) requirements exist for current and future supplies and demands for employees.

For instance, if a HR department has set as one of its goals to expand its service delivery capabilities of the private organizations in Erbil over a period and supporting the people. In planning to recruit and select talented employees, the HR department needs to seriously consider the following five aspects:

➢ Assessing the human resources available

➢ Determine the labour market

➢ Recruiting methods preferred by candidates

➢ Providing realistic information to the candidates

➢ Number of interview required per successful placement

Erasmus (2005) stated that when HR department assesses the human resources available, it will be able to determine the cost of recruiting and selecting new employees. This is because making plans to recruit new people is relatively expensive. These include cost such as:

❖ Salaries

❖ Management and professional

❖ Costs of advertisements

❖ Recruitment overheads

❖ Costs of overtime for the current workers while the post remains vacant

Also, to determine the labour market Erasmus (2005) stated that, both the HR department and those applying for the job must have a good deal at stake in the employment process. Most job applicants prefer to make job search by reading newspapers and clicking on companies' websites. Companies should endeavor or try advertising jobs on newspapers and on their websites.

There is no need for the HR department to hide any information from the applicants when advertising jobs. The department should provide both positive and negative information to the applicants. This will play an important role in joining the applicants' vocational and job-related needs with the ability of the organization

trying to satisfy the applicants. Planning to recruit and select new employees, the HR department should decide the number of interview required per successful placement during the recruitment and selection process.

2.1.2 Job analysis

Job analysis is an important method of employee recruitment and selection process. The process of job analysis and job descriptions leads to compensation system design in the organization. Job analysis in the context of compensation system design has two important factors:

1. To identify the important characteristics of each job so that the evaluation can be carried out.

2. To identify, define and weight the compensable factors. That is all those characteristics of jobs that provide a basis judging value.

These factors have a connected to the specific job evaluation plan like decision making, problem solving, and accountability in the organization.

The significance of job analysis in the recruitment and selection process can be seen in the following three outcomes:

A. Job description is a written statement of what the recruited and selected employees will be doing, how it will be done, under what conditions, and why it should be done.

B. Job specifications state the minimum acceptable qualifications that the applicants must have to perform the job effectively and efficiently. These qualifications include relevant knowledge, skills, education, experience, certification and abilities.

C. Job evaluations: Job evaluation makes an assessment of those jobs in the organization that have similar demands regarding skills, knowledge and abilities and place those jobs in the same compensation group.

The basic methods by which the HR department can determine elements of job, knowledge, skills, and abilities for tasks to be performed efficiently and effectively (DeCenzo & Robbins, 2005).

2.2   Sources of Recruitment

There are mainly two types of sources of recruitment namely, internal sources and external sources. These sources can be found portrayed in a full-cycle recruiting system. This system is what the HR department uses to effectively carry out management of the recruitment and selection process from beginning to end. This cycle begins with searching for applicants who are qualified and suitable for the job.
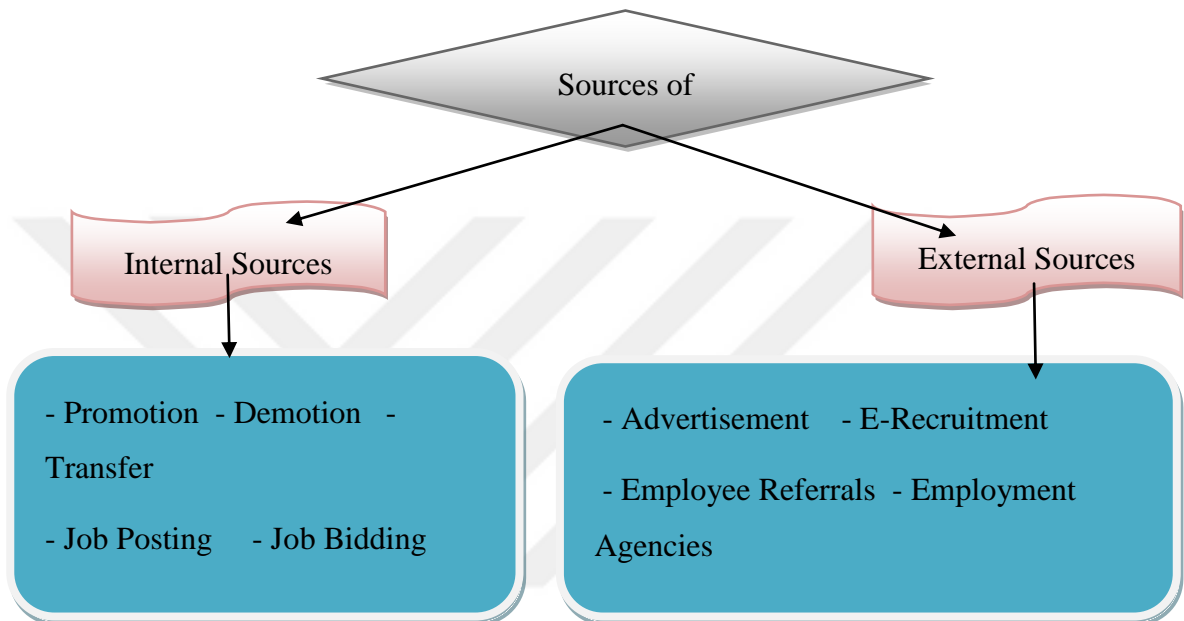
Figure 2.2: Internal and External Sources of Recruitment

Source: Sources of Recruitment (Prashant, 2009).

The HR department in charge of recruitment and selection of employees can only succeed in getting the right people through only two sources, internal source and external source as shown in the figure above. Not only new employees are needed to work in the organizations. Current employees are also needed to be promoted, transferred or demoted.

The full-cycle above shows that the HR department gets employees from two main sources that is internal sources and external sources

2.2.1   Internal sources of recruitment

Basically, there are five internal sources of recruitment. These include:

-    Promotion

-    Demotion

- Transfer
- Job Posting
- Job Bidding

The human resource manager embarks on internal recruitment when the organization sees that some current employees need to be promoted, demoted, transferred, and be posted. Also, 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.

2.2.2 External sources of recruitment

This means that the organization attracts applicants from without the organization to send application for posts within the organization. External sources of recruitment include:

- Advertisement
- E-Recruitment
- Employee Referals
- Labour Offices
- Employment Agencies
- Education and training Establishment

When job vacancies exist in the organization and the organization needs only entirely employees, the human resource department will advertise those positions for applicants outside the organization to apply. Advertising the job positions will create awareness, attract attention, maintain interest, and stimulate action (Armstrong (2006).

E-recruitment implies that organization uses its public internet site to recruit applicants. E-recruitment comprises of attracting candidates, screening applications, selecting candidates, and offering or rejecting candidates. In his estimate, Cappelli (2001) stated that E-recruitment process will cause an organization about one-twentieth (1/20) to make online employment.

In the organization, current employee can refer or recommend someone outside the organization to be hired by the human resource manager. When this is done and the referred or recommended employee is hired and proves competent, the current employee who made the recommendation is rewarded or given incentives by the HR manager. This source reduces the timeused in the full recruitment and selection process and it also increase effectiveness and efficiency and output in the organization.

Employment agencies can be very fast and efficient in hiring candidates for the organization. These agencies act as brokers or middlemen between the applicant and the organization. Usually, these agencies play this role for a fee collected from the organization and from the applicant. To make sure the applicant is qualified for the job positions, the employment agencies get in touch with the human resource departments of organizations to know their conditions and terms of employment. In return, the human resource departments give these agencies precise definitions of the positions to be filled (Sims, 2002). These agencies then prepare the applicants for those positions and the organizations expect to receive the brightest employees.

Just like employment agencies, labour offices are unions available in the organizations. Thisunion is a labour pool which supplies workers to the organizations. At times, the union can determine which applicant should be employed by the organization. Organizations with this union are likely to face little problems in deciding who to be employed and in which position.

Managers and human resource managers of organizations may visit educational institutions such as universities and colleges to attract bright students especially during the final years of their study to apply for vacant positions. This method of recruitment is also referred to as campus recruitment and is one of the cheapest methods of the recruitment and selection process.

2.3   Importance and Challenges of Recruitment and Selection

Phillips (1998) stated that recruitment and selection is the main duty of the human resource manager of every organization. Recruitment is a process which involves selection and the process is the first step towards getting the skilled and the unskilled labour needed for the organization and this create a competitive strength for the

organization and the recruitment strategic advantage for the government and private organization.

As a result, it is of great significance to have clear-cut recruitment policy in the organization that will lead to the recruitment of the brightest candidates for the selection of the qualified people in the right position (Petts 1997).

Dessler (2000) studied on recruitment and selection and presents a list of the purpose and importance of recruitment and selection. This can be seen below:

➢ Recruitment and selection increase the success rate of selection process by decreasing number of visibly under qualified or overqualified job applicants.

➢ Recruitment and selection increase the pool of job candidates at minimum cost.

➢ Recruitment and selection create a talent pool of candidates to enable the selection of best candidates for the organization

➢ Recruitment and selection attract and encourage more candidates to apply in the organization.

➢ Recruitment and selection link the employers with the employees

➢ Recruitment and selection determine present and future requirements of the organization in accordance with its personnel planning and job analysis activities.

➢ Recruitment and selection help reduce the probability that job applicants once recruited and selected will leave the organization only after a short period of time.

Any performed task is associated with challenges. Recruitment and selection process is a task performed by the human resource department of every organization. This department faces challenge of planning. From recruitment and selection process, assessing criteria, talent auditing, and processing all information about the labour market are important aspects of recruitment and selection of competent staff. According to Kaplan & Norton (2004), human resource (HR) planning in every organization is common challenges facing the HR department to plan get employ the correct number of people with the required skills, experience, competencies in the right positions, at the right time and at the right cost.

2.4 Relationship between Recruitment and Selection and Organizational Performance:

Recruitment and selection, and performance are important aspects of both the government and the private organization. Recruitment and selection bring competent employees to the organization that will perform their tasks effectively and efficiently to meet organizational goals. When organizational goals are met it means the organization has performed well through its competent employees. Competent employees will enhance a successful functioning of the organization and this will make significant contribution to the values and aims of the organization (Sisson 1994).

If the recruitment and selection system of an organization is very effective, satisfied people will be hired and retained in the organization. In this case, bottom-line business outcomes such as finance performance and productivity will be influenced in the organization.

2.5 Performance

Performance is an aspect of every organization. After the recruitment process has got many people for the available vacancies and selection has employed the right people, the organization expects nothing but tasks accomplishment from the newly employed. The organization has its set goals and to meet the demand of its consumers who expect the best and high quality service from the organization. This can only be achieved when employees do their work effectively and efficiently leading to organizational performance.

In their study on *Managing performance: performance management in action,* Armstrong & Baron (2004), defined organizational performance as a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors.

Performance in every government or private organization determines whether the organization is making success or not. This implies that performance has a positive or negative significance on the life of the organization. For this reason, performance should be well managed. The purpose of managing performance is

to achieve the best results from the organization in the short term and in the long term of the organization.

2.6 Theories of Performance Management

Three theories of performance management have been postulated by Buchner (2007) in his 'Performance management theory'. These theories include: Social cognitive theory, goal theory, and control theory.

2.6.1 Social cognitive

Buchner (2007) based this theory on his central concept of self-efficacy. This implies that the opinion people hold that they can or cannot do have a great significance on their performance.

To develop and strengthen positive self-belief in employees is an important performance management objective.

2.6.2 Goal theory

The goal theory of performance management was postulated by (Latham & Locke 2006). In his theory, he drew special attention to four performance mechanisms that connect goals to performance results. These four mechanisms include:

1. When the organizational goals become more challenging, the more employees will draw on their full stock of skills

2. Goals encourage effort

3. Goals engage people to bring their knowledge and skills to increase their chances of great success.

4. The fourth mechanism is that goals direct attention to priorities.

In addition to the mechanisms, goals inform employees to achieve particular levels of performance so that employees will be able to direct and assess their actions.

2.6.3 Control theory

The center of interest of this theory is feedback as a means of shaping behavior. When people get feedback on their behavior, they recognize the disparity between what they are actually doing and what they are expected to do and

make effort to correctly deal with them. In the performance management process, feedback is identified as the pivotal part.

3 RESEARCH METHODOLOGY

Research methodology is a system of rules from which particular techniques and procedures maybe got to explain or solve different problems within the scope of recruitment and selection on organizational performance. This research is focused on private employees working for private organizations in Erbil, North of Iraq.

3.1 Research Design

This study is to examine the significance of recruitment and selection of employees on organizational performance of the private sector in Erbil. Research design will show the research variables, how related the variables are, and research hypothesis derived from the research variables.

3.2 Research variables

These variables include:

1. Recruitment and Selection
2. Organizational Performance

There is a correlation in the two variables above and it indicates: Recruitment and selection does not have any significance on getting competent staff, recruitment and selection has significance on getting competent staff, Recruitment and selection does not have significance impact on organizational performance, and recruitment and selection do have significance impact on organizational performance.

3.3   Research hypothesis

Ho   Recruitment and selection does not have any significance on having competent staff

H1   Recruitment and Selection have significance on having competent staff.

Ho   Recruitment and Selection does not have significance impact on organizational performance.

H1   Recruitment and Selection have significance impact on organizational performance.

3.4   Data Collection

Primary data is collected by the questionnaires available in appendix 1. The data collection is divided into section A, section B and section C.

Section A: Demographic Questions

This section is demographic section also known personal questions, which gives details of respondents' personal information. These details include:

- Gender
- Age
- Education level
- Length of time worked for the company

Section B: Recruitment and selection questions

This section presents 14 questions which are all rated at 5 – points Likert scale format except question 14 which has 6 alternative responses.

Section C: Organizational performance questions

Organizational Performance is another section of the questions that has 5 questions in total. The first four (4) questions are at 5-points Likert scale format while question five (5) has 4 alternative responses.

The 5-points Likert scale format includes:

- Strongly Disagree
- Disagree

- Neither agree nor Disagree

- Agree

- Strongly Agree

3.5 Sampling Technique

Sampling technique in this study is the quota sampling technique. This technique will gather adequate data from a group of employees that will represent the total number of private employees in Erbil. Using the quota sampling technique makes certain that the chosen group describes the characteristics of the population under study. Quota sampling technique is a requirement for this research because it is suitable, less costly, and can be easily obtained. Uncontrolled quota sampling technique was applied in this research because it was convenient for the researcher to willing chose group members. The group members chosen by the research under quota sampling technique were employees and managers.

3.6 Population

The definition of the term population in this study is the group of elements that process the information sought and about which inferences will be made (Malhotra & Biks, 2006). Applying it to this study, population will refer to the human resource managers and employees who play key roles in the recruitment and selection process for organizational performance in selected private owned organizations in Erbil.

According to Kurdistan Regional Statistical Office (KRSO) (2013), there are ten top private companies in the region. Most of these private companies are large diversified conglomerates with a mixture of local and foreign capital. Among these top ten companies there are:

❖ 2 Telecommunication Companies

❖ 1 Bank

❖ 7 Diversified Conglomerates

Private companies in Erbil can be seen in the table below:

Table 3.1: Private Companies in Erbil.

NO.	COMPANY	STATUS
1.	AsiaCell	Private
2.	Korek Telecom	Private
3.	Salahaddin Holding	Private
4.	Faruk Group	Private
5.	Nokan Group	Private
6.	Zagros Group	Private
8.	Empire World	Private
9.	Falcon Group	Private
10.	Ster Group	Private
11.	Kar Group	Private
12.	Mass Group	Private
13.	Zozik Group	Private
14.	Darin Group/University	Private
15.	Qaiwan Group	Private
16.	Newroz Telecom	Private

Source: Micropolis.net, 2017.

These private companies represent less than %50 of the region's economy.

The top 3 selected private companies for this research can be seen in the table below.

Table 3.2: Top 3 Private Companies in Erbil, North of Iraq.

NO.	COMPANY	STATUS
1.	Korek Telecom	Private
2.	AsiaCell	Private
3.	DarinGroup	Private

Source: Micropolis.net, 2017.

Reasons why these 3 companies were selected are as follow:

- These organizations have better organizational profiles and their various departments are well structured making it easier and quicker to reach the HRM and other employees with the questionnaire.
- These companies have got an efficient recruitment and selection systems.
- These private companies represent less than %50 of the region's economy.
- These companies contribute significantly to the revival and economic growth of the Erbil, North of Iraq.

3.7   Employees in Private Sector in Erbil

From the Kurdistan Region Statistics Office (2016), the figure below presents the total number of employees working within the private sector in Erbil.
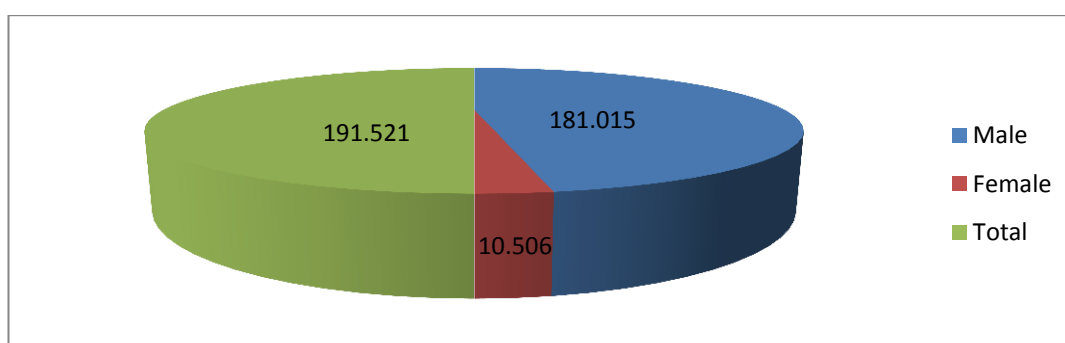
Figure 3.1: Private Employees in Erbil.

Source: Kurdistan Region Statistics Office 2015

The figure above shows that a total of 191,521 people are employed in the private sector in Erbil. Among which, 181,015 are males and 10.506. One can however see that more males are employed than female.

3.8   Sample Size

Due to shortcomings only 450 of 191,521 of them took part in the survey. Therefore, the sample size of the research was 450. Out of the 450 questionnaires that were administered, 363 questionnaires were successfully collected.

3.9   Scope of the Research

The private sector contributes enormously to the growth of the economy of the North of Iraq in general and the economy of Erbil in particular. For this reason, the private organizations have to be developed by making sure that all their departments work adequately to accomplish the purpose, produce the intended results and function in the best manner, with the least waste of time and effort.

This study is focused on the HR management and how this department recruits and selects the best employees to perform well in the organization. Therefore, this study is limited in scope to the recruitment and selection process and how this process significantly affects organizational performance.

Although the research has reached its aims, there were some limitations which were unavoidable.

Time used in carrying out this research was limited, and out of a large population the research was conducted only on small population size that answered the research questions on recruitment and selection process and the impact on organizational performance.

This research would have involved many employees or larger number employees. Those who responded to the questions may have been distracted or influenced to answer the questions. To some extent, this might have affected the results of the correlations between recruitment and selection as well as organizational performance.

Recruitment and selection as well as organizational performance, are the two main variables in this study and their correlation will be examined when viewing and evaluating data by the use of correlation and Two way ANOVA that have been collected from various sources for this research.

Academic works on the internal and external sources of recruitment and selection and how they affect organizational performance as well as theories of performance management featured in the literature review.

3.10 Data Collection and Statistical Techniques

Secondary data for this study was collected using extensive use of books, articles, newspapers and statistics from the government of Kurdish region, and journals. Primary data was equally collected using the structured questionnaires which were distributed to employees within the private sector in Erbil. The data collected was done through the use of SPSS

In this research, the statistical techniques that will be used to analyze the quantitative data will be mainly correlation and Two-way ANOVA.

1. Correlation Coefficient
2. Two-way ANOVA

3.10.1 Correlation Coefficient

Correlation Coefficient in this study is a summary that gives a good idea on how closely one variable is related to another. There are two significant variables in this study, which include recruitment and selection, likewise organizational performance.

The correlation that are in these variables shows that: Recruitment and selection does not have any significance on having competent staff, recruitment and selection have significance on having competent staff, Recruitment and selection does not have significance impact on organizational performance and recruitment and selection have significance impact on organizational performance.

The formula for calculating Pearson's correlation coefficient is:

$$r_{xy} = \frac{\sum XY - \frac{(\sum X)(\sum Y)}{n}}{\sqrt{(ss_x)(ss_y)}} \quad \text{OR} \quad r_{xy} = \frac{\sum XY - \frac{(\sum X)(\sum Y)}{n}}{\sqrt{\left[\left(\sum X^2 - \frac{(\sum X)^2}{n_x}\right)\left(\sum Y^2 - \frac{(\sum Y)^2}{n_y}\right)\right]}}$$

- $\sum X$ This simply tells you to add up all the X scores.

- $\sum Y$ This tells you to add up all the Y scores.

- $\sum X^2$ This tells you to square each X score and then add them up.

- $\sum X^2$ This tells you to square each Y score and then add them up.

- $\sum XY$ This tells you to multiply each X score by its associated Y score and then add the resulting products together (this is called a "cross – products").

- n This refers to the number of "pairs" of data you have.

3.10.2 Two-way ANOVA

ANOVA means analysis of variance and it shows two independent variables. Two-way ANOVA is however the analysis of variance, where group of variables are defined on two independent variables. There are two main independent variables within this study and it includes; recruitment and selection and organizational performance. Within the context of this study, Two-way ANOVA analysis is used to evaluate if there is any significant correlation between recruitment and selection and organizational performance with regard to the importance of human resource practices and getting competent staff.

The null hypothesis for the two-way ANOVA will be, for instance the joining of the human resource practices and getting competent staff will not have any significant difference with the correlation effects of recruitment and selection and organizational performance.

On the contrary, another alternative hypothesis for the two-way ANOVA is that, joining human resource practices and getting competent staff will result to significant difference with the correlation effects of recruitment and selection and organizational performance.

Another item that is closely related to Two-way Anova is the Levene's Test of Equality of Error Variances. Levene's test (Levene 1960) is to test if k samples do

have similar variances. The equal variance across the samples is generally known as homogeneity of variance. It is assume that most statistical tests like analysis of variance are similar across groups. Homogeneity of variance test is that which is considered less dependent on the assumption of normality other tests.

A homogeneity-of-variance test that is less dependent on the assumption of normality than most tests. For instance, each case computes the absolute difference between the value of that case and its cell mean and performs a one-way analysis of variance on those differences.

3.11 Questionnaire Validity

Validity means that the researcher measures what he really wants to measure in a study. In this study, the researcher wants to measure the level of effectiveness and efficiency of the recruitment and selection process and organizational performance. Face validity is the type of questionnaire validity used in this study where the questions on the questionnaire. This is largely a good sense and sound judgment and it relies on knowledge on the way employees respond to survey questionnaire and unsuspected difficulty in the questionnaire design.

The hypothesis of this study shows two variables; recruitment and selection and organizational performance. There is questionnaire that is intended to measure each of these variables. However, as the questionnaire is been analyzed to conclude levels of recruitment and selection and organizational performance, it is important to assess the results whether they are consistent with the measurement being accurate. The Cronbach Alpha data collected using the survey questionnaire supports the measurement.

The Cronbach Alpha gives meaning of recruitment and selection and organizational performance being surveyed. Also, the techniques can explain that the questionnaire is measuring more or is measuring less than it is expected to measure.

3.12 Questionnaire Reliability

According to the survey of this research which intends to measure the level of effectiveness and efficiency of the recruitment and selection process and organizational performance, results obtained should only be interpreted within the

context of the significance of recruitment and selection on organizational performance. How the correlation between the two variables; recruitment and selection and organizational performance produces stable and consistent results, is reliability of the surveyed questionnaire.

Questionnaire reliability is the process of validating and developing an instrument in large parts which are focused on reducing data Error in measurement process (Kimberlin & Winterstein, 2008).

3.12.1 Cronbach Alpha Coefficient

Cronbach Alpha coefficient in this study is the statistical technique that is used in measuring reliability. Reliability on the other hand is how effective a test consistently measures what it is supposed to measure. In this study, questionnaire will be given to employees to test the levels of effectiveness and efficiency of recruitment and selection on organizational performance.

High reliability for the test will mean that the test consistently measures the level of effectiveness and efficiency of recruitment and selection on organizational performance. Meanwhile, low reliability would mean that the test is measuring something or it is measuring nothing at all. Therefore, Alpha Cronbach coefficient and reliability test are commonly used to know if the survey questions with 5 Likert scale questions are reliable (Vehkalahti 2000).

The formula for Cronbach Alpha coefficient is;

$$\alpha = \frac{N \cdot \bar{C}}{\bar{V} + (N-1) \cdot \bar{C}}$$

Where;

α: Cronbach Alpha

N: Number of Items

$\bar{C}$: Average Covariance between item-pairs

$\bar{V}$: Average Variance

35

3.13 Aim of the Research

This study is purposely to measure the level of effectiveness as well as the efficiency of recruitment and selection process and organizational performance. This is because the research wants to investigate if the recruitment and selection process is adequate to increase organizational performance of the private sector in Erbil in best possible manner without waste of valuable time and effort.

3.14 Objectives of the Research

This research is intended to attain the following;

1. To investigate the recruitment and selection policy adopted by the organization.

2. To examine the recruitment and selection process of the organization.

3. To evaluate the significance of recruitment and selection as well as organization performance.

3.15 Research Questions

The following research questions below will serve as a guide to the study;

1. Does the organization have any form of recruitment and selection policy?

2. What are the different recruitment and selection processes in the organization?

3. What is the significance of recruitment and selection on organizational performance?

4 DATA ANALYSIS AND RESULTS

This chapter presents data that was collected from well-designed questionnaires to obtain results for this chapter. The main methods used in analyzing quantitative data are correlation analysis and two-way ANOVA, and it comprises the correlation between Recruitment and Selection and Organizational Performance.

The two variables used in this study include Recruitment and Selection and Organizational Performance. This research examines the methods used in finding the significance of recruitment and selection on organizational performance of the private owned organizations in Erbil. This research is focused on private employees working for private organizations in Erbil in North of Iraq.

4.1 Correlations Coefficient

In this study correlation coefficient is a single summary that gives a good idea how close one variable is related to another. Two significant variables are considered in this research study. These include; recruitment and selection, and organizational performance. The study shows that there is a correlation between these two variables. A Pearson Correlation was used to examine the consistency of recruitment and selection as well as organizational performance. Scares scores were computed by adding responses to the 14 questions in recruitment and selection and 5 questions in organizational performance. Details of the correlation between the two variables are seen in **Appendices 2.**

4.2 Frequencies Statistics of survey questions

Table 4.1: frequencies statistics of survey questions

Statistics

		Gender	Age	Educational qualification	Longevity	Qst14	Op5
N	Valid	363	363	363	363	363	363
	Missing	0	0	0	0	0	0

The frequency statistics of survey questions above the valid and missing data of personal information that was on the survey questions 14 of the survey which was not in a Likert scale format. Op5 is also included here because it was not a Likert scale as well. A total of 363 respondents effectively took part in giving information on gender, age, educational qualification, and longevity at work, the methods of recruitment and selection and the factors mostly considered for recruiting and selecting employees.

Table 4.2: Frequency Table for Gender

		Frequency	Percent	Cumulative Percent
Valid	Male	275	75.8	75.8
	Female	88	24.2	100.0
	Total	363	100.0	

From table 4.2, a total of 363 respondents were both male and females. The frequency for male is 275, giving a percentage of 75.8. On the other hand, the frequency for female is 88, thus giving a percentage of 24.2. The result shows that there are more males employees than females.

Table 4.3: Frequency table for age

		Frequency	Percent	Cumulative Percent
Valid	20 - 25 years old	57	15.7	15.7
	26 - 35 years old	241	66.4	82.1
	36 - 45 years old	49	13.5	95.6
	46 - 55 years old	15	4.1	99.7
	56 years and above	1	.3	100.0
	Total	363	100.0	

The table above presents the frequency for age. The working ages range between 20 and above 56. Out of the total number of respondent which was 363, the frequency for ages that range between 20-25 years old is 57, giving a sum of 15.7%. The frequency for ages between 26-35 years old is 241 (66.4%). Another working age group is between 36-45 years old and this group has a percentage of 4.1. or workers between the ages of 46-55 has a frequency of 15, giving a sum of 4.1%.

Lastly, the frequency for workers with ages over 56 years old is 1, with a percentage of 0.3. However, the general result shows that people between 26-35 years old are more employed than any working age. This means that the active age which are youths are mostly employed so as to boost the work force of the company. One can see that the second sets of people who are mostly employed are still youths and falls within the ages of 20-25 years old.

Table 4.4: Frequency table for Educational Qualification

		Frequency	Percent	Cumulative Percent
Valid	High School	19	5.2	5.2
	Institute	34	9.4	14.6
	Bachelor's Degree	250	68.9	83.5
	Masters	59	16.3	99.7
	PhD	1	.3	100.0
	Total	363	100.0	

Educational qualification is seen to be one of the aspects of employing workers. From table 4.4, it shows that out of 363 respondents, majority of them confirms that holders of bachelor's degree and more employed than holders of other certificates. The result shows that for high school holders, the frequency is 19, giving a percentage of 5.2. For holders with degrees from other institutes, their frequency is 34 (9.4%). Bachelor's degree holders have a frequency of 250, with a percentage of 68.9. The however dominates the other degree holders. Holders of Masters have a frequency of 59 (16.3%) and lastly, PhD holders have just 1 frequency and a percentage of 0.3.

Table 4.5: Frequency table for Longevity

		Frequency	Percent	Cumulative Percent
Valid	6 months – 1 year	48	13.2	13.2
	2 - 4 years	145	39.9	53.2
	5 - 10 years	134	36.9	90.1
	10 years and above	36	9.9	99.7
	Total	363	100.0	

Work experience is another important aspect used in many companies. From table 4.5 above, it shows that workers with 6 months – 1-year experience have a frequency

of 48(13.2%). Workers with experience between 2 and 4 years have a frequency of 145 (39.9%) and for the frequency of 5-10 years have frequency of 134 (36.9%). The next frequency is 36 (9.9%), and for experience workers between 10 years and above. This table however shows that workers with experience between the ages of 2 and 4 years and 5 -10 years have greater chances of being employed than those whose working experience has less number of years.

4.3 Frequency Distribution of Recruitment and Selection and Organizational Performance:

Recruitment and Selection as well as Organizational Performance are the main correlated variables that are used in this study. The survey questionnaires are analyzed as follows;

Table 4.6: Which of these methods of recruitment and selection practices is applicable to your Company?

		Frequency	Percent	Cumulative Percent
Valid	Radio advert	22	6.1	6.1
	TV advert	74	20.4	26.4
	Newspaper advert	52	14.3	40.8
	Professional association(s)	71	19.6	60.3
	Employment agencies	80	22.0	82.4
	Employee referrals	64	17.6	100.0
	Total	363	100.0	

The results of the question about the methods of recruitment and selection and organizational performance applicable in most companies shows that out of 363 respondents, the frequency of those employed though Radio advert is 22 (6.1%). Companies that employ workers through TV advert has a frequency of 74 (20.4%), recruiters through Newspaper advert have a frequency of 52 (14.3%). Those who said their company employs through Professional association, has a frequency of 71 (19.6%). The company that employs through Employment agencies has a frequency

of 80 (22%) and companies that employs through employee referrals has a frequency of 64 (17.6%). It therefore shows that most companies employ workers through employment agencies. This is followed by TV advert. It means, to easily secure a job, it's better to look for reliable employment agencies.

Table 4.7: The factors that are mostly considered for recruitment and selection of employees?

		Frequency	Percent	Cumulative percent
Valid	Academic qualification	6.5	17.7	15.7
	Work experience	133	33.7	47.4
	Interview	80	24.9	67.8
	Test	85	23.7	89.5
	Total	363	100.0	

The table above shows the various factors that are considered for recruitment and selection. The result shows that work experience is highly needed so as to gain employment in a company. There are a good number of factors considered for recruitment and selection. It was found that those who said academic qualification is the necessary factor used for recruitment had a frequency of 65 (17.7%). Those who said it is work experience had a frequency of 133 (33.7%). Those for interview have a frequency of 80(24.9%) and those who said writing or taking a Test is the best factor had a frequency of 85 (23.7%).

4.4   Frequencies

Table 4.8: The Company has a formal policy for the recruitment and selection of employees.

		Frequency	Percent	Cumulative Percent
Total	Strongly Disagree	38	10.5	10.5
	Disagree	57	15.7	26.2
	Neither Agree nor Disagree	71	19.6	45.7
	Agree	139	38.3	84.0
	Strongly Agree	58	16.0	100.0
	Total	363	100.0	

From the question above, it shows that 363 respondents gave their feedback, giving 100%. 38 respondents strongly disagreed to the fact that the company has a formal policy for the recruitment and selection of employees. This number gives a percentage of 10.5. 57 respondents Disagreed to the statement, giving a percentage of 15.7, 71 respondents neither agrees nor disagree. Their own percentage is 19.6. 139 respondents agree (38.3%) and 58 respondents strongly agreed (16%). This however shows that majority of the workers agreed to the question.

Table 4.9: The Company performs job analysis (That is; duties, skills, responsibilities etc required for a particular job) before advertising vacancies for employment.

		frequency	Percent	Cumulative percent
valid	Strongly disagree	25	6.9	6.9
	Disagree	66	18.2	25.1
	Neither agree nor Disagree	86	23.9	48.5
	Agree	137	37.7	86.2
	Strongly agree	49	13.5	99.7
	Total	363	100.0	

In respect to the company's job analysis, 25 respondents strongly disagree (scoring 6.9%) to the question, 66respondents Disagree (18.2%), 86 respondents neither agree nor disagree (23.9%), 137 respondents agree (37.7%), 49 (13.5%) respondents strongly agree. It is seen that majority of the workers Agree to the question.

Table 4.10: The Company relies on agents for the recruitment and selection of employees.

		Frequency	Percent	Cumulative percent
Valid	Strongly disagree	40	11.0	11.0
	Disagree	68	18.7	29.8
	Neither agree nor Disagree	91	25.1	54.8
	Agree	119	32.8	87.6
	Strongly Agree	45	12.4	100.0
	total	363	100.0	

Respondents had different views on what their companies rely on in other to recruit workers. Out of 363 respondents, those who strongly disagree that their company relies on agents for recruitment and selection had a frequency of 40 (11%). Those

who disagree had a frequency of 68 (18.7%), while another set of respondents neither agree nor disagree. Their own frequency is 91 (25.1). The frequency of 119 m (32.8) respondents Agree to the question while 45 (12.4) strongly agree. It is seen that the majority of the workers agreed to the fact that the company relies on agents to make recruitment and selections.

Table 4.11: When vacancies occur, the company considers existing employees.

		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	45	12.4	12.4
	Disagree	60	16.5	28.9
	Neither Agree nor Disagree	77	21.2	50.1
	Agree	113	31.1	81.3
	Strongly Agree	68	18.7	100.0
	Total	363	100.0	

It was found that that when there is a vacancy(s) in the company, the company considers existing employees first. Looking at the table above, it is quite clear that those who strongly disagree with the question has a frequency of 45 (12.4%), those who disagree has a frequency of 60 (16.5%). Other workers neither agree nor disagree to this fact. This group of respondents has a frequency of 77 (21.2%). Majority of the respondents agree to the fact that existing employees are considered first when there is any vacancy in the company. This gives a frequency of 113 (31.1%). Finally, those who strongly agree have a frequency of 68 (18.7%).

Table 4.12: The job vacancies are open to the general public.

		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	27	7.4	7.4
	Disagree	54	14.9	22.3
	Neither Agree nor Disagree	71	19.6	41.9
	Agree	124	34.2	76.0
	Strongly Agree	87	24.0	100.0
	Total	363	100.0	

Respondents were face with the challenge of whether job vacancies are open to the general public to file in their candidacy. It was found that out of the 363 total respondents the frequency of 27 strongly disagrees, giving a percentage of 14.9. Those who disagree to this fact had a frequency of 54 (14.9) while those who neither agree nor disagree had a frequency of 71 (19.6). Majority of the respondents agree that job vacancies are open to the public. The frequency for these respondents is 124 (34.2%). Those who strongly agree have a frequency of 87 (24%).

Table 4.13: The company structures recruitment and selection practices in place for new employees.

		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	18	5.0	5.0
	Disagree	45	12.4	17.4
	Neither Agree nor Disagree	80	22.0	39.4
	Agree	141	38.8	78.2
	Strongly Agree	79	21.8	100.0
	Total	363	100.0	

Result of table 4.13 shows that out of total respondents of 363, 18 strongly disagree to the fact that the company structures and selection practices in place for new employees. This number gave a percentage of 5. A frequency of 45 (12.4%) Disagree to the above statement while a frequency of 80 (22%) neither agree nor disagree. In addition to this, 141 (38.8%) respondents agree about the question while 79 (21.8%) strongly agree. However, it is obvious that majority of the workers do affirm to the question thus implying that in general terms most companies' structures recruitment and selection practices in place for employees.

Table 4.14: There are equal opportunities for all would-be (potential) employees when it comes to recruitment and selection.

		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	58	16.0	16.0
	Disagree	86	23.7	39.7
	Neither Agree nor Disagree	88	24.2	63.9
	Agree	81	22.3	86.2
	Strongly Agree	50	13.8	100.0
	Total	363	100.0	

Results from table 4.14 shows that majority of respondents could not give a positive or negative feedback on whether there are equal opportunities for potential employees when it comes to recruitment and selection. So, they neither agree nor disagree thus giving a frequency of 88 and a percentage of 24.2. This was slightly different from those who disagree and those who agree. For instance, 86 (23.7) respondents disagree while 81 (22.3%) agree. 58 (16%) strongly disagree to the question and 50 (13.8%) strongly agree.

Table 4.15: There is a situation where management circumvents (That is divert from) the formal recruitment and selection practices.

		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	19	5.2	5.2
	Disagree	62	17.1	22.3
	Neither Agree nor Disagree	97	26.7	49.0
	Agree	138	38.0	87.1
	Strongly Agree	47	12.9	100.0
	Total	363	100.0	

In respect to whether there is a situation where management circumvents, majority of the employees agree that it does happen. This gave a frequency of 138 and a percentage of 3.8. Some employees neither agree nor disagree to this, and those who said so had a frequency of 97 (26.7%). A frequency of 62 (17.1%) employees disagree, 19 (5.2%) strongly disagree and 47 (12.9%) strongly agree.

Table 4.16: The Company faces challenges in the recruitment and selection practices.

		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	28	7.7	7.7
	Disagree	77	21.2	28.9
	Neither Agree nor Disagree	122	33.6	62.5
	Agree	102	28.1	90.6
	Strongly Agree	34	9.4	100.0
	Total	363	100.0	

Analysis of the above table 4.16 shows that the company faces challenges in the recruitment and selection practices. It shows that the frequency of 28 (7.7%) strongly disagree to the question, 77 (21.2%) disagree, 122 employees neither agree nor disagree, 102 (28.1%) agree and 34 (9.4%) strongly agree. However, there is a probability that majority of employees don't know whether their company faces challenges in the recruitment and selection practices. This is slightly different to a good number of employees who agree to the above statement.

Table 4.17: You are aware of formal policy for the recruitment and selection of employees.

		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	42	11.6	11.6
	Disagree	79	21.8	33.3
	Neither Agree nor Disagree	93	25.6	59.0
	Agree	104	28.7	87.6
	Strongly Agree	45	12.4	100.0
	Total	363	100.0	

Respondents had different views on whether there are aware of the formal policy for the recruitment and selection of employees. Out of 363 respondents, those who strongly disagree to this statement have a frequency of 42 (11.6%). Those who disagree have a frequency of 79 (21.8%), while another set of respondents neither agree nor disagree. Their own frequency is 93 (25.6%). The frequency of 104 (28.7%) respondents Agree to the question while 45 (12.4) strongly agree. It was found that majority of the workers agreed to the fact that they know of the formal policy for recruitment and selection of employees.

Table 4.18: The Company relies on external sources for recruitment and selection.

		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	36	9.9	9.9
	Disagree	74	20.4	30.3
	Neither Agree nor Disagree	117	32.2	62.5
	Agree	102	28.1	90.6
	Strongly Agree	34	9.4	100.0
	Total	363	100.0	

Respondents were face with a question of whether their company relies on external sources for the recruitment and selection. The feedback gotten from this question shows that 36 (9.9%) employees strongly disagree, 74 (20.4%) employees disagree, 117 (32.2%) neither agree nor disagree, 102 (28.1%) agree and 34 (9.4%) strongly agree. From this result, it is seen that majority of employees neither agree nor disagree to whether their company relies on external sources for recruitment and selection thus implying that the company sometimes relies and sometimes do not.

Table 4.19: The Company relies on internal sources for recruitment and selection.

		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	31	8.5	8.5
	Disagree	66	18.2	26.7
	Neither Agree nor Disagree	85	23.4	50.1
	Agree	132	36.4	86.5
	Strongly Agree	49	13.5	100.0
	Total	363	100.0	

Table 4.19 equally presents the results obtain on the question on whether the company relies on internal sources for recruitment and selection. The results show that the frequency of 31 (8.5%) employees strongly disagrees to the question, 66 (18.2%) employees disagree, frequency of 85 (23.4%) employees neither agree nor disagree, 132 (36.4%) employees agree and 49 (13.5%) strongly agree. There is a clear indication that majority of the employees agree to the question thus implying that the company relies on internal sources for recruitment and selection.

Table 4.20: The Company follows the formal policy in recruitment and selection for a position.

		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	27	7.4	7.4
	Disagree	55	15.2	22.6
	Neither Agree nor Disagree	81	22.3	44.9
	Agree	137	37.8	82.4
	Strongly Agree	63	17.4	99.7
	Total	363	100.0	

In order to know if companies do follow the formal policy in recruitment and selection for a position, a frequency of 27 (7.4%) strongly disagree to this statement, 55 (15.2%) employees disagree, 81 (22.3%) employees neither agree nor disagree, 137 (37.8%) of them agree and 63 (17.4%) strongly agree. This however indicates that out of the 363 respondents, majority of them agree to the above statement thus showing that companies do follow the formal policy in recruitment and selection for a position.

Table 4.21: The recruitment and selection practices of your company affect your performance.

		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	21	5.8	5.8
	Disagree	57	15.7	21.5
	Neither Agree nor Disagree	115	31.7	53.2
	Agree	121	33.3	86.5
	Strongly Agree	49	13.5	100.0
	Total	363	100.0	

In table 4.21 above, employees were asked if the recruitment and selection practices of their companies affect their performance. Out of 363 respondents, 21(5.8%) of them strongly disagree to the statement above. 57 of the employees disagree while 115 (31.7%) people neither agree nor disagree. On the other hand, 121 (33.3%) employees agree to the statement while 49 (13.5%) strongly agree. It is however certain that most employees neither agree nor disagree, implying that they doubt if their performance is affected by other factors. Majority of the employees agree that their performance at work is affected by recruitment and selection practices. This shows that how employees performance is affected.

Table 4.22: The recruitment and selection practices of your company are very effective.

		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	22	6.1	6.1
	Disagree	64	17.6	23.7
	Neither Agree nor Disagree	107	29.5	53.2
	Agree	119	32.8	86.0
	Strongly Agree	51	14.0	100.0
	Total	363	100.0	

Another question that drew the minds of employees is whether the recruitment and selection practices of their companies are very effective. The results show that majority of the employees agree to this question. That is, a total of 119 (32.8%) employees agree to the statement, while other employees gave their own views as follows; 22 (6.1%) employees strongly disagree to the statement above, 64 (17.6%) of them disagree, 107 (29.5%) neither agree nor disagree. It is also shown that 51 (14%) employees strongly agree. This clearly shows that the recruitment and selection of companies are very effective.

Table 4.23: These recruitment and selection practices led to the employment of competent staff.

		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	21	5.8	5.8
	Disagree	53	14.6	20.4
	Neither Agree nor Disagree	98	27.0	47.4
	Agree	128	35.3	82.6
	Strongly Agree	63	17.4	100.0
	Total	363	100.0	

Respondents had another opportunity to tell if the recruitment and selection practices of their company led to the employment of competent staff. A total of 21(5.8%) employees strongly disagree to this fact, while 53 (14.6%) disagree as well. It was seen that up to 98 employees neither agree nor disagree. A total of 128 (35.3%) agree, thus being the majority of the respondents to affirm to the question. This is an indication that such recruitment and selection practices are a good way to employ competent staff. Adding to this is a frequency of 63 that strongly agree to the question above.

Table 4.24: The recruitment and selection practices are able to give your company the needed and qualified candidates to fill the vacancies.

		Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	31	8.5	8.5
	Disagree	56	15.4	24.0
	Neither Agree nor Disagree	85	23.4	47.4
	Agree	127	35.0	82.4
	Strongly Agree	64	17.6	100.0
	Total	363	100.0	

Table 4.24 above shows the question on whether the recruitment and selection practices are able to the company the needed and qualified candidates to fill the vacancies. It was found that out of the 363 total respondents, the frequency of 31 (8.5%) strongly disagrees, giving a percentage of 14.9. Those who disagree to this fact had a frequency of 56 (15.4%) while those who neither agree nor disagree had a frequency of 85 (23.4%). Majority of the respondents agree to the statement above thus scoring a frequency of 127 and a percentage of 35. Those who strongly agree has a frequency of 87 (24%).

4.5 Univariate Analysis of Variance

Table 4.25: Between Subjects Factors

		Value Label	N
Qst14	1.00	Radio advert	22
	2.00	TV advert	74
	3.00	Newspaper advert	52
	4.00	Professional association(s)	71
	5.00	Employment agencies	80
	6.00	Employee referrals	64
Op5	1.00	Academic qualifications	65
	2.00	Work experience	133
	3.00	Interview	80
	4.00	Test	85

From the results of table 4.25, it shows the two questions of the questionnaires that were not in a Likert format. There had different answer approaches. The value label for question 14 had 6 answer options and each label had its total number of respondents who preferred it. For instance, label 1 which was Radio advert had 22 respondents. In label 2 (TV advert), 74 respondents said TV advert is the methods of recruitment and selection practices applied in their companies. In label 3 (Newspaper advert), 52 respondent said the method of recruitment and selection is through newspaper advert. 71 employees said label 4 (professional associations) is the method used, 80 employees said it is employment agencies (label 5) while 64 said employees' referral (label 6) is the method used in recruitment and selection in their companies. However, it is seen that majority of the employees choose employment agencies thus employing that in other to easily get a job in a company, it is preferable to contact employment agencies. Question Op5 had 4 answer options and responses for these answer options were as follows; 65 employees claimed that Academic qualification is the best tool that is considered in recruitment and selection of

employees. 133 employees rather claimed that work experience in the best method used by companies for recruitment. 80 other employees said it was interview while 85 believed that Test is the method mostly considered. In a nutshell, it is seen that most employees are employed based on work experience.

Table 4.26: Levene's Test of Equality of Error Variances[a,b]

		Levene Statistic	df1	df2	Sig.
Gender	Based on Mean	5.150	28	334	.000
	Based on Median	.999	28	334	.471
	Based on Median and with adjusted df	.999	28	281.039	.471
	Based on trimmed mean	4.601	28	334	.000

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.[a,b]

a. Dependent variable: Gender

b. Design: Intercept + Qst14 + Op5 + Qst14 * Op5

From table 4.26 above, it shows the Levene's test of equality of Error Variances for Gender. It shows that p = 0.000, implying that it is less ≤ 5. This however shows that there is strong evidence against the H_O. The median is 0.471 and the based on trimmed mean is 0.000.

Table 4.27: Tests of between-subjects effects

Dependent variable   Gender

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	4.880[a]	28	.174	.942	.553	.073
Intercept	376.122	1	376.122	2033.199	.000	.859
Qst14	.962	5	.192	1.040	.394	.015
Op5	.347	4	.087	.469	.758	.006
Qst14 * Op5	3.216	19	.169	.915	.564	.049
Error	61.787	334	.185			
Total	627.000	363				
Corrected Total	66.667	362				

a. R Squared = .073 (Adjusted R Squared = -.004)

Table 4.27 above shows that there was a 2x2 experimental design used to assess a factorial ANOVA. It was equally found that on question 14, which was based on the methods of recruitment and selection practices applicable in companies, it was seen as significantly less important or no evidence against the HO. $F_{(5, 363)} = 1,04$, p = 0.394. For Question Op5 which is based on the factors mostly considered for recruitment and selection of employees, it shows that there was no evidence against the HO as well. This shows that $F_{(4, 363)} = 0,469$, P = 0.758. In a nutshell, there were a total of 363 responses, and the significance for question 14 is 0.394 while that of question Op 5 is 0.758. The significance for both questions is 0.564. These two questions are those that does not follow the Likert scale format. They have different answer formats, where question 14 has 6 answer alternatives and question 5 has 4

answers alternatives. Freedom (F) for question 14 is 1.040 while that of question Op 5 is 0.469.
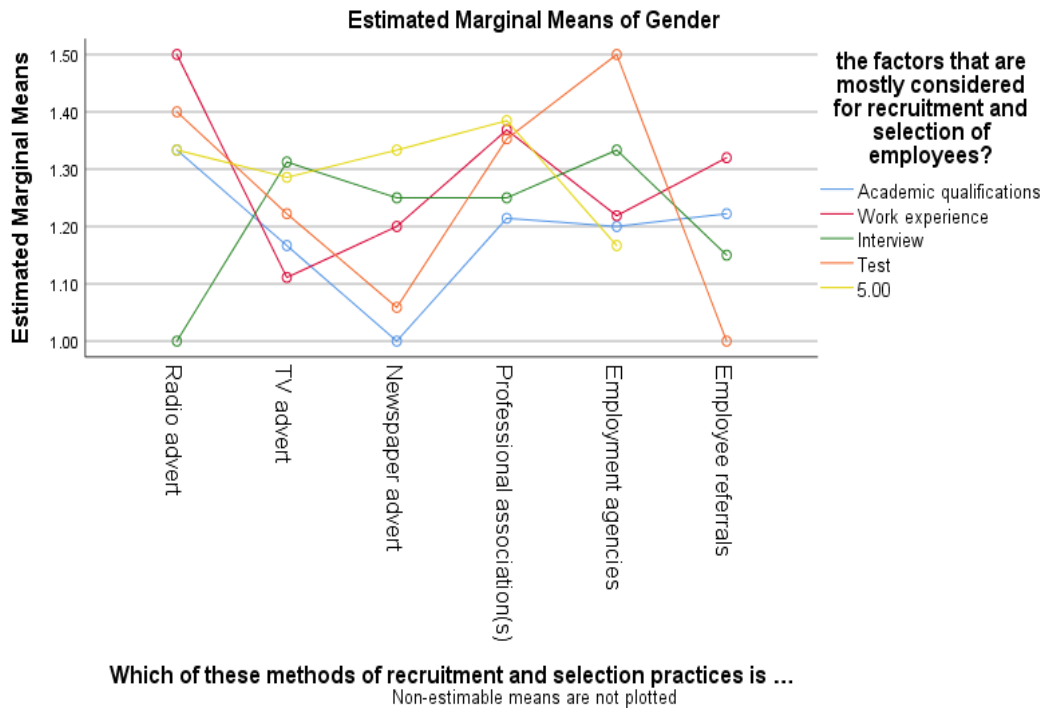
Figure 4.1: Profile Plots.

Figure 4.1 above is drawn from question 14 and Op5 (question) which is about the methods used by companies for recruitment and selection and factors that are considered for recruitment and selection of employees. The estimated marginal Means ranges from 1.00–1.50 and each of the responding option (TV advert, Radio advert, Professional Associations, Newspaper advert, Employee referrals and Employment agencies) matches with the means. The blue line shows the academic qualifications of the workers, the red line shows work experience, while the green line shows those who are employed through interview. Additionally, the orange line shows the Test conducted and the finally the yellow line is maximum level of the scale. Results show that majority of the workers got their job through employment agencies. It is clear too that non-estimated means are not plotted.

4.6 Reliability

Reliability analysis helps to study the properties of measurement scales and the items that compose the scale. The Reliability Analysis procedure is also to calculate a number of commonly used measures of scale reliability and also provides information about the relationships between individual items in the scale. The Reliability here is purposely for recruitment and selection.

4.6.1 Scale: Recruitment and Selection

Table 4.28: Case Processing Summary

		N	%
Cases	Valid	363	100.0
	Excluded[a]	0	.0
	Total	363	100.0

a. Listwise deletion based on all variables in the procedure.

The case processing summary in table 4.28 above is focused on questions related to Recruitment and Selection. The table shows that there are 363 valid cases and none (0) of them were excluded from a total of 360. This however gives a confirmative percentage of 100. "Excluded" has a superscript "a" which matches the "a. listwise deletion based on all variables in the procedure" found below the table. This means that if there was any missing value for any of the items for a participant, there were deleted completely. So listwise here means going horizontally by roll.

Table 4.29: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.743	.760	14

The reliability statistics of table 4.29 above, is analyze from the questions related to Recruitment and Selection. It was found that Cronbach's Alpha is 0,743 while the Cronbach's alpha based on standardized items is 0.760. The number of items is 14

(the 14 questions which were on recruitment and selection). The result shows that the Cronbach's alpha is greater than .7, thus implying that it is a high alpha (the result is good). If the result was less than 0.5 then it would have showed that there is a problem.

Table 4.30: Item Statistics.

	Mean	Std. Deviation	N
Qst1	3.3361	1.22022	363
Qst2	3.4105	1.92242	363
Qst3	3.1680	1.19477	363
Qst4	3.2727	1.28528	363
Qst5	3.5234	1.21518	363
Qst6	3.6006	1.10634	363
Qst7	2.9421	1.28504	363
Qst8	3.3636	1.07199	363
Qst9	3.1019	1.08127	363
Qst10	3.0854	1.20811	363
Qst11	3.0661	1.12040	363
Qst12	3.2810	1.16265	363
Qst13	3.4298	1.16695	363
Qst14	3.8402	1.55270	363

Table 4.30 above presents the Item statistics of Mean, Standard Deviation and the Sample size for each of the items on the scale. The 14 selected questions are the ones which focus on Recruitment and Selection practices in companies. For instance, the mean for question 14 is higher than that of the other questions, while the standard deviation for question 2 is greater than the others. The total sample size is 363.

Table 4.31: Inter-Item Correlation Matrix.

	Qst1	Qst2	Qst3	Qst4	Qst5	Qst6	Qst7	Qst8	Qst9	Qst10	Qst11	Qst12	Qst13	Qst14
Qst1	1.000	.234	.084	.443	.289	.253	.312	.189	.229	.297	.077	.186	.228	.228
Qst2	.234	1.000	-.008	.253	.229	.064	.196	.111	.190	.142	.035	.079	.011	.064
Qst3	.084	-.008	1.000	.132	.183	.321	.136	.179	.121	.076	.276	.179	.166	-.091
Qst4	.443	.253	.132	1.000	.274	.246	.215	.205	.191	.239	.106	.279	.170	.221
Qst5	.289	.229	.183	.274	1.000	.347	.379	.159	.146	.220	.129	.248	.316	.104
Qst6	.253	.064	.321	.246	.347	1.000	.295	.321	.150	.243	.269	.322	.326	-.042
Qst7	.312	.196	.136	.215	.379	.295	1.000	.146	.302	.322	.118	.370	.168	.096
Qst8	.189	.111	.179	.205	.159	.321	.146	1.000	.171	.132	.270	.224	.206	.037
Qst9	.229	.190	.121	.191	.146	.150	.302	.171	1.000	.198	.156	.175	.164	.057
Qst10	.297	.142	.076	.239	.220	.243	.322	.132	.198	1.000	.184	.319	.117	.194
Qst11	.077	.035	.276	.106	.129	.269	.118	.270	.156	.184	1.000	.115	.149	-.022
Qst12	.186	.079	.179	.279	.248	.322	.370	.224	.175	.319	.115	1.000	.194	.127
Qst13	.228	.011	.166	.170	.316	.326	.168	.206	.164	.117	.149	.194	1.000	-.052
Qst14	.228	.064	-.091	.221	.104	-.042	.096	.037	.057	.194	-.022	.127	-.052	1.000

Table 4.31 above is still focus on the 14 questions on recruitment and selection. This table presents the correlation of every item with each other. For instance, question 2 which is 0.234 is correlated with question 1, and it shows that it is quite strong. Question 3 is correlated with question 2, question 4 is correlated with question 3 and so on.

This however shows that these questions are positive and a perfect correlation because the questions are worthy in the same way (same direction). It is also notice

that it is (Meaning that everything in the question above is the same with the question below), the item in question one above in the same thing with question one below.

Table 4.32: Summary Item Statistics.

	Mean	Minimum	Maximum	Range	Maximum/ Minimum	Variance	N of Items
Item Means	3.316	2.942	3.840	.898	1.305	.058	14
Inter-Item Correlations	.185	-.091	.443	.535	-4.861	.010	14

Table 4.32 presents the Mean for all items in the scale as well as the Min, Max and Range. We've also got the Variance and Number of items. The Mean for the items is 3.316, the Minimum scale is 2.942, Maximum scale is 3.840, the Range is 0.898 which is the Maximum minus (-) the Minimum value, while the Variance is 0.58 and the N (number) of Items is 14 (the 14 questions on recruitment and Selection).

Table 4.33: Item-Total Statistics.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Qst1	43.0854	62.498	.492	.319	.714
Qst2	43.0110	62.309	.246	.143	.752
Qst3	43.2534	67.284	.243	.169	.740
Qst4	43.1488	62.133	.478	.292	.715
Qst5	42.8981	62.777	.479	.290	.716
Qst6	42.8209	64.015	.465	.333	.719
Qst7	43.4793	62.151	.477	.312	.715
Qst8	43.0579	66.193	.351	.181	.729
Qst9	43.3196	66.141	.350	.157	.729

Table 4.33: (con)Item-Total Statistics.

Qst10	43.3361	63.909	.419	.226	.722
Qst11	43.3554	67.318	.266	.167	.737
Qst12	43.1405	64.093	.431	.261	.721
Qst13	42.9917	66.207	.311	.199	.733
Qst14	42.5813	67.399	.144	.132	.756

Results from the Item-Total Statistics in table 4.33 shows the correlations of each item with everything combine. That can be clearly seen in the middle colon of the table (Corrected Item-Total Correlation). This however means that Question 1 is correlated with question 2 to 14 combined together, question 2 is correlated with question 1 and 3 to14, and so on. The last colon of the table is the Cronbach's Alpha if Item deleted from the scale. If any particular item is removed from the scale, it will significantly increase the Cronbach's Alpha.

4.7 Reliability

Reliability analysis helps to study the properties of measurement scales and the items that compose the scale. The Reliability Analysis procedure is also to calculate a number of commonly used measures of scale reliability and also provides information about the relationships between individual items in the scale. The Reliability in this section of study is purposely for Organizational Performance.

4.7.1 Scale: Organizational Performance.

Table 4.34: Case Processing Summary.

		N	%
Cases	Valid	363	100.0
	Excluded[a]	0	.0
	Total	363	100.0

a. Listwise deletion based on all variables in the procedure.

The case processing summary in table 4.34 above is for questions that were focused on Organizational Performance. It shows that there are 363 valid cases and none (0) of them were excluded from a total of 360. This however gives a confirmative percentage of 100. "Excluded" has a superscript "a" which matches the "a. listwise deletion based on all variables in the procedure" found below the table. This means that if there was any missing value for any of the items for a participant, there were deleted completely. So listwise here means going horizontally by roll.

Table 4.35: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.560	.567	5

The reliability statistics of table 4.35 is from questions about Organizational Performance. The result shows that Cronbach's Alpha is 0.560 while the Cronbach's alpha based on standardized items is 0.567. The number of items is 5 (That is, the 5 questions which were on organizational Performance). The result shows that the Cronbach's alpha is greater than 0.5, thus implying that it is a high alpha (the result is good). If the result was less than 0.5 then it would have showed that there is a problem.

Table 4.36: Item Statistics.

	Mean	Std. Deviation	N
Op1	3.3306	1.07499	363
Op2	3.3113	1.10226	363
Op3	3.4380	1.11166	363
Op4	3.3774	1.18845	363
Op5	2.7961	1.24256	363

The Item Statistics in table 4.36 above is focused on the 5 (five) question on Organizational Performance. It presents the Mean, Standard Deviation and the

Sample size for each of the items on the scale. For instance, the mean for question Op3 is higher than that of the other questions, while the standard deviation for question Op5 is greater than the others. The total sample size is 363.

Table 4.37: Inter-Item Correlation Matrix.

	Op1	Op2	Op3	Op4	Op5
Op1	1.000	.244	.202	.151	-.036
Op2	.244	1.000	.375	.368	-.024
Op3	.202	.375	1.000	.560	.061
Op4	.151	.368	.560	1.000	.176
Op5	-.036	-.024	.061	.176	1.000

It was found from table 4.37 above that question Op2 which is 0.244 is correlated with Op1. This shows that it is quite strong. Op3 is correlated with Op2; Op4 is correlated with Op 3 and so on. This however shows that these questions are positive and a perfect correlation because the questions are worthy in the same way (same direction). It is also notice that it is Matrix (Meaning everything in the question above is the same with the question below), the item in question one above in the same thing with question one below. The analyses were focus on the 5 questions on organizational performance.

Table 4.38: Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.251	2.796	3.438	.642	1.230	.067	5
Inter-Item Correlations	.208	-.036	.560	.597	-15.450	.034	5

The Summary Item Statistics of table 4.38 above presents the Mean for all items in the scale as well as the Minimum, Maximum and the Range. It also presents a Variance and Number of Items. The Mean for the items is 3.251, the Minimum scale

is 2.796, Maximum scale is 3.438, the Range is 0.642 (which is the Maximum minus (-) the Minimum value), while the Variance is 0.067 and the N (number) of Items is 5 (That is, the 5 questions on Organizational Performance).

Table 4.39: Item-Total Statistics.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Op1	12.9229	9.392	.205	.076	.566
Op2	12.9421	8.287	.377	.209	.473
Op3	12.8154	7.609	.498	.354	.400
Op4	12.8760	7.137	.527	.366	.371
Op5	13.4573	9.829	.067	.042	.653

A result from the Item-Total Statistics in table 4.39 is based on Organizational Performance questions. It shows the correlations of each item with everything combined. The middle colon of the table (Corrected Item-Total Correlation) illustrates such combination. This however means that Op1 is correlated with Op2 2 - 5 combined together. Op 2 is correlated with Op1 and 3,4 and 5. The last colon of the table is the "Cronbach's Alpha if Item deleted from the scale". If any particular item is removed from the scale, it will significantly increase the Cronbach's Alpha, but because all questions are necessary for the study , no questions would be removed.

4.8 Descriptives

Table 4.40: Descriptive Statistics**.**

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	363	1.00	2.00	-	-
Age	363	1.00	5.00	-	-
Educational Qualification	363	1.00	5.00	-	-
Longevity	363	1.00	4.00	-	-
Qst1	363	1.00	5.00	3.3361	1.22022
Qst2	363	1.00	5.00	3.4105	1.92242
Qst3	363	1.00	5.00	3.1680	1.19477
Qst4	363	1.00	5.00	3.2727	1.28528
Qst5	363	1.00	5.00	3.5234	1.21518
Qst6	363	1.00	5.00	3.6006	1.10634
Qst7	363	1.00	5.00	2.9421	1.28504
Qst8	363	1.00	5.00	3.3636	1.07199
Qst9	363	1.00	5.00	3.1019	1.08127
Qst10	363	1.00	5.00	3.0854	1.20811
Qst11	363	1.00	5.00	3.0661	1.12040
Qst12	363	1.00	5.00	3.2810	1.16265
Qst13	363	1.00	5.00	3.4298	1.16695
Qst14	363	1.00	6.00	3.8402	1.55270
Op1	363	1.00	5.00	3.3306	1.07499
Op2	363	1.00	5.00	3.3113	1.10226

Table 4.40: (con)Descriptive Statistics.

Op3	363	1.00	5.00	3.4380	1.11166
Op4	363	1.00	5.00	3.3774	1.18845
Op5	363	1.00	4.00	2.7961	1.24256
Valid N (listwise)	363				

Table 4.40 above shows a list of all variables, where each variable has a value score. The table shows that there were a total of 363 Valid N (listwise) cases with no missing data. For gender, the minimum is 1 and the maximum is 2. Age has a minimum of 1 and a maximum of 5. Also, educational qualification has a minimum o 1 and a maximum of 2. The same proceeding goes with longevity where it has a minimum of 1 and a maximum of 4. The average question was 3.6006 (question 6) and standard deviation was 1.10634. Questions 1 to 13 have a minimum value of 1 and a maximum of 5 while question 14 has a minimum value of 1 and a maximum of 6. On the other hand, Op1 to Op4 has a minimum value of 1 and a maximum of 5 while Op5 has a minimum of 1 and a maximum of 4. The mean and standard deviation for each question is specified in the table matching the various question

5 CONCLUSION AND RECOMMENDATION

5.1 Conclusion

From the aforementioned, recruitment and selection, and Organization Performance are mainly related to the capabilities of prospective candidates based on the reward and demands inherent in the jobs. However, it shows that big companies devote considerable resources and energy to make sure they have a high quality selection system and to have the rightful employees. It is quite convincing to see that Recruitment and Selection process and Organizational Performances of every company are very important practices for human resource management, which in order words are very crucial in affecting the success and development of the organization. The organizational recruitment practices for every company is based on its own procedure and methods of the quality of new recruits, and the effectiveness of the selection phase depends on the calibre of attracted candidates. Results from the study present the recruitment and selection, and Organization Performance of employees greatly determines the performance of an organization and this becomes so vital if the organizations aim for greater goals. This also determines the level of effectiveness and efficiency of the company.

The analysis and findings of the study also shows that majority of employees are employed through employment agencies though other methods of recruitment and selection include; Newspapers advert, TV advert, Radio adverts, Professional Association and employee referrals. This is however a claim that, to easily get a job in Erbil, one need to consult agencies. Looking at the factors mostly that are considered for recruitment and selection of employees, it was found that most employees get their jobs through work experience. This is not forgetting the fact that other factors like; Academic qualifications, interview and test also counts. Having a pre-knowledge about a job gives greater chances of getting employment than one with no skills. In respect of the investigation, examination and evaluation of the recruitment and selection process of organizations, it was found that most companies have a formal policy that is used for recruitment and selections of employees.

Majority of companies also performs job analysis before advertising vacancies. Majority of companies open their vacancies to the general public to apply for jobs. It was found that most companies in private sector in Erbil have a structure, provide equal opportunities, face challenges in recruitment, aware of formal policy, relies on external and internal sources for its recruitment and selection. It is not forgotten that the organizational performances are effective and have competent staff.

There were three theories postulated by Buchner (2007) in this study. These theories include social cognitive, global theory and control theory. The arguments put forth by this theorist indicated that recruitment and organizational performance plays a vital role in increasing or decreasing the level of the significance of recruitment and selection on private owned organizations in Erbil.

Another important reason for this study is to understand that in examining the correlation analysis and two-way ANOVA, recruitment and selection results, as well as organizational performance results shows that in the private sector, there is appropriate recruitment and selection policies in getting employees. This increases the level of organizational performance in the private sector.

There are two significant variables in this study. These variables are; recruitment and selection and organizational performance. It shows that a correlation exist between the two main variables. For instance, the correlation shows that: The recruitment and selection does not have any significance on employing competent staff. The recruitment and selection also have significance on having competent staff. In addition, the correlation shows recruitment and selection does not have significance effect on the organizational performance. A two-way ANOVA analysis used in this study was to evaluate the significant correlation between recruitment and selection, and performance regard to the importance of human resource practices and getting competent staff. High reliability for the test showed that the test consistently measures the level of effectiveness and efficiency of recruitment and selection on organizational performance. Meanwhile, low reliability would have showed that the test is measuring something or it is measuring nothing at all. Therefore, Alpha Cronbach coefficient and reliability test were commonly used to know if the survey questions with 5 Likert scale questions are reliable.

5.2 Recommendations

Recruitment and selection, likewise Organizational Performance plays a vital role to all institutions. There is a great challenge in human resource planning and development thus making its policy quite difficult. This recommendation however helps to make this policy more efficient and effective. Some of the key things to suggest is; to maintain equality for all applicants, avoid nepotism, tribalism and favoritism when recruiting or selecting employees, selected applicants should be well informed about the policies of the job so as to enhance development.

5.2.1 Recommendations for Further Research

In regards to the fact that recruitment and selection is a complex practice for most companies, a number of issues were raised from the literature review to identify and lay emphasis on the concept of staff recruitment and selection. In this case, further research can be implemented in a wide scope by increasing the sample size.

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APPENDICES

APPENDICES 1

SECTION A: PERSONAL INFORMATION

1-What is your gender?
     a. Male   [ ]   b. Female   [ ]

2- Which categories below include your age?

a. 20 - 25   [ ]   b. 26 - 35   [ ]   c. 36 - 45   [ ]
d. 46 - 55   [ ]   e. Above 56 [ ]

3- What is your education qualification?

a. High school   [ ]   b. Institute   [ ]
c. Bachelor Degree [ ]   d. Master's Degree [ ]
e. PhD Degree   [ ]

4- How long have you been working for your company?

a. 6 months – 1 year [ ]   b. 2 – 4 years   [ ]
c. 5 – 10 years   [ ]   d. more than 10 years [ ]

SECTION B: RECRUITMENT AND SELECTION

DIRECTIONS: Using the key below, please **<u>circle</u>** your best response to the following statements.

Key: 1. Strongly Disagree 2. Disagree 3. Neither agree nor Disagree   4. Agree 5.Strongly Agree

S/NO.	QUESTIONS	1	2	3	4	5
1.	**The company have a formal policy for the recruitment and selection of employees.**	1	2	3	4	5
2.	**The company performs job analysis (That is duties, responsibilities, skills etc. required for a particular job) before advertising vacancies for employment.**	1	2	3	4	5
3.	**The company relies on agent(s) for the recruitment and selection of employees.**	1	2	3	4	5
4.	**When vacancies occur, the company considers existing employees.**	1	2	3	4	5
5.	**The job vacancies are open to the general public.**	1	2	3	4	5
6.	**The company structures recruitment and selection practices in place for new employees.**	1	2	3	4	5
7.	**There are equal opportunities for all would-be (potential) employees when it comes to recruitment and selection.**	1	2	3	4	5
8.	**There is a situation where management circumvents (That is divert from) the formal recruitment and selection practices.**	1	2	3	4	5
9.	**The company faces challenges in the recruitment and selection practices.**	1	2	3	4	5
10.	**You are aware of formal policy for the recruitment and selection of employees.**	1	2	3	4	5
11.	**The company relies on external sources for recruitment and selection.**	1	2	3	4	5
12.	**The company relies on internal sources for recruitment and selection.**	1	2	3	4	5
13	**The company follows the formal policy in recruitment and selection for a position.**	1	2	3	4	5

14. **Please tick (√) which of these methods of recruitment and selection practices is applicable to your company?**

a. Radio advert [   ]   b. TV advert [   ]   c. Newspaper advert [   ]
d. Professional association(s) [   ]   e. Employment agencies [   ]
f. Employee referrals [   ]

SECTION C: ORGANIZATIONAL PERFORMANCE

DIRECTIONS: Using the key below, please **circle** your best response to the following statements.

Key: 1. Strongly Disagree 2. Disagree 3. Neither agree nor Disagree   4. Agree 5.Strongly Agree

S/NO.	QUESTIONS	1	2	3	4	5
1.	**The recruitment and selection practices of your company affect your performance.**	1	2	3	4	5
2.	**The recruitment and selection practices of your company are very effective.**	1	2	3	4	5
3.	**These recruitment and selection practices led to the employment of competent staff.**	1	2	3	4	5
4.	**The recruitment and selection practices are able to give your company the needed and qualified candidates to fill the vacancies.**	1	2	3	4	5

5. **Please tick (√) the factors that are mostly considered for recruitment and selection of employees?**

a. Academic qualifications [   ]   b. Work experience   [   ]
c. Interview   [   ]   d. Test   [   ]

Thank you for your time and cooperation.

Please contact me if you have any queries.

Email address:yashar.harky@gmail.com

Questionnaire

Source:http://www.dphu.org/uploads/attachements/books/books_5256_0.pdf

APPENDICES 2

		Qst1	Qst2	Qst3	Qst4	Qst5	Qst6	Qst7	Qst8	Qst9	Qst10	Qst11	Qst12
Qst1	Pearson Correlation	1	.234**	.084	.443**	.289**	.253**	.312**	.189**	.229**	.297**	.077	.186**
	Sig. (2-tailed)		.000	.109	.000	.000	.000	.000	.000	.000	.000	.145	.000
	N	363	363	363	363	363	363	363	363	363	363	363	363
Qst2	Pearson Correlation	.234**	1	-.008	.253**	.229**	.064	.196**	.111*	.190**	.142**	.035	.079
	Sig. (2-tailed)	.000		.872	.000	.000	.222	.000	.034	.000	.007	.508	.132
	N	363	363	363	363	363	363	363	363	363	363	363	363
Qst3	Pearson Correlation	.084	-.008	1	.132*	.183**	.321**	.136**	.179**	.121*	.076	.276**	.179**
	Sig. (2-tailed)	.109	.872		.012	.000	.000	.010	.001	.021	.148	.000	.001
	N	363	363	363	363	363	363	363	363	363	363	363	363
Qst4	Pearson Correlation	.443**	.253**	.132*	1	.274**	.246**	.215**	.205**	.191**	.239**	.106*	.279**
	Sig. (2-tailed)	.000	.000	.012		.000	.000	.000	.000	.000	.000	.043	.000
	N	363	363	363	363	363	363	363	363	363	363	363	363
Qst5	Pearson Correlation	.289**	.229**	.183**	.274**	1	.347**	.379**	.159**	.146**	.220**	.129*	.248**

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	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.002	.005	.000	.014	.000
	N	363	363	363	363	363	363	363	363	363	363	363	363
Qst6	Pearson Correlation	.253**	.064	.321**	.246**	.347**	1	.295**	.321**	.150**	.243**	.269**	.322**
	Sig. (2-tailed)	.000	.222	.000	.000	.000		.000	.000	.004	.000	.000	.000
	N	363	363	363	363	363	363	363	363	363	363	363	363
Qst7	Pearson Correlation	.312**	.196**	.136**	.215**	.379**	.295**	1	.146**	.302**	.322**	.118*	.370**
	Sig. (2-tailed)	.000	.000	.010	.000	.000	.000		.005	.000	.000	.025	.000
	N	363	363	363	363	363	363	363	363	363	363	363	363
Qst8	Pearson Correlation	.189**	.111*	.179**	.205**	.159**	.321**	.146**	1	.171**	.132*	.270**	.224**
	Sig. (2-tailed)	.000	.034	.001	.000	.002	.000	.005		.001	.012	.000	.000
	N	363	363	363	363	363	363	363	363	363	363	363	363
Qst9	Pearson Correlation	.229**	.190**	.121*	.191**	.146**	.150**	.302**	.171**	1	.198**	.156**	.175**
	Sig. (2-tailed)	.000	.000	.021	.000	.005	.004	.000	.001		.000	.003	.001
	N	363	363	363	363	363	363	363	363	363	363	363	363
Qst10	Pearson Correlation	.297**	.142**	.076	.239**	.220**	.243**	.322**	.132*	.198**	1	.184**	.319**

	Sig. (2-tailed)	.000	.007	.148	.000	.000	.000	.000	.012	.000		.000	.000
	N	363	363	363	363	363	363	363	363	363	363	363	363
Qst11	Pearson Correlation	.077	.035	.276**	.106*	.129*	.269**	.118*	.270**	.156**	.184**	1	.115*
	Sig. (2-tailed)	.145	.508	.000	.043	.014	.000	.025	.000	.003	.000		.028
	N	363	363	363	363	363	363	363	363	363	363	363	363
Qst12	Pearson Correlation	.186**	.079	.179**	.279**	.248**	.322**	.370**	.224**	.175**	.319**	.115*	1
	Sig. (2-tailed)	.000	.132	.001	.000	.000	.000	.000	.000	.001	.000	.028	
	N	363	363	363	363	363	363	363	363	363	363	363	363
Qst13	Pearson Correlation	.228**	.011	.166**	.170**	.316**	.326**	.168**	.206**	.164**	.117*	.149**	.194**
	Sig. (2-tailed)	.000	.834	.002	.001	.000	.000	.001	.000	.002	.026	.004	.000
	N	363	363	363	363	363	363	363	363	363	363	363	363
Qst14	Pearson Correlation	.228**	.064	-.091	.221**	.104*	-.042	.096	.037	.057	.194**	-.022	.127*
	Sig. (2-tailed)	.000	.226	.083	.000	.047	.424	.067	.486	.275	.000	.669	.015
	N	363	363	363	363	363	363	363	363	363	363	363	363
Op1	Pearson Correlation	.132*	.071	.045	.164**	.161**	.234**	.098	.159**	.137**	.170**	.266**	.186**

	Sig. (2-tailed)	.012	.180	.395	.002	.002	.000	.063	.002	.009	.001	.000	.000
	N	363	363	363	363	363	363	363	363	363	363	363	363
Op2	Pearson Correlation	.253**	.130*	.036	.215**	.282**	.240**	.329**	.142**	.198**	.287**	.162**	.223**
	Sig. (2-tailed)	.000	.013	.498	.000	.000	.000	.000	.007	.000	.000	.002	.000
	N	363	363	363	363	363	363	363	363	363	363	363	363
Op3	Pearson Correlation	.237**	.187**	.136**	.154**	.327**	.331**	.294**	.204**	.202**	.235**	.187**	.225**
	Sig. (2-tailed)	.000	.000	.010	.003	.000	.000	.000	.000	.000	.000	.000	.000
	N	363	363	363	363	363	363	363	363	363	363	363	363
Op4	Pearson Correlation	.189**	.054	.253**	.131*	.236**	.342**	.255**	.191**	.037	.180**	.155**	.195**
	Sig. (2-tailed)	.000	.304	.000	.012	.000	.000	.000	.000	.487	.001	.003	.000
	N	363	363	363	363	363	363	363	363	363	363	363	363
Op5	Pearson Correlation	-.130*	-.149**	.276**	-.072	.047	.222**	-.025	.118*	-.048	-.067	.071	.086
	Sig. (2-tailed)	.013	.005	.000	.169	.371	.000	.639	.025	.360	.199	.176	.103
	N	363	363	363	363	363	363	363	363	363	363	363	363

		Qst13	Qst14	Op1	Op2	Op3	Op4	Op5
Qst1	Pearson Correlation	.228**	.228**	.132*	.253**	.237**	.189**	-.130*

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	Sig. (2-tailed)	.000	.000	.012	.000	.000	.000	.013
	N	363	363	363	363	363	363	363
Qst2	Pearson Correlation	.011	.064	.071	.130*	.187**	.054	-.149**
	Sig. (2-tailed)	.834	.226	.180	.013	.000	.304	.005
	N	363	363	363	363	363	363	363
Qst3	Pearson Correlation	.166**	-.091	.045	.036	.136**	.253**	.276**
	Sig. (2-tailed)	.002	.083	.395	.498	.010	.000	.000
	N	363	363	363	363	363	363	363
Qst4	Pearson Correlation	.170**	.221**	.164**	.215**	.154**	.131*	-.072
	Sig. (2-tailed)	.001	.000	.002	.000	.003	.012	.169
	N	363	363	363	363	363	363	363
Qst5	Pearson Correlation	.316**	.104*	.161**	.282**	.327**	.236**	.047
	Sig. (2-tailed)	.000	.047	.002	.000	.000	.000	.371
	N	363	363	363	363	363	363	363
Qst6	Pearson Correlation	.326**	-.042	.234**	.240**	.331**	.342**	.222**
	Sig. (2-tailed)	.000	.424	.000	.000	.000	.000	.000
	N	363	363	363	363	363	363	363
Qst7	Pearson Correlation	.168**	.096	.098	.329**	.294**	.255**	-.025
	Sig. (2-tailed)	.001	.067	.063	.000	.000	.000	.639
	N	363	363	363	363	363	363	363
Qst8	Pearson Correlation	.206**	.037	.159**	.142**	.204**	.191**	.118*
	Sig. (2-tailed)	.000	.486	.002	.007	.000	.000	.025
	N	363	363	363	363	363	363	363
Qst9	Pearson Correlation	.164**	.057	.137**	.198**	.202**	.037	-.048

	Sig. (2-tailed)	.002	.275	.009	.000	.000	.487	.360
	N	363	363	363	363	363	363	363
Qst10	Pearson Correlation	.117*	.194**	.170**	.287**	.235**	.180**	-.067
	Sig. (2-tailed)	.026	.000	.001	.000	.000	.001	.199
	N	363	363	363	363	363	363	363
Qst11	Pearson Correlation	.149**	-.022	.266**	.162**	.187**	.155**	.071
	Sig. (2-tailed)	.004	.669	.000	.002	.000	.003	.176
	N	363	363	363	363	363	363	363
Qst12	Pearson Correlation	.194**	.127*	.186**	.223**	.225**	.195**	.086
	Sig. (2-tailed)	.000	.015	.000	.000	.000	.000	.103
	N	363	363	363	363	363	363	363
Qst13	Pearson Correlation	1	-.052	.155**	.100	.231**	.315**	.068
	Sig. (2-tailed)		.324	.003	.058	.000	.000	.195
	N	363	363	363	363	363	363	363
Qst14	Pearson Correlation	-.052	1	.060	.095	-.003	-.044	-.166**
	Sig. (2-tailed)	.324		.255	.070	.961	.408	.002
	N	363	363	363	363	363	363	363
Op1	Pearson Correlation	.155**	.060	1	.244**	.202**	.151**	-.036
	Sig. (2-tailed)	.003	.255		.000	.000	.004	.491
	N	363	363	363	363	363	363	363
Op2	Pearson Correlation	.100	.095	.244**	1	.375**	.368**	-.024
	Sig. (2-tailed)	.058	.070	.000		.000	.000	.647
	N	363	363	363	363	363	363	363
Op3	Pearson Correlation	.231**	-.003	.202**	.375**	1	.560**	.061

	Sig. (2-tailed)	.000	.961	.000	.000		.000	.248
	N	363	363	363	363	363	363	363
Op4	Pearson Correlation	.315**	-.044	.151**	.368**	.560**	1	.176**
	Sig. (2-tailed)	.000	.408	.004	.000	.000		.001
	N	363	363	363	363	363	363	363
Op5	Pearson Correlation	.068	-.166**	-.036	-.024	.061	.176**	1
	Sig. (2-tailed)	.195	.002	.491	.647	.248	.001	
	N	363	363	363	363	363	363	363

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

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Enstitümüz Y1312.130060 numaralı İşletme İngilizce Anabilim Dalı İşletme Yönetimi İngilizce Tezli Yüksek Lisans programı öğrencilerinden YASHAR FADHIL MOHAMMED HARKY'nin "THE SIGNIFICANCE OF RECRUITMENT AND SELECTION IN ORGANIZATIONS: THE CASE OF PROVATE OWNED ORGANIZATIONS IN ERBIL IN IRAQ" adlı tez çalışması gereği "Recruitment and Selection and Organization Performance Questionnite" ile ilgili anketi 17.08.2017 tarih ve 2017/16 İstanbul Aydın Üniversitesi Etik Komisyon Kararı ile etik olarak uygun olduğuna karar verilmiştir.
Bilgilerinize rica ederim.

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