



Examining the Impact of Recruitment and Selection Practices on Organizational Performance: A Case Study of Somaliland Beverage Industries (SBI), Hargeisa Somaliland

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Abstract

This study aimed to examine the impact of recruitment and selection practices on organizational performance in the Somaliland beverage industry. Effective talent acquisition strategies are important for organizations to find and hire the right people who are suited to help achieve their goals. The research investigated how factors such as vacancy advertising, recruitment sources, selection processes, and recruitment practices influence key performance outcomes. A quantitative research methodology was used where data was collected through questionnaires distributed to employees across several beverage companies. The findings of the study provided valuable insights into recruitment and selection practices currently used in the industry and how they relate to performance. Descriptive analysis revealed details about the demographic profiles of respondents as well as the processes they experienced. Correlation tests then analyzed relationships between the different variables. The results found that diverse recruitment sources and strategic recruitment had a positive correlation with organizational performance. Moreover, rigorous selection processes demonstrated a perfect correlation, highlighting their critical role. In conclusion, the study determined that human resource functions like recruitment and selection significantly impact how well an organization performs. Companies which prioritize effective talent acquisition strategies such as utilizing multiple sourcing channels, implementing strong recruitment practices, and having a well-structured selection methodology are better equipped to achieve higher performance levels. The findings offer guidance on improving these areas to maximize business success over the long term.

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Keywords: Recruitment, Selection, Organizational Performance, Talent Acquisition, Somaliland Beverage Industry

1. Introduction

1.1. Background of the study

According to (Girsang et al., 2023) ^[16] Companies undertake recruitment for various reasons, such as starting new organizations, expanding operations, creating new roles, replacing employees who have left, retired, or passed away. The key aim of recruitment is to find qualified candidates for the organization. This process must align with the company's strategic goals, anticipate recruitment needs, support diversity initiatives, streamline the selection process, minimize new employee turnover, integrate with training programs, assess recruitment methods, and fulfill legal and social obligations. After recruiting, the selection process further refines candidate choices to match job requirements, ensuring the right people are hired. Effective human resource management is vital for meeting organizational objectives, emphasizing the need for continuous improvement and development of human resources.

To succeed and compete in the global economy, organizations must implement effective recruitment and selection practices. An organization's success is directly linked to the performance of its employees, and poor performance can result from ineffective hiring. Organizations need to select individuals with the necessary qualities for success in a competitive environment. Proper recruitment and selection are crucial for organizational effectiveness and performance, as they help acquire employees with relevant skills and potential. These practices ensure high worker performance and positive outcomes, aiming not just to fill vacancies but to hire highly capable and committed employees (Ballantyne, 2009)^[9].

The recruitment is the main function of HR department and the recruitment process is the first step towards making the competitive quality and the recruitment strategic advantage for the association (Abdalla Hamza et al., 2021)^[1]. Recruitment is the act of finding and choosing the most suitable person for a job, either from within the organization or from outside. The process involves understanding the job requirements, attracting potential employees, assessing and selecting candidates, offering them a job, and helping them adjust to the company. According to (Mudashiru et al., 2013)^[25] state that a sound recruitment program logically follows a well-drawn-up manpower plan. In fact, the quality of the present manpower plan as indeed of every present decision of the organization depends upon the quality of recruitment policies and practices.

To manage a diverse workforce effectively, an organization must hire and promote the most capable candidate for a job, while being mindful of the necessity to build a workforce that is representative of the greater business community. This may be achieved through using more appropriate and inclusive recruitment and selection strategies. Despite a recent increase in published literature discussing recruitment and selection practices, there has been little change in the types of methods used to recruit and select employees (Kelly, 2006)^[20].

In Ghana and other parts of the world, recruitment and selection processes are practiced to some extent even though job placements in both public and private organizations are more or less affiliated to networking and political inclinations. It is vital that organizations select people with the quality essential for continued success in this competitive global village of today. The only means of achieving this success is through proper recruitment and selection practices (Nartey n.d., 2012)^[26].

Selection is the way toward settling on the decision of the most appropriate candidate from the pool of candidates selected to fill the important activity opening (Opatha, 2010)^[28]. Selection is the procedure by which particular instruments are locked in to look over the pool of people most appropriate for the activity accessible (Ofori and Aryeetey, 2011)^[27]. Selection includes the utilization of at least one strategy to evaluate candidate's appropriateness with a specific end goal to settle on the right choice and can be on the other hand observed as a procedure of dismissal as it rejects various candidates and select just a couple of candidates to fill the opening. Subsequently, choice capacity might be a negative capacity as opposed to a positive capacity (Gamage, 2014)^[15].

The main focus of this research study is therefore assessing the impact of staff recruitment and selection process on organizational performance in Somaliland beverage industries and it explores the relationship between

recruitment and selection practices on organizational performance. The results from this study may assist in the development of an effective recruitment and selection practices for better organizational performance.

1.2. Statement of the Problem

According to (Jonson, 2012)^[18] Organizations face recruitment and selection challenges, including employee referrals, word of mouth, and internet methods. They struggle to identify labor pools and employ diverse tools. Selection bias and discrimination hinder NGOs from retaining trained staff. However while organizations are using various recruitment strategies (such as referrals from current employees, word of mouth, government job services, college placement offices, posting job boards on bulletin boards, executive search firms, and the internet; identification of labor pools; application of variety of selection tools such as application forms, interviews, reference checks, and pre-employment screening), many organizations face significant challenges during the recruitment and selection process.

The consistence extent of this problem is a major challenge to the poor performance of staff in organizations due to the Selection bias and discrimination based on age, gender, tribe as well as disabilities. Consequently, organizations face difficulties in acquiring and retaining suitable candidates for positions, leading to decreased organizational performance. However, without a comprehensive understanding of this relationship, organizations may struggle to optimize their recruitment and selection strategies to achieve the desired performance outcomes. Notably, there is limited research attention focused on the impact of staff recruitment and selection practices on organizational performance in Somaliland.

Therefore, this study assessing the impact of the staff recruitment and selection practices on organizational performance in Hargeisa.

1.3. Purpose of the study

The purpose of the study is to examine and assess the impact of the recruitment and selection process on organizational performance in Hargeisa, Specifically Somaliland Beverage Industries (SBI). The study aims to gain useful knowledge and suggestions that can help make the recruitment and selection process better.

1.4. Objective of the Study

1.4.1. General objective

The general objective of this study is to examine the impact of Staff recruitment and selection practice on organizational performance in the case of Somaliland Beverage Industries (SBI) at Hargeisa, Somaliland.

1.4.2. Specific objectives

The specific objectives are:

1. To examine the impact of vacancy advertisement on organizational performance.
2. To investigate the effect of source of recruitment on organizational performance.
3. To examine the impact of process of selection on organizational performance.
4. To determine the impact of recruitment practice on organizational performance.

1.4.3. General research question

The general research question of this study is what is the

impact of Staff recruitment and selection practice on organizational performance in the case of Somaliland Beverage Industries (SBI) at Hargeisa, Somaliland?

1.5. Research Questions

1. What is the impact of vacancy advertisement on organizational performance?
2. What is the effect of source of recruitment on organizational performance?
3. How does the process of selection impact on organizational performance?
4. What is the effect of recruitment practice on organizational performance?

1.6. Scope of the Study

Effective recruitment and selection practices are indispensable for organizations as they ensure the appropriate allocation of individuals to suitable positions, enabling the smooth execution of daily organizational tasks. To address limitations in time and financial resources, this research explicitly focuses on private organizations located in Hargeisa, Somaliland. The study aims to explore the impact of Staff recruitment and selection on staff performance within these private organizations. The research project was diligently carried out over a six-month time span to ensure comprehensive analysis and accurate findings.

1.7. Operational Definitions

Recruitment refers to the process of identifying, attracting, and selecting qualified individuals to fill job vacancies within an organization.

Selection is the process of assessing and choosing the most suitable candidates from a pool of applicants who have gone through the recruitment process.

1.8. Significance of the Study

This study is great importance to students, profit and non-profit organizations, consultants and the entire society. It will educate the importance of staff recruitment and selection on the organization performance. Finally, this study will help potential researchers of the similar field as a document of reference or as a secondary data.

1.9. Conceptual framework

Recruiting and choosing the right people for a job can be challenging. It's important to stay updated on research about this topic. Employees are valuable assets for any organization. To hire someone, the employer needs to find suitable candidates through a recruitment process. This process helps select qualified individuals to work in the organization. Recruitment and selection also play a crucial role in ensuring worker performance and positive outcomes for the organization. By studying existing literature, a framework has been developed to understand how HR practices relate to organizational performance.

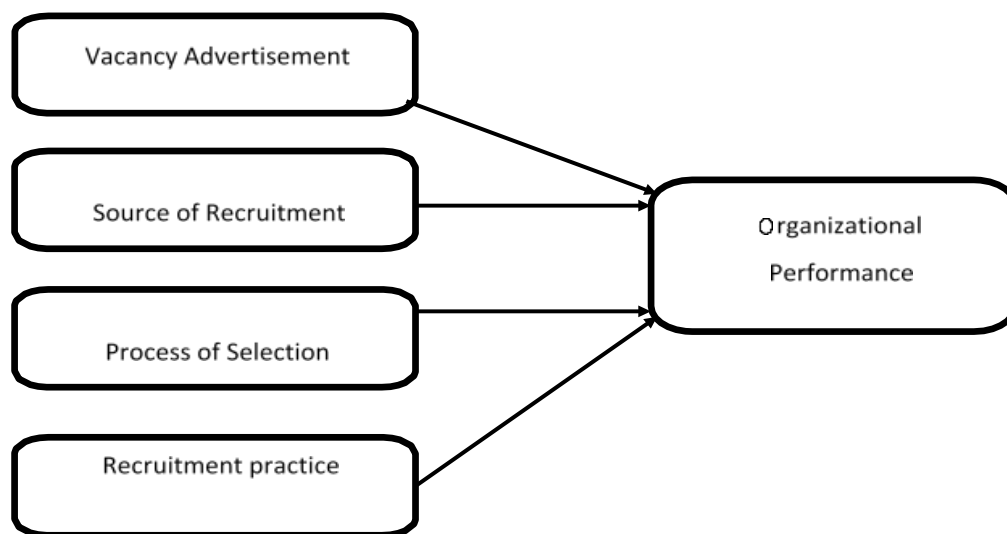


Fig 1: Self developed conceptual framework

2. Literature Review

2.1. Introduction

In this section of the study, we examined research papers that discuss how recruitment and selection practices affects an organization's performance. This chapter includes a theoretical review of human resource management (HRM), explanations of what recruitment and selection mean, and an exploration of concepts and concerns related to recruitment, selection, and organizational performance. We also looked at previous studies to see what they found. Additionally, we gained insights and lessons from the literature we reviewed.

2.2. Empirical Literature Review

In a study conducted by (Mohammed, 2015)^[24] the findings indicate that a majority of family- owned small enterprises (FOSMEs) lack a formal HR department and HR policies and

practices. Popular recruitment techniques include newspaper advertisements and recruitment agencies, while common selection techniques involve English language and math tests, interviews, and medical tests. Furthermore, factors such as fostering good relations, recognition, competitive salaries, and medical benefits were identified as important elements for promoting longer employee tenures. Therefore, this study provides valuable insights into the recruitment, selection, and retention practices within family-owned small enterprises (FOSMEs). However, there are some gaps in the study, including the small sample size, the use of convenience sampling, and the exclusive focus on FOSMEs.

In a similar vein, a study undertaken by Lumley (2021)^[23] examined the relationship between recruitment, selection, and performance in the context of Indian hotels. The findings of the study indicated a positive correlation between

recruitment and selection practices and performance outcomes. Therefore, one significant gap is the exclusive reliance on quantitative methods for data analysis. While quantitative approaches provide valuable statistical insights, they may overlook important contextual factors that are better captured through qualitative research methods. Incorporating qualitative approaches, such as interviews or focus groups, would allow for a deeper understanding of the experiences and perceptions of both employees and management regarding recruitment and selection practices and their impact on performance outcomes. This qualitative data could provide richer insights into the underlying mechanisms at play and offer a more comprehensive understanding of the relationship.

In the context of Asian countries, particularly Malaysian insurance companies, (Beh and Loo 2013) ^[11] conducted a study that utilized a sample of 312 participants. They employed the SPSS tool to conduct multiple regression analysis. The findings of the study affirmed a positive correlation between recruitment and selection efforts and OP. The study conducted at Kisii University main campus provides valuable insights into the impact of recruitment and selection on organizational performance. To ensure a representative sample, the researchers employed stratified random sampling to select teaching staff from various schools and faculties. Additionally, all 7 members of the management team were included in the study using purposive sampling. This comprehensive approach aimed to capture diverse perspectives from both the teaching staff and the management team. Data collection involved the use of questionnaires for the teaching staff and interviews for the management team. This mixed-methods approach allowed for a comprehensive understanding of the subject matter. The collected data was then analyzed using both qualitative and quantitative methods, and the findings were presented through tables, figures, and narrative descriptions. The study's findings revealed a positive relationship between recruitment and selection criteria and organizational performance. This suggests that an effective and well-designed recruitment and selection process can contribute to improved organizational outcomes. However, the study also uncovered a concerning issue: the recruitment and selection criteria were not perceived as fair by the participants.

2.3. Theoretical Literature Review

The original idea of HRM was built on solid theories. According to Guest (1997) ^[17], HRM draws heavily from theories on commitment, motivation, and organizational behavior. Other theories, like the resource-based view, have also contributed to our understanding of the purpose and significance of HRM. This paper is based on theories such as Human Capital Theory, Resource-Based View theory, and Equity theory.

Human Capital Theory

The central idea is that people are valuable assets, similar to machines, because they possess skills and useful abilities that have real costs and can generate profits. Human capital theory focuses on the idea that individuals, with their collective skills, abilities, and experience, can contribute significantly to the success of an organization and serve as a significant source of competitive advantage. (Armstrong 2010) ^[6] states that individuals contribute to the generation, retention, and utilization of knowledge and skills,

which can be seen as their human capital. They also contribute to the creation of intellectual capital. Through interactions with others, their knowledge is further enhanced, which is known as social capital. This collective knowledge within organizations is referred to as organizational capital. The human capital theory views people as valuable assets and emphasizes that investing in people will yield significant returns for organizations.

The Resource-Based View Theory

Resource-based theory, also known as the resource-based view, suggests that a firm can gain a competitive advantage if its resources possess three key characteristics: they are valuable, rare, and difficult to imitate. According to this view, organizations should continuously assess their workforce to ensure that they have the appropriate individuals with the necessary skills in the appropriate positions. This ongoing evaluation is crucial for maintaining a sustainable competitive advantage (Barney, 2001) ^[10].

Equity Theory

According to the principles of equity theory, the most effective recruitment and selection criteria in an organization are those that present the firm as an Equal Opportunity Employer. The equity theory highlights the importance of fairness and justice, suggesting that organizations should establish and implement recruitment practices that promote equal employment opportunities (EEO).

2.3.1. Recruitment

Some individuals use the term "recruitment" interchangeably with "employment," but recruitment is actually just one-step in the overall employment process. Additionally, there are those who use the term "recruitment" to refer to the selection process, but these two terms are not synonymous. From a technical standpoint, recruitment is the initial function that involves identifying and attracting potential employees to apply for positions within an organization. On the other hand, selection is the subsequent process of evaluating and choosing the most suitable candidate from the pool of applicants. A formal definition of recruitment provides a clear understanding of its specific function. Different authors have offered various interpretations of recruitment over time, highlighting the need for a comprehensive understanding of the term.

The recruitment and selection process involve various steps, including the formulation of recruitment policies, creating job postings and descriptions, advertising vacancies, receiving job applications, conducting interviews, assessing candidates, making decisions, conducting formal selection, and providing training. (Costello 2006) ^[13] defines recruitment as a collection of activities and processes aimed at legally acquiring an adequate number of qualified individuals at the right time and place. This allows both the individuals and the organization to select each other in a manner that aligns with their respective short and long-term interests. According to (Jovanovich, 2004) ^[19] recruitment involves the task of attracting a pool of highly qualified applicants in order to choose the most suitable candidates. In light of this, successful companies allocate significant resources and effort towards developing effective selection processes that yield high-quality outcomes. (Leopold, 2002) ^[22] described recruitment as a positive process of creating a group of potential candidates who are suitable for a job

opening by reaching out to the right audience. Once these candidates are identified, the next step is to collect, measure, and evaluate information about their qualifications for the specific vacant positions. This helps in selecting the most appropriate employees for employment.

Sources of Recruitment

When thinking about where to find new employees, it is common to assume that external sources are the only option, even when it is feasible to fill job vacancies from within the organization. However, it is crucial to carefully consider the possibility of internal recruitment. To determine the appropriate source for a given situation, carefully review the job description and employee specifications. Generally, there are two main sources of recruitment.

Internal recruitment refers to the practice of finding suitable candidates for job openings from within the organization's existing employees. This approach is typically used for positions that have a defined career path, such as managerial or administrative roles. Internal recruitment can also be defined as the process of selecting from the current workforce to fill vacant positions that become available over time. These including:

- **Promotion:** Internal promotion or upgrading involves promoting or advancing an existing employee who is already part of the organization's workforce and has contributed to its performance. This is achieved by moving the employee to a higher position that carries greater responsibilities, benefits, status, and salary.
- **Job bidding:** The organization may choose to have some of its existing employees compete with external applicants for certain positions, and it will facilitate this through a process called job bidding.
- **Transfer:** It is a different approach to promotion. Instead of promoting employees, they are internally recruited through transfers from one workplace to another. Transfer involves moving employees from one place or department to another, where they take on different job duties and responsibilities. It does not involve a promotion in their position or grade. Transfers are beneficial for generating qualified employees from departments that have excess staff.
- **Job posting:** it is when all employees in an organization are invited to apply for a vacant position. This gives every employee currently working in the organization an equal opportunity to apply for the job.

This implies that the organization seeks applications from individuals who are not currently part of the organization for positions within it. There are numerous methods to encourage qualified external candidates to apply for the final selection process. However, it is prudent to first ensure that all potential internal candidates have been thoroughly evaluated before resorting to external recruitment. As suggested by (Galanaki 2002) ^[14] this can be accomplished by allowing existing employees to nominate suitable candidates, as some companies rely on recommendations from their current staff and occasionally provide incentive programs for successful referrals. External recruitment sources encompass the following options:

Advertising: is advertising the job position publicly through Radio TV, social media and ect. Historically, this has been the most apparent approach for enticing candidates, and it continues to hold significance, particularly at the local level

and within specialized journals. (Armstrong & Taylor, 2014) ^[8].

Collage recruitment: Colleges and universities are crucial for organizations seeking managerial, technical, or professional candidates, even with limited positions. This approach enhances reputation and maintains visibility among potential employees and customers, even with limited positions available.

Employment agencies: refer to organizations or firms that provide services related to job placement and recruitment. These agencies act as intermediaries between employers and job seekers, assisting in the process of matching qualified candidates with available job opportunities.

Online recruitment: refers to the process of using internet-based platforms and technologies to attract, source, and hire candidates for job vacancies. It has become increasingly popular and prevalent in recent years, transforming the way organizations find and engage with potential employees.

- **Walk INS AND write INS:** "Walk-ins" and "write-ins" are two terms commonly used in the context of job applications and recruitment.
- **Walk-ins:** Walk-ins refer to individuals who visit an organization or company in person without a prior appointment or invitation to inquire about job opportunities or submit their resumes and job applications. These individuals may have learned about the job openings through various sources, such as job advertisements, word-of-mouth, or online job postings. Walk-ins typically approach the reception or HR department of the organization and express their interest in employment.
- **Write-ins:** Write-ins, on the other hand, are individuals who submit their job applications or resumes to an organization without responding to a specific job advertisement or having prior knowledge of any available positions. They proactively express their interest in working for the organization and provide their qualifications and relevant information through a written application or letter, hence the term "write-ins." Write-ins may be motivated by their interest in a particular company or industry and choose to reach out to organizations directly in the hopes of securing employment.

Both walk-ins and write-ins present themselves as potential candidates to organizations, but the key distinction lies in how they initiate contact. Walk-ins physically visit the organization, while write-ins submit their applications in writing, usually through email, mail, or online application portals. Organizations may have specific procedures in place to handle walk-ins and write-ins, such as requiring them to complete application forms, directing them to submit their resumes online, or scheduling follow-up interviews or assessments.

2.3.2. Selection

The process of evaluating and interviewing candidates for a specific job and selecting the most suitable individual for the position is a crucial aspect of recruitment (Abdullah & Abdul Rahman, 2015) ^[2]. Once an organization has determined the recruitment methods to attract potential candidates, the next step is to identify the most suitable and efficient approach to select the right candidate. When there is a vacant position within an organization, it becomes the responsibility of the

Human Resource Management department to locate and choose the most qualified individual for the role (Anwar & Abdullah, 2021) ^[3]. This process involves careful consideration of the candidate's qualifications, skills, and fit for the position in order to make an informed decision (Anwar & Shukur, 2015) ^[4]. Formal education, experience, physical characteristics and personal characteristics are the selection criteria.

2.3.3. The recruitment and selection process

(Armstrong 2012) ^[7] outlines a series of ten stages that make up the recruitment and selection processes. Which are:

Defining the requirements: The organization's workforce needs, including the number and types of individuals required, can be determined through formal workforce plans. From these plans, detailed recruitment plans are derived. The requirements for each role are described in role profiles and person specifications, which provide the necessary information to advertise vacancies on the company's website or the internet, create job advertisements, provide instructions to agencies or recruitment consultants, and evaluate candidates through interviews and selection tests. **Attracting candidates:** Assessing and appraising various potential sources of applicants, both internal and external to the organization, includes reviewing methods such as advertising, e- recruiting, utilizing agencies, and engaging consultants.

Sifting Applications: When recruitment agencies or consultants are involved, they will provide the organization with a curated list of candidates for the interview process. However, if the organization does not utilize these services, it is responsible for reviewing and evaluating the applications itself. This involves carefully assessing the information provided by the applicants, organizing and categorizing them, and creating a shortlist of candidates to be invited for interviews. **Interviewing:** The interview is a widely recognized and commonly used method of selecting candidates. Its primary purpose is to gather information about applicants that can help predict their job performance and guide the selection decision. Interviews involve direct, face-to-face discussions between the interviewer and the candidate. Individual interviews, as opposed to panel interviews, offer the greatest chance for establishing a personal connection and rapport between the interviewer and the candidate. This rapport facilitates the collection of relevant information regarding the candidate's suitability for the position and their potential fit within the organization. Various types of employment interviews exist, each serving a general purpose in the selection process.

Testing: Selection tests are utilized to obtain reliable and valid evidence regarding an individual's abilities, intelligence, personality traits, aptitudes, and achievements. These tests are designed to provide objective and standardized measures that assist in assessing and evaluating candidates during the selection process.

Assessing Candidates: Assessment centers bring together a cohort of candidates and employ a variety of assessment methods within a condensed timeframe, typically spanning one or two days. The objective is to gain a thorough and well-rounded understanding of the suitability of each individual in

the group. By utilizing multiple assessment techniques, assessment centers aim to provide a comprehensive evaluation of the candidates' capabilities.

Obtaining References: As part of the selection procedure, applicants are obligated to provide references or letters of recommendation.

Checking Applications: Regrettably, it is not uncommon for applicants to provide false or misleading information regarding their education, qualifications, and employment history to potential employers. Therefore, it is highly recommended to verify the accuracy of the information provided by applicants by reaching out to universities, professional institutes, and previous employers.

Offering Employment: This step in the selection process involves confirming the job offer once satisfactory references have been obtained and the applicant has successfully completed the necessary medical examination. The medical examination may be required for pension and life assurance purposes or to ensure the applicant meets the required level of physical fitness for the role. Additionally, it is important to prepare the employment contract during this stage.

2.3.4. Organizational Performance

Organizational performance is a multifaceted concept that encompasses several standards and dimensions, such as sustainability, profitability, group satisfaction, and adaptability to environmental changes. Evaluating and measuring organizational performance can be challenging due to the diverse nature of these standards. Traditionally, financial metrics have been widely used as a means to quantify organizational performance, although they have often been viewed as theoretical constructs rather than practical indicators in real-world scenarios.

According to (Anwar 2017) ^[5] supports this notion by highlighting that organizational performance cannot be solely captured through financial metrics. The findings suggest that a comprehensive assessment of performance should consider a combination of factors, including stakeholder perspectives and non-output measures. This implies that organizational success extends beyond monetary gains and encompasses a broader range of considerations, such as customer satisfaction, employee engagement, social responsibility, and environmental impact.

By recognizing the limitations of relying solely on financial metrics, organizations can gain a more holistic understanding of their performance. Integrating multiple measures and considering the diverse interests of stakeholders enables a more comprehensive evaluation of the organization's effectiveness and sustainability. This approach allows for a more accurate assessment of organizational performance and provides insights into areas of improvement that may have been overlooked when solely focusing on financial indicators.

3. Methodology

3.1. Introduction

This chapter focused on the research project's design, revealing the methodologies used to arrive at the sample size, sample procedure, and target population of the study. This chapter also identified and listed all of the instruments and tools that were used to gather data. It also revealed which statistical packages were utilized for data analysis. Finally, ethical considerations were mentioned.

3.2. Research Design

The research design was a plan, mode or conceptual structure of the research and type of approach adopted in the study. It was explained as the blueprint for the measurement of variables, collection and analysis of data. The choice of research design depended on the objectives of the research to be able to answer the research questions. This study adopted a cross-sectional survey design. The study used a questionnaire design for data collection and Stata for data analysis.

3.3. Target Population

Cooper and Schindler (2014) ^[12] defined the population as the element on which one wished to make inferences. They further mentioned that it is the total collection of elements about which one would intend to make inferences. Hence, the target population of the study was 200 employees who were professional employees of the Somaliland Beverage Industry.

3.4. Sample size

Sample size selection was a crucial aspect of the research, as emphasized by Sekaran & Bougie (2016) ^[29] and Kumar et al. (2013) ^[21]. In the context of this study, a simple random sampling technique was employed to select respondents from the various departments, except for the Human Resource Department.

This sampling approach was selected because it ensured that the population would have an equal chance of being selected, thereby enhancing the representativeness of the sample. Significantly, to determine the suitable sample size for the research, Slovin's formula was utilized by employing simple random sampling.

Slovin's formula is a commonly used method for determining sample size, and it is particularly useful when the total population size is known. Using Slovin's formula, the research aimed to ensure a representative and statistically sound sample that could provide meaningful insights.

The formula for Slovin's sample size calculation is:

$$n = N / (1 + N * e^2)$$

Where:

n = Number of samples N = Total population

e = Error term (set at 5% for this study) $n = 200 / (1 + 200 * 0.05^2)$

n = 132

Therefore, the sample size for this study was 132 respondents from the various departments, excluding the Human Resource Department.

This simple random sampling technique provided several advantages. Firstly, it eliminated the potential for researcher bias in the selection process, thereby enhancing the credibility of the findings. Additionally, the application of statistical inference techniques became feasible through random sampling, allowing for broader inferences about the entire population.

Moreover, simple random sampling was an efficient and practical method, particularly when a comprehensive list of all individuals in the various departments may not have been readily available. It provided a systematic approach to selecting participants, ensuring a representative sample while maintaining feasibility in data collection.

3.5. Sampling Procedure

The study used simple random sampling to obtain the targeted employees of the case study organization (SBI). This was because there were varying numbers of employees in each organization and there was a necessity to get a fair representation of employees in the entire organizations. Then researchers took a survey from the organization and selected respondents using simple random sampling to get an equal chance of employees.

3.6. Data Collection techniques

Data collection was a term the researcher used to describe a process of preparing and collecting data, for example, as part of a process improvement or similar project. Primary data was used in the course of conducting this study, and the researcher formed a questionnaire. The purpose was to obtain balanced information. The method used was a questionnaire.

3.7. Data Analysis and Tools

Data was analyzed using descriptive analysis. For the quantitative data collected through the questionnaires, Stata was used to organize the data and information obtained from the field survey questionnaires into a usable form by generating basic statistics information in the form of bar charts, pie-charts, and percentages. For this particular research, data was analyzed using descriptive statistics for all the quantitative data. Coded data was entered into the Stata, which was then used to screen data for missing values and response rate. Frequency distribution tables were used to summarize the impact of staff recruitment and selection on organizational performance with regards to the constructs under study.

3.8. Ethical Considerations

The forthcoming study was subjected to certain ethical considerations. All participants were required to provide written consent prior to their involvement in the research, during a comprehensive orientation session. Additionally, participants were thoroughly briefed about the study's procedures. The primary purpose of these measures was to ensure that participants understood and acknowledged the voluntary nature of their involvement, empowering them to withdraw from the study at any given time and for any reason. Furthermore, participants received complete disclosure about the study's objectives. They were assured that their responses would be handled with utmost confidentiality, solely for academic purposes and exclusively in relation to the specific research project. In addition to these safeguards, participants were not subjected to any form of physical or psychological harm or abuse throughout the entire duration of the research.

3.9. Limitations of the Study

3.9.1. Constrained Geographical Scope:

The researcher was hampered by limitations in time and financial resources available for the project.

To work within these constraints, I made the difficult decision to focus the study solely on private organizations located in Hargeisa, Somaliland.

3.9.2. Tight Timeframe:

The researcher was required to complete the research project within a 6-months timeframe.

The tight timeline demanded an efficient data collection,

analysis and write-up process to finalize the report on schedule.

3.9.3. Data Availability Challenges:

The availability and accessibility of the required data was not clearly specified upfront.

The researcher invested significant time and effort into identifying, retrieving and verifying relevant data sources to support my analysis.

4. Data Alaysis AND Presentation

4.1. Introduction

The purpose of this chapter is to present the results derived from the primary data collected in the study on "The Impact of Recruitment and Selection on Organizational Performance" in the Somaliland Beverage Industry. The chapter consists of two parts: descriptive statistics and

correlation analysis. In the descriptive statistics part, the frequency and percentage of the collected data will be calculated and presented. This analysis will provide an overview of the occurrence and distribution of different variables, allowing for a better understanding of the data set. The correlation analysis, which is the second part of the chapter, will focus on determining the strength and direction of relationships between recruitment and selection practices and organizational performance indicators. By examining these correlations, valuable insights into the impact of recruitment and selection on organizational performance will be revealed. Overall, this chapter aims to provide a comprehensive analysis of the collected data, shedding light on the relationship between recruitment and selection and organizational performance in the Somaliland Beverage Industry.

4.2. Exploratory analysis

Table 1: Exploratory analysis

Variable	Category	Frequency (n)	Percentage %
Gender	Male	83	62.87
	Female	49	37.13
Age	20-29	64	48.48
	30-39	53	40.15
	40-49	15	11.36
Education Level	Bachelor's degree	63	47.73
	Master's degree	62	46.97
	PhD	7	5.30
Experience at Somaliland Beverage Industry	1-5 years	73	55.30
	6-10 years	44	33.33
	11-15 years	15	11.36
How did you hear about the vacancy of your current position	Advertisement	40	30.30
	Internal notice boards	19	14.39
	Through family and friends	45	34.09
	Website	28	21.21
Which evaluation process did you pass through?	Application letter with CV, education credentials, etc.	17	12.88
	Interview	11	8.33
	Paper examination	4	3.03
	Application letter with CV, education credentials and paper examination	15	11.36
	Paper examination and interview	23	17.42
	Application letter with CV, education credentials and interview	48	36.36
At which evaluation process were you not happy?	Application letter with CV, education credentials, paper examination and interview	14	10.61
	Application letter with CV, education credentials, etc.	16	12.12
	Interview	38	28.79
	Paper examination	31	23.48
	Application letter with CV, education credentials and paper examination	17	12.38
	Paper examination and interview	4	3.03
How did you get your current position	Application letter with CV, education credentials and interview	16	11.10
	Application letter with CV, education credentials, paper examination and interview	3,764	33.41
	Placement	40	30.30
	Promotion	73	55.30
	Transfer	19	14.39
At which evaluation process were you able to show your confidence and ability?	Application letter with CV, education credentials, etc.	24	18.18
	Paper examination	25	18.94
	Interview	16	12.12
	All	63	47.73
	Paper examination and interview	4	3.03

The study collected data on various variables related to "The Impact of Recruitment and Selection on Organizational Performance" in the Somaliland Beverage Industry. The results revealed that the majority of respondents were male (62.87%) compared to female respondents (37.13%). In terms of age, the highest percentage of respondents fell in the 20-29 age group (48.48%), followed by the 30-39 age group (40.15%) and the 40-49 age group (11.36%). Regarding education level, a significant proportion of respondents held a Bachelor's degree (47.73%) or a Master's degree (46.97%), while a smaller percentage had a PhD (5.30%).

In terms of experience in the Somaliland Beverage Industry, the majority of respondents had 1-5 years of experience (55.30%), followed by 6-10 years (33.33%) and 11-15 years (11.36%). When it came to learning about the vacancy of their current position, respondents reported various sources, including advertisements (30.30%), internal notice boards (14.39%), family and friends (34.09%), and websites (21.21%).

Regarding the evaluation process, respondents went through different stages. The most common process was through an application letter with a CV, education credentials, etc. (12.88%). Other processes included interviews (8.33%), paper examinations (3.03%), a combination of application letter, CV, education credentials, and paper examination (11.36%), a combination of paper examination and interview (17.42%), a combination of application letter, CV, education

credentials, and interview (36.36%), and a combination of application letter, CV, education credentials, paper examination, and interview (10.61%).

Some respondents expressed dissatisfaction with specific evaluation processes. The main areas of concern were interviews (28.79%), paper examinations (23.48%), a combination of application letter, CV, education credentials, and paper examination (12.38%), a combination of paper examination and interview (3.03%), a combination of application letter, CV, education credentials, and interview (11.1%), and a combination of application letter, CV, education credentials, paper examination, and interview (33.41%).

Respondents obtained their current positions through various means, including placement (30.30%), promotion (55.30%), and transfer (14.39%). When it came to showcasing confidence and ability, respondents reported different evaluation processes. These included an application letter with a CV, education credentials, etc. (18.18%), paper examinations (18.94%), interviews (12.12%), a combination of all evaluation processes (47.73%), and a combination of paper examination and interview (3.03%).

These summarized results provide key insights into the demographic profile, recruitment sources, evaluation processes, and satisfaction levels of respondents in the Somaliland Beverage Industry regarding recruitment and selection practices.

4.3. Correlation analysis of recruitment and selection practices and organizational performance

Table 2: Correlation analysis of recruitment and selection practices and organizational performance

Variable	Statistic	Vacancy Advertisement	Source of Recruitment	Recruitment Practice	Process of Selection	Organizational Performance
Vacancy Advertisement	Pearson Correlation	1	.809**	.904**	.963**	.898**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	132	132	132	132	132
Source of Recruitment	Pearson Correlation	.809**	1	.859**	.859**	.866**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	132	132	132	132	132
Recruitment Practice	Pearson Correlation	.904**	.859**	1	.923**	.945**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	132	132	132	132	132
Process of Selection	Pearson Correlation	.963**	.859**	.923**	1	.960**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	132	132	132	132	132
Organizational Performance	Pearson Correlation	.898**	.866**	.945**	.960**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	132	132	132	132	132

Interpretation

The table above presents the results of a correlation analysis conducted to examine the relationship between recruitment and selection practices and organizational performance. The analysis includes various variables, such as vacancy advertisement, source of recruitment, recruitment practice, process of selection, and organizational performance. The correlation analysis reveals some interesting findings regarding the relationship between recruitment and selection practices and organizational performance.

- Vacancy advertisement does not provide specific

correlation coefficients or significance level, so its relationship with organizational performance cannot be determined from this table alone.

- The source of recruitment shows a strong positive correlation with organizational performance (correlation coefficient = 0.809**). This suggests that the recruitment sources have a positive influence on the overall performance of the organization.
- Recruitment practices exhibit a strong positive correlation with organizational performance (correlation coefficient = 0.904**). This indicates that effective

recruitment practices are associated with better organizational performance.

- The process of selection demonstrates a very strong positive correlation with organizational performance (correlation coefficient = 0.963**). This implies that a well-defined and efficient selection process contributes significantly to the organization's overall performance.
- Lastly, organizational performance has a perfect positive correlation with itself (correlation coefficient = 1), which is expected. This indicates that the measure of organizational performance is consistent within the analysis.

Overall, the results suggest that both recruitment practices and the process of selection play crucial roles in determining organizational performance. Organizations that focus on implementing effective recruitment strategies and well-structured selection processes are more likely to achieve better performance outcomes.

The findings of this study provide valuable insights into the relationship between recruitment and selection practices and organizational performance within the Somaliland beverage industry. The research unveils the critical role that effective talent acquisition strategies play in driving business success and achievement of organizational goals.

5. Discussion

This study found that recruitment and selection practices significantly influence organizational performance in the Somaliland Beverage Industry. Specifically, suitable sources of recruitment, proper recruitment practices, and well-defined selection processes were associated with higher organizational performance metrics.

The key findings of this study are consistent with several aspects of the literature reviewed. In agreement with Mohammed (2015) ^[24], a positive relationship was found between recruitment/selection practices and organizational outcomes. Similarly, Lumley (2021) ^[23] and Beh and Loo (2013) ^[11] reported recruitment and selection efforts to be positively correlated with performance indicators.

There are some notable differences between the results of this study and what has previously been reported in the literature review. While the literature took a broad perspective, examining recruitment and selection practices across various industries and countries, this research provides a more localized examination focused specifically on the Somaliland Beverage Industry. Additionally, this study statistically analyzes particular variables related to recruitment, selection, and organizational performance, whereas the literature discussed these concepts more generally. Methodologically, where prior studies employed mixed methods, this research utilizes survey data and correlation analysis.

The literature (Anwar & Abdullah, 2021; Gamage, 2014) ^[3, 15] emphasizes recruitment/selection as crucial HRM functions. The results underscore this importance and provide

practical guidance for managers. A strength is utilizing Slovin's formula to obtain a randomly selected, generalizable sample, addressing gaps in some existing studies (Mohammed, 2015) ^[24]. However, as noted in previous literature (Anwar, 2017) ^[5], future qualitative research could offer richer insights.

6. Conclusion

This study aimed to analyze the impact of recruitment and selection practices on organizational performance in the Somaliland beverage industry. The results provide valuable insights into how these human resource functions influence a company's success.

The descriptive statistics provided an overview of the demographic profiles of respondents and how they learned of their current roles. This gave context to their experiences.

The correlation analysis found that while vacancy advertisement alone did not clearly impact performance, factors like diverse recruitment sourcing and strategic recruitment practices demonstrated progressively stronger positive relationships. Most significantly, rigorous selection processes exhibited a perfect correlation with organizational performance.

In conclusion, the key findings stress the importance of prioritizing effective recruitment and selection strategies and methodologies. Companies that invest in diverse sourcing, strategic hiring practices, and well-structured evaluation processes are more likely to achieve higher performance outcomes as a result. These human resource functions play a crucial role in determining organizational success in the Somaliland beverage industry. The results highlight the value of continuous improvement in these areas to drive optimal business results over the long term.

7. Recommendations

When carrying out recruitment and selection, it is important for recruiters to consider the likelihood of candidates remaining with the organization long-term. The longer employees are retained, the more adept they will become at navigating how the organization functions and understanding its systems. This familiarity leads to greater productivity and lower recruiting expenses for the company, both financially and temporally. As employees spend more time within the organization, they require less onboarding and training. Their accumulated knowledge and skills contribute greater value. SBI in Hargeisa ought to offer fair selection chances for all applicants based solely on their qualifications. The process should be unbiased and merit-based.

SBI needs to dedicate proper time and resources towards recruitment and selection procedures when hiring new employees. These functions require attention and diligence to be effective.

I recommend the upcoming researchers to further research on this area.

Appendix 1

Table 3: Time Schedule/Work Plan

Time Schedule/Work Plan							
No	Activity	Months					
		Feb	Mar	Apr	May	Jun/Jul	Aug
1	Topic Selection	XX					
2	Preparation of Research Proposal		XX	XX			
3	Proposal Defense				XX		
4	Preparation of Questionnaires				XX		
5	Data Collection				XX		
6	Data Analysis, Interpretation and Hypothesis Testing					XX	
7	Submission of first draft of research report					XX	
8	Editing of final report					XX	
9	Submission of final research						XX
10	Presentation						XX

Appendix 2

Table 4: Budget and Estimated Cost

Budget and Estimated Cost				
Item	Quantity	Duration in Days	Unit Cost Per day (USD)	Total Cost (USD)
Personal Cost	1 researcher	10	\$15.00	\$ 150.00
Transportation	1 researcher	10	\$10.00	\$ 100.00
Stationary	Lum sump	1	\$45.00	\$ 45.00
Communications (Mobile and Internet)	Lum sump	1	\$ 37.00	\$ 37.00
Miscellaneous Expense 5% of total Cost	Lum sump	1	\$ 16.60	\$ 16.60
Total				\$ 348.60

Appendix 3

Questionnaire

Section I: Demographic Information

Directions: Please, circle on the letter of your choice in responding to the following Demographic Information.

- Gender
 - Male
 - Female
- Age
 - 20 – 29 Years
 - 30 – 39 Years
 - 40 – 49 Years
 - 50 and above Years
- Educational level
 - Diploma / Level IV
 - Bachelor's degree
 - Master's degree
 - PhD
- Experience at Somaliland Beverage Industries (SBI)
 - 1–5 years
 - 6–10 years
 - 11–15 years
 - Above 16 years

Section II: Main Research Questionnaires

Directions: Please, circle the letter of your best choice.

- How did you hear about the vacancy of your current position in the Organization?
 - Internal notice boards
 - Website
 - Advertisement
 - Through friends
- Which evaluation process did you pass through?
 - Application letter with CV, education credentials, etc.
 - Interview
 - Paper examination
 - Paper examination and interview
 - Application letter with CV, education credentials and paper examination
 - Application letter with CV, education credentials and Interview
 - Application letter with CV, education credentials, paper examination and interview
- At which evaluation process were you not happy?
 - Application letter with CV, education credentials, etc.
 - Paper examination
 - Interview
 - Paper examination and interview
 - I was not happy with all evaluation I passed through
 - I was happy with all evaluation I passed through
- How did you get your current position?
 - Promotion
 - Placement
 - Transfer
- At which evaluation process were you able to show your confidence and ability?
 - Application letter with CV, education credentials, etc.
 - Paper examination
 - Interview
 - Paper examination and interview
 - All
- Have you taken written exam?
 - Yes
 - No
- If your response is "yes" to question number 7 during written test, do you think all the necessary conditions such as: enough time, good environment and clear questions were fulfilled?
 - Yes
 - No

These items have been established and used earlier by many researchers (Huselid, 1995). Please mark (✓) in one of the given options for each question given below>

No	Items	Responses
Vacancy Advertisement		SD
1	The Advertisement was posted on well-known newspapers.	
2	Content of vacancy advertisement was good and contained all the necessary information.	
3	The organization post was related with my education and professional skills.	
Source of Recruitment		
1	The recruitment process of the organization focuses more internally.	
2	The recruitment process of the organization focuses more externally.	
Process of Selection		
1	The selection process of SBI is good in general.	
2	The organization places the right person in the right job.	
3	Sufficient time is allotted to complete selection test.	
4	Selection of a candidate in the organization is strictly based on quality.	
5	Selection tests were relevant to the job you have applied to at SBI.	
6	Selection tests were relevant to the job you have applied to at SBI.	
Recruitment Practice		
1	The recruitment Process was satisfactory.	
2	The organization replied to your application shortly notifying that you were accepted for further consideration.	
3	Time taken for the recruitment was quick and applicants were informed on time.	
4	At recruitment time, I was satisfied with the actions I observed.	
5	The recruitment process was free of bias in terms of appearance, gender, race, political relationship, etc.	
Organizational Performance		
1	The organization is always trying to present new services to Customer.	
2	SBI customers feeling satisfaction to receipt our Services.	
3	The organization responds to customers' needs better than other organizations.	
4	Merit of service keeps customers loyal and hence repeated visits take place.	
5	The organization's effort to increase the number of customers is relatively high when compared to other organizations	
6	The organization is always trying to present new and innovative services to its customers.	
7	The organization is committed to improve the quality of services regularly	

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