

# The Effect of Recruitment and Selection Process on Employees' Performance: The Case Study of Afghanistan Civil Servant

Said Monawar Rahmany

(MBA candidate, Institute of social science, Istanbul Aydin University, Istanbul, Turkey)

Corresponding Author: Said Monawar Rahmany

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**ABSTRACT:** Public organizations' performance is directly related to performance of their employees. Organizations which have high qualified employees enjoy a high level of performance and outcome. However, performance of employees is highly depended on their recruitment/selection processes. The better and clear recruitment/selection processes, the more qualified staffs are hired. The current study has been conducted on the effect of recruitment/selection process on employees' performance in Afghanistan civil service. The research has been done in deductive research approach, and data is collected through quantitative data collection method. The primary data is gathered by distributing close-ended questionnaires to job candidates and employees to evaluate recruitment/selection processes and employees' performance. Provided data is analyzed by SPSS version 20. In order to achieve the goal of research, 120 questionnaires have been distributed, and the recruitment/selection is taken to account as an independent variable and employees' performance as a dependent variable. Furthermore, secondary data is collected through books, articles, and particularly annual report about Afghanistan. Finding shows a high level of correlation between employees' performance and recruitment/selection processes. Therefore, in conclusion chapter, necessary recommendation is given to the IARCSC (Independent Administrative Reform and Civil Service Commission) for enforcing and improving recruitment/selection processes in order to achieve a better employees' performance.

**KEYWORDS**– Civil servant, Recruitment, Performance, Selection

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## I. INTRODUCTION

Having an effective public service, solid judicial system and an administration which are accountable, reliable and swift are the primary elements of good governance. According to a definition from World Bank "Good governance is synonymous with sound development management" (World Bank. 1992. P1). Administrative institutions, which are administrated by civil service employees, are thought to be the organs of a government and their decay means the government deficiency. Therefore, having well qualified, honest, loyal, faithful employees are essential parts of every government which is not achievable without proper and normative recruitment process and policy.

Afghanistan has a long administrative tradition, but the civil service has been undermined by years of disturbance and conflict. The long-term war which lasted for almost four decades had undermined mostly all government infrastructures in Afghanistan. Although IARCSC (Independent Administrative Reform and Civil Service Commission) is established for hiring well-qualified employees, government of Afghanistan is known for its unpopular administrative staff (AREU, 2009). These infamous employees not only have made an immoral government in the civilians' perspective and international environment but also has left huge negative effects on government's body and caused immense financial loss also.

Although precautions have been taken to account toward recruitment and hiring professional administrators from inside and outside of the country, recruitment and selection is subjected to immense challenges. Yet candidates are hired depending on nepotism, political favoritism, relationships, kinship, or bribery rather than competency or merit-based standards.

This research is conducted to observe factors affecting recruitment procedure in Afghanistan civil service. As it is mentioned before, manipulated recruitment procedure has led to a huge corruption and great amount of financial loss. By conducting this study, researcher looks forward to finding these factors and method of avoiding these factors in order to have a recruitment process based on equal opportunity employment policy.

## II. RESEARCH METHODOLOGY

### 1.1 Recruitment/selection

There has been various definitions and descriptions for recruitment. It is described a process of opening a job and advertisement for it to encourage applicants for applying. Recruitment is also a process by which proper candidates for the existed or future positions are found (Shafritz, Russell, & Borick, 2016). It is also considered as a process of linking and matching jobseekers with vacant positions of companies. Therefore, in a favored recruitment attempt, a great number of qualified candidates are expected to be attracted.

Although recruitment and selection are sometimes considered to be two different processes, they are two steps in one process with the selection step as the last process of recruitment. However, there are difference in implementing of each step. The first, recruitment, is a process by which applicants are searched and encouraged to apply for the available positions in the organization. However, selection is a process of steps for observing and screening the most suitable candidates for the available positions. This process itself may be carried out by various phases (Joshi, 2013).

Recruitment basically aims to provide a collection of suitable and qualified applicants to boost selection opportunity of the best applicants for the organization (Joshi, 2013). Furthermore, the process of selection is to pick up the right person from among provided candidates for the position. Final interview, making decision on appointment and the appointment are made in selection process which is directly followed by the recruitment step.

## **1.2 Public/Private Organizations' Recruitment**

Recruitment process may vary depending on the organization's size, manufacture, or task. In addition to the mentioned characteristics, differences in recruitment process wave to public and private sector. These differences have root to the distinctions between their structures. Three main differences among public and private organizations can be counted as their ownership, financial source, and their management methods (Boyne, 2002). Therefore, the way that a public organization works may be different from a private organization, but the competitiveness of both sectors has a direct relation to their recruitment process. However, recruitment policies in both public and private organization aim to hire those with best qualifications for the vacant position (Baarspul, 2009).

## **1.3 Recruitment/Selection Agencies in Public Organizations**

In a public organization it is essential to have an agency to conduct recruitments and selections. However, in private organizations this need is low because recruitment is mostly conducted by human resource department. This recruitment agency is an agency which has taken responsibility of recruiting employees for public organizations for an agreed consideration, which can be law, amendment, declaration, presidential statement. Recruitment agencies responsibilities may vary based on their foundation and scopes, but they are mostly in charge of advertising a vacancy, receiving applications and evaluation of them, conducting an interview, and supervising process of recruitment and selection (Cardona, 2002). In order to be successful in their job, these agencies must be equipped with rigorous statute, specific job descriptions, and independency.

## **1.4 Factors affecting recruitment/selection process**

In a general view, recruitment/selection process is made to attract and hire the best qualified candidates, who are supposed to have the expected performance, for a vacancy. Recruitment and selection establish the processes of attracting and obtaining of suitable candidates for organizations. These process are vital in staffing process because they determine the quality of the employees that the organization will have. Recruitment and selection establish the processes of attracting and obtaining of suitable candidates for organizations. These process are vital in staffing process because they determine the quality of the employees that the organization will have (Armstrong, 2006). Policies include two categories of the objectives, positive and negative, which is like two sides of a coin. Negative objectives mean to avert the undesired outcomes, for example the following negative outcomes to be prevented and the positive outcomes to be aspired (Cardona, 2002):

**2.4.1 Politicizations:** Impartiality of recruitment employees is an important objective and Should be granted by law and regulations.

**2.4.2 Nepotism:** It means hiring an employee based on kinship and relativeness.

**2.4.3 Corruption:** Corruption can be existed in form bribery, with-collared, misconduct, in every community and there are various different ways of corruption. It is also hard to be removed from government because it has a direct relation to the employees and employers' integrity.

**2.4.4 Patronage:** The obedience of the public officials to individuals like an overlord decreases their impartiality, which is very important and essential in decision making in the government under rule of law.

**2.4.5 Instability:** The public administration should be permanent and stable as it guarantees the continuity of the institutions.

### **1.5 The Merit-based Recruitment Approach**

Competency based approaches have become more popular in graduate recruitment as the organizations are going to decide on the potentials. Rees and French (2010) mentioned in their article that, Farnham and Stevens (2000) found that the public sector managers are increasingly looking to the traditional job descriptions and employee specifications as an old, rigid and rarely inaccurate reflection of requirements of a job, the evidences show that this approach has a widespread popularity. Regarding of the importance of the competency based approach, it is claimed that in current fast moving world the competency based approach is a meaningful way to be underpinned the recruitment and selection practice. It also can contribute to secure the high performance more effectively.

### **1.6 Employees' Performance**

Employees' performance is a key factor determining employees' integrity, honesty, reliability toward doing his/her job and responsibilities. Performance shows how workers have done job, how successful they have been, how much people trust on 38 them. After recruitment and selection, qualifications of employees toward doing their jobs are evaluated by performance evaluation. Therefore, employees who have passed all recruitment and selection phases successfully are tended to be prosperous, honest, and independent (Adu-Darkoh, 2014). However, when recruitment and selection process is manipulated in favor of someone, the employees may not be able to have independence in doing tasks and good performance is not expected from employees who are selected with corruption and manipulation of selection process.

### **1.7 Factors Affecting Employees' Performance**

As it was mentioned before, factors which affect employees' performance can be personnel or external. These factors can be categorized as following.

**Individual factors-** these factors are related to employees' personal abilities and qualification which are assessed at beginning by recruitment and selection process like employees' skills, qualifications, reliabilities, commitment, educations etc.

**Management factors-** these factors are related to the management roles, treatment and behaviors with employees that have a great impact on their performance.

**Team factors-** group members put great impression on their colleagues, so support provided by group members and colleague are significant on employees' performance.

**System factors-** facilities, equipment, environment, and other instrument provided by organization are also influencing factors on employees' performance.

**Situational elements-** internal and external pressures which are forced to the organization or employees are also remarkable factors on affecting employees' performance (Isaac Mwita, 2000).

### **1.8 Performance Management**

Performance management is process through which employees' performance is assessed and improved in order to increase organizations' performance. The aim of performance management is to increase employees' competencies and achieve a good result from planned goals. Performance management is also a process of comparison and assessment of what was planned and achievements (Armstrong, 2006). Performance management has four fundamental steps which are described as planning, monitoring, developing, assessing and rewarding. Performance management provides an opportunity for both managers and staffs to recognize and address their needs and deficiencies.

### **1.9 Measuring Performance**

Measuring performance and how to measure it have key role in process of performance management. It identifies the success and failures of employees' job. It also identifies in where tasks are done well to provide reward and encouragement for further success, and in which are tasks are not carried out properly and effectively, so the failures could be corrected (Armstrong, 2006).

Nowadays, a key issue in good governance is its organizations performance. Developed countries enjoy from a swift, reliable and profitable institutions, while corruptibility of organizations is a significant problem in many undeveloped or developing countries. This problem waves to undermining governments' credibility. According to Van Thiel & Leeuw (2002) governments dedicate a great amount of fund on assessing and evaluating their institutions' performance than ever. However, studies from management performance assessments reveal that identifying and measuring of performance in public sectors are more difficult than private sector and this problem is due to complexities of governments' institutions, their role, rules, and employees. Therefore, in order to have a proper performance evaluation in public sector terms such as means, objective, and result should be defined with their relationship to each other.

## **II. RESEARCH METHODOLOGY**

### **2.1 Research Approach**

The method employed in this research is also deductive reasoning approach. It is started with a theory that there is a relation between recruitment and selection process and employees' performance. Then, it continues by making a hypothesis that the recruitment and selection process impact employees' performance. Hypotheses is tested by collecting data, observing research population through distributing questionnaires and result are described in details.

### **2.2 Data Collection Method**

Since the current research intends to find the relationship among two variables therecruitment and selection process which independent variable on the employees' performance that is dependent variable, the quantitative approach has been done in conducting this research. Furthermore, two types of data, primary and secondary, are used in carrying out of this dissertation. Primary data is collected through distribution of questionnaires among Afghanistan civil employees in two cities. However, secondary data is collected from books, articles, journals and etc.

### **2.3 Population and Simple of Study**

In a quantitative research approach, population refers to the people who share same characteristics (Abawi, 2008). For example, for the current research employees in Afghanistan civil servant is the population for the study. However, a population can be small or large, as it is clear in the current research. Therefore, a decision should be taken that what group should be studied. This group is called target population for the research with some defining characteristics and availability. Within the determined target population, a simple for the study may be selected. A simple is a subgroup, or can be a number of individual of the target population that the researcher plans to study for making generalization about the target population. In some ideal situation a number of individuals can be selected as representatives of the entire population (John Creswell, 2014). For instance, in the current research, the population of the research is the Afghanistan civil servant. However, the target population is employees in Herat province. From the target population, which is a number of 7093 Employees, a simple will be made for conducting the research. In order to make a simple for the study from the target group, there some methods and the one which is employed for conducting this research will be explained.

### **2.4 Sampling and Simple size**

A general idea is to choose as large simple as possible from the population. The larger the sample, the less the potential error is that the sample will be different from the population. This difference between the sample estimate and the true population score is called sampling error. However, there are some other factors which affect size of a sample such as access, availability of participant, funds, time, size of the population of the study, and the variables also have an effect on the size of sample.

For sampling, there are various different methods. Generally, a method is employed by the researchers based on the factors like the amount of rigor sought for the study, characteristics of the target population, and the availability of the participant (John Creswell, 2014). For this purpose, from to types of sampling methods either probability or nonprobability is employed by the researchers.

For conducting the current research 120 questionnaires have been distributed among civil servants and job candidates in Herat province, Afghanistan. Herat city, which is one of the biggest city in Afghanistan, have been chose as a city for distributing questionnaires.

### **2.5 Research Limitations**

Environment, respondents, and research population are significant factors affecting conducting a research. They made the process of a research swift or slow. For current research, lack of cooperation from some public organizations was considered as a setback. Some organizations were reluctant to have any contribution. Collecting resources from home country was another problem as well. A few research has been conducting in the field so far. Furthermore, respondents needed to be explained in every stage on how to answer.

### **2.6 Research hypotheses**

H1. Recruitment/selection process affect employees' performance in Afghanistan.

H2. There is positive relationship between recruitment/selection process and employees' performance in Afghanistan

H3. There is a negative relationship between recruitment/selection process and employee' performance in Afghanistan.

Null Hypotheses. There is no relationship between recruitment/selection process and employees' performance in Afghanistan.

### III. FINDINGS AND ANALYSIS

Data for this research is collected through distributing questionnaires to respondents. The Questionnaire is included twenty questions. The first four questions are demographic questions and second part which include ten questions are about recruitment process, and the last part is about employees' performance. After collecting data, SPSS 20 is used for analyzing it. Each question is described statistically and is shown by tables. For approving hypothesis, Pearson correlation relation is employed. All findings are shown in tables and are described following that.

#### 3.1 Demographic Statistical Descriptive

This part includes the first part of questionnaire and the first part of analysis. Four questions have been asked to determine respondents demographic. These questions are included respondents' marital status, age, level education, years of experience which are described following.

**Table 4.1 :Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	86	71.7	71.7	71.7
Valid Female	34	28.3	28.3	100.0
Total	120	100.0	100.0	

According to the table 71.7 percent of research respondents are male while 28.3 percent are females.

**Table 4.2 :Age**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-30	67	55.8	55.8	55.8
Valid 31-42	24	20.0	20.0	75.8
Valid 43-55	15	12.5	12.5	88.3
Valid 55-60	14	11.7	11.7	100.0
Total	120	100.0	100.0	

The table 4.2 shows that 55.8 percent of respondents are between 18-30, which means most of them are young workers

**Table 4.3 :Experience**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-5	63	52.5	52.5	52.5
Valid 5-10	38	31.7	31.7	84.2
Valid 10-15	9	7.5	7.5	91.7
Valid 15-20	10	8.3	8.3	100.0
Total	120	100.0	100.0	

Third question asks about employees' experiences and most of them are seemed to have 1 to 5 years experiences

**Table 4.4 :Education**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid High School	10	8.3	8.3	8.3
Valid Vocational School(Two years)	18	15.0	15.0	23.3
Valid Bachelor degree	76	63.3	63.3	86.7
Valid Master degree	15	12.5	12.5	99.2
Valid PhD degree	1	.8	.8	100.0
Total	120	100.0	100.0	

The last demographic question asks about the respondents' education, and according to the results most of responded have bachelor degree.

#### 3.2 Recruitment and Selection statistical descriptive

The process of recruitment and selection is taken into consideration as an independent variable which affect the dependent variable employees' performance. Respondent were asked to answer ten questions about recruitment and selection process in Afghanistan governmental institutions.

**Table 4.5 : There is a clear process for recruitment and selection procedure in Afghanistan.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	33	27.5	27.5	27.5
Disagree	59	49.2	49.2	76.7
Neutral	10	8.3	8.3	85.0
Agree	12	10.0	10.0	95.0
Strongly agree	6	5.0	5.0	100.0
Total	120	100.0	100.0	

According to the above table 59 percent of respondents disagreed in clearness of recruitment process in Afghanistan.

**Table 4.6: Recruitment and selection processes are adhered by recruiters.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	52	43.3	43.3	43.3
Disagree	35	29.2	29.2	72.5
Neutral	16	13.3	13.3	85.8
Agree	8	6.7	6.7	92.5
Strongly agree	9	7.5	7.5	100.0
Total	120	100.0	100.0	

The table show that 52 percent of respondents strongly disagreed with adherence of recruiters to the process, while some others consider it differently.

**Table 4.7: The process is done and monitored in fairness.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	48	40.0	40.0	40.0
Disagree	43	35.8	35.8	75.8
Neutral	19	15.8	15.8	91.7
Agree	8	6.7	6.7	98.3
Strongly agree	2	1.7	1.7	100.0
Total	120	100.0	100.0	

Table 4.7 shows that 48 percent strongly disagreement and 43 percent disagreement to the fairness and monitor of process.

**Table 4.8: Priorities are given to qualified and skilled candidates.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	38	31.7	31.7	31.7
Disagree	63	52.5	52.5	84.2
Neutral	11	9.2	9.2	93.3
Agree	7	5.8	5.8	99.2
Strongly agree	1	.8	.8	100.0
Total	120	100.0	100.0	

According to above table, 63 percent and 38 percent of the respondents have disagreement and strongly disagreement respectively, which shows a negative respond to the statement.

**Table 4.9: The recruitment and selection is carried out in transparency.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	45	37.5	37.5	37.5
Disagree	59	49.2	49.2	86.7
Neutral	3	2.5	2.5	89.2
Agree	8	6.7	6.7	95.8
Strongly agree	5	4.2	4.2	100.0
Total	120	100.0	100.0	

The Table shows that 45 percent and 59 percent have strongly disagreement and disagreement to the statement respectively, while the rest expressed their opinion differently.

**Table 4.10 There is an appropriate and proper planning for recruitment and selection process.**



	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	33	27.5	27.5
	Disagree	54	45.0	72.5
	Neutral	8	6.7	79.2
	Agree	12	10.0	89.2
	Strongly agree	13	10.8	100.0
	Total	120	100.0	100.0

In case of appropriateness and proper planning, 54 percent disagreed and 33 percent strongly disagreed to the statement.

**Table 4.11 Formal academic qualifications are mainly considered for recruiting and selecting candidates.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	24	20.0	20.0
	Disagree	37	30.8	50.8
	Neutral	21	17.5	68.3
	Agree	18	15.0	83.3
	Strongly agree	20	16.7	100.0
	Total	120	100.0	100.0

The above table shows that academic qualifications are partially considered for hiring employees.

**Table 4.12 The process is influenced by individuals or any organization in favor of a specific candidate.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	55	45.8	45.8
	Disagree	42	35.0	80.8
	Neutral	13	10.8	91.7
	Agree	8	6.7	98.3
	Strongly agree	2	1.7	100.0
	Total	120	100.0	100.0

According to the above table, recruitment/selection process in Afghanistan is highly influenced by individuals and third party.

**Table 4.13 Curriculum vitas, references and qualifications are checked clearly.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	30	25.0	25.0
	Disagree	43	35.8	60.8
	Neutral	14	11.7	72.5
	Agree	14	11.7	84.2
	Strongly agree	19	15.8	100.0
	Total	120	100.0	100.0

The table shows 25 percent and 35.8 percent disagreement and strongly disagreement to the statement, while the rest have positive and neutral opinion.

**Table 4.14 Candidates are selected based on their competency, skills, qualifications, and experience.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	49	40.8	40.8
	Disagree	52	43.3	84.2
	Neutral	16	13.3	97.5
	Agree	1	.8	98.3
	Strongly agree	2	1.7	100.0
	Total	120	100.0	100.0

Almost all respondents are shown to have negative opinion about candidates' selection based on their competency, qualifications, and skills, as it shown in the table.

### 3.3 Employees' Performance Data Analyses

For analyzing employees' performance in Afghanistan, responded were asked to have their opinion regarding to the employees' performance. However, questions were based to evaluate employees' skills, qualifications, and abilities in conducting their responsibilities. Statistical descriptive of the data is explained following.

**Table 4.15 Employees' have knowledge and skills of the job to deliver superior quality work and services.**

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	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Weak	36	30.0	30.0	30.0
Weak	47	39.2	39.2	69.2
Average	21	17.5	17.5	86.7
Good	6	5.0	5.0	91.7
Very Good	10	8.3	8.3	100.0
Total	120	100.0	100.0	

According to the table most of the respondents thinks that employees don't have enough knowledge and skill for doing their jobs.

The above shows that 27.5 and 37.5 percent respondents think that the overall quality of services are very weak

**Table 4.16 The overall quality of services provided by employees are excellent.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Weak	33	27.5	27.5	27.5
Weak	45	37.5	37.5	65.0
Average	18	15.0	15.0	80.0
Good	9	7.5	7.5	87.5
Very Good	15	12.5	12.5	100.0
Total	120	100.0	100.0	

and weak respectively.

**Table 4.17 Employees are in tune of all customers rather than specific individuals.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	50	41.7	41.7	41.7
Disagree	41	34.2	34.2	75.8
Neutral	14	11.7	11.7	87.5
Agree	8	6.7	6.7	94.2
Strongly agree	7	5.8	5.8	100.0
Total	120	100.0	100.0	

More than 90 percent of respondents think that employees work in favor on specific individuals rather being in tune of all customers.

**Table 4.18 Employees know, do their duties and their jobs in accordance to their job description.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very Weak	23	19.2	19.2	19.2
Weak	34	28.3	28.3	47.5
Average	26	21.7	21.7	69.2
Good	17	14.2	14.2	83.3
Very Good	20	16.7	16.7	100.0
Total	120	100.0	100.0	

According to table more than 50 percent of respondents think that employees do not do their jobs in accordance to their job description.

**Table 4.19 Employees have appropriate, unbiased, and good manner with all citizens.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very bad	34	28.3	28.3	28.3
Bad	45	37.5	37.5	65.8
Not bad	23	19.2	19.2	85.0
Good	13	10.8	10.8	95.8
Very Good	5	4.2	4.2	100.0
Total	120	100.0	100.0	

Above 65 percent of respond thinks that employees do not have appropriate behavior not in a good manner and their actions are biased.

**Table 4.20 Employees understand specific needs of civilians.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very bad	44	36.7	36.7	36.7
Bad	35	29.2	29.2	65.8
Not bad	21	17.5	17.5	83.3



Good	12	10.0	10.0	93.3
Very Good	8	6.7	6.7	100.0
Total	120	100.0	100.0	

The table above specifies that almost 80 percent of civilians thinks employees do not know the needs of civilian.

### 3.4 Reliability Tests

Reliability of the data is the degree of consistency that an instrument demonstrates (John. Creswell, 2014). Cronbach's Alpha test is commonly used to test in internal reliability of the instrument that used 5 point Likert Scale. This research used Cronbach's Alpha reliability test to test the reliability of the collected data, alpha value between 0 and 1 is ranged as normal and above 0.7 alpha value is classed as acceptable reliability value in social science researches (Gliem and Gliem, 2003), the closer alpha value to 1, the more data is described as reliable.

**Table III.21 :Reliability Statistics**

Cronbach's Alpha	N of Items
.995	20

The above table illustrates the reliability coefficient of all items in the instrument which yielded an alpha value of 0.995 which is greater than the acceptable value of 0.7. This classes our 20 item instrument as internally reliable for having the required degree of consistency.

### 3.5 Pearson Correlation Coefficient

Collected data are analyzed to find correlation and efficiency of them by SPSS 20 in accordance to the hypothesis. Here the result is stated and described following. Research variables are tested by using Pearson Correlation Coefficient and Regression among two variables Recruitment/selection questions and employees' performance questions. However, in some places Recruitment/selection (independent variable) may be shown by NV and employees' performance (dependent variable) NP. By utilizing SPSS 20 firstly, questions from both recruitment/selection and employees' performance were cumulated into two variables and tested subsequently.

**Table III.22 :Pearson Correlations NP1(Performance) NV1(Recruitment/selection)**

		Performance	Recruitment
Pearson Correlation	NP1	1.000	.960
	NV1	.960	1.000
Sig. (1-tailed)	NP1	.000	.000
	NV1	.000	.000
N	NP1	120	120
	NV1	120	120

According the above mentioned chart, confirmatory factor analysis which has been utilized by SPSS 20, shows that there is no in multicollinearity of the data. Our two variables are significantly correlated together with correct number for both. Significance is shown to be large and no data for each is missed with the same 120 for both. Therefore, there is no need for considering omitting any of any item was realized.

**Table III.23 :Pearson correlation (Recruitment/selection processes) Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.960 <sup>a</sup>	.922	.921	.37360

a. Predictors: (Constant), Recruitment/selection

Above charts show that amount for  $r = 0.960$  which explains a strong positive relationship between recruitment policy and employees' performance in Afghanistan. It means that the relationship between recruitment in Afghanistan is very strong, and by increasing the quality of one the other one will increase as well.

### 3.6 Regression Analysis

A regression analysis is conducted to determine how recruitment/selection relates to Employees performance. The findings are described below.

**Table 4.24 :Model Summary**

Model	R	R Square	Adjusted Square	Std. Error of the Estimate	Change Statistics				
					R Change	Square Change	F Change	df1	df2
1	.979 <sup>a</sup>	.959	.955	.28181	.959	255.376	10	109	.000

a. Predictors: (Constant), Recruitment/selection

The above table for model summary suggests, the R square is 0.959, this means that 95% of the variability independent variable which is employee performance is described by all of the independent variables together, and shows the relation with dependent variable with high positive relationship.

**Table 4.25 ANOVA<sup>a</sup> test**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	202.810	10	20.281	255.376	.000 <sup>b</sup>
	Residual	8.656	109	.079		
	Total	211.467	119			

a. Dependent Variable: Performance

b. Predictors: (Constant), Recruitment/selection

ANOVA F test has a significant value which means the null hypothesis for F test which is “the model has no explanatory power” is rejected, so the model is fit to explain the relationship between IV and DV.

**Table 4.26 :Regression Coefficients<sup>a</sup> (recruitment/selection criteria)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.098	.067		1.452	.149
	Recruitment	1.033	.028	.960	37.378	.000

a. Dependent Variable: Performance

According to the regression coefficient table ( $\beta$ ) = 0.960 with a positive sign and  $p < 0.05$  which indicates that the employees' performance is strongly related to the recruitment processes. This relationship shows that having a better recruitment processes and adherent to rules and regulations directly leads to better employees' performance. Therefore, the research hypothesis, which states that recruitment and selection processes has a positive effect on employees' performance, is confirmed.

#### IV. CONCLUSION

Afghanistan has been suffering from a long term of government instability, which has affected its administrative organizations greatly. History of administrative policies has waded through different governments. After ousting Taliban regime, new government inherited a weak and fragmented administrations. Most of employees were working beyond their retirement date and there was no clear policy in hiring new employees. However, new government was established in hope of making progresses in administrations and improving public organizations and this required hiring new employees. Therefore, for having a better public organization there should have been specific rules and regulations for recruiting and selecting new employees. In 2002, a new independent institution, IARCSC, was sat up to take responsibility of recruiting new staffs for the government. Establishing IARCSC was part of new administrative reforms planned by new government. Since its establishment, IARCSC has experienced a lot of progresses and amendments added to it. However, there are some problems and difficulties in recruiting well and qualified employees.

Employees' performance is multidimensional phenomenon, which means that it depends on various factors. However, one prominent factor, which has a great impact on employees' performance, is recruitment/selection policies and processes. It determines how well employees are recruited and whether they have enough qualifications and ability for acquiring and doing the job (Armstrong 2006). According to Motsoeneng, (2011) and Gamage (2014) recruitment and selection policies positively and statistically affect employees' performance.

By considering the above discussion, the research aims to investigate the impact of recruitment and selection policies and processes on public employees' in Afghanistan. In order to achieve the objective, the researcher has conducted a survey through distributing questionnaires to employees and candidates, who have gone throughout recruitment and selection process, and discussed the findings.

Furthermore, Positive significant correlation between two variables show that both are highly affected by each other that means if the quality of get better and increase, the second variable increase as well. Therefore, if the recruiters abide to the rules and recruitment regulation and candidates get hired based on their qualifications, Afghanistan's government will be witnessed of good administration. However, in practice candidates are shortlisted based on their relationship, bribery, influential person or group advice, and this lead to very poor administrative performance.

Political favoritism, bribery, corruption, warlords and chieftains influence in recruitment process are widespread (Danish, 2013). Exams are manipulated by local recruiters in favor of specific candidates. Furthermore, there is no trail period for selected candidates. Once they get accepted, they occupy their position.

There is no specific regulation to evaluate and assess performance of new comers. It is said that candidates should pay specific amount of money in order to acquire a position in government, or specific positions are dedicated to specific tribes and ethnics. Therefore, newly hired candidates are not in tune of every civilian. Corruption is widespread and employees are not well qualified to understand their jobs and duties (Tanaki, 2011). According to SIGAR in 2014 about fifty percent of Afghan civilians pay bribe to administrative to process their jobs and needs.

Achieved result showed a strong relationship between recruitment processes and employees' performance. They affect each other positively. The result also showed that because of corruption, many employees and key managers in Afghanistan are hired based on their relationships, political favoritism, chieftains influence, which led to weak administrative process and low service delivery. Therefore, for having better employees' performance and quality, Afghanistan government should have a precise observation and supervision on recruitment and selection processes. IARCSC, which is in charge of recruitment and selection, and other organizations which have their own recruitment should provide a clear and competitive environment for recruitment and selection. Furthermore, in order to achieve a good result IARCSC and other Public organizations in Afghanistan should keep their impartiality in recruitment and selection process. The pervious mentioned points will increase employees' performance which will led to civilians' satisfaction from the governments.

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