

The Impact of Recruitment and Selection on Job Satisfaction: Evidence from Private School in Erbil

Govand Anwar¹ & Inji Shukur²

¹Department of Business and Management, Ishik University, Erbil, Iraq

²Department of Business and Management, Ishik University, Erbil, Iraq

Correspondence: Govand Anwar, Ishik University, Erbil, Iraq. E-mail: kofand_anwar@hotmail.com

Received: January 5, 2015

Accepted: March 20, 2015

Online Published: March 25, 2015

Abstract: This paper is to examine the effect of recruitment and selection practices on job satisfaction at Ihsan Dogramci Bilkent Erbil College. A quantitative method used to analyze this study. The study was carried out at Ihsan Dogramci Bilkent Erbil College. 149 questionnaires have been gathered and analyzed. The researchers used multiple regression analysis in order to test whether research hypothesis. In terms of recruitment factor, Beta = .062 which means that recruitment has significantly predicted job satisfaction since .062 is $<.001$ therefore, recruitment has direct positive impact on job satisfaction; accordingly first research hypothesis was supported. Concerning selection Beta = .927 which means that selection has significantly predicted job satisfaction since .927 is $<.001$ therefore, selection has a direct positive impact on job satisfaction. Therefore, second research hypothesis was supported. Since the higher value was for selection process, therefore, the researchers came to conclude that an effective selection process which will assist a College management to increase level of job satisfaction and needs, also enhancing business' market value.

Keywords: Recruitment, Selection, Job satisfaction, Ihsan Dogramci Bilkent Erbil College

1. Introduction

Private schools have generally had a significant role in the reproduction of the ruling classes in Erbil. However, there are some contemporary researches as to how these private schools impose recruitment and selection process. This research investigates the impact of recruitment and selection as Human resource management practices on job satisfaction at Ihsan Dogramci Bilkent Erbil College. According to the Ministry of education, IDBEC is the top private primary school in both academic years (2011-2012) and (2012-2013). Recruitment process is extremely reliant on job analysis to determine business's needs (Asiedu-Appiah, et al., 2013). On the other hand, selection is another significant human resource management practice, according to (Rowley, et al., 2004), defined a selection as a process of selecting a qualified individual who is available to fulfill the vacant position within an organization. Locke, (1976) defined the job satisfaction as a positive feeling consequence from the assessment of an individuals' job (Mohamad, 2009).

2. Literature Review

2.1 Recruitment

Recruitment starts with an established statement of organizational objectives, according to the sort of skills, capabilities, characteristics and knowledge that an organization will need (Kumari, 2012). Recruitment process consists of two types of labor market, either internal labor market or external labor market or both types of labor market within an organization (Ployhart, 2006).

Recruitment is a process that obtains and seeks possible job applicants in necessary and adequate quality and numbers to accomplish the current vacancy and to achieve organizational needs and objectives (Rasouli, et al., 2013). Recruitment policy considers an essential element to business; meanwhile, recruitment policy reflects a business' general strategy (Scholarios, 2003). Recruitment is defined as a process of attracting and seeking a pool of individuals to choose qualified candidates for available position within an organization (Vlachos, 2009). Vlachos (2009) stated that selective hiring can confirm that the right person, with the abilities, knowledge, qualifying characteristics and skills are in the right position, so that, they able to adapt with the organizational culture and environment. Furthermore, recruiting the right workers would minimize employee's turnover. Moreover, Schuster (1986) discussed that recruitment is a main practice among HRM practices that increase level of job satisfaction. There are two types of factors that effects recruitment, these factors are internal and external factors. For instance, labor market, trade union and government are considered as external factors of recruitment process. On the other hand, business' image and business policy are considered as internal recruitment factors. As mentioned earlier that recruitment approaches are numerous from both external and internal characteristics. (Begum, et al., 2014) Stated that internal recruitment characteristics, the present workers are permitted to apply for their preferred vacant available, transfer from one department to another department consider as internal recruitment. When it comes to external recruitment methods such us; employment consultants, employment agencies, advertisements, online recruitment and school recruitment, online recruitment considered a common method at the present time, and most of businesses are creating online careers in order to attract applicants. An electronic recruitment is a convenience and cost effective method for applicants.

An effective recruitment program depends on the followings (Guarino, 2006):

- Developing an attractive benefits
- Rapid responses to workers needs
- Providing an accurate information and knowledge to applicants
- Auditing recruitment process
- Providing an effective training

In order to enhance and create an effective recruitment process within an organization. Organization should use a realistic job preview. It is a process of providing understandable and

clear information and stating both negative and positive aspects regarding the vacant (Zaheer, et al., 2010).

Accordingly the researchers created first research hypothesis:

H1: There is a positive impact of recruitment on Job satisfaction.

2.2 Selection

When recruitment process is successfully took place, and then the selection process will start. A selection is a process of selecting an individual from a pool of candidates. This individual is expected to be the best to fit the selection criteria for the vacant available (Omolo, et al., 2012). The most common method used in selection process is; background checks, references and interviews. Furthermore, most organization use a test after recruitment process is successfully took place. A method of selection should be related to the job itself, providing an effective utility to the selected candidate and method should be legally acceptable. An effective human resource management should be able to choose suitable employees and then put them into the right place within an organization (Raeissi, 2012). Selection is a significant component in human resource functions; the reason is that the chosen candidate will have a strong association with business development. A selection is a method of obtaining knowledge and information in order to make decision that will be in a specific position within an organization (Olusegun, 2013). There are two types of factors that affect employee selection. Internal and external factors, in terms of internal factors such as the selection source that used to recruit an employee, organization's types and size, on the other hand, external factors that affect selection method within an organization such us; labor market and legislation (Kumari, et al., 2010).

A method of interview as mentioned earlier considers a common method used in selection process. An interview could be structured, semi- structure and unstructured interview. A method of interview provides human resource manager a clear image of the applicants. Normally, in many organizations selection process starts with the accomplishment of the application form by the candidate. The second stage of the selection process within an organization is initially screening interview which only few qualified candidates will be screened. Interviews could be in various method; structured, semi structured and unstructured. The third stage of selection process within an organization is testing a candidate, for instance; skill tests, ability test, psychomotor capability, emotional intelligence, personality and integrity tests. The next step of selection process is checking recommendation letters and references that are provided by the candidate itself. The final recruitment decision is took place according to the outcome of the selection process. Furthermore, there are few sources that could be used in selection process for instance, evaluation centers and samples or work sample. Regarding of the work sample considers as a selection method that needs the applicants to illustrate and prove their effective performance. In terms of evaluation centers, it measures and asses the degree of capability in order to perform a particular task (Nyambegera, et al., 2000).

Accordingly the researchers created first research hypothesis:
H2: There is a positive impact of selection on Job satisfaction

2.3 Job Satisfaction

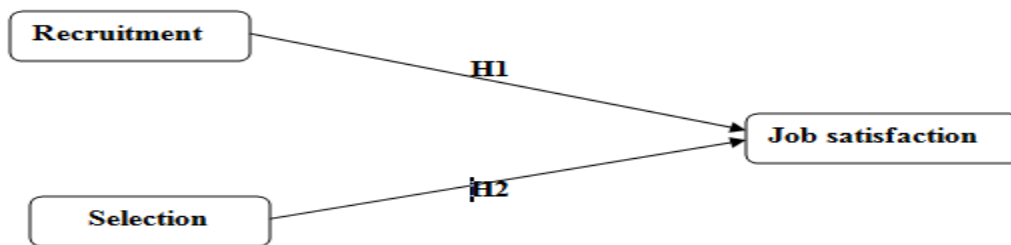
Sowmya and Panchanatham, (2011) defined job satisfaction as emotion or feeling that an employee has regarding current job. Also, they pointed out that many academic scholars tried to determine several job satisfaction components, assess relative significance for each job satisfaction components and investigate the influence of all these job satisfaction components on employee's satisfaction and productivity.

Robbins, (1999) defined job satisfaction as person's overall attitude toward job (Khare and Chaudhary, 2013). Mullins (1993) stated that inspiration is closely associated to job satisfaction (Katou and Budhwar, 2009). Many factors are related to job satisfaction for instance, social relationships, job analysis, employee training, desires and needs, recruitment and selection, orientation, working conditions, development and quality of management (Absar, et al., 2010).

3. Methodology

The purpose of this study is to examine the effect of recruitment and selection on Job satisfaction at Ihsan Dogramaci Bilkent Erbil College (IDBEC). A quantitative method used in order to analyse data gathered by the researchers. The researchers used questionnaire in order to be able to analyse the current study. A random sampling method used, where almost all students will have equal chances of being selected for the sample. The researchers gathered 161 questionnaires, however 12 questionnaires were invalid and 149 questionnaires were properly completed. The questionnaire structured in the form of multiple choice questions. The participants were asked to mark each item on five point scales ranging from definitely agree to do not agree at all. The questionnaire was adopted from three different sources (khan, et al., 2012), (Roberts-Lombard, 2013) and (Myloni, et al., 2004).

Research model



3.1 Research Hypothesis

According to the research model and literature review the researchers created the following hypothesis:

H1: There is a positive impact of recruitment on Job satisfaction.

H2: There is a positive impact of selection on Job satisfaction.

3.2 Data Analysis

Table-1- Demographic analysis

Gender	Frequency	Percent
Male	116	78
Female	33	22
Age	Frequency	Percent
18-25	27	18.1
26-32	40	26.8
33-38	48	32.2
39-45	23	15.4
45 and above	11	7.4
Experience	Frequency	Percent
1-2	37	24.8
3-4	50	33.6
5-6	39	26.2
7-8	14	9.4
More than 8 years	9	6.0
Education	Frequency	Percent
Diploma	21	14.1
B.A	111	74.5
Master	17	11.4

Table (1) shows demographic analysis of participants participated in this study. In terms of participants' gender 78% were male and 22% were female. In terms of participants' age, 18.1% of participants fall into group 18-25 years old, 26.8% of participants fall into group 26-32 years old, 32.2% of participants fall into group of 33-38 years old, and 15.4% of participants fall into group of 39-45 years old and 7.4% of participants fall into group of 45 years old and above. In terms of year (s) of experiences 24.8% of participants had 1-2 years of experience(s), 33.6% of participants 3-4 years of experiences 26.2% of participants had 5-6 years of experiences, 9.4% of participants had 7-8 years of experiences and 6% of participants had 8 years and above of

experiences. And finally, concerning participants' level of education, 14.1% of participants had obtained diploma certificate, 74.5% of participants had obtained bachelor degree and 11.4% of participants had obtained Master degree.

Table-2-Reliability test

Recruitment	
Cronbach's Alpha	Number of items
.9933	9
Selection	
Cronbach's Alpha	Number of items
.9718	4
Job satisfaction	
Cronbach's Alpha	Number of items
.9864	6

Table (2), shows reliability analysis for Recruitment and selection as independent factor, also job satisfaction as dependent factor. According to the data analysis, the researcher found out Cronbach's Alpha for recruitment factor =.9933 for which is greater than .7 this means that items of recruitment factor were reliable for this study, Cronbach's Alpha for selection factor =.9718 for which is greater than .7 this means that items of selection factor were reliable for this study and Cronbach's Alpha for job satisfaction factor = .9864for which is greater than .7 this means that items of job satisfaction factor were reliable for this study.

Table-3-Correlations

		Recruitment	Selection
Job satisfaction	Pearson Correlation	.976(**)	.988(**)
	Sig. (2-tailed)	.000	.
	N	149	149

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

As seen in table (3), R=.976** for recruitment factor, this means that recruitment has significantly correlated with job satisfaction and R=.988** for selection factor, this means that recruitment has significantly correlated with job satisfaction.

Table-4-Model Summary

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.988(a)	.976	.976	.14393

a Predictors: (Constant), Selection, recruitment

Table -5-ANOVA (b)

Mode		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	123.116	2	61.558	2971.686	.000(a)
	Residual	3.024	146	.021		
	Total	126.141	148			

a Predictors: (Constant), Selection, Recruitment

b Dependent Variable: Job satisfaction

Table -6- Coefficients (a)

Mode		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.029	.053		.553	.581
	Recruitment	.062	.079	.062	.785	.434
	Selection	.930	.079	.927	11.763	.000

a Dependent Variable: Job satisfaction

3.3 Discussion and Conclusions

The current research is investigating the impact of recruitment and selection on job satisfaction in Ihsan Dogramaci Bilkent Erbil College (IDBEC). In this section, the researchers discuss the main research findings. In terms of reliability tests, the researchers found that two variables of recruitment and selection factors were reliable. The researchers developed a research model consisting of two independent variables and one dependent variable. Meanwhile, the researcher set two hypotheses in order to measure job satisfaction at Ihsan Dogramaci Bilkent Erbil College (IDBEC). Cronbach's alpha used to measure the reliability of instruments in this research. Cronbach's alpha when is greater than 0.6 considers as an acceptable instrument while analyzing the research. Therefore, according to data analysis, the researchers found that the reliability test for all factors or variables were above 0.6 which means recruitment and selection

used in this research were accepted. According to research hypothesis, the study attempted to find the effect of requirement and selection on job satisfaction. Therefore, the research used multiple regression analysis in order to find out whether each hypothesis supported or not. In terms of recruitment factor, Beta=.062 as seen in table (6) which means that recruitment has significantly predicted job satisfaction since .062 is $<.001$ therefore, recruitment has direct positive impact on job satisfaction, accordingly the first research hypothesis was supported. Concerning the selection Beta= .927 as seen in table (6) which means that selection has significantly predicted job satisfaction since .927 is $<.001$ therefore, selection has a direct positive impact on job satisfaction. Therefore, second research hypothesis was supported. After analyzing data, the researchers found that selection factor had higher value comparing with recruitment factor. Accordingly, the researchers came to conclude that an effective selection process which will assist a College management to increase the level of job satisfaction and enhancing business' market value.

References

- Absar M.M., Azim M.T., Balasundaram N., & Akhter S. (2010). Impact of Human Resources Practices on Job Satisfaction: Evidence from Manufacturing Firms in Bangladesh. *Petroleum Gas University of Ploiesti Bulletin*, 7(2), 31-42.
- Asiedu-Appiah, F., Aduse-Poku,O., & Abeeku-Bamfo, B. (2013). An Investigation into Recruitment and Selection Practices of Small and Medium Enterprises: Evidence from Ghana. *Global Advanced Research Journal of Management and Business Studies*, 2(3), 175-188.
- Begum, S., Zehou, S., & Sarker, M.A. (2014). Investigating the Relationship between Recruitment & Selection Practice and OCB Dimensions of Commercial Banks in China. *International Journal of Academic Research in Management*, 3(2), 146-154.
- Guarino, M.C., Santibañez, L., & Daley, A.G. (2006). Teacher Recruitment and Retention: A Review of the Recent Empirical Literature. *Review of Educational Research*, 76(2), 173-208.
- Katou, A. A., & Budhwar, P. S. (2009). Causal Relationship between HRM Policies and Organizational Performance: Evidence from the Greek Manufacturing Sector. *European Management Journal*, 1-5.
- Khan, H.A., Nawaz, M.M. Aleem, M., & Hamed,W. (2012). Impact of job satisfaction on employee performance: An empirical study of autonomous Medical Institutions of Pakistan. *African Journal of Business Management*, 6 (7), 2697-2705.
- Khare,S., & Chaudhary, K.V.(2013). Absenteeism of employee: Research methodology. *VSRD International Journal of Mechanical, Civil, Automobile and Production Engineering*, 3(4), 113 120.

- Kumari, N. (2012). A Study of the Recruitment and Selection process: SMC Global. *Industrial Engineering Letters*, 2(1), 34-44.
- Kumari, N.(2012). A Study of the Recruitment and Selection process: SMC Global. *Industrial Engineering Letters*, 2(1), 34-44.
- Kumari,G., Bhat, J., & Pandey, K.M. (2010). Recruitment and Selection Process: A Case Study of Hindustan Coca-Cola Beverage Pvt.Ltd, Gangyal, Jammu, India. *International Journal of Innovation, Management and Technology*, 1(4), 441-446.
- Mohamad, A. A. (2009). Human Resource Practices and Organizational Performance: Incentives as Moderator. *Journal of Academic Research in Economics*, 1 (2), 229-233.
- Myloni,B., Harzing, K.A., Mirza ,H. (2004). Host country specific factors and the transfer of human resource management practices in multinational companies. *International Journal of Manpower*, 25 (6), 518-534.
- Nyambegera, M.S., Sparrow,P., & Daniels, K. (2000). The impact of cultural value orientations on individual HRM preferences in developing countries: lessons from Kenyan organizations. *International Journal of Human Resource Management*, 11(4), 639–663.
- Olusegun, O.S. (2013). Influence of Job Satisfaction on Turnover Intentions of Library Personnel in Selected Universities in South West Nigeria. *Library Philosophy and Practice (e-journal)*. Paper 914
- Omolo, W.J., Oginda, N.M., & Oso, Y.W. (2012). Effect of Recruitment and Selection of Employees on the Performance of Small and Medium Enterprises in Kisumu Municipality, Kenya. *International Journal of Human Resource Studies*, 2(3), 139-150.
- Ployhart, E.R. (2006). Staffing in the 21st Century: New Challenges and Strategic Opportunities. *Journal of Management*, 32(6), 868-897.
- Raeissi, P. (2012). The relationship between job characteristics of emergency medical technicians and scene time in traumatic injuries. *International Journal of Medicine and Medical Sciences*, 4(9), 186-191.
- Rasouli, R., Mooghali,A., Mousavi,M., & Rashidi,M. (2013). Modeling the impact of HRM practices on knowledge workers' job satisfaction and intention to stay: re-examining the Herzberg's two-factor theory of motivation. *World of Sciences Journal*, 4, 31-41.
- Roberts, L. (2013).The recruitment market practices of travel agencies in the Gauteng province of South Africa: What is the status quo? *African Journal of Marketing Management*, 5(1), 1-19.
- Rowley, C., Benson, J., & Warner, M. (2004).Towards an Asian model of human resource management? A comparative analysis of China, Japan and South Korea. *International Journal of Human Resource Management*, 15, 917-933.
- Scholarios, D., Lockyer,C., & Johnson, H. (2003). Anticipatory socialisation: the effect of recruitment and selection experiences on career expectations. *Career Development International*, 8(4), 182-197.

- Sowmya , R.K., & Panchanatham, N. (2011). Factors influencing job satisfaction of banking sector employees in Chennai, India. *Journal of Law and Conflict Resolution*, 3(5), 76-79.
- Vlachos, I. P. (2009). The Effects of Human Resource Practices on Firm Growth. *Int. Journal of Business Science and Applied Management*, 4 (2), 17-22.
- Zaheer, A., Rehman, K., & Khan, A.M. (2010). Development and testing of a business process orientation model to improve employee and organizational performance. *African Journal of Business Management*, 4 (2), 149-161.