

# Recruitment Process and its Effect on Employee Selection

## An applied Study on a multinational Software Organization in Egypt

Dr. Mohamed Wahba and Dr. Mohamed abdelsalam

Arab Academy for Science and Technology and Maritime Transport

[m\\_wahba2003@hotmail.com](mailto:m_wahba2003@hotmail.com)

[raghebjmm@yahoo.com](mailto:raghebjmm@yahoo.com)

### **Abstract:**

This paper aims to examine the main dimensions of the recruitment process to determine the variables that influence hiring employees through making an empirical study of the recruitment and selection process in one of the software projects organizations and comparing the results found in the company by the standards of the right selection for employees with the suitable qualifications and skills to be able to achieve their jobs with the highest quality. The Candidates of the job vacancies of the case study organization will be traced how they are tested for a certain job, how an interview could be conducted, at which level he/she is accepted or rejected. Also, when candidate is accepted, a trace will be done to check his/her salary level, performance level, and other points that may affect the employee selection and performance. Some dimensions determined to be considered when doing recruitment selection with comparison between Current Process and the Standard Process of selection and recruitment, and also determined future research points.

**Keywords:** Recruitment and selection process, candidate performance, MNCs.

### **1. Introduction**

In today's dynamic world, globalization and the rise of multinational companies (MNCs) have highly affected market transactions and the nature of operations in each market. As Rosenzweig and Nohria (1994) identified human resource management (HRM) in general as the area of management most likely to be subject to national differences, HRM activities in general and recruitment in specific vary in between the different MNCs' subsidiaries (Marschan-Piekkari et al., 1999, and Harris et al., 2003). Although the Egyptian market witnessed a rapid growth in the number and size of MNCs; reaching 2100 (Ministry of Investment, 2008), there is a gap in

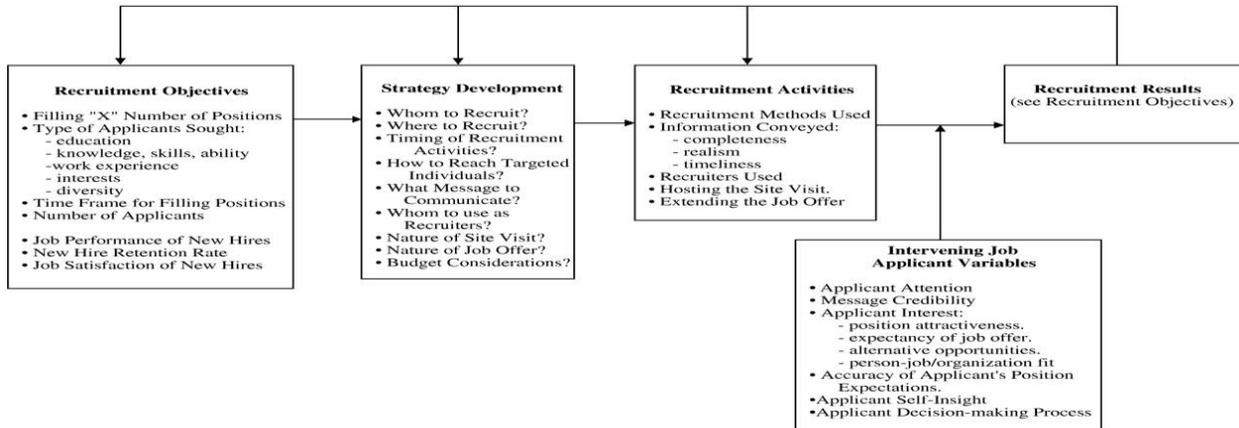
published HR literature on MNCs in Egypt and also in understanding the impact of organizational size on HR practices. Thus, understanding the actual recruitment process, the recruitment problems and the reactions undertaken in recruitment to face market fluctuations like the recent global financial crisis becomes critical. (Menatallah et al, 2010)

One of the great and main roles of human resources department nowadays is the “Recruitment and Selection” process of employees for the organization. Recruitment can be defined as the process of identifying and hiring best-qualified [candidate](#) for a [job](#) vacancy, in a most timely and [cost effective](#) manner. Also, Selection process can be defined as the process of “buying” an employee. When saying this definition, it could be mentioned that bad buys can be very expensive. Recruiting and selecting the right employees in the organization is a very important step to build a successful organization and retain a workforce of the highest quality. In today's competitive environment, companies are starting to realize the increasing importance of hiring. In 1995, U.S. companies allocated the majority of their business training budgets, approximately \$52 billion to training programs designed to instruct in hiring practices and interviewing techniques. For instance, American Honda's manager of corporate training and development favors a "process-oriented, common-sense approach to interviewing and hiring". Honda is currently using what they call the five step approach to interviewing; complete skills analysis, select skill definitions, develop questions, conduct the interview and rate skills. (Amity Perry; Brian H Kleiner, 2002). Also Recruitment represents one of the core staffing activities that need to be efficiently and effectively planned and conducted for organizations to attain success (Heneman and Judge, 2005). De Cenzo and Robbins (1999) identified recruitment as: the process of discovering potential candidates for actual or anticipated organizational vacancies. Or, from another perspective, it is a linking activity-bringing together those with jobs to fill and those seeking jobs. For perfect employees' selection, several points should happen; one of these points is to review the job description which could be defined as a list of what the job entails, to ensure that it meets the present and future requirements. This process will force the employee to identify who is needed and why. The why may be as simple as an increasing work load or filling a position left vacant by resignation or retirement? Requirements to fill this position should be set forth in the job description and announcement. The job description should also specify what skills and abilities are needed to perform the required tasks. (Gary Dessler, 2005). Another important point for perfect employees' selection is to review the candidate specifications which refer to what kind of people to hire for the job, to ensure that they meet the requirements of the job description. Also, interviewing and testing short-listed candidates are important steps in making the right selection for employees in an organization. At this point, it is important to mention that job description and job specifications are perfectly determined by doing a perfect job analysis so that the selectors know physical and mental characteristics applicants must possess. Job analysis is the procedure through which you determine the duties of these positions and the characteristics of the people to hire for them (Gary Dessler, 2005).

## **2.Literature Review**

One of the most important principals that help organizations to get the best quality of their outputs is to have highly qualified employees. This conclusion was done by Amity Perry and Brian H Kleiner, 2002. So, it becomes important not only to find a qualified candidate to perform a certain job, but to find the best qualified candidate who can achieve the best performance for the job, in order to guarantee a positive and best outputs for an organization. Of course, this leads

organizations to give higher weights to human resources functions and specially recruitment and selection process to be able to find the best qualified candidate for a job vacancy. It should be noted that finding the best qualified candidate is not an easy issue when certain criteria are not made so clear by the organization management. James A. Breugh, 2008 determines those criteria as shown in figure 1.1. He considered that management should clearly define recruitment objectives which include how many employees should be hired, how much time may be consumed to find the required number of qualified candidates for a certain job as well as the requirements that should be found in one candidate to consider he/she is qualified to hire the job. Management should also define strategy development such as who should be hired, where he/she



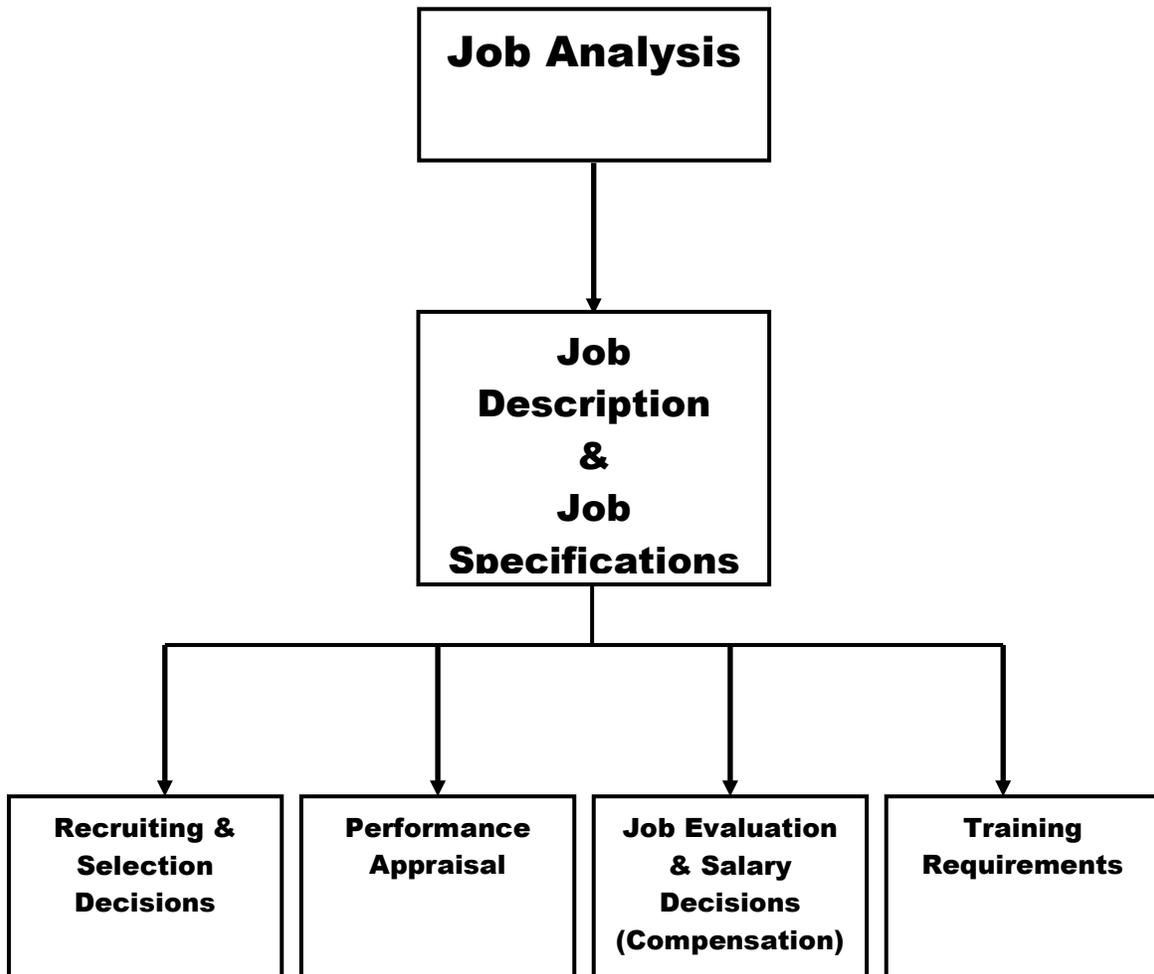
may be hired, what job offers could be offered and the benefits that employee may get in the organization.

**Figure 1.1**

(James A. Breugh, 2008)

When organization management clearly defines the points above, they should pass these points to organization members. Also, these criteria should be very clear to the Human Resources Department in order to make the selection depending upon these criteria as well as passing these criteria to the selected candidates in order to have a full and clear view of the organization goals and objectives. The Human Resources department should also perfectly identify the methods which will be used in Candidates' selection for different jobs. In other words, it could be observed that several points should be very well identified by the organization management according to the organization goals and passed to the Human Resources Department, which in turn will identify the methods and make the candidates selection according to these points. The Human Resources Department should also pass these points to hired candidates to well understand the organization goals and objectives. At that point, a question arises about the main issues, criteria and methods that should be well identified. In any organization, top management should well identify organization goals and objectives. Also, managers' role is to perform certain basic functions, which are **planning, organizing, staffing, leading** and **controlling**. When observing them for the Management Process, a strong link can be found between the Management process and the Human Resources Management, which can be defined as the process of acquiring, training, compensating and appraising employees. It could also be observed that once top management identify their process, human resources management could easily go through its process to find best qualified candidates for different job vacancies within the

organization. Human Resources procedures start with the first and main step, which is “Conducting Job Analysis”. It is considered as a prerequisite activity for the effective management of human resources. Job analysis may be viewed as the hub of virtually all human resource management activities necessary for the successful functioning of organizations (Parbudyal Singh, 2008). Job analysis is defined as the procedure for determining the duties and skills requirements of a job and the kind of person who should be hired for it (Heinrich Pierer, 1999). It could be obvious from the definition that job analysis reveals very crucial information about what the job entails and what human characteristics are required to perform these activities. Also, job analysis could help in estimating the value of each job and its appropriate compensation. In the graph below, a summary of the uses of job analysis information is done.



**Figure 1.2**

The graph above shows different uses of job analysis, through which human resources could easily specify criteria required in the employee supposed to be selected for a certain job. Another important point that should be highlighted is the requirements of quality in employees’ selection. When talking about human resources functions and specially the recruitment and selection process, an eye may be put on the concept of total Quality Management, which can be defined as

a set of management practices throughout the organization, geared to ensure the organization consistently meets or exceeds customer requirements.

In a review of the studies related to the standard steps of the recruitment and selection process it was found that the attention given to the topic of employee recruitment by researchers has increased considerably in recent years (Billsberry, 2007; Breaugh, Macan & Grambow, 2008). Given the importance of the recruitment process, such attention is clearly warranted. In addition to an increase in the number of studies being published, there has been an increase in the variety of recruitment topics being examined. It was found that there are some variables that may affect the recruitment process and should be well studied before starting the process; one of these variables mentioned by Amity Perry and Brian H Kleiner, 2002 is having a clear job description. They mentioned that this process will force the employee to identify who is needed and why. The why may be as simple as increasing work load or filling a position left vacant resignation or retirement? Requirements to fill this position should be set forth in the job description and announcements. The job description should also specify what skills and abilities are needed to perform the required tasks. (Amity Perry and Brian H Kleiner, (2002) Amity Perry and Brian H Kleiner, 2002 mentioned also that it may be helpful to ask existing employees in similar positions to describe their daily tasks for organizations to be able to design a clear job description. Existing employees may have a better understanding from performing the job day-to-day as to what will be needed to perform the job successfully. In addition these employees should have an understanding of how the organization runs and the daily challenges the position presents. Key personnel should be included in the hiring process. This will make team a leader feel involved, provide additional feedback, and decreases the likelihood of hiring incompatible employees. Amity Perry and Brian H Kleiner, 2002 said more than a well defined job description should contain the qualifications and fundamental as well as non fundamental job functions. The qualifications include required certifications, education, experience and necessary skills. They argue that an effective job description will help provide a guideline when interviewing. The job description will assist in determining if the applicant is qualified. (Amity Perry and Brian H Kleiner, 2002). Another important variable discussed by Alfonso Sousa-Poza and Andr es A. Sousa-Poza, 2007 was "Gender" in a study done to find the relation between gender and job satisfaction. They claim that a very few empirical studies provide evidence that women have a smaller attachment to their jobs, especially once personal or unobservable characteristics are taken into consideration. Studies that do address the attachment of women to their jobs concentrate on showing that, once personal and job characteristics (including wages) are controlled for, quit rates are similar between men and women. Timothy A. Judge et al, 2010 discuss another variable which is "Salaries and Benefits". They found that both within- and between-studies, level of pay had little relation to either job or pay satisfaction. This indicates that within an organization, those who make more money are little more satisfied than those who make considerably less. Moreover, relatively well paid samples of individuals are only trivially more satisfied than relatively poorly paid samples. The result for pay satisfaction is particularly surprising. One might argue that pay level is weakly related to overall job satisfaction because, of the facets of job satisfaction, pay is not as important as other facets such as work satisfaction (Judge and Church, 2000). However, when pay level bears only a slightly stronger relationship with pay satisfaction than with overall job satisfaction, such an argument is not plausible. Park and Gutchess, 2000, consider the relationship between employees' age and their performance. They found that older employees take a longer time to learn new skills, make more

errors in the training process, are more prone to work injury, and are less productive. Such negative effects may be due to age-related changes in cognition and physical abilities, such as a decrease in working memory, ability to pay attention, and ability to solve task problems. A decline in working memory may make it difficult for older workers to learn new skills, such as computer technology, or to memorize complex operational procedures. In addition to working memory, Warr (1994) found that aging affects how quickly a person reacts. He examined the age–performance relationships in four categories of tasks including: (1) verbal comprehension and intelligence; (2) immediate memory; (3) complex reasoning in areas of expertise; and (4) reaction time and working memory. He found that only the reaction time and working memory showed a negative relationship with age. Harma (1996) reported that workers over 40 experience greater difficulties in adapting to shift work, which may increase the chances of work injury and absenteeism. On the other hand, Park and Gutches, 2000 indicated another research that older workers perform well at tasks at which they are experienced, and that experience can offset a decline in problem solving ability. The topic of quality is a wide and broad one when trying to discuss, specially that there is no one and only way to achieve quality when starting the recruitment process, instead, the topic of quality should be considered in all steps and procedures. One approach to quality of the recruitment process was the one observed by Claire Owen. He asked a question of “How do you identify who is right for your organization?”. He imagined that the answer may be that the search for the best people should not be concerned solely with technical competency or industry experience, but with clearly defined corporate brand values. He said that if you want people to deliver a certain experience to your customers, you have a far greater chance of success if the people you employ share the same values as your organization. For example, where trust is integral to business and honesty and integrity represent two of your corporation's values, recruiting people who also have these as their own personal values will give you a much greater chance of delivering your promise. (Claire Owen, 2005)

Another approach that could be considered when talking about quality of selected employees is the one mentioned by Jennifer A. Chatman, 1991. He said that People choose to join organizations and organizations choose to hire individuals on the basis of already-formed characteristics. According to traditional views, selection processes assess job-related characteristics, such as past experience, intelligence, knowledge, skills and abilities, and greater selectivity leads to such desirable outcomes as high performance (for organizations) and satisfaction (for organization members). Jennifer A. Chatman mentioned also that selection processes may also serve the subtle function of selecting individuals whose values are compatible with organizational values and screening out those whose values are incompatible. Although little direct evidence exists, it is known that selection in organizations is based on such non-job-related criteria as attractiveness and goal orientation and interpersonal skills, that the use of face-to-face interviews persists despite their low predictive validity, that a top criterion for choosing recruiters is their enthusiasm for the company rather than their ability to make good hiring decisions, and that few organizations train recruiters to select candidates systematically on the basis of ability or predicted performance. Rather than focusing on job-related criteria, selection appears to be based on such socially based criteria as "personal chemistry," values, and personality traits and, possibly, on how closely recruits' preferences match organizational values.

### **3. Research design and methodology:**

#### **3.1 Background to case study:**

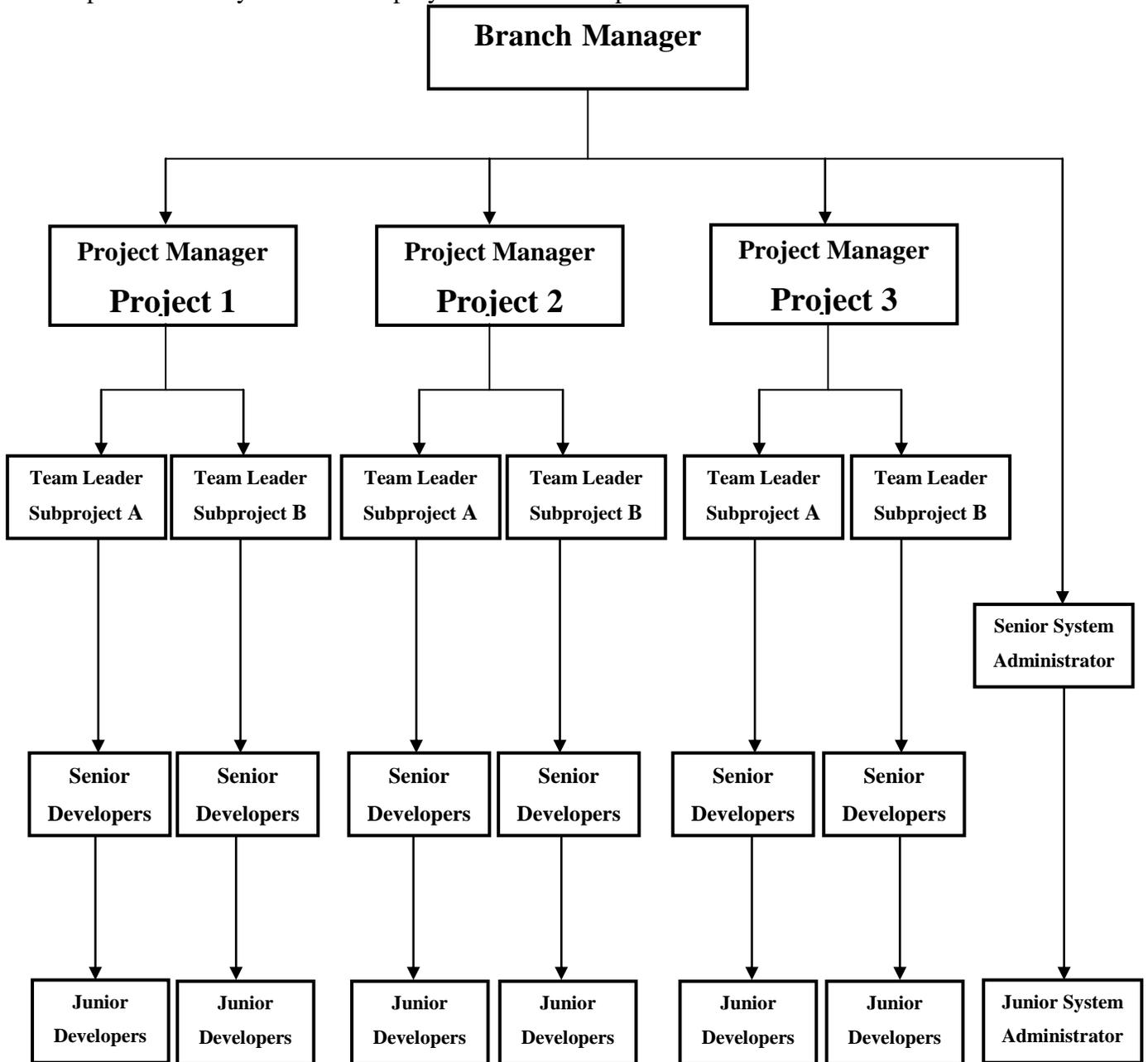
The organization under study is one of the multinational companies as it has two branches; one of them is located in Egypt and another one located in United Kingdom. The later branch is mainly concerned with developing software projects upon users' requests. After sometime, the number of projects requested increases. This leads to the idea of establishing Egypt branch to serve outsourcing of software projects required by United Kingdom branch. The idea was mainly raised after a study of labor market and knowing that labor salaries in Egypt is less than salaries in other countries. According to that, it becomes so important for the company to hire qualified employees to be able to develop perfect software projects to be sold in United Kingdom. Candidates are supposed to be specialized in several programming languages, such as C, PHP, Java and others. Also, it was highly required to hire other employees in several other departments, such as network administration, customer service and several other departments. For more clarification, the graph below is designed to be able to follow the organization hierarchy. As mentioned before, the first level of management in the organization hierarchy begins with the "Branch Manager". He is responsible of the work flow in Egypt branch as well as reporting to United Kingdom branch with all work details in Egypt and the progress in the projects assigned for Egypt branch. After that, the second level of management comes filled with the "Project Managers" PMs. Each Project Manager is assigned for a specific project. In other words, the Project Manager has to monitor the work flow and the progress of the project he is assigned for. He is also supposed to divide the project into several smaller tasks and assign each task to a team leader. Regarding the third level, it contains the "Team Leaders" TLs who are responsible of a certain task in a specific project assigned to them through the project manager. For each project, there is a specific group of team leaders and they could share ideas together, but not along with other projects because each project is using a specific programming language which is different from that used in other projects. Each Team Leader is supposed to supervise a certain team which contains Senior as well as Junior Developers. Senior Developers SDs is those developers who have experience using the specified programming language for 3 years or more. They are supposed to train Junior Developers and provide advice to them. Junior Developers JDs are fresh graduates who are certified in the programming language used in the project they are assigned for. In addition to the previous levels, the Branch Manager gets periodical reports from the Network Administration Department on the network maintenance in the company. The Network Administration Department is directly supervised by the "Senior System Administrator", who is responsible of the network maintenance, server maintenance, and communication through emails in the company. Also, the Senior System Administrator assigns tasks to Junior System Administrators according to urgent cases and priority of doing the task.

### **3.2 Variables and measurements definition:**

In the current study, several variables should be studied. First variable that should be considered will be "Candidate Grade". "Employee Performance", which refers to the employee grade in performing the job and how perfect that performance level. The is third variable is the "Employee Compensation", which refers to the salary that the employee gets in reward to the job accomplished. This variable will give a chance to compare different employees within the same job as well as comparing different employees along different job levels. Other important variables are "Employees Age", "Employees Gender" and "Job Level", which refer to the age group of the employee, his/her gender as well as classifying employees as seniors or juniors concerning their jobs.

### **3.3 Population**

The population under study is considered as candidates introducing their CVs in the organization under study for technical job vacancies. Each candidate introducing his/her CV in the organization under study will be considered till exams and interviews are conducted for him/her. If the candidate was accepted to join the company, then he is considered one of the members in the population under study. Candidates will be traced how they are tested for a certain job, how an interview could be conducted, at which level he/she is accepted or rejected. Also, when candidate is accepted, a trace will be done to check his/her salary level, performance level, and other points that may affect the employee selection and performance.



**Figure (1.3)**  
**3.4 Data Analysis**

After defining the population and the variables considered in the study, an analysis should be done to be able to observe the nature of each of these variables as well as studying the relationships among the variables of the study. Thus, the population under study is analyzed using SPSS package – one of the most famous statistical packages - to be able to study the employees’ selection and check their performance after joining the company under study. Using this package, a descriptive analysis for the variables of the study was done. Also a correlation matrix for these variables was obtained to be able to define the correlation between these variables as well as defining the exact correlation between candidates’ grades they get when applying for the job and the performance level found after that when they were hired

### 3.4.1 Descriptive Analysis

It shows a description for the variable under study as it displays the minimum and maximum values for the variable. It also shows the mean or average value for the variable as well as the variation found in its values. In the analysis below, a descriptive analysis for each variable of those under study will be observed.

When observing table (1.1), which includes all the descriptive results for the variables under study. It could be found that; the minimum employee grade considered is 0.7 (70%), which means that the company does not accept a candidate grade less than 70%. Therefore, a candidate is supposed to get a job offer in the company under study when getting a grade of 70% or more. It could be observed also that the maximum value is 0.9 (90%), which means that the maximum grade that a candidate gets as an average of tests and interviews is 90%. The minimum salary paid for a technical employee in the organization under study is 850 Egyptian pounds. Of course, this value is paid for employees hired on junior level.

On the other hand, the maximum value of salary that may be paid is found to be 5000 Egyptian pounds. Referring back to the data collected for the study, it was found that this value is paid for employees hired on senior level. Employees working in the organization under study vary in their ages from 25 to 35 years old. Job level in the organization under study varies between 2 levels. Of course, this does not refer to all job levels in the organization but it refers to the levels considered for study. This means that only two levels of jobs were considered when selecting a population for the study; those two levels were the junior and senior levels. the organization under study include both types of gender; males and females, where “1” means that the employee considered in the study is male, while “2” means that the employee considered in the study is female. Employees performance appraisal vary between 0.65 (65%) and 0.95 (95%). This means that the minimum performance level found in the organization was 65%, while the maximum performance level was found to be 95%.

*Descriptive Statistics*

	<i>N</i>	<i>Range</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Variance</i>
<i>Candidate Grade</i>	40	.20	.70	.90	.8183	.05583	.003
<i>Employee Salary</i>	40	4150	850	5000	2596.25	1349.187	1.820E6
<i>Employee Age</i>	40	10	25	35	28.40	2.668	7.118
<i>Job Level</i>	40	1	1	2	1.35	.483	.233
<i>Employee Gender</i>	40	1	1	2	1.40	.496	.246
<i>Performance Appraisal</i>	40	.30	.65	.95	.8412	.07415	.005
<i>Valid N (listwise)</i>	40						

*Table 1.1*

### 3.4.2 Correlation Analysis

It displays the direction of correlation between two variables of those under study. In other words, it shows whether the correlation between two variables is positive -as one variable increases, the other increases also- or negative –as one variable increases, the other decreases. Correlation analysis also displays the value of the correlation between two variables through which the strength of the correlation between those two variables could be observed. In the table below 1.2 a summary of the correlations between the variables under study is reported.

### Correlations

		<i>Candidate Grade</i>	<i>Employee Salary</i>	<i>Employee Age</i>	<i>Job Level</i>	<i>Employee Gender</i>	<i>Performance Appraisal</i>
<i>Candidate Grade</i>	<i>Pearson Correlation</i>	1	.086	-.045	-.072	-.252	.532**
	<i>Sig. (2-tailed)</i>		.600	.782	.660	.117	.000
	<i>N</i>	40	40	40	40	40	40
<i>Employee Salary</i>	<i>Pearson Correlation</i>	.086	1	.394*	.881**	-.160	.000
	<i>Sig. (2-tailed)</i>	.600		.012	.000	.323	.999
	<i>N</i>	40	40	40	40	40	40
<i>Employee Age</i>	<i>Pearson Correlation</i>	-.045	.394*	1	.485**	-.279	-.183
	<i>Sig. (2-tailed)</i>	.782	.012		.001	.081	.259
	<i>N</i>	40	40	40	40	40	40
<i>Job Level</i>	<i>Pearson Correlation</i>	-.072	.881**	.485**	1	-.171	-.055
	<i>Sig. (2-tailed)</i>	.660	.000	.001		.291	.734
	<i>N</i>	40	40	40	40	40	40
<i>Employee Gender</i>	<i>Pearson Correlation</i>	-.252	-.160	-.279	-.171	1	-.286
	<i>Sig. (2-tailed)</i>	.117	.323	.081	.291		.074
	<i>N</i>	40	40	40	40	40	40
<i>Performance Appraisal</i>	<i>Pearson Correlation</i>	.532**	.000	-.183	-.055	-.286	1
	<i>Sig. (2-tailed)</i>	.000	.999	.259	.734	.074	
	<i>N</i>	40	40	40	40	40	40

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

\**. Correlation is significant at the 0.05 level (2-tailed).*

When observing the table below (1.2), it could be found that the correlation between candidate grade and performance appraisal is 0.532, which means that the correlation between both variables is positive and significantly strong correlation. Despite the fact that the correlation between candidate grade and performance appraisal is significantly strong, but the value 0.532 is really not referring to a very strong correlation. In other words, candidate grades may be very high but employee performance in the job after that is not that perfect. There is no correlation between performance appraisal and employees salary. This means that there is no significant

correlation between employee salary and performance appraisal. In other words, one employee may have a perfect performance appraisal and is getting a high range of salary, and in the mean time another employee may have a perfect performance appraisal but is getting a low range of salary. On the other hand, one employee may have a bad performance appraisal and is getting a low range of salary, and in the mean time another employee may have a bad performance appraisal but is getting a high range of salary. Correlation between employee salary and candidate grade is 0.086, which means a positive but weak correlation between both variables. This means that there is no significant correlation between employee salary and candidate grade. In other words, one candidate may get a high grade in recruitment tests and get a high range of salary, and in the mean time another candidate may get a high grade in recruitment tests but get a low range of salary. On the other hand, one candidate may get a weak grade in recruitment tests and get a low range of salary, and in the mean time another candidate may get a weak grade in recruitment tests but get a high range of salary. Correlation between employee salary and candidate grade is 0.086, which means a positive but weak correlation between both variables. This means that there is no significant correlation between employee salary and candidate grade. In other words, one candidate may get a high grade in recruitment tests and get a high range of salary, and in the mean time another candidate may get a high grade in recruitment tests but get a low range of salary. On the other hand, one candidate may get a weak grade in recruitment tests and get a low range of salary, and in the mean time another candidate may get a weak grade in recruitment tests but get a high range of salary. The correlation between employee age and performance appraisal is -0.183, which means a negative as well as weak correlation between both variables. This means that there is no significant correlation –despite it is a negative correlation- between employee age and employee performance. In other words, as employees age increases, their performance appraisal decreases. One might interpret this as when employees are younger in age; their performance is more accurate than older ages.

### **3.5 Results of statistical analysis:**

The analysis done in the previous section indicates several points that will be made clear below. One point that has to be highlighted is that it could be highly expected that employees' performance should be very high when those employees are hired due to excellent grades in their recruitment tests. When observing the correlation between candidate grade and performance appraisal, it was found that there is a significant positive correlation between candidate grade and employee performance. Despite the fact that the correlation between both variables was significant but it was not that strong. This means that it is not necessary to find a high performance of employees working as it may be expected due to their high grades in recruitment tests. Of course, this result refers to a serious problem in the recruitment and selection process done in the organization under study. One and main issue that has to be revised is the recruitment tests done for candidates applying to a certain job. Tests should be well designed with certain criteria that have to perfectly measure the candidate and the grade a candidate may get should perfectly refer to an exact prediction of how the candidate performance will be if he/she is hired in the job vacancy available. Another important point that has to be highlighted is the one referring to the relation between employees' salary and their performance appraisal. When observing the correlation between employees' salary and their performance, a surprising result was obtained as it was found that there is no correlation between those variables at all. This means that one employee may have a perfect performance appraisal and is getting a high range of salary, and in the mean time another employee may have a perfect performance appraisal but is getting a low range of salary. On the other hand, one employee may have a bad performance

appraisal and is getting a low range of salary, and in the mean time another employee may have a bad performance appraisal but is getting a high range of salary. Of course this result is not matching with what could be expected to find by default, as one may expect that once an employee performance is high, he/she should get a high range of salary. These results that appear to contradict with expectations refer to a problem in the way employees are evaluated and how salaries and benefits are offered to employees. The variation in salary found in the organization under study may be happening through one of two ways; one of them is that employees starting salary offered from the organization under study was not provided according to exact prediction for employee performance. Another way expected is that employees may increase in salary despite the fact that they do not have the expected level of performance. Both ways are the apparent ways of a hidden reason which is political or social as well as personal reasons for people responsible of recruitment decisions. These hidden reasons happen due to Egyptian culture that may cause biasness for a candidate rather than another despite of the latter higher grades. Referring to the correlation between Employees' salaries and their grades in recruitment tests when they apply for the job, it could be easily detected that there is no significant correlation between both variables. When observing this point, it could be imagined that a great problem happens at the job offer which is employees starting salary offered from the organization under study was not provided according to candidates grades in recruitment tests. This of course ensures the idea that evaluation is done with biasness to some personal or political reasons other than candidates grades. Another important point is the one found between employee age and performance appraisal; as it refers to a negative as well as weak correlation between both variables. This means that there is no significant correlation –despite it is a negative correlation- between employee age and employee performance. In other words, as employees age increases, their performance appraisal decreases. One might interpret this as when employees are younger in age; their performance is more accurate than older ages. This result may be the one that could be observed if the value of correlation indicates a significant correlation between both variables, but this was not the case found. So, it could be said that there is no correlation between employees' age and their performance. In other words, one employee may be young in age and could perfectly perform a job and in the mean time one employee may be young in age but has a bad performance for a certain job. On the other hand, one employee may be old in age and could perfectly perform a job and in the mean time one employee may be old in age but has a bad performance for a certain job.

#### **4. Comparison between Current Process and the Standard Process:**

##### ***4.1 Current Process and its effect on recruitment and selection process of the company:***

Reference to the analysis above, it could be found that the recruitment procedures taken to hire an employee in a job vacancy have several defects at each step of the process. First, when conducting recruitment tests in the organization under study, tests results were not able to well predict how the performance of those candidates will be when performing a certain job. This leads to the surprising result that there is a weak correlation between candidates grades and employees performance in the job when those candidates were hired. So, One and main issue that has to be revised is the recruitment tests done for candidates applying to a certain job. Tests should be well designed with certain criteria that have to perfectly measure the candidate and the grade a candidate may get should perfectly refer to an exact prediction of how the candidate

performance will be if he/she is hired in the job vacancy available. Another shortage that could be found in the recruitment process followed in the organization under study is the one observed by the variation in salary found in the organization under study which was observed that it is happening due to one of two approaches that are definitely used in the organization under study. One of those reasons is that employees may increase in salary despite the fact that they do not have the expected level of performance. Another reason is that employees starting salary offered from the organization under study was not provided according to exact prediction for employee performance. This point was illustrated after that when referring back to the correlation between Employees' salaries and their grades in recruitment tests when they apply for the job as it was detected that there is no significant correlation between both variables. This means that a great problem happens at the job offer which is employees starting salary offered from the organization under study was not provided according to candidates grades in recruitment tests. This of course ensures the idea that evaluation is done with biasness to some personal or political reasons other than candidates grades. Both reasons discussed above as the problems of the variation in salary between employees are apparent reasons that results due to other hidden reasons which are political or social as well as personal reasons for people responsible of recruitment decisions. These hidden reasons happen due to Egyptian culture that may cause biasness for a candidate rather than another despite of the latter higher grades.

#### ***4.2 Standard process and its effect on recruitment and selection process:***

The standard process of recruitment and employee selection varies from one organization to another according to the organization nature and the job vacancy available in the organization. Despite that fact, there are some main principles that any recruitment process should include in its procedures. Reference to the literature review of the current research, it was illustrated that a direct solution to several problems is the one mentioned by Amity Perry and Brian H Kleiner, 2002 which is having a clear job description. They mentioned that this process will force the employee to identify who is needed and why. The job description should also specify what skills and abilities are needed to perform the required tasks. This point of course makes many issues clear to candidates applying for a certain job as well as for employees currently present in an organization. When job description is made clear enough, it will be easier for managers to evaluate candidates fair enough and be able to predict their future performance in a certain job. Also, candidates applying for a certain job could be easily evaluated when an organization has perfect recruitment tests. By the word perfect, it is meant that exams should indicate the candidate knowledge and skills as well as predicting his/her performance in the job after that. Each question in the exam should measure a certain criteria in the candidate applying for the job vacancy. Some questions should be measuring candidates' knowledge and information necessary for him/her to be able to perform the job after that. Other questions should measure skills that a candidate may use when performing the job if he/she is hired. One and main point that is highly considered is the job offer introduced to the candidate if he/she passes the recruitment tests. A job offer should include a fair salary and benefits for the candidate according to his/her qualifications and skills.

#### ***4.3 Comparison between the current and the standard processes:***

When comparing the current and the standard processes of recruitment, a great deviation is observed in the organization under study. First, the standard process of recruitment and employees selection includes a clear job description for the job vacancy, which is not present in the current process of recruitment in the organization under study. So, a clear job description should be introduced by the organization under study to be able to avoid several defects that

appear in the organization and was illustrated by the great variation between employees' performance and their grades when they apply for the job. Another important point is that recruitment process may include some tests that should be a direct and clear indicator for some main criteria in candidates applying for a job vacancy within an organization. So, a review should be done to the current exams to check if questions reflect perfectly the criteria necessary to be present in a candidate applying for the job or not. By that review, it should be found a strong correlation between employees' performance and their grades when they apply for a certain job. One of the main issues that were found as difference between the current and standard process of recruitment and selection is the salary and benefits introduced for candidates in a job offer. A job offer introduced for candidates should be clear and fair according to candidate's grades. So, a review should also be done to salary ranges offered to candidates applying for a certain job. Also, a candidate may get higher range of salary only if his/her qualifications are better than others, these qualifications that could be evaluated and detected from candidates grades during the recruitment process. Finally, it could be clear now that any deviation in the standard procedures of the recruitment and selection process of an organization could cause a loss to the organization. So, there should not be any personal, social and/or political reasons that may affect the recruitment process and employees' selection, which may lead to biasness in the selection process and bad results after that in employees' performance.

## **5. Conclusion and Recommendations:**

### ***5.1 Results Discussion***

It could be summarized that there are several points that should be reviewed by the organization under study. First, a job description should be made clear to be able to evaluate candidates applying for a certain job. Also, tests for recruitment should be perfectly measuring various criteria for candidates to be able to evaluate them for a certain job vacancy. A last point that has to be reviewed is the job offer introduced to candidates after passing recruitment tests, including salaries and benefits a candidate may get when he join the organization.

### ***5.2 Suggested Points for further Research***

An important point that may be available for future research is to design tests for various job vacancies that may help the process and make perfect evaluation for candidates applying for a certain job vacancy. This may lead to consider assessment centers that could help in recommending candidates that may be hired in certain job vacancies.

Another point that may be considered is to study some other variables that may be affecting the process which may be related to culture, or may be economical reasons or so and may be directly affecting the organization and candidates motivation and loyalty to the organization.

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