The Impact of the Selection Process on Organizational Performance: A Case Study of Swedish Development Aid Organization (SWEDO) in the Kurdistan Region

Mehabad Sade Ali/ / Department of Administration, College of Administration and Economics, Salahaddin University-Erbil, Erbil, Kurdistan Region, Iraq
Ali Awni Bestani/ School of Management and Economics – Business Management Department – University of Kurdistan-Hewler – Erbil

CORRSPONDANCE
Mehabad Sadi Ali
mehabad.ali@su.edu.krd

Abstract
Humanitarian organization play a crucial role in assisting individuals who have been adversely affected by civil unrest, therefore they need to recruit individuals who are not only competent but highly qualified through a transparent process devoid of cronyism and nepotism. Such employees have the potential of improving performance of organization. The aim of this study is; to investigate the impact of the selection process on the performance of an organizations. For this, quantitative method is used in which a sample of 200 employees working at SWEDO Organization. Questionnaires were used as the main instrument for collecting data. Study revealed that there was a significant positive association between recruitment and selection process and the policies that govern recruitment, moreover the study established that the most effective way of selecting and recruiting people is to adopt more than method of recruitment and to subject the candidates to a final round of interviews. The findings of this study are crucial to the human resource personnel who are involved in recruitment both in the public service as well as the private sector, since the study has given useful insights on the necessary instruments needed for recruitment. Such policies will certainly help in improving the performance of organizations.

About the Journal
Zanco Journal of Humanity Sciences (ZJHS) is an international, multi-disciplinary, peer-reviewed, double-blind and open-access journal that enhances research in all fields of basic and applied sciences through the publication of high-quality articles that describe significant and novel works; and advance knowledge in a diversity of scientific fields. https://zancojournal.su.edu.krd/index.php/JAHS/about

1. Introduction

Recruitment and selection process roles are vital to make any organization successful, as hiring qualified and talented employees will enhance and improve the organization's performance (Casio, 2005). The selecting process has a direct impact on the organization's performance, in which passing the selection process and hiring potential candidate as the employee will lead to achieving the objectives and goal of any project or program, as it will increase the number of projects and donors for the organization, which lead to expansion of the organization and performance (Mustapha et. al., 2013). From the perspective of the organization's operation, the first significant functionality of the Human Resource (HR) department is recruitment and selection, in which the initial step of any organization development starts with the recruitment and selection process (Wale, 2010).

The recruitment and selection of any organization are considered significant employment roles in which differentiation can occur between them, as the recruitment process is dealing with searching for candidates and motivating them to apply for the announced position. Meanwhile, the selection process is related to several steps the candidate needs to pass to be selected as the most qualified and suitable candidate for the announced position (Leopold, 2002).

The vital role that the recruitment process plays for the selection process is the acceleration factor that organizations practice. It increases the possibility of candidates who own qualifications and skills for the announced position, which will lead to a better result and outcome on the organizational performance. On the other hand, the vital role of the Selection process of any successful organization is by having qualified and suitable employees who will "improve and sustain organizational performance" (Neil, 2015, 32).

The selection process, as the process of filtering, choosing, and removing unqualified applicants who applied for the announced position, in which they do not meet the required skills and qualifications of the organization (Okoh, 2005). In addition to considering the selection process as the filling process of a vacant position of an organization. Grobler et al. (2005) agreed that the selection process starts from applicants interested in being employed by the organization and finishing or completing the hiring report's selection process.

Olatunji and Ugoji (2013) describe a process of selection as a reciprocal process, in which an organization will decide whether to prepare a job offer or not to the potential candidate who passed final round of interview, in return selected employee for the organization is considered a vital decision as any accomplishment of an organization is relying on to the qualifications and skills of its employees. It has been claimed that the selection process is considered an essential element of any organization's capacity to reach its objectives and expand in a developed environment. Furthermore, the impact of selection mechanisms is considered vital in assisting organizations' risk reduction in hiring the wrong candidate (Casio, 2005). Meanwhile, the selection process will impact the organization's performance and employee's performance as well, as the competence and effectiveness of the work environment is considered the functionality of workplace proficiency (Briggs, 2007).

The organization's performance is correlated to efficiency and effectiveness, despite Richard et. al., (2009) definition as the result or output of an organization's indicator compared to the organization's objectives and goals. The increments of study on the impact or effectiveness of the selection process on the organization's performance show the importance of the selection process.

Despite what has been mentioned above, several reasons justify the importance of selection processes, such as the cost of wrong hiring as observed by Mustapha et. al., (2013). The international organization has finally concluded that to compete and stay in the proficient mode of the operational environment. The organization needs to depend on the employee's performance as Muogbo (2013) declared that employee performance would determine the complete success of any organization. Similar to Pulakos (2004) statement, employee

performance is considered vital in order to develop the organization and employees. As a result, finding a connection between the selection process and organization performance will determine the next step.

In specific, the Kurdistan Region has been experiencing decades of political instability and civil unrest. There are several problems that the Kurds have been facing, such as unemployment, marginalization by the Central Government of Iraq, and human rights abuses. Such unfortunate circumstances have attracted the attention of International Humanitarian Organizations.

Thus, organizations need qualified human resources to execute professional duties. The selection and recruitment of qualified individuals have been facing some hurdles. In some instances, the organizations fail to recruit the right person who is qualified for the job. Recruiting incompetent and unqualified individuals is very detrimental to an organization since it may not perform its duties as expected. Besides that, there will be a loss of public confidence in the organization. Such is the reason it is necessary to investigate the Impact of the Selection Process on Organizational Performance.

The questions to be answered in this paper are the following, "1. What is the process involved in selecting individuals who have applied for jobs in Humanitarian Organizations?", "2. What are some of the policies that govern the recruitment and selection of individuals in Humanitarian organizations?", and "3. To what extent does the selection process affect the performance of an organization?"

Further, the aims of this research are to investigate the selection process of Humanitarian Organizations based in the Kurdistan Region; to examine the policies governing recruitment and selection of individuals in Humanitarian Organization; and, to explore the impact of the selection process on the performance of an organization.

In order to reach the aim of this research and answer the research questions, the following hypothesis were set. There is a significant association between the job applicants and recruitment process of Humanitarian Organizations; there is a significant relationship between policies governing recruitment and selection and the performance of Humanitarian organizations; and there is a significant impact of the selection process on the performance of an organization.

To assist conducting this study, the scope from a contextual perspective is on the international humanitarian organization's selection process and organizational performance. From a geographical perspective, it depends on the international humanitarian organization based in the Kurdistan Region and specifically The Swedish Development Aid Organization (SWEDO) as the case study. This selection is due to the fact that humanitarian organizations play a significant role in assisting individuals who have been victims of political violence and other calamities. Therefore, such organizations need to recruit professionals who are not only competent but can also discharge their duties effectively. This study is significant as it will provide a new body of knowledge on recruitment and selection processes and will add to the existing literature on the performance of Humanitarian organizations. Such studies are also invaluable for donors and sponsors of the Humanitarian Organization as they may demand accountability in recruitment.

The structure of this study is as the following, the next section will present the literature review around this topic. The following section will be dedicated for the methodology and the adopted tools for data collection and analysis. The research results and findings will be presented in the section following the methodology. Finally, the conclusion and recommendations will be discussed in the last section.

2. Literature Review

2.1 The Selection Process

The selection process has been defined as the choosing process of the qualified and suitable candidate or person for the available position among a pool of applicants who applied for the announced position. This means that the selection process of the most qualified and suitable candidate to reach the objectives of the project and goal of the organization has to be constructed effectively (Neil, 2015). It is also defined as the interview process and candidate evaluation for a specific position (Business Dictionary, 2013). It can vary from a simple selection process to a highly complicated and sophisticated process. Wale (2010) stated that selection is a means of screening or categorizing applicants in order to identify and hire the most qualified candidate. The aim behind the selection process is to decide on the candidates, who possess the requirements for the open position, as the entire process of selection starts with screening CV's and ending with the employment selection.

2.2 Recruitment Methods

International organizations depend on internal and external sources for finding qualified candidates when new positions are announced (Schmidt and Hunter, 2008). Costello (2006) defined recruitment as a bunch of processes and activities that lead to obtaining qualified applicants for the announced position. The success of the recruitment process will be connected to the planning and forecasting of employment, as the hiring process will force the organization to plan to fill the required position and attract the available talent candidate within or outside the organization. International organizations depend on an internal approach when the announced position needs to be filled. They also consider morality, employee retention, knowledge of candidates about organization culture, and previous training experience. Although, the disadvantage of the internal approach would be not adding new employees or ideas to the organization, ending up with a less qualified candidate to avoid problems (Schmidt and Hunter, 2008). Related to the external approach, organizations may apply this mechanism for specific positions to attract the most suitable candidate for vacant positions and new ideas to the organization and increase the variety and different cultures to an organization. However, the shortage of external approaches will need more time for hiring a qualified candidate. The organization might lose the internal employee to other organizations due to not finding enough space or opportunities for development and improvement.

2.3 Selection Methods

International organizations use various selection methods such as screening applicants' CVs, shortlisting candidates for the written test or Interview, background check, medical evaluation, and reference check (Dipboye, 1997). Meanwhile, it is an unfortunate fact that some of those applicants who apply for the vacant position may not provide correct or accurate information (Edenbourgh, 2005). This is due to the applicant's need, as they try hard to get the opportunity through open positions. However, as they are not being qualified or experienced enough to pass the Interview, the then-candidate starts to provide incorrect or inaccurate information to obtain the opportunity of written test or interview.

In return, the organization needs to tackle this issue. The process of applicant information should be very accurate and organized to obtain enough information on the candidate's background and ability to be called for the Interview. Organizations can use more than one method to achieve their goals and gather information on the candidate to meet the required skills and qualifications of the vacant position.

2.4 Methods Applied by International Organizations for the Selection Process

2.4.1 Interview

The most acceptable and widely used method is the selection interview which is adopted by most international organizations. A selection interview is considered a formal conversation with the applied candidates to evaluate the applied position's candidates (Davis and Werther, 2006). Furthermore, the selection interviews categorize applicants as skilled, unskilled, managerial, and other types of employees. It is to exchange information between applicants and interviewers, as the interviewer will know about the skills and qualifications of the applicants. In return, the applicants will gain information on the organization (Davis and Werther, 2006). Davis and Werther (2006) categorize interviews into different types such as, structured interviews, unstructured interviews, behavioral interviews, stress interviews, and mixed interviews.

2.4.2 Employment Tests (Written Tests)

An employment test or written test evaluates candidates' knowledge, qualifications, abilities, skills, characteristics, and experience. It helps organizations make decisions related to a candidate's employment. The test, lasting a few hours or sometimes a day, includes questions about the position, skills, language, and characteristics. The organization observes the candidates as observers and facilitators, observing their reactions in the workplace. Some tests are designed to identify personal characteristics gained through time and experience, as these cannot be gained through training (Muogbo, 2013). An employment test shows the skills and characteristics of the individual compared to other methods that cost more to obtain or know about the candidate's characteristics. The hired candidate impacts the organization's performance and sustainability.

Employment tests are advantageous for candidates as they help them identify their skills and qualifications, and which positions match their qualifications (Foot and Hooke, 2005; Hall and Torrington, 2008). They also save time and cost in the decision-making process, as they reduce the number of applicants. The method of employment tests makes organizations more efficient by consuming less time on candidates whose skills do not match the requirements of the open position (Pulakos, 2004).

International organizations are considered efficient tools for making decisions, and candidates should be treated fairly and consistently in employment tests. Employers should use the gathered information method similarly to make decisions. However, some employers may believe they already make quality decisions, adding an employment test without ensuring accuracy or time efficiency (Pulakos, 2004). Conducting an employment test provides an efficient method for employers to gain insight into the decision-making process.

2.4.3 Background Checks

The hiring manager selects the most suitable candidate after screening CVs, conducting employment tests, and conducting interviews. A background check is conducted before the job is officially offered. The level of seriousness depends on the position, such as managing large amounts of cash. The background check focuses on the candidate's criminal history and previous employment experience to ensure no criminal background, such as fraud, embezzlement, financial corruption, or conviction. This process is considered a crucial part of the selection process, providing additional satisfaction to the organization regarding their hiring decision (Grobler et. al., 2005).

2.4.4 Medical and Physical Evaluation Checks

Successful candidates from the final round of interviews should undergo a physical and medical examination. This ensures that the hired candidate meets the physical requirement of the vacant position, as some positions might expose the candidate to medical or health risk. Therefore, conducting a medical examination at the beginning will make sure that the selection process is going according to Health and Safety policy and procedures. In addition, making sure that the hiring decision has been made correctly will have an impact on organizational performance. Usually, the HR department arranges the medical examination under the operating expense.

2.4.5 Candidate Reference Check

The reference check is a crucial part of the selection process, allowing organizations to assess a candidate's previous employment experience (Neil, 2015). It involves checking the current or previous supervisor, head of department, and HR department. Employers can conduct reference checks through face-to-face, phone, or sharing reference check forms with the reference names of potential candidates. The check should be conducted after the final round of interviews, and questions should be related to the candidate's work or field, not personal issues. However, organizations should also consider the potential candidate's fear of providing their current supervisor's contact information, as this could lead to a less favorable recommendation. The best practice is to conduct the reference check after the final round of interviews, ensuring the candidate's performance is considered.
The current supervisor may be unhappy with the current employee leaving the organization, and the recruitment and selection process can be time-consuming and effort intensive. Teaching the new employee about the organization's culture and work nature can also take time and energy. This can impact the current supervisor's feedback on reference checks. Despite sometimes providing correct reference names and contact information, feedback from reference checks can take time. Most international organizations cannot offer job offers until they receive the reference check, impacting the selection process and posing challenges for the HR department and hiring manager when planning for new positions and employees.

2.5 The Challenges of Candidates Selection Process

2.5.1 Untrained Managers or Interview Panelists

One of the significant obstacles to the selection process is untrained managers or interview panelists such as HR managers or hiring managers as they are not experienced or educated enough to deal with the selection process. Most of the time, managers do not know how to ask relevant interview questions of the announced position or what the interview panelist should not ask during the interview process. Therefore, all managers who are members of interview panelists, including hiring managers, should participate in orientation training related to the selection process to understand and learn how to ask the relevant and right questions (Muogbo, 2013).

2.5.2 Handling of Candidates during Interviews

During the final round of interviews, some interview panelists might become biased or have unprofessional attitudes toward a particular candidate or group based on their gender, age, nationality, and ethnicity. It is considered a challenge due to unfair treatment or attitude towards specific candidates, which will lead to not choosing the most qualified and suitable candidate for the vacant position. In addition to that, in some cases, the hiring manager will make the written test or employment test difficult for the candidates to not pass the

employment or written test. Despite the abovementioned, the HR department should have Standard Operating Procedures (SOP) related to the selection process besides interviewing panelists to avoid unfair treatment against candidates.

2.6 Factors Leading to Successful Selection Process

The recruitment and selection process in international organizations is challenging due to numerous challenges faced by the HR department. Werther and Davis (1996) emphasize the importance of having the right person in the right job at the right time, and often raise questions about the candidate's qualifications, experience, and skills to meet the open position requirements.

The HR department and recruitment team are responsible for finding the most qualified candidate for a vacant position through the recruitment and selection process (Stonner et al., 2000). The most critical factor is personality, which plays a vital role in the success of the process, and the forecaster factor related to job performance.

International organizations should prioritize equal opportunities for candidates during the recruitment and selection process, with HR management ensuring fairness in candidate specification, advertising, interviewing, and final candidate selection (Pulakos, 2004). The internal environment should reflect the organization's image, and recruitment policies related to gender, ethnicity, age, and religious discrimination should be removed to maintain a fair and inclusive environment.

International organizations need to ensure a reliable and user-friendly curriculum vitae for applicants, as different content, type, and style can vary. A specific application form, like form P11 of the United Nations agency, can be used during job announcements. To avoid discrimination, organizations can request personal information in a separate form within the application form, including ethnicity, gender, age, and religion. This will help the HR department select the most qualified candidate for the vacant position.

The HR department should train interview panelists to conduct systematic interviews to avoid negligence or misleading results, which could negatively impact the organization's image and future performance (Stonner et al., 2000). The P11 form, an online resume developed by the United Nations, indicates an applicant's level of education, skills, competencies, and experience, which is crucial for recruiting purposes.

2.7 Organizational Performance

Organizational performance is defined in the Business Dictionary (2013) as the total output of an organization compared to its expected or planned objectives and goals. It is a substantial result or output based on the countermeasure of the organization's objective and goal (Richard et. al., 2009). The original concept of organizational performance was related to efficiency and effectiveness. International organizations should serve humanitarian work and civil society with the lowest inputs to meet their targets and objectives. Most studies consider organizational performance as a dependent variable, aiming to determine variables that lead to variations in performance (Barney, 2001; Jensen & Meckling, 1976).

Organizational performance is a crucial factor in management research and success (Lebans & Euske, 2006). Factors such as employee productivity, donor satisfaction, and employee turnover are used to identify organizational performance. Employee productivity, which is the output of an employee over a specific period, directly impacts the organization's performance. Employee turnover also contributes to organizational performance, as it directly impacts the public image of the organization. The internal atmosphere of the organization and the international organization's image are also influenced by employee turnover. Overall, the performance of an organization is directly linked to its employees' productivity and turnover (Venkatram & Ramanujam, 1986).

Organizational performance is measured through a systematic process, requiring organizations to obtain valid data on their performance and factors affecting it. International organizations conduct periodic assessments to meet donor requirements and international standards. These assessments help organizations obtain vital data, identify factors and shortages, achieve objectives, and maintain sustainability. Regular assessments help organizations maintain their operations and projects, ensuring their sustainability and success. Organizational performance can be measured using two approaches: comparing total output and expected output, and accumulating dependent variables like employee satisfaction, staff productivity, and donor satisfaction. These variables align with the organization's objectives and goals (Goerzen & Beamish 2003). Other approaches, such as operational and market measures, can also be combined to measure performance (Rowe & Morrow 1999). Measurement of organizational performance is crucial for staff value and management activities, as it should consider employee impact, donor satisfaction, cost, and time efficiency. Overall, understanding organizational performance is essential for effective staff value and management.

2.8 Theoretical Framework

Theories on the recruitment and selection process allow the organization to have better ideas and assess the policies and procedures of recruitment and selection in the international organization. Also, the approaches or methods related to decision-making related to the recruitment and selection process. Glover (2006, 24) elaborates on the institutional theory and states that "institutions have certain features in common, with each possessing an identity such as a name, an objective, a written constitution, a list of employees and methods of replacing and recruiting new employees to ensure continuity." In other words, institutions or organizations have standard features such as objectives and goals on this theory. To achieve those objectives and goals, organizations need to recruit and select effective employees and create an appropriate working environment to complete the assigned tasks of the project and achieve the planned objectives and goals accordingly.

3. Methodology

3.1 Research Strategy

The research strategy adopted for conducting this study is survey strategy which involves two variables, namely the independent and the dependent variable. Put differently, the study will assess the relationship between the dependent and the independent variables. The independent variable in the context of this study is the selection process, and the policies associated with such practices. The dependent variable, on the other hand, is the performance of the organization and specifically the employees recruited.

If organizations do not hire a competent person who can execute their mandate correctly, then the performance of the organizations will be affected, and the credibility of the organization will be questioned. The independent variables will therefore affect the dependent based on how they are manipulated. Therefore, the purpose of this dissertation is to conduct an investigation and support or refute the research hypothesis based on the findings. The research strategy implemented in this study will emphasize the participants, which in this study could be the selection process and their impact on an organization in terms of performance. Therefore, the strategy is suitable for studies grounded on social sciences since it focuses on individuals who intend to improve on the work they are doing.

3.2 Research Design

This study employs a deductive approach, developing a hypothesis based on existing literature and testing it in specific contexts. Three hypotheses were formulated, and deductive approaches are typically used in quantitative research. The institutional theory, a theory of the recruitment and selection process, is chosen for this study. The aim is to evaluate the impact of the selection process on the performance of International Humanitarian Organizations based in the Kurdistan Region.

Quantitative data on the selection process, background checks, reference checks, written tests, applicant CVs, and their overall impact on the organization's performance will be gathered. The top management's opinions and views will be considered, and senior managers and program officers will be interviewed for additional information. Secondary sources of data, such as journals, annual reports, research work, textbooks, and scholarly publications, will also be used. The quantitative data collected will be compiled and subjected to statistical analysis. The choice of deductive approach justifies the choice of the design for this study.

3.3 Research Methods

This study will collect quantitative data using questionnaires, which will contain both open and closed-ended questions. A sample of 200 questionnaires will be distributed to SWEDO employees at different levels and departments, with the target population being SWEDO employees who are well-versed in recruitment and selection matters. Respondents will be informed in advance to prepare them psychologically for the exercise.

Questionnaires are chosen as a data collection method due to their rich source of quantitative information and ability to obtain the most appropriate information about the phenomena under investigation. Evidence for data collection is available, and the researcher is in charge of the research questions. Inappropriate items can be removed from the questionnaire after validating and ensuring the instrument's reliability.

Large samples of quantitative data can be collected from many participants. The data collection method also conceals the identity of respondents, as they are not required to provide personal details. The information in the research tool can be used for future reference. A section of the questionnaire will indicate a Likert scale, revealing the respondents' agreement or disagreement with the items reflected in the questionnaire.

3.4 Data Analysis

The study will use SPSS to analyze data from a questionnaire consisting of twenty items. The data will be analyzed using tables and graphs, with the first stage being a thorough check of the contents. Questions that are not filled out or submitted after the set deadline will not be included in the analysis. The second stage involves coding, assigning pseudo names to responses and assigning a unique code to each item. The third stage involves cleaning the data to remove any errors that may affect the analysis. The data will be organized using SPSS for data organization. The data will then be interpreted to establish a relationship between the dependent and independent variables. The independent variable is independent and cannot be manipulated, while the dependent variable can be changed based on the conditions of the other variables. The study will focus on recruitment, selection, and policies governing recruitment and performance.

Table 1: Variables and their corresponding indicators

Variables	Indicators
Variable 1	Skills and Expertise of the applicant, Employment history of the applicant, Applicant's knowledge on mission and vision, language proficiency and qualifications of the applicant, candidate's knowledge on Organizations' culture,
Variable 2	Language proficiency and qualifications of the applicant, candidate's knowledge on Organizations' culture, characteristics and ability of applicant, Applicant's knowledge on the job
Variable 3	Policies on recruitment and selection, the morals of the applicant, the Organization's ability to retain the candidate, whether the candidate is conversant with culture of the organization or not, previous training experience on the job, new training and orientation of applicant, methods used by organizations to screen the candidate

3.5 Ethical Considerations

The study will maintain the confidentiality of the information collected from respondents, ensuring that it remains anonymous and not disclosed to other parties. Participants are allowed to give their information voluntarily, and informed consent will be sought before engaging them in the study. If participants withdraw, their information will be used with their permission. Ethical virtues like honesty, integrity, and sincerity will be exercised during data collection, recording, and analysis. Data will not be doctored, and all journals and publications will be properly referenced to reduce academic dishonesty. The findings of the final report will be published to reflect the real data collected and the phenomena being investigated. A consent letter authorizing the researcher to collect data in specific geographical regions has been drafted and sent to relevant authorities.

4. Results and Data Analysis

This section provides an overview related to analyzing data and presenting demographic features such as gender, age, academic level, and managerial responsibilities. It also discusses selection criteria, applicant skills, previous working experience, professional experience, and medical examination. The section also covers the reliability of the questionnaire and the correlation between variables.

4.1 Analysis of the Collected Data

Data analysis found that half of the participants were male, representing 51.5%, while 48.5% were female as shown in the following table.

Table 2: Gender of the Participants

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	103	51.5	51.5	51.5
Female	97	48.5	48.5	100.0
Total	200	100.0	100.0	

Regarding the participants' age, 56.5% of participants were aged between 20-30 years, while 33% were aged between 31-40 years and 10% were aged between 41-50 years as depicted in the table below.

Table 3: Age of the Participants

	Frequency	Percent	Valid Percent	Cumulative Percent
20- 30	113	56.5	56.8	56.8

31- 40	66	33.0	33.2	89.9
41- 50	20	10.0	10.1	100.0
Total	199	99.5	100.0	
Missing	1	.5		
Total	200	100.0		

In terms of their academic level, it was found that 83.3% of participants held a first degree, while only 10% held a diploma. Additionally, 9.6% held a master's degree as shown in below table.

Table 4: Academic Level of the Participants

	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	20	10.0	10.1	10.1
Bachelor/Undergraduate	159	79.5	80.3	90.4
Masters	19	9.5	9.6	100.0
Total	198	99.0	100.0	
Missing	2	1.0		
Total	200	100.0		

Results showed 52% were assigned managerial responsibilities, while 48% admitted to not having any managerial responsibilities. This is presented in the following table.

Table 5: Managerial Responsibilities

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	103	51.5	53	52.3
No	94	47	47	99.5
Total	197	98.5	100.0	100.0
Missing	3	1.5		
Total	200	100.0		

The participants' year of experience varied and found that 52.3% had worked for at least five years, while 40.6% worked between 5 and 10 years, and 7.1% had worked for more than 10 years. The table below presents these data.

Table 6: Years of Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
1 -5	103	51.5	52.3	52.3
5-10	80	40.0	40.6	92.9
Above 10	14	7.0	7.1	100.0
Total	197	98.5	100.0	
Missing	3	1.5		
Total	200	100.0		

As for their departments, the participants were from ten different departments. The majority were working in the protection department (23.1%), followed by the legal department (14%) and HR department (10.1%). The community mobilizer, career development department, logistics, and programme had the least participants (0.5%). Table 7 below shows these data.

Table 7: Participants' Departments

	Frequency	Percent	Valid Percent	Cumulative Percent
HR	9	4.5	4.8	4.8
HR & Administration	19	9.5	10.2	15.1
Legal development	26	13.0	14.0	29.0
Protection	43	21.5	23.1	52.2

Outreach & CwC	10	5.0	5.4	57.5
Accountability	15	7.5	8.1	65.6
Program Department	21	10.5	11.3	76.9
Accountability and Outreach	5	2.5	2.7	79.6
Monitoring and Evaluation	6	3.0	3.2	82.8
Logistic	1	.5	.5	83.3
Programme	1	.5	.5	83.9
Warehouse	4	2.0	2.2	86.0
Protection Assistance	1	.5	.5	86.6
Cash Based Intervention	5	2.5	2.7	89.2
AO	2	1.0	1.1	90.3
Protection refugee	2	1.0	1.1	91.4
CBI	8	4.0	4.3	95.7
IDP	6	3.0	3.2	98.9
Community mobilizer	1	.5	.5	99.5
Career Development an employment Guidance Unit	1	.5	.5	100.0
Total	186	93.0	100.0	
Missing	14	7.0		
Total	200	100.0		

Regarding the policies that govern recruitment and selection of individuals in Humanitarian Organizations, most participants (38.6%) agreed that they had a code of conduct and recruitment policy, while (31%) indicated that they had an HR manual code of conduct and conflict of interest disclosure. Additionally, (10.3%) of employees believed they had an employee handbook outlining recruitment policies, and (9.7%) believed they had a comprehensive HR and recruitment policy as presented in the following table.

Table 8: Policies Govern Recruitment and Selection

	Frequency	Percent	Valid Percent	Cumulative Percent
Employee handbook	15	7.5	10.3	10.3
Code of Conduct & Recruitment policy	56	28.0	38.6	49.0
HR Manual, Code of conduct and Conflict of interest disclosure	45	22.5	31.0	80.0
HR policy and recruitment policy	14	7.0	9.7	89.7
Total	145	72.5	100.0	100.0
Missing	55	27.5		
Total	200	100.0		

It was also necessary to find out if the employees had undergone a transparent selection and recruitment process. The statistical findings revealed that (74%) of the respondents had undergone a transparent selection and recruitment process, however (26%) of the respondents admitted that they had not undergone a transparent recruitment exercise as in the below table.

Table 9: Selection and Recruitment Process

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	146	74	74	73.7
No	51	2	26	99.5
Total	198	99.0	100.0	100.0

Missing	2	1.0		
Total	200	100.0		

The skills and expertise of the applicant were taken into consideration and investigated if applicants' skills and expertise are typically considered during selection and recruitment exercises. It was found that (4%) of applicants agreed that their skills were considered, while 8.5% agreed that the recruitment panel considered their skills. However, (27.5%) felt their skills were not considered, and nearly (29.5%) strongly disagreed. While (30.5%) remained neutral, as they were unclear about whether skills were considered or not. Table 10 below shows these data.

Table 10: Skills and Expertiese of Applicants

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	8	4.0	4.0	4.0
Agree	17	8.5	8.5	12.5
Disagree	55	27.5	27.5	40.0
Strongly Disagree	59	29.5	29.5	69.5
Neutral	61	30.5	30.5	100.0
Total	200	100.0	100.0	

This study aimed to determine if applicant knowledge on policies, mission, vision, and current affairs of the organization was considered during selection. In total (6.5%) of the respondents agreed that applicant knowledge on policies and mission was highly considered during the selection process, while (12.1%) agreed. However, (34.7%) of applicants disagreed, believing that their knowledge on policies and mission was not given consideration. Though (29.6%) strongly disagreed with the research statement, (17.1%) remained neutral. This is shown in table 11 below.

Table 11: Applicants' Knowledge

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	13	6.5	6.5	6.5
Agree	24	12.0	12.1	18.6
Disagree	69	34.5	34.7	53.3
Strongly Disagree	59	29.5	29.6	82.9
Neutral	34	17.0	17.1	100.0
Total	199	99.5	100.0	
Missing	1	.5		
Total	200	100.0		

The applicant's previous training experience on the job advertised was also examined and it was found that (3.5%) of the participants agreed that training experience was considered during the recruitment process, while (8.6%) agreed. However, (30.3%) disagreed, and (39.9%) felt it was not considered. Most participants remained neutral, with (17.7%). The table below presents these data.

Table 12: Applicants' Previous Training Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	7	3.5	3.5	3.5
Agree	17	8.5	8.6	12.1
Disagree	60	30.0	30.3	42.4
Strongly Disagree	79	39.5	39.9	82.3
Neutral	35	17.5	17.7	100.0
Total	198	99.0	100.0	
Missing	2	1.0		

Total	200	100.0		

As for the applicant's previous work/employment history, (4.1%) of the participants agreed that employment history was a factor, while (8.2%) agreed that work history was considered. However, (31.3%) felt otherwise, and almost (36.9%) strongly disagreed with the research statement. Although, (19.5%) of the participants were neutral in the research instrument as depicten in the table below.

Table 13: Applicants' Previous Work/Employment History

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	8	4.0	4.1	4.1
Agree	16	8.0	8.2	12.3
Disagree	61	30.5	31.3	43.6
Strongly Disagree	72	36.0	36.9	80.5
Neutral	38	19.0	19.5	100.0
Total	195	97.5	100.0	
Missing	5	2.5		
Total	200	100.0		

Concerning the skills and professional experience acquired in the previous job, the results showed that (3.6%) of participants strongly agreed that skills and experience were given much consideration during recruitment, while almost (6.1%) agreed. However, (23.5%) disagreed, believing skills and experience were not given much consideration. (38.3%) also strongly disagreed, and (28.6%) of the respondents indicated neutrality. As shown in table 14 below.

Table 14: Skills and Professional Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	7	3.5	3.6	3.6
Agree	12	6.0	6.1	9.7
Disagree	46	23.0	23.5	33.2
Strongly Disagree	75	37.5	38.3	71.4
Neutral	56	28.0	28.6	100.0
Total	196	98.0	100.0	
System	4	2.0		
	200	100.0		

This research also aimed to determine if previous supervisors or Head of Departments were consulted during the selection process. Statistical results showed that (1%) of the participants strongly agreed that previous supervisors were consulted during the recruitment exercise. However, (37.2%) disagreed, and (36.7%) strongly disagreed. Whereas (16.8%) indicated neutrality in the research instrument. This is depicted in the table below.

Table 15: Consultation with Current and Previous Supervisor

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	2	1.0	1.0	1.0
Agree	16	8.0	8.2	9.2
Disagree	73	36.5	37.2	46.4
Strongly Disagree	72	36.0	36.7	83.2
Neutral	33	16.5	16.8	100.0
Total	196	98.0	100.0	
System	4	2.0		
	200	100.0		

The relationship between reference check questions and professional conduct was also examined. Results showed that (1.5%) of applicants strongly agreed that the questions were appropriate and relevant to their professional conduct. In total (7.1%) of the participants also agreed. However, (25.9%) disagreed, stating that the questions were not related to their professional conduct. Though, (37.6%) strongly disagreed, and (27.9%) were uncertain about the questions. Table 16 below presents these data.

Table 16: Relevance of the Questions Asked

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	3	1.5	1.5	1.5
Agree	14	7.0	7.1	8.6
Disagree	51	25.5	25.9	34.5
Strongly Disagree	74	37.0	37.6	72.1
Neutral	55	27.5	27.9	100.0
Total	197	98.5	100.0	
Missing	3	1.5		
Total	200	100.0		

It was also determined if final interviews were conducted before successful applicant recruitment. Results showed that (2%) of applicants strongly agreed, while (9.1%) admitted that final interviews were conducted before recruitment. However, (19.3%) disagreed, while (38.6%) strongly disagreed. Though, (31%) of the respondents were neutral. This is shown in table 17 below.

Table 17: Final Interviews

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	4	2.0	2.0	2.0
Agree	18	9.0	9.1	11.2
Disagree	38	19.0	19.3	30.5
Strongly Disagree	76	38.0	38.6	69.0
Neutral	61	30.5	31.0	100.0
Total	197	98.5	100.0	
Missing	3	1.5		
Total	200	100.0		

Further, it was examined if proper background checks were conducted on applicants' previous jobs. Results showed that (2%) of applicants strongly agreed that background checks were conducted, while (8.2%) admitted to conducting them. However, (32.7%) felt that proper checks were not conducted on their previous job, and (38.8%) strongly agreed. The remaining (18.4%) were neutral. This is depicted in table 18 below.

Table 18: Background Checks

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	4	2.0	2.0	2.0
Agree	16	8.0	8.2	10.2
Disagree	64	32.0	32.7	42.9
Strongly Disagree	76	38.0	38.8	81.6
Neutral	36	18.0	18.4	100.0
Total	196	98.0	100.0	
Missing	4	2.0		
Total	200	100.0		

Moreover, it was investigated whether employment tests during recruitment process reveal employer skills and characteristics. Results showed that the majority of respondents agreed

that the tests could reveal applicant skills, with (6.7%) of applicants agreeing. However, (33.5%) of respondents disagreed, while (39.2%) strongly disagreed. The remaining respondents were neutral on the research instrument, with (18%) of the respondents expressing uncertainty about the tests as shown in the table below.

Table 19: Employment Tests

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	5	2.5	2.6	2.6
Agree	13	6.5	6.7	9.3
Disagree	65	32.5	33.5	42.8
Strongly Disagree	76	38.0	39.2	82.0
Neutral	35	17.5	18.0	100.0
Total	194	97.0	100.0	
Missing	6	3.0		
Total	200	100.0		

As for the use of multiple methods for recruiting competent candidates. Results showed that only (1%) of applicants strongly agreed on using a variety of methods. (8.1%) of the respondents agreed, while (28.3%) disagreed and (40.4%) strongly disagreed. Some participants were neutral which totalled (22.2%) of the respondents as in table 20 below.

Table 20: Multiple Methods for Recruitment

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	2	1.0	1.0	1.0
Agree	16	8.0	8.1	9.1
Disagree	56	28.0	28.3	37.4
Strongly Disagree	80	40.0	40.4	77.8
Neutral	44	22.0	22.2	100.0
Total	198	99.0	100.0	
Missing	2	1.0		
Total	200	100.0		

The existence of established policies governing applicant selection and recruitment was researched and found that (3%) of respondents strongly agreed, while (7.6%) admitted to such policies. However, (35%) felt these policies did not exist, and (38.1%) of the respondents strongly disagreed with the research statement. Additionally, (16.2%) of the respondents were uncertain about recruitment policies and indicated neutrality on the research instrument. Table 21 below shows these data.

Table 21: Established Policies

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	6	3.0	3.0	3.0
Agree	15	7.5	7.6	10.7
Disagree	69	34.5	35.0	45.7
Strongly Disagree	75	37.5	38.1	83.8
Neutral	32	16.0	16.2	100.0
Total	197	98.5	100.0	
Missing	3	1.5		
Total	200	100.0		

It was further aimed at determining if language proficiency and other qualifications could be determined through written tests. Statistical findings showed that (4%) of applicants strongly agreed that written tests could measure language proficiency. In total (29.3%) agreed, while

(29.3%) disagreed and (39.9%) strongly disagreed. The remaining (21.7%) were neutral on the questionnaire as depicted in table 22 below.

Table 22: Language Proficiency

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	8	4.0	4.0	4.0
Agree	10	5.0	5.1	9.1
Disagree	58	29.0	29.3	38.4
Strongly Disagree	79	39.5	39.9	78.3
Neutral	43	21.5	21.7	100.0
Total	198	99.0	100.0	
Missing	2	1.0		
Total	200	100.0		

Concerning the impact of face-to-face interviews on determining applicant characteristics and abilities, results showed that (2%) of participants strongly agreed that interviews were crucial in determining applicant's abilities, while (6.5%) admitted to this. However, (24.6) of respondents disagreed, and (38.7%) felt that interviews did not significantly impact applicant abilities. Though, (28.1%) of participants were neutral, indicating uncertainty about the impact of interviews on applicants' abilities. Table 23 below shows these data.

Table 23: Face-to-face Interview

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	4	2.0	2.0	2.0
Agree	13	6.5	6.5	8.5
Disagree	49	24.5	24.6	33.2
Strongly Disagree	77	38.5	38.7	71.9
Neutral	56	28.0	28.1	100.0
Total	199	99.5	100.0	
Missing	1	.5		
Total	200	100.0		

As for the necessity of training and orientation for successful applicants. Results showed that only (1%) strongly agreed that such training was necessary, while (4.1%) agreed that it was necessary. However, (18.3%) of respondents disputed this, with (34%) strongly agreeing that training and orientation were not necessary. In total (42.6%) of participants were neutral, indicating a lack of certainty about the need for training as depicted in the table below.

Table 24: Necessity of Training and Orientation

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	2	1.0	1.0	1.0
Agree	8	4.0	4.1	5.1
Disagree	36	18.0	18.3	23.4
Strongly Disagree	67	33.5	34.0	57.4
Neutral	84	42.0	42.6	100.0
Total	197	98.5	100.0	
Missing	3	1.5		
Total	200	100.0		

Finally, this research examined whether an applicant's morals could be assessed by examining their criminal records and involvement in corrupt activities. Results showed that (3%) of respondents strongly agreed that morals should be investigated, while another (3%) agreed that it was necessary. However, (27.4%) of applicants disputed this, with (39.1%) strongly disagreeing. The remaining (39.1%) were neutral, indicating uncertainty about the importance

of assessing an applicant's morals by checking their criminal record. Table 25v below shows these data.

Table 25: Checking Applicants' Morals

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	6	3.0	3.0	3.0
Agree	6	3.0	3.0	6.1
Disagree	54	27.0	27.4	33.5
Strongly Disagree	54	27.0	27.4	60.9
Neutral	77	38.5	39.1	100.0
Total	197	98.5	100.0	
Missing	3	1.5		
Total	200	100.0		

4.2 Reliability of the measurements

Reliability refers to the reproducibility of a research instrument's consistent scores. A reliability test was conducted on a questionnaire, which had a reliability coefficient of 0.726, indicating its reliability and suitability for data collection. The reliability coefficient was calculated using SPSS and displayed in table 26. This test confirmed the instrument's reliability and suitability for data collection.

Table 26: Reliability analysis

Variables	**No. of items used**	**Cronbach alpha**
Selection & recruitment	27	.724
Policy formulation	27	.716
Language proficiency	26	.734
Skills of the applicant	27	.723
Recruitment policies	27	.721
Morals of the applicant	27	.737
Written test	27	.728
Previous training experience	27	.721
Recruiting using more than one method		.741
Final round of interviews	27	.745

Table 27: Correlation Test

	Skills of the applicant	Recruitment policies	Morals of the applicant	Written test	Selection & recruitment
Policy formulation	.102	.113	.016	1	0.041
Language proficiency	.122	.017	.036	.146*	1
Previous training experience	.158**	.020	.136	.011	.196**
Skills of the applicant	.019	.095	.079	.117	.185**
Recruiting using more than one method	.113	.060	.040	.106	.093**
Final round of interviews	.163*	.098	-.088	.114	.198**

4.3 Correlation Analysis

**. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).

Correlation analysis is a bivariate analysis that can determine the extent of scientific association between two variables, it also indicates the direction of such relationships. Correlation analysis has numerical values that ranges between + 1 and -1. The variables are said to be in a perfect positive relationship if the numerical value is +1, but if the value is -1 then there is no correlation between the variables. The relationship between the two variables becomes weaker as the correlation coefficient approaches zero. The correlation tests performed in this study has revealed a significant positive correlation between selection and recruitment and final round of interviews (r = .198, p< 0.05), the tests also indicate a significant relationship between selection and recruitment and skills of the applicant (r = .185, p< 0.05). Another positive significant correlation was noted between selection and recruitment and previous training experience (r = 0.196, p< 0.05).

4.4 Regression Analysis

A regression analysis was performed to establish the relationship between the dependent variable and the independent variable. The independent variable is one that can be manipulated to produce an effect on the dependent variable, while the dependent variable is one that cannot be changed or altered. In the context of this study, the dependent variable was selection and recruitment process while the independent variable included ;morals of the applicant, a physical and medical examination, previous training experience, written test, language proficiency, reference check, knowledge on policies, mission, using a variety of recruitment methods, new training and orientation, consulting previous supervisor/Head of Department, previous work/employment history, Health and Safety policy and procedures, Final interviews, characteristics and ability of the applicant, established policies, Skills and professional experience, Background checks, Skills and expertise of applicant, and employment test. The findings of the regression analysis were presented in table 28.

Table 28: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.386ᵃ	.149	.047	.44385	.149	1.460	19	158	.107

a. Predictors: (Constant), morals of the applicant, a physical and medical examination, previous training experience (including the ones mentioned above)

b. b. Dependent Variable: Have you gone through the selection and recruitment process him/herself?

The adjusted R Square is the coefficient of determination as it indicates the degree of correlation between the dependent variable and the changes in the independent variables. The statistical tests shown in table 29 revealed that the R Squared value was 0.047 (i.e., 4.7%), which indicates that there was a variation of (47%) in selection and recruitment process due to changes in morals of the applicant, a physical and medical examination, previous training experience, written test, language proficiency, reference check, knowledge on policies, mission and the rest of the independent variables mentioned earlier. The overall model therefore accounts for (47%) of the variance. Put differently, it means that the factors not studied in this research contribute to (53%) and therefore further research should be conducted to establish the Impact of the Selection Process on Organizational Performance.

Table 29: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.464	19	.288	1.460	.001[b]
	Residual	31.126	158	.197		
	Total	36.590	177			

The findings also revealed the results for Analysis of Variance (ANOVA) which are displayed in table 30. The significant value was found to be 0.01 which was much less than 0.05, the model was therefore deemed to be statistically significant for predicting the '*Impact of the Selection Process on Organizational Performance'*. The fact that the p<0.01 further underscores the fact that the regression model was significant. $F_{(19, 158)} = 1.460$, $R^2 = 0.47$.

Table 30: Regression Model

Variables				Selection & recruitment
Applicant's knowledge on policies				.112
Skills and professional experience				.034
Policies				.132
R2	.015	.262	.381	.382
R2 change		.47**	.149**	.001

4.5 Coefficients

According to the regression equation that was developed and taking all independent variables into constant at 0, the selection and recruitment process was established to be at (21.5%). The data findings also showed that all the independent variables displayed in the table had a positive and significant influence on selection and recruitment in the Kurdistan Region as was indicated by the beta values. Results revealed that applicant's knowledge on policies was found to be significant at (B =.112) while skills and professional experience was found to be significant at (B=0.034). In other words, the selection panel tends to give much prominence to the characteristics and the ability of the applicant to perform the jobs during face-to-face interview. That is a research finding which resonates well with most organizations, since the majority of the employees normally use face to face interview while selecting and recruiting new employees. On the other hand, the findings seem to suggest that most recruiting panels do not pay special attention to the language proficiency of the applicant since it registered the least significance. It could be that the employers value competence at the expense of communication skills.

5. Discussion and Conclusion
5.1 Discussion of the findings

All the independent variables showed a positive significant association with the dependent variable after performing regression analysis. The tests revealed that there is a relatively strong association between new training methods and orientation and the selection and recruitment process. The findings of this study are therefore in agreement with that of Kapur (2020) who opined that the purpose of training is to strike a balance between the needs and requirements of the employer and the available resources. The author observed that other than training, induction of the new employees is equally significant since it enables the employees to be familiar with the new working environment and hence it smoothens the early stages of an employee's professional life. In addition to that, induction and training makes the recruits to develop a positive attitude as well as the right mindset towards the organization that has employed them. The author further suggested that subjecting new employees to induction and training enables organizations to obtain the best output from them within a very short period

of time. The scholar underscored the importance of on job and off job training since it produces vital information on the expected performance, mission, goals and objectives of the organization.

Besides that, there was a strong association between final interviews conducted and the selection and recruitment exercise. The statistical results displayed are agreement with a study conducted by Klug (2017), who opined that interview are one of the useful techniques for screening applicants. According to the author, screening the applicants enables the recruiting panel to spend more time with applicants and deeply learn the candidate's abilities as well as the traits.

The author further observes that, through screening the candidates, the recruiting panel is able to select the most competent candidate from a large pool of applicants. The scholar also postulated other than interviews which occurs at the final stage of recruitment, screening process also involves scrutinizing the applicants' educational qualifications, experience, skills and expertise. This study established the most positive significant association between recruitment policy and selection and recruitment methods. The findings are in tandem with that of Gusdorf (2008) who asserted that recruiting policies influence recruitment exercise since they spell out the specific objectives for recruitment; in addition to that, they provide a framework that can be used for implementing recruitment programs.

A study conducted by Robbins & Judge (2007) established that employers are very keen on transferable skills, and the skills largely depend on the job to be performed in a particular organization. The findings of the above-mentioned scholars are closely linked to the results of this study, since there is a positive correlation between skills and professional experience, and selection and recruitment process. The authors further revealed that most graduates were willing to develop new skills. The current and future employment market requires graduates to be equipped with a variety of skills which can enable them to handle sophisticated problems.

A study conducted by Ahmad & Schroeder (2002) suggested the importance of scrutinizing the applicants' behavioral skills for purposes of efficiency and quality management practices. The study underscored the importance of checking the applicants' traits during the selection process. According to the study, one of the main principles of management is pay more attention to recruitment and selection. The authors argue that the employees cannot modify the employees' behavior after recruitment, and so it is the responsibility of the recruitment panel to take their time and select the applicant deemed to have the right behavioral traits. The authors believed in the 'prevention is better than cure' mantra. Their findings support the findings of this study since it was established that there was a positive relationship between selection and recruitment and morals of applicant. The morals of applicant in this context encompass the general behavior of applicants, criminal record and whether the applicant had been involved in corrupt cases or not.

However, a study conducted by Society for Human Resource Management (2010) revealed that most organizations were not conducting credible background checks on potential applicants, and even the few that were engaging in the practice only did so for positions where critical information concerning the applicant was needed. The study further established that some organizations did not pay much attention to the backgrounds as compared to other job-related factors when hiring candidates.

The findings seem to be in agreement with the results of this study which suggested that there was a positive relationship between selection and recruitment and background checks. Closely related to the background checks were the findings of Employee Screen IQ (2011) which revealed conducting background checks was gaining popularity among employees. The study further indicated that 92% of the employers were likely to contact potential applicants if the background checks revealed more information about. The study also established that the background checks were deemed necessary only if they were relevant to the applicants' job responsibilities.

5.2 Conclusion

This study sought to investigate three objectives which included; To investigate the selection process of Humanitarian Organizations based in the Kurdistan Region, to examine the policies governing recruitment and selection of individuals in Humanitarian Organization, and to explore the impact of the selection process on the performance of an organization. Statistical findings have established that there was a significant scientific correlation between the dependent variable (Selection and recruitment process) and all the independent variables. From a practical point of view, the majority of the employees seem to be keen on all the factors that affect the selection process, although there were other factors that seemed to be so invaluable and indispensable during the hiring.

Some of the independent variables that had a high significant correlation with dependent variable included; policies formulated by an organization, language proficiency, morals of the applicant and written test. In other words, the recruiting panel gave much prominence to the issues as mentioned earlier. The beta values associated with the said variables were relatively high when compared to other variables.

HR is very important in every organization. Selection and recruitment of the right and competent personnel therefore improves the performance of the organization and its overall reputation. Based on the quantitative data gathered from the field and statistical findings, the study concludes that the selection of individuals includes; examining skills and expertise of the applicant, examining applicant's knowledge on mission, vision and other affairs concerning the organization, considering applicant's previous training experience and the work history and subjecting applicants to interviews. Other than regression tests, the Pearson Product Moment Correlation revealed that selection and recruitment had the highest level of correlation with skills and characteristics of the applicant, an indication that skills and professional expertise of applicants was an important issue to be considered during selection process.

Selection of applicants with the relevant skills improves the performance of organizations. Concerning the second objectives, the tests revealed that there was a significant positive correlation between selection and recruitment and the established policies that govern recruitment and selection. Put differently policies governing recruitment such as examining criminal records, conducting background checks, performing physical and medical tests were taken into consideration while conducting recruitment and selection of employees.

On the third objective, tests performed revealed that there was a highly positive correlation between selection and using more than one method to recruit applicants. Subjecting applicants to the final round of interviews enables organizations to select highly competent individuals who subsequently improve the performance. Although the criteria used for selection process varies from one organization to other, the findings of this study have revealed some of the most crucial to be considered by any organization conducting recruitment.

5.3 Recommendations
5.3.1 Academic research

Based on the findings of this study, it is recommended that academic research that focus on how long serving employees can assist new recruits with professional skills to improve the overall performance of an organization be conducted. Other than the study recommends that a thorough in-depth research study which is qualitative in nature should be conducted by other researchers to establish the factors which affect the selection and recruitment exercise. The investigator suggests that high profile officials of humanitarian organizations who are based in Kurdistan should be interviewed to obtain first-hand information on how they manage such organization. The study too, recommends that performance indices of humanitarian organizations should be identified, such indices should be used to assess the performance of new recruits. Although this study adopted a quantitative approach since a survey was

conducted, more insightful information concerning other dimensions of performance of humanitarian organizations can be obtained if the qualitative techniques are adopted. Apart from that, the study recommends that a research study should be commissioned to investigate the efficiency of managers who are in charge of recruitment. Such a study will reveal the extent to which officials in charge of recruitment can apply their professional expertise in selecting and recruiting individuals.

5.3.2 Policy

The findings of this study are crucial to the stakeholders in the HR department, since it can advise them to formulate more policies on recruitment and selection and amend the existing ones. Such policies will certainly help in improving the performance of organizations. In addition to that, the study recommends that the findings be used by various government agencies while conducting recruitment of civil servants and private sector. The study has explored all the necessary procedures and the most appropriate instruments that should be used while selecting and recruiting individuals. The researcher therefore recommends that more essential policies which are relevant in public service and private sector be formulated based on the findings of this study. A transparent selection and recruitment exercise is an indication that the recruits employed in an organization are highly qualified and competent, based on that fact, the in study recommends that the findings be used to develop a model framework for recruitment not only in international organization but also in government agencies and private sector.

6. References

- Ahmad, S. and Schroeder, R.G. (2002). The importance of recruitment and selection process for sustainability of total quality management. *International Journal of Quality & Reliability Management*, 19(5), pp.540-550.
- Barney, J. (2001), Firm resources and sustained competitive advantage, *Journal of Management,* 17(1): 99-120.
- Briggs, E. (2007), Identification Effects on Advertising Response. *Journal of Advertising,* 36(3): 97-108
- Casio, W. F. (2005). Managing Human Resources: Productivity Quality of Work Life Profits *Journal of Management,* (2nd ed.) New York. Mc Graw-Hill Inc. 8,(2): 138-142
- Costello, D. (2006), Leveraging the Employee Life Cycle, *CRM Magazine*, 10 (12), 48-48. Retrieved February23, 2009, from Academic Search Premier Database.
- Davis, K. and Werther Jr, W.B., 2006. Human resource management. *Sultan Chand & Sons, New Delhi*
- Dipboye, R. (1997). Structured selection interviews: Why do they work? Why are they underutilized? In N. Anderson & P. Herriot (Eds.), International handbook of selection and assessment (pp. 455–473). Chichester: Wiley.
- Edenbourgh, J. (2005), Personnel and human resources management in Nigeria. Southern Nigeria *Journal of Management,* 3(5):12-21
- Employee Screen IQ, (2011). Trends in Employment Background Screening employment and hiring function, Emerald, Vol.7, Issue No.3
- Foot D. & Hook B. D. (2005). The practice of social research. Cape Town: Oxford University Press. pp. 10-15
- Glover R. (2006). Outside directors and firm performance during institutional transitions. *Strategic Management Journal*, 25(5): 453–472.
- Goerzen, A., & Beamish, P. W. (2003). Geographic scope and multinational enterprise performance. Strategic Management Journal, 24(13): 1289–1306.
- Grobler, P. A., Warnich S., Carrel M. R., Elbert N. F. and Hatfield R. D. (2005). Human Resources Management in South Africa. UK: TJ International, Padstow, Cornwall, 13:45-54
- Gusdorf, M. L. (2008). Recruitment and Selection: Hiring the Right Person. USA: Society for Human Resource Management, pp.1-14.
- Hall, B. and Torrington, D. (2008). Impact of Personal Recruitment on Organisational Development: A Survey of Selected Nigerian Workplace. International Journal of Business Administration 4(2): pp.13-21.
- Jensen, M., and Meckling, W. (1976). Theory of the firm: Managerial Behavior, Agency Costs, and Capital Structure. Journal of Financial Economics, October, 3, pp. 305–360.
- Kapur, R., 2020. Human resource management–structure and roles. Unpublished PhD thesis at University of Delhi| DU in the Department of Adult, Continuing Education & Extension.
- Klug, D. (2017). Recruitment and Selection Handbook for University Staff Positions.

- Lebans T. D. and Euske B. (2006). In Search of Excellence: Lessons from American Best Run Companies, Free Press, New York p. 13-52

- Leopold John, (2002): Human Resources in Organizations: Financial Times Press.

- Muogbo, U. S. (2013). The Impact of Employee Motivation on Organisational Performance (A Study of Some Selected Firms in Anambra State Nigeria). The International Journal of Engineering and Science, (2) 7, 70-80.

- Mustapha, A.M., Ilesanmi, O.A. and Aremu, M. (2013). The Impacts of well Planned Recruitment and Selection Process on Corporate Performance in Nigerian Banking Industry (A Case Study of First Bank Plc 2004-2011). International Journal of Academic Research in Business and Social Sciences, 3(9), pp.633-648.

- Neil, W. (2015) Challenges of employee selection processes in Nigerian private organizations.

- Okoh, H. (2005). The Human Resource Function The Dynamics of Change And Development, Weston Press, Lagos p. 1-13

- Olatunji T. and Ugoji. A. (2013). Creating shareholder value: The new standard for business performance. Lagos, Weston Press.

- Pulakos, E. D. (2004). Performance Management: A roadmap for developing, implementing and evaluating performance management systems. 6(12), 22-42 Retrieved from http://www.shrm.org/foundation.

- Richard, E. H., Dant, S. & Grewal, R. L. (2009). Financial statement analysis: A data envelopment approach. The Journal of the Operational Research Society, 44(11): 48−58.

- Robbins S. & Judge T. (2007). Organizational behavior; 12th edition, Prentice Hall

- Rowe, W.G. and Morrow Jr, J.L., 1999. A note on the dimensionality of the firm financial performance construct using accounting, market, and subjective measures. Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration, 16(1), pp.58-71.

- Schmidt M. and Hunter, J. J. (2008). On the misuse of accounting rates of return to infer monopoly profits. American Economic Review, 73: 82–97.

- Society for Human Resource Management, (2010), Sustainability of total quality management, Vol.19, Issue.5.

- Stonner, Freeman & Gilbert (Jr.) 2000. Management. 6th Edition, India Prentice Hall.

- Venkatram, T. M., and Ramanujam, D. F. (1986). The organizational imperative and the optimal performance of the global firm. Organization Science, 11(6): 674–695.

- Wale, J. (2010). Pluralistic views of performance. Management Decision, 41(8): 741−750.

- Werther, W. B. and Davis K. (1996), Human Resource and Personnel Management. U.S.A., McGraw637P. Elsevier Ltd. Publications.

کاریگەریی پرۆسەی هەڵبژاردن لەسەر ئەدای ڕێکخراوەیی: لێکۆڵینەوەیەکە لەسەر ڕێکخراوی یارمەتی گەشەپێدانی سویدی (SWEDO) لە هەرێمی کوردستان

عەلی عەونی بستانی	د. مەهاباد سەعدی عەلی
بەش بەڕێوەبردن و کار، سکوڵ بەڕێوەبردن و ئابووری	بەش کارگێری کار، کۆلێژی کارگێری و ئابووری
زانکۆی کوردستان – هەولێر، هەولێر، هەرێمی کوردستان، عێراق	زانکۆی سەلاحەدین–هەولێر، هەولێر، هەرێمی کوردستان، عێراق
ali.awnibestani@ukh.edu.krd	mehabad.ali@su.edu.krd

پوختە

ڕێکخراوی مرۆیی ڕۆڵێکی چارەنووسساز دەگێڕێت لە هاوکاریکردنی ئەو تاکانەی کە بەهۆی نائارامی وەزیفییەوە کاریگەری خراپی لەسەر بووە، بۆیە پێویستە ئەو کەسانە وەربگرن کە نەک تەنها کارامەن بەڵکو توانایەکی بەرزیان هەیە لەڕێگەی پرۆسەیەکی شەفافەوە کە دووربێت لە هاوڕێیەتی و خزمایەتی. ئەم جۆرە کارمەندانە توانای باشترکردنی ئەدای ڕێکخراویان هەیە. ئامانجی سەرەکی ئەم توێژینەوەیە بریتیە لە لێکۆڵینەوە لە کاریگەرییەکانی پرۆسەی هەڵبژاردن لەسەر ئەدای ڕێکخراو. بۆ ئەمەش شێوازی چەندایەتی بەکاردەهێنرێت کە تێیدا نموونەیەک لە ٢٠٠ کارمەند کە لە ڕێکخراوی سویدۆ کاردەکەن. ڕاپرسی، وەک ئامرازی سەرەکی بۆ کۆکردنەوەی زانیاری بەکارهێنران. توێژینەوەکە دەریخست کە پەیوەندییەکی ئەرێنی بەرچاو هەیە لە نێوان پرۆسەی دامەزراندن و هەڵبژاردن و ئەو سیاسەتانەی کە لە دامەزراندنی کارمەند پیادەدەکرێ. جگە لەوەش توێژینەوەکە سەڵماندووویەتی کە کاریگەرترین ڕێگە بۆ هەڵبژاردن و دامەزراندنی کەسەکان بریتیە لە وەرگرتنی زیاتر لە شێوازێک بۆ دامەزراندن و خستنەڕووی کاندیدەکان بۆ ڕاوندی کۆتایی چاوپێکەوتنەکان. دەرەنجامەکانی ئەم توێژینەوەیە زۆر گرنگن بۆ کارمەندانی زۆر گرنگن بۆ کارمەندانی سەرچاوە مرۆییەکان کە بەشدارن لە دامەزراندنی کارمەند چ لە کەرتی گشتی یان لە کەرتی تایبەتدا. بەو پێیە، توێژینەوەکە تێڕوانینێکی بەسوودی لەسەر ئامرازە پێویستەکان دەبێت بۆ دامەزراندنی کارمەند. بە دڵنیاییەوە ئەم جۆرە سیاسەتانە یارمەتیدەر دەبن لە باشترکردنی ئەدای ڕێکخراوەکان.

وشە سەرەکییەکان: پرۆسەی هەڵبژاردن؛ ئەدای ڕێکخراوەیی؛ ڕێکخراوە ناحکومییە ناوخۆییەکان؛ ڕێکخراوە ناحکومییە نێودەوڵەتییەکان؛ هەرێمی کوردستان.

تأثير عملية الاختيار على الأداء التنظيمي: دراسة حالة لمنظمة المساعدات التنموية السويدية (SWEDO) في إقليم كوردستان

علي عوني بستاني	د. مهاباد سعدي علي
قسم إدارة الأعمال، كلية الإدارة والاقتصاد	قسم إدارة الأعمال، كلية الإدارة والاقتصاد
جامعة كوردستان–هولير، أربيل، إقليم كوردستان، العراق	جامعة صلاح الدين–أربيل، أربيل، إقليم كوردستان، العراق
ali.awnibestani@ukh.edu.krd	mehabad.ali@su.edu.krd

الملخص

تلعب المنظمات الإنسانية دورًا حاسمًا في مساعدة الأفراد الذين تأثروا سلبًا بالاضطرابات المدنية، وبالتالي فهي بحاجة إلى توظيف أفراد ليسوا فقط أكفاء ولكن مؤهلين تأهيلاً عاليًا من خلال عملية شفافة خالية من المحسوبية. هؤلاء الموظفين لديهم القدرة على تحسين أداء المنظمة. وكانت الهدف الرئيسي لهذه الدراسة هو استكشاف تأثير عملية الاختيار على أداء المنظمة. ولهذا تم استخدام المنهج الكمي على عينة مكونة من 200 موظف يعملون في منظمة سويدو. وتم استخدام الاستبيان كأداة رئيسية لجمع البيانات. كشفت الدراسة عن وجود علاقة إيجابية معنوية بين عملية التوظيف والاختيار والسياسات التي تحكم التوظيف، كما أثبتت الدراسة أن الطريقة الأكثر فعالية لاختيار وتعيين الأشخاص هي اعتماد أكثر من طريقة للتوظيف وإخضاع المرشحين لضوابط محددة و جولة نهائية من المقابلات. تعتبر نتائج هذه الدراسة حاسمة لموظفي الموارد البشرية الذين يشاركون في التوظيف في كل من الخدمة العامة والقطاع الخاص، حيث قدمت الدراسة رؤى مفيدة حول الأدوات اللازمة للتوظيف. ومن المؤكد أن مثل هذه السياسات ستساعد في تحسين أداء المنظمات.

الكلمات المفتاحية: عملية الاختيار؛ الأداء التنظيمي ؛ المنظمات غير الحكومية؛ المنظمات الدولية غير الحكومية؛ إقليم كوردستان.