



Institute of Technology Management and Entrepreneurship

**RECRUITMENT PRACTICES EFFECT ON ORGANISATIONAL
PERFORMANCE THROUGH EMPLOYEE COMMITMENT**

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

Hussain Ali Almessabi

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**RECRUITMENT PRACTICES EFFECT ON ORGANISATIONAL PERFORMANCE
THROUGH EMPLOYEE COMMITMENT**

HUSSAIN ALI ALMESSABI



**A thesis submitted
in fulfilment of the requirements for the degree of Doctor of Philosophy**



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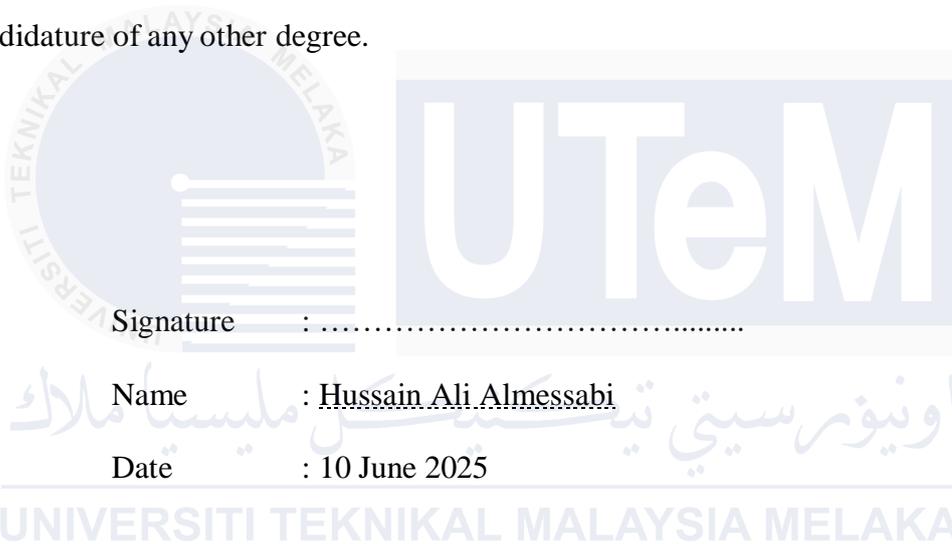
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2025

DECLARATION

I declare that this thesis entitled “Recruitment Practices Effect on Organisational Performance Through Employee Commitment” is the result of my own research except as cited in the references. The thesis has not been accepted for any degree and is not concurrently submitted in candidature of any other degree.



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Date : 10 June 2025

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APPROVAL

I hereby declare that I have read this thesis and in my opinion this thesis is sufficient in terms of scope and quality for the award of Doctor of Philosophy.



DEDICATION

This thesis is dedicated to my family.



ABSTRACT

Recruitment significantly affects organizations, as the selection of new employees directly influences the skills, talents, and overall performance of the workforce, ultimately affecting firm outcomes. In short, the company's selection system has an effect on the bottom line, such as productivity and financial results. Besides, Employee Commitment is a key factor that is often mediates the Recruitment factors and Organisational Performance as found in literature. In addition, commitment is often being associated with employees' loyalty which concerns most today's organisations. The objectives of this thesis were fourfold; to investigate the effect of Recruitment Practices on Organisational Performance; to examine the relationship between Employee Commitment and Recruitment Practices; to examine the relationship between Employee Commitment and Organisational Performance; and to analyze the roles of Employee Commitment in mediating the effect between Recruitment Practices and Organisational performance. The main analysis which analysed the relationship among the research constructs and the research framework was validated by employing the Partial Least Squares Structural Equation Modeling (PLS-SEM) Software. PLS-SEM is a tool deemed fit for the measurement of Likert-type measurement models. The current research was guided by Resource Based-view Theory for the theory behind it is on how internal corporate resources are developed. Companies do this by acquiring a variety of resources and developing distinctive capabilities. The basis for a firm's competitive advantage is this disparity in resources and capabilities. Quantitative research method was employed through survey utilizing questionnaires for primary data collection. The samples included 377 managerial personnel of firms in the energy industry such as Abu Dhabi National Oil Company, Emirates National Oil Company, Abu Dhabi National Energy Company, Sharjah National Oil Corporation. Energy industry is one of the significant contributors for the UAE's economy, hence, highlighting the importance of hiring competent personnel for firm performance and sustenance. Simple random sampling method was used in achieving the total number of samples through the provided sampling formula. The results indicated a significant relationship between Recruitment Practices and Organisational Performance, a significant relationship between Recruitment Practices and Employee Commitment, a highly significant relationship between Employee Commitment and Organisational Performance and the Employee Commitment partially mediates the relationship between Recruitment Practice and Organisational Performance. The findings from the study were in line with existing literatures which offer invaluable contribution to the literature on human resource management practices in the UAE in general and in public organisations in particular. Specifically, the results shall serve to highlight the relationship between Recruitment Practices and Organisational Performance through Employee Commitment.

KESAN AMALAN PENGAMBILAN TERHADAP PRESTASI ORGANISASI MELALUI KOMITMEN PEKERJA

ABSTRAK

Pengambilan memberi implikasi yang lebih luas kepada organisasi kerana pemilihan dan kemasukan pekerja baharu menentukan kualiti kemahiran, bakat, dan ukuran prestasi tenaga kerja firma, akhirnya menjejaskan prestasi firma secara keseluruhan. Ringkasnya, sistem pemilihan syarikat memberi kesan kepada keuntungan, seperti produktiviti dan keputusan kewangan. Selain itu, komitmen pekerja merupakan faktor utama yang sering menjadi pengantara faktor pengambilan semula dan prestasi organisasi seperti yang terdapat dalam literatur. Di samping itu, komitmen sering dikaitkan dengan pengekalan pekerja yang melibatkan kebanyakan organisasi hari ini. Objektif tesis ini adalah empat; untuk menyiasat kesan amalan pengambilan ke atas prestasi organisasi; untuk mengkaji hubungan antara komitmen pekerja dan amalan pengambilan; untuk mengkaji hubungan antara komitmen pekerja dan prestasi organisasi; untuk menganalisis peranan komitmen pekerja dalam pengantaraan kesan antara amalan pengambilan dan prestasi organisasi. Analisis utama menganalisis hubungan antara konstruk penyelidikan dan rangka kerja penyelidikan telah disahkan dengan menggunakan Perisian Pemodelan Persamaan Struktural Separa Kuasa Dua Terkecil (PLS-SEM). Penyelidikan semasa dipandu oleh Teori Pandangan Berasaskan Sumber. Kaedah kajian kuantitatif telah digunakan melalui tinjauan menggunakan soal selidik untuk pengumpulan data primer. Sampel termasuk 377 kakitangan pengurusan firma dalam industri tenaga seperti Syarikat Minyak Nasional Abu Dhabi, Syarikat Minyak Nasional Emirates, Syarikat Tenaga Nasional Abu Dhabi, Sharjah National Oil Corporation. Industri tenaga adalah salah satu penyumbang penting bagi ekonomi UAE, justeru menonjolkan kepentingan pengambilan kakitangan yang cekap untuk prestasi dan rezeki yang kukuh. Kaedah persampelan rawak mudah telah digunakan dalam mencapai jumlah bilangan sampel melalui formula persampelan yang disediakan. Keputusan menunjukkan hubungan yang signifikan antara amalan pengambilan dan prestasi organisasi, hubungan yang signifikan antara amalan pengambilan dan komitmen pekerja, hubungan yang sangat signifikan antara komitmen pekerja dan prestasi organisasi dan Komitmen Pekerja sebahagiannya menjadi pengantara hubungan antara amalan pengambilan dan prestasi organisasi., Penemuan daripada kajian ini adalah selari dengan literatur sedia ada yang menawarkan sumbangan yang tidak ternilai kepada literatur mengenai amalan pengurusan sumber manusia di UAE secara amnya dan dalam organisasi awam khususnya. Secara khususnya, keputusan akan berfungsi untuk menyerlahkan hubungan antara amalan pengambilan dan prestasi organisasi melalui komitmen pekerja.

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LIST OF SYMBOLS

f^2	-	Effect Size
R^2	-	Coefficient of determination



LIST OF ABBREVIATIONS

ATA	-	Antecedent of Technology Adoption
AVE	-	Average Variance Extracted
BI	-	Behavioural Intention
DIT	-	Diffusion of Innovation Theory
DOI	-	Diffusion of Innovation
EE	-	Effort Expectancy
EFS	-	Effect of Firm Size
ET	-	Effect of Training
FC	-	Facilitating Conditions
HR	-	Human Resource
HTMT	-	Hetro-Trait-Mono-Trait
IC	-	Intellectual Capital
ICT	-	Information, Communication, and Technology
IDM	-	Innovation Diffusion Model
IDT	-	Innovation Diffusion Theory
IOP	-	Islamicity of Product
IoT	-	Internet-of-Things
IT	-	Information Technology
MM	-	Motivational Model
MP	-	Manufacturing Performance
MPCU	-	Model of PC Utilisation
MRA	-	Multiple Regression Analysis
NFI	-	Validity of Convergence

OPM	-	Ordered Probit Model
PBC	-	Perceived Behavioural Control
PE	-	Performance Expectancy
PEOU	-	Perceived Ease of Use
PLS	-	Partial Least Square
PU	-	Perceived Usefulness
SCT	-	Social Cognitive Theory
SEM	-	Structural Equation Model
SI	-	Social Influence
SPSS	-	Statistical Package for Social Sciences
TAM	-	Technology Acceptance Model
TDT	-	Technology Diffusion Theory
TORA	-	Theory of Reasoned Action
TPB	-	Theory of Planned Behaviour
TPC	-	Theory of Planned Conduct
TRA	-	Theory of Reasoned Action
UAE	-	United Arab Emirates
UTAUT	-	Unified Theory of Acceptance and Use of Technology
VIF	-	Variance of Inflation Factors

LIST OF PUBLICATIONS

1. Hussain, A.A.A.S., and Hazmilah, H., 2024. Recruitment Practices Effect on Organisational Performance through Employee Commitment. *International Journal of Academic Research in Business and Social Sciences*, 14(12), pp.3905-3912.
2. Hussain, A.A.A.S., and Hazmilah, H., 2025. Reliability and Validity of an Instrument to Evaluate Recruitment Practices and Organizational Performance: A pilot study. *Journal of Human Capital Development* (In press).



CHAPTER 1

INTRODUCTION

1.1 Research Background

A broad vision of the study was to develop a framework of the impact of recruitment practices on organisational performance through employee commitment in the UAE public, energy organisations. Organisational performance is crucial for these organisations for energy is one of the significant contributors for the UAE's economy, hence highlighting the importance of hiring competent personnel for firm performance and sustenance.

There are several aspects that set oil and gas apart from other industries, including larger project sizes, greater technical complexity, the need for a variety of specialised knowledge, and higher transportation and equipment expenses (Rui et al., 2017). As a result, to accomplish a project, oil and gas operations typically work with many companies. These businesses can work together in a joint venture or by contracting out a portion of their job. To share risk, cost, expertise, or a mix of these (Organization of Petroleum Exporting Countries, 2015), supply chain integration is necessary. Additionally, the business has very long supply chains that connect numerous parties, from the initial consumer through the second stage of oil and gas development. Oil and gas operators, exploration contractors, geologists, fabricators, engineering consultants, marine and transportation services, procurements, and commissioning are some of the stakeholders involved in the supply chain.

Recruitment practices (RP) are the core functions of Human Resource Management (HRM) in an organisation. The distinguishing factor of an organisation is the ability of its human resource to face up to challenges and utilise its vast potential to deliver required results. Based on the perception that human beings are the central resource in any

organisation and in any society, it concerns itself with growth and betterment of employees towards higher levels of capacity, productivity and satisfaction (Singh et al. 2023).

Many definitions of HRM are found in literature. It is defined as a strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives (Armstrong, 2014). Human resource is a function in organisations designed to maximize employee performance in service of their employer's strategic objectives (Mihalj, 2019). Human resource is primarily concerned with how people are managed within organisations, focusing on policies and systems (Bae and Lawler, 2019). HR departments and units in organisations are typically responsible for a number of activities, including employee recruitment, training and development, performance appraisal, and rewarding (Apospori et al., 2018).

Lambooj et al. (2016) defines human resource management as “the total knowledge, skills, creative abilities, talents and aptitudes of an organisation's work force as well as the sum total of inherent abilities, acquired knowledge and skills are highly relevant for the organisational performance”. The field of human resource is on the cutting edge of major social change. In today's highly complex environment, the programme developed and the decision made by human resource professional profoundly impact the business firm's profit and effectiveness (Farouk et al., 2016). Human resource management is a systematic control of a network of interrelated processes affecting and involving all members of an organisation (Robert, 2015). Dessler (2020) defines HRM as the procedure for hiring, training, evaluating, and paying employees as well as taking care of their concerns regarding labor relations, health and safety, and justice.

Thus, in short, the theme of human resource management is built on four fundamental principles: i) Human resource is the most valuable asset for an organisation and their effective management is the key to the success of organisation; ii) The organisational success is to be achieved if the human resource policies and procedures of the enterprise are closely linked with, and make a major contribution to the accomplishment of corporate objectives and strategic plans; iii) The corporate culture and values, organisational climate and managerial behaviour that stem from the culture will exert a major influence on the achievement of excellence; the culture must therefore be managed; iv) Human resource management is concerned with integration which means getting all the members of the organisation involved and working together with a sense of common purpose.

These principles, which essentially outline the critical nature of employees in the achievement of organisational objectives, highlight the need for competitive human resource practices, not only in private firms but also in governmental organisations. In the current assessment of employee recruitment in UAE government firms, they constitute a guiding framework for how this function should ideally be approached.

Organisations strive to escalate organisational performance measures. Effective and efficient organisations are not built merely on investment and return but made upon the quality of the workforce and its commitment to the organisational objectives. Investments are also necessary to attract, train and retain superior human capital. Human Resources (HR) constitute the most valuable asset in any organisation with a developmental perspective. It is a fact that the relative performances of economies, industries and corporate enterprises are critically linked to quality of human contribution (Bayraktar and Sencan, 2017). Even the achievements from the intervention of superior technology in any field are closely linked to its interface with human factors with high skills and viable attitude. The impact of

globalisation has changed the organisational environment in all walks of life including business (Bayraktar and Sencan, 2017).

Human resource management plays an essential role in bringing people and organisations together so that the objectives and targets of each other can be met. The role of managers in the area of human resource is shifting from that of a controller and screener to the role of a planner and change agent. HR leaders are the new corporate heroes today. The game in the human resources playground has come with a new shape, new principles and techniques (Chivu and Pospescu, 2018). The success of any endeavour depends on how effectively human resources are managed and utilised.

1.2 Statement of the Problem

This study aims to address the challenge of aligning recruitment practices with organisational performance in the UAE public organisations, where employee commitment plays a crucial mediating role. Human Resource Management is always a strategic issue especially in the case of big corporations like in the UAE where thousands of employees with diverse cultures and races are to be dealt with. The task of coordinating the efforts of all employees towards the achievement of organisational objectives is a challenging one. Moreover, the vertical and horizontal relationships of employees create unprecedented issues and problems to be handled with care and empathy. Creating a congenial organisational climate and culture is the basic function of human resources department. The various activities associated with human resource department should be managed with equity, impartiality and merit. Thus, the confidence of the employees towards the organisation can be enhanced, leading toward cooperative and contented workforce nature (Yaseen, 2015).

Many issues are arising from recruitment activities that affect employee commitment. As Rozario (2019) points out, recruitment may often be challenged by a mismatch between

supply and demand in the labor market, in which the specific jobs that organisations need to fill are not matched by the same number of qualified individuals in the market. To fill such positions, HRM departments may have to source for workers from distant countries, a process that is complicated by such issues as a need for competitive compensation and demanding legal requirements. It is the duty of the human resource department to address this problem efficiently with viable solutions and make the recruitment system effective.

Several giant companies face hardship in hiring skilled employees who can satisfy their managers with high performance which, in turn, affects local organisations' productivity in the UAE (Humburg and Van der Velden, 2015). In short, employee loyalty is critical in such a unique workplace.

Employee commitment, hence, is a critical issue, and associated challenges such as rising hiring costs and high turnover have caused firms to pay more attention to employee commitment. Employee commitment is becoming one of the most important factors of an organisational effectiveness (Mowday et al., 2013). In fact, the recruitment procedure, according to Mahmood et al. (2016), has a considerable impact on employee commitment.

Consequently, this is really a challenging task for the human resource department due to the fact that any deficiencies happened in recruiting the right people will harm the growth of an organisation in future. It is a known fact that talented employees are the backbone of achievement of organisational objectives and make the organisation successful. The current battleground in personnel management is how to engage and retain valuable people by providing them with interesting work experiences. Talent acquisition, which is an important aspect of talent management, is now being pushed to reconsider how it recruits and selects employees. Talent management becomes the organisational architect of the employee experience once the worker is on board, where the physical environment, technology, and culture are all intertwined (Morgan, 2017). The success of a business unit rests on the

creative human capital placed in a flexible platform. The criticality of the labour market is reflected through the availability of employees with required talents. The new avatar of talent is the knowledge professionals who should be innovative, business savvy and quick on the news update (Robert, 2015).

Uncertainty in hiring procedures can damage a company's reputation (Zhong et al., 2016), where there is a link between high-commitment Human Resource Management practices and favorable organizational results, such as increased productivity, profitability, and excellence. When employees do not like their organization's values, they are less likely to be committed to the organization. As a result of feeling misled by the company in the hiring process, employees may be less committed and have lower levels of trust. This study demonstrates that the uncertainty resulting from hiring procedures affects employees' first impressions as well as their continued loyalty to the company.

The present study was proposed to examine the effect of recruitment practices on organisational performance mediated by employee commitment in the UAE public organisations. There are many well established Government Companies doing business in different sectors under the Government of UAE. While a large body of literature exists on human resource management practices (Deb, 2016; Cole, 2015; Carlson, Connerley, and Mehan, 2002; Breaugh and Starke, 2014), most studies are based on western countries, particularly the United States.

According to Al Aina and Atan (2020), the United Arab Emirates is a frontrunner in the adoption of professional managerial methods within enterprises. Due to the organization's significance for the growth of society and the economy, the federal government is particularly interested in its performance (Al-Dhaafri and Alosani, 2021). For example, 42% of Dubai's workforce is employed by SMEs, which also account for 40% of the city's GDP. The goal of the UAE government is to improve the effectiveness and

contribution of all organisations, including non-profit, public, and private ones (Eshtrefi, 2021).

Among the current limitations of implementation is the literature gap concerning recruitment practices and their relationship with the organisational performance mediated by employee commitment in the UAE. Although some researchers explored some of the factors that make recruitment challenging, including factors like the highly competitive global workforce that competes for equally talented and skilled employees, their findings do not apply fully to the UAE. The limitation in research calls for a closer analysis of recruitment practices to find out how they can be improved to better serve the organisations. Besides, past studies that investigate such occurrences are limited in scope. Although there are similarities in terms of practice, more research is needed to correctly apply the findings in the right contexts.

Few limited studies of the UAE are found. A study (Alzaabi and Al-Dhaafri, 2018) examined the impact that Strategic HRM Practices have on Organisational Performance in the UAE. The study highlighted how the presence of a functional HRM department and engagement of employees enhances organisational performance in civil defense (Alzaabi and Al-Dhaafri, 2018). Another study, (Budhwar, Pereira, Mellahi, and Singh, 2018) assessed the state of HRM practices in the Middle East, acknowledging the need for context-specific strategies in the region's HRM as a prerequisite to a more responsive setup.

While these studies address aspects of HRM in the UAE, they pay little attention to the specific situations in public organisations. Moreover, the literature on the role of recruitment practices in the UAE setting is scarce. Only a few studies highlight the role of recruitment practices and performance in the UAE. For example, Aldhuhoori et al., (2022) found recruitment, selection, and training practices positively influence employee performance in the UAE public sector, including construction and related industries.

Research indicates that an effective recruitment process can positively impact organisational performance, with employee commitment playing a mediating role (Alansaari et al., 2019). Therefore, the proposed study aimed to address these gaps in the literature and contribute to the knowledge based on the effect of Recruitment Practices on Organisational Performance mediated by Employee Commitment.

1.3 Research Purpose

An effective recruitment system is a prerequisite for the collection and placement of the right employees in the right position of the organisation. It is thus imperative to evaluate the effectiveness of the Recruitment Process prevailing in the UAE Government companies as part of the present study. Moreover, Employee Commitment is also a crucial problem, and challenges like growing hiring costs and high turnover have prompted companies to pay more attention to it. Employee Commitment is quickly becoming one of the most critical aspects of an organisational success (Mowday et al., 2013). According to Mahmood et al. (2016), the Recruitment Process has a significant impact on employee commitment. The core purpose of the research was assessing the roles of recruitment factors to enhance organisational performance through employee commitment in the UAE public organisations.

1.4 Research Objectives

The objectives of this research were fourfold:

1. To investigate the effect of Recruitment Practices on Organisational Performance.
2. To examine the relationship between Employee Commitment and Recruitment Practices.
3. To examine the relationship between Employee Commitment and Organisational performance.
4. To analyze the roles of Employee Commitment in mediating the effect between

Recruitment Practices and Organisational Performance.

1.5 Research Questions

The following are the research questions framed for the study.

1. What is the effect of Recruitment Practices on Organisational Performance in the UAE public organisations?
2. What is the relationship between Employee Commitment and Recruitment Practices?
3. What is the relationship between Employee Commitment and Organisational Performance?
4. What are the roles of Employee Commitment in mediating the effect of Recruitment Practices and Organisational Performance?

1.6 Research Scope

The study covered geographical, content, and time scopes. In this study, effective human resource and organisational performance are the areas of investigation.

1.6.1 Geographical Scope

The project focused on five representatives from energy industry firms. The companies included Emirates National Oil Company, Sharjah National Oil Corporation, Abu Dhabi National Oil alongside Energy Companies (Statista, n.d). Abu Dhabi National Oil Company (ADNOC) specializes in exploration and production of petrochemical products. The company also processes, refines, markets and distributes petroleum, sulfur, petrochemical products, crude oil, petroleum and gas. Emirates National Oil Company Limited leads the integrated global oil and gas player operations across the energy sector value chain. This government oil company comprises over 30 related subsidiaries involved in lubricant blending, aviation, refining, storage, and retail and services thousands of

customers across 60 markets. It has a human resource capacity of over 9,000 employees. Abu Dhabi National Energy Company on the other hand, is an international energy and water company with plenty of energy to distribute. It distributes to almost all of Abu Dhabi's power and water and is North Africa's best energy producer. The company's operations include power generation, water desalination, oil and production and storage. Lastly, Sharjah National Oil Corporation is an oil company fully owned by the government of the Emirate of Sharjah. This company operates Saja Assets found in Sharjah, UAE. The Assets entail four gas fields, double marine terminals alongside a complex for hydrocarbon processing. The role of the energy industry as a significant contributor to the UAE's company highlights the importance of performing the study with this particular industry for the recruitment and selection factors are essential for organisational performance through employee commitment. Effective recruitment practices and employee commitment are crucial for organisational performance because the UAE's energy sector is crucial to both industrial and economic growth. Organisations must recruit qualified personnel who can adjust to changing problems because the sector is dynamic and driven by sustainability objectives, technological improvements, and geopolitical issues.

1.6.2 Content Scope

The content scope for this study was limited to recruitment factors and performance of the UAE public oil organisations. Recruitment factors were conceptualised into; Job description, Job specification, Job Evaluation and Job Analysis whereas Organisational Performance was conceptualised into; Productivity, Customer Satisfaction, Profitability, Employee Satisfaction, Strategic Decision making, corporate reputation. Further, Employee Commitment was conceptualised by Affective, Normative and Continuance realms.

1.6.3 Time Scope

This study considered the period from 2015-2021 during which the five companies grow and therefore increase the number of human resource power through recruitment using their human resource arms.

1.7 Research Significance

The discussion on human resource management has highlighted its critical position in business operations and the performance of commercial organisations. As a result, research and optimal HRM practices are necessary to enhance the contribution of this function to the organisational performance. The proposed study is likely to add to the knowledge existing on effective human resource management practice, a contribution that, when translated to practice in the human resource department of both public and private companies, can have a significant effect on their ability to meet organisational goals. Practices of recruitment could contribute to recruitment framework and effective factors suggested as problem related to mismatch, non-transparency and recruitment bias. This could benefit the academicians and practitioners especially in the UAE.

Through the effective management of their most precious asset—human capital—organisational success is significantly shaped by human resource management (HRM). Aligning human resources with the strategic objectives of both public and private enterprises requires effective HRM practices.

1.7.1 HRM for Organisational Performance

HRM contributes to company success by ensuring that workers are managed to the fullest extent of their abilities. The alignment of human resources with corporate objectives highlights the significance of strategic human resource management methods in enhancing

overall business success.

1.7.2 Recruitment Practices

Among these procedures, recruitment stands out as a crucial element that has a direct bearing on the operation of the company. Nevertheless, mismatch, lack of transparency, and bias are common recruitment problems that make it difficult for businesses to locate candidates who are a good fit for open positions. To tackle these problems, a planned, organised recruitment policy that emphasises proactive rather than reactive methods is needed. To guarantee that only the most qualified candidates are chosen for the position, a thorough recruitment framework should assess applicants according to their knowledge, abilities, attitude, and credentials. A competent workforce must be developed through open and impartial procedures, such as comprehensive screening, interviews, and reference checks.

Recruitment practices have a significant impact on more than just filling positions; they are essential to advancing organisational performance. The success of the organisation can be enhanced when the proper people are assigned to their appropriate roles. Moreover, employee dedication serves as a moderator between performance and hiring procedures. The significance of recruitment in cultivating enduring employee engagement is highlighted by the likelihood of superior performance from a staff that is involved, driven, and dedicated to the company.

Moreover, the link of recruitment practices and The Resource-Based View (RBV) philosophy is apparent. Recruitment Practices emphasise utilizing a firm's internal resources to obtain a competitive advantage, is in line with recruitment strategies, which are crucial to improving organizational performance. Per RBV, the ability of a business to get and hold onto valuable, uncommon, unique, and non-substitutable (VRIN) resources determines its success. In this context, recruitment plays a crucial role because it directly affects the quality

of human capital, an important internal resource. A meticulously designed hiring procedure guarantees that applicants are assessed for their ability to strategically contribute to the objectives of an organisation in addition to their qualifications.

Businesses may acquire a competent workforce with the skills and attitudes required to maintain a competitive edge by implementing transparent, objective recruitment procedures. Additionally, recruiting that is in line with employee engagement tactics encourages commitment and drive, both of which improve performance. The RBV theory highlights the VRIN traits that are maintained by highly motivated individuals who are in line with an organisation's ideals. Therefore, hiring procedures are crucial to building a resource base that supports an organization's long-term development as well as to filling open positions.

1.7.3 Recruitment Policy Development

Having a well-established and efficient recruitment practice is essential to attracting the best candidates. A recruitment framework guarantees that knowledge, skills, and attitude are taken into account during the selection process by matching it with organisation's goals and its job needs. The establishment of a competent workforce that propels corporate success requires the deployment of impartial, merit-based hiring practices. Strict, open, and objective screening procedures are necessary to guarantee accuracy and fairness in selecting the best applicants. Additionally, this study has potential to inform HRM practices in similar emerging markets, not just in the UAE.

1.7.4 Motivation and Engagement of Workers

Compensation is not the only source of motivation. Essential elements for fostering commitment include acknowledgment, emotional support, and a feeling of safety in the

company. This demonstrates the twofold function of HR departments: they cooperate with employees to provide growth opportunities and foster a positive work environment, in addition to filling positions.

1.7.5 UAE HR Practices

The significance of this research is especially pertinent in the context of the United Arab Emirates. The results of this study are important for policy development since Recruitment Practices in the public and corporate sectors in the area confront particular difficulties. This research can aid in the reform of recruiting procedures in the UAE by shedding light on the relationship between Recruitment Practices and Employee Commitment as well as Organisational Performance. It also offers HR experts useful suggestions for their work.

1.7.6 Practice and Literature

The study's identification of recruitment-related variables that can improve organisational success also contributes to the body of existing HRM literature. By doing this, it offers a paradigm that highlights the significance of strategic, merit-based recruitment practices that are open, impartial, and in line with company objectives for both academic researchers and HR practitioners. The study's focus on the UAE's public sector provides insights that are currently underexplored in HRM literature.

1.8 Conceptual Definition of Terms

Several vital terms are used throughout the thesis. Each term and its conceptual definition is as follows:

<i>Recruitment practices</i>	A set of activity that an organisation uses to attract job candidates who have the abilities and attitude needed to help the organisation achieve its objectives Kumari and Malhotra (2013) .
<i>Job Description</i>	A detailed document of the vacant position that state the job title, job location, duties, responsibilities and job role (Noe et al., 2006) .
<i>Job Specification</i>	A document which states the attributes, skills, knowledge, educational qualifications and work experience needed in a candidate to perform a particular job (Noe et al., 2006) .
<i>Job Evaluation</i>	It is a clear process in place for evaluating recruiting sources and their effectiveness for an organisation (Noe et al., 2006) .
<i>Job Analysis</i>	A process by which an organisation chooses from a list of screened applicants who best need the selection criteria for the position available (Noe et al., 2006) .
<i>Employee Commitment</i>	The commitment by attending work regularly, working a full day and willing to do extra jobs, and feeling to be part of the vision and mission of the institution (Meyer and Allen ,1990) .

<i>Affective commitment</i>	Individual's emotional attachment to the organization (Meyer and Allen, 1990).
<i>Normative commitment</i>	An individual's obligation to sustain membership in the organization (Meyer and Allen, 1990).
<i>Continuance commitment</i>	An individual's perception or weighing of costs and risks associated with leaving the current organization (Meyer and Allen, 1990).
<i>Organisational performance</i>	A product of the individual contribution of the employees through the impact of leadership competency and organisational culture (Ospina and Schiffbaue, 2010).
<i>Financial results</i>	A business organisation ability to earn a profit. Profit is simply the revenue left over after the payment of all costs and expenses related to the business activity (Sandra Ospina and Marc Schiffbaue, 2010).
<i>Satisfaction results</i>	The criteria of performance that relate to non-financial aspects such as product volume, customer satisfaction and product quality (Ospina and Schiffbaue, 2010).

1.9 Research Structure

1. *Chapter 1 Introduction:* The introduction chapter contains the details regarding the background of the study with the concepts of Human Resource Management, Recruitment process and Organisational Performance. Also the significance of the

study, research questions, objectives, scope, limitations and the scheme of the Report are presented in this chapter.

2. *Chapter 2 Review of Literature:* It encompasses the brief account of the previous studies on the topic. This chapter also include theoretical frame work, variables and conceptual model of the study.
3. *Chapter 3 Research Methodology:* The methodology adopted for collection of both primary and secondary data including sampling techniques, validation of instrument and tools used for data analysis are presented in this chapter.
4. *Chapter 4 Result and Discussion:* The results of the study with its findings and inferences are included in this chapter.
5. *Chapter 5 Conclusion and Recommendations:* The major findings of the study along with the conclusion are clearly mentioned in this chapter. Viable suggestions and scope for future research are also included.

1.10 Summary

This chapter covers the background of study and relates the research problems simultaneously by reflecting them in research objectives and questions. Furthermore, the significance and scope of the thesis are also diagnosed. The conceptual definitions of variables used are also presented. The next chapter will embark on the literature review of the issues. It highlights human resource management, recruitment factors, employee commitment, organisational performance, theoretical framework, and conceptual model development.

CHAPTER 2

LITERATURE REVIEW

2.1. Introduction

This chapter is to present the literature available on the present research topic. This research examines the relationship between Recruitment Practices and Organisational performance through Employee Commitment of the UAE public organisations. The topic is under the purview of human resource management. Thus, the researcher is bound to trace and present various fundamental and recent studies related to the concepts of Human Resource Management, Recruitment Factors, Employee Commitment and Organisational Performance. Various previous studies are also reviewed to establish where the present study is situated and what findings have been established. The initial section of the study is intended to present the history and development of human resource management and its varying roles in the organisational development and growth. The second section of this chapter is intended to look into the recruitment functions and their different roles in the organisational performance realms. The third section covers the theoretical background of Organisational Performance, Employee Commitment and their connections. The last section of this chapter deals with the theoretical framework of the study with the proposed conceptual model.

The concept of human resource management itself states that human resource is the most vital asset for an organisation. The management of human resources will determine the success of an organisation. Organisational Performance is the combined effort contributed by individual employees. The individual performance of employees is based upon their competency level. The competencies of employees are directly influenced by their knowledge and skill. All these organisational and individual efforts are coordinated and directed in a befitting manner as per the organisational strategy, the magic of the object of team work will

emerge, that is called synergy. If synergism prevailed in an organisation, the organisational objectives could be achieved in a successful manner. The inception of all these organisational achievements and success is from the recruitment process and it is the base on which the talented employees will be identified and brought in the organisational set up.

2.2 The Concept of Human Resource Management

Human Resource Management is a fundamental function of an organisation. The success of human resource management rests in the human resource strategy developed and adopted by that organisation. The basic element of business success is maintaining a contented work force. Armstrong (2014) defined the term human resource management as a strategic and coherent approach to the functionalities of the organisation where human resources should be placed as the most valued assets and such environments promote the employees for contributing individually and collectively to the achievements of the organisational objectives. It is a known fact that the human resource department of an establishment is bound to do the activities related to the overall development of the organisation. In this context a study (Paauwe and Boselie, 2005) is relevant. Their study pointed out that human resource departments are typically responsible for a number of organisational functions such as employee recruitment and selection, training and developments, performance appraisal and compensation.

Lambooj (2016) conducted an extensive study to reveal the trends prevailing in various dimensions of human resource management area. Certain interesting trends have been identified and brought into public. One of the most important finding of this study is that almost all organisations consider people are integral part of the organisation and organisational assets, thus, the development of people and their competencies are strategic task of the organisation. People are the totality of the organisation and their management is pivotal. Yound (2016) conducted a study to assess the effectiveness of human resource management while taking a number of large corporate body as samples. This study reveals that the most important

challenging function of the human resource department is recruitment and selection. Because recruitment starts with a clear statement of objectives of the enterprise based on the type of knowledge, competencies and characteristics required for achieving organisational objectives. The most important factor within the process is providing clear and objective definition for job description and job specification.

Besides, Lambooi (2016) observed that a business organisation success is directly related to the performance of those who work for the organisation. Hence, under achievement of target could be the result of failures in the work place. He also added that hiring the wrong people or incompetency to anticipate fluctuations in hiring needs will act as detrimental organisational factors in the long run. Thus, due diligence should be exercised by organisation in the vital process of human resource planning. He also observed that to build and sustain the competitive advantage for the enterprise, proper staffing is critical. A study is equally relevant where businesses must apply useful tools and techniques to find and hire workers, then train them to become a valuable source of competitive advantage, in order to manage their human resources effectively (Zardasht, 2020). Another study asserted that Performance is indicated by a number of factors, such as improving employee performance efficiency, helping employees make the right decisions, helping them assess whether performance goals have been met, helping them succeed and stay in the company, measuring the amount and quality of work completed, and a cost-benefit analysis of the resources used (Rozi, 2020).

Kristof-Brown (2015) conducted an enquiry on human resource management to evaluate various sub-functions of HRM in public corporations and the study found that there is a link between the employees who have an attitude for planning future jobs and their contribution to the organisational success. It is a fact to be noted that employees who have a vision and a direction for future prospects do well for achieving their individual targets which in turn increase the organisational productivity. Saha (2017) conducted a study to assess the

effect of selection process to the performance of public institutions in Tanzania. The study has clearly revealed that there is a direct correlation between recruitment process and performance of public institution.

Harari (2015) noted certain features of development of new paradigm in human resource management with observations in the context of change in the organisational environment. Many changes were made in the business environment due to the impact of inventions and discoveries. Innovation in technology has immense influence on the diversity of functions of management including human resource management. He also observed that the earlier concept of personnel management had been replaced by human resource management. Thus, a dynamic element has been introduced in the functional area of human resource management. This approach has been later challenged with the idea that human resource development is a pivotal concept. Hence, human resource development has the main concept occupied the place of human resource management in an organisation. The shift occurred in the advent of the idea of talent which is essential for success of both organisation and employees. Thus, talent management has been recognised as a new paradigm in human resource management where human resources have the capability to determine an organisation's destiny.

Alshitri and Abunamy (2013) investigated the human resource system prevailing in public companies for analysing their work system with performance system. He has classified the work system into high performance systems and high involvement system to bring out differences. The researcher has identified that the design of human resource practices and activities has a direct influence on the success of the organisation. Gamage, (2014) has conducted an extensive enquiry to analyse various human resource practices in Government companies and focus has been given to the recruitment practices. He has identified that the design of recruitment process has a direct influence in the identification of competent

candidates who are matching with the job. A proper recruitment cum selection device will increase the probability of obtaining the right person for the right job and also that when the best people are selected for the job productivity will ultimately increase. Furthermore, he has also tried to extend the linkage of the study with the financial performance of the organisation where he has established that there is a positive association between the effective selection process and profitability of the company.

2.3 Recruitment Practices

The importance of human resource management in the realms of organisational performance has been analyzed. Recruitment is one of the critical functions in human resource management. The theme of the present research is recruitment and its role to make the organisational performance effective. Thus, it is imperative to discuss the concept, importance, principles and methods involved in the recruitment process. In today's highly complex and challenging situation, the choice of right employee has far reaching implication for the organisation (Drucker, 2014). A rigorous and effective recruitment process is needed due to the varying reasons. Rapid technological changes and escalating labour costs are the prime reasons giving concern to organisations in their recruitment process. The job requirements for organisational position have been changing in tune with the market requirements. The employment market becomes more knowledge oriented with the presence of candidates with higher educational qualifications and expectations

High performance level are expected by the companies from the potential employees in order to enhance their organisational competencies. As a result, it is the responsibility of the top management to build and maintain an effective human organisation in order to undertake the issues posed by the challenging environment. The recruitment process should have the capability to provide a competitive manpower (Bhoganadam and Rao, 2014). The main goal of hiring is to build a pool of eligible applicants so that the best individuals can be chosen for the available positions in organisation, by encouraging more and more candidates to apply,

whereas the primary goal of the selection process is to select the most qualified applicant to fill the various roles in the business (Gamage, 2014).

Recruitment is defined by Thebe et al. (2014) as “a process of searching for prospective employees and stimulating them to apply for the job”. Similarly, Omisore and Okofu (2014) put it as “the process of generating a pool of qualified applicants for organisational jobs”. Kumari and Malhotra (2013) define it as “recruiting that set of activity that an organisation uses to attract job candidate who have the abilities and attitude needed to help an organisation achieves its objectives”, hence, the definition utilised for the present research. Recruitment is a procedure to find adequately qualified people to apply for an available job in a corporation.

The need for recruitment arises out of two important situations. Vacancies arise due to transfer, promotion, retirement, termination, permanent disability and death are the most important usual situation. Vacancies are also raised due to expansion, diversification, growth and job respecification in organisations. The objective of the recruitment process is to provide sufficiently large group of competent candidates so that suitable personnel can be selected. Recruitment begins with an unambiguous specification of type and number of people required and also with a clear indication of the requirement time. The human resource department of the organisation must make sure that everything related to the process should be implemented within the boundaries of the strategy adopted. The recruitment is influenced by the external factors such as Government restrictions, labour market conditions and location of the organisation. Organisational policies and practice as well as the organisational image act as internal influences of recruitment. The starting point of recruitment process is initiated by the demanding department in the form of employee requisition. This employee requisition form contains a brief description of the post, qualifications and experience required and the reasons for the new vacancies. The requisition also contains job specifications and job description in a clear cut manner (Nyangaresi et al., 2013).

There are two sources of recruitment namely internal and external sources. Both

sources are utilised by an organisations to fill the vacant positions. Initially higher job positions are filled from internal sources while most of the lower job positions are opened to external sources. Specialists and highly talented employees required for emerging areas are often recruited from outside or external sources. The usual external sources are Employment exchange, Advertisement and Walk-in recruitment. Deputation from other organisation is another source of recruitment (KA, 2020). The recruitment team will visit Colleges, Universities and Trade Fest for this purpose.

Organisations must think about and handle recruitment, selection, and retention as important and crucial human resource procedures in order to develop and thrive in the market (Janes, 2017). The demand for qualified and competent human resources is currently one of the most important factors in the growth and development of small enterprises. An organisation may benefit from a strong pool of human resources with the necessary knowledge, skills, and experience if recruiting, selection, and retention procedures are effective.

In order to control the rising rate of employee turnover (both from departures and hires), organizations need to have excellent retention strategies and policies. These tactics need to be fiercely competitive enough to prevent current workers from considering leaving for a better opportunity (Babatunde and Onoja, 2023). The success of recruitment and selection processes has a significant impact on the quality of the organization's human resources (Gamage, 2014). In short, an organization's ability to function effectively depends on the recruitment and selection of its workforce.

2.3.1 Screening and Selection

Once a number of application have been received the next step is to screen the candidates for final selection. Screening is the process of limiting the number of applicants to a manageable level who have sufficient qualifications and competencies to get selected. The screening process have different steps. The first step is elimination of ineligible applicants. The second step is a process of collecting information from the candidates with the general

background of education, work history, special skill, physical condition and personal references. A preliminary test is also conducted to screen in the best qualified candidates. Screening interviews are used to limit the number of applicants (Hardini, 2019).

Selection is “the process by which an organisation chooses from a list of screened applicants who best need the selection criteria for the position available” (Usmani, 2020). The fundamental objective of selection is to acquire such persons who are most likely to meet the enterprises’ standards of performance. The employee satisfaction in the matter of his needs and wants as well as his growth and development as a member of the organisation are a part of the objectives. There are five steps in the selection process; Interview, Group Discussion, Reference check, Physical examination and Placement (Mahbub, 2020). The goals of selection are to find the ideal person for the position, preserve and build the employers' reputation, and make the process economical. Selection is crucial to the overall success of any business since, when a company makes a wise choice, employee performance and productivity will eventually increase.

The selection process start from the completion of the screening stage and the first step in the selection process is interview. It is understood from various studies that over 90 per cent of selection decisions involves interview. Additionally, there is a general agreement that interview is the most important element in the selection and placement process. Interview is a personal meeting arranged as a part of the selection process to directly present the candidate’s credentials before a designated expert team in order to assess the suitability of the candidate for the job.

There are different types of interviews on the basis of the nature, purpose, type and size of organisation. Interview can be classified into five namely Structured interview, Semi-structured interview, Unstructured interview, Stress interview and Depth Interview. In the case of structured interview, the interviewer follows a predetermined approach defined to ensure that all pertinent factors relating to the candidates’ qualifications and suitability will be

thoroughly examined.

In the semi-structured interview, the major questions to be asked are worked out beforehand (Rozario, et al., 2019). Interviewer also has the option to ask advanced questions in certain areas. Unstructured interview is a process of active listening by the interviewer while the candidates seek to demonstrate their suitability for the role. It is usually used in psychological counselling and widely used in selection.

Stress interview is a special type of interview defined in such a way to assess and provide useful information as to whether a person would be able to cope with stress on the job or not (Biswas, 2012). Stress interviews are intentional attempt to provide tension and pressure to an applicant to see how well he respond to the tensions and pressures (Nyangaresi et al., 2013).

In depth interview, an attempt is made to cover completely the life history of the applicant and make a comprehensive profile of the candidate. The profile of the candidate usually includes frozen aspects of candidates' personality such as education, extra-curricular activities and early childhood experiences. In addition to the flexible aspect such as hobby, interests, desires, aspirations and goals (Mustapha et al., 2017).

Uco (2016) proposed 4 stages of job interview. Four naturally occurring stages make up an interview: the first impression made when the candidate and interviewer first see each other; a few minutes of rapport-building to help both parties get comfortable; the interview body where job skills and culture fit are evaluated; and the close, when the interviewer asks the candidate if they have any questions about the position or business.

Over emphasis on negative characteristics is a natural human tendency to succumb to the pitfall of assigning undue emphasis to one or two negative qualities of the candidates. This often happens on the part of the interviewers also. This can be corrected by a conscious attempt on the part of the interviewer to look beyond small drawbacks in the candidates and take an objective, broad based view (Bartel, 1991). Biases are a usual feature in any human

endeavours. It is otherwise called a “skewed sense of human perception”. It is expected that the interviewer must have the inner strength and conviction to face up to these biases and take an impartial and learned stand (Djabatey, 2012). The Halo Effect is a common and often repeated error in many of the meeting context. It is a situation where the interviewer is overly influenced by one very significant characteristic of an applicant and permitting the same to over shadow the other characteristics. This can be reduced to the maximum extent possible by taking a comprehensive approach to give due weightage to all characteristics of the candidate. In this context, it is a notable quote put forward by (DeVaro, 2008) that “a trained interviewer is likely to make fewer errors because he understands potential errors; has learnt to ask questions effectively; is able establish a positive relationship with candidates and has systematically organised the interview.

The following techniques have been found utility value in conducting an effective and efficient interview. These are described by Catano et al., (2010) in their significant work on human resource management. They plan the interview thoroughly with assessing job specification and job description and qualifications of the candidate are determined accordingly. Providing a relaxed position to the candidate and setting the stage for the interview by letting the applicant know what is going to happen and what is expected from him is essential. Listening part of the candidate communication should be given an active role than that of the hearing part. Questions should be posed to the candidates with clarity and conviction. Sensitive toward both verbal and non-verbal clues of the candidate and body language must not be ignored. Maintain a balance between open-ended and close-ended questions without putting the candidates in the feeling of an interrogation. Make the decision only after availing all the information needed and avoid decisions based on first impression. Interview should be concluded tactfully by creating an atmosphere that the candidate leave feeling neither to elated nor repressed. A written record of the interview shall be prepared

immediately after the sessions. This acts as an evidential document for future reference (Terry et al., 2010).

Group Discussion is often used as a method of assessing candidates for rating their various skills, knowledge, attitude and emotions. The following areas are comprehensively evaluated through the process of group discussion. They are Aggressiveness, Persuasiveness, Resistance to stress, Self Confidence, Inter-personal contact, Energy level and Oral communication (Breaugh and Starke, 2014).

A group of candidates is provided with a job related topics and is told simply to carry on a serious discussion about its various aspects. Time limit for the interaction is also specified. No particular individual is designated as a leader and nor often there is an earmarked seating plan. A round table is usually provided to the group with equal weightage to all seating positions. Observers are employed to assess the performance of each participant. It is considered as a method used to forecast future performance of selected candidates (Wanous and Reichers, 2015).

In certain cases, when applications are invited for a job with specific previous experiences, most of the business establishments employ this as a standard practice. They, often, ask for letters of recommendation, character certificate and testimonials from previous employers and authorities of educational institutions. It is used after the in-depth interview and before formal appointment to verify the character and conduct of the selected candidates. The certificate issued by previous organisations usually contain such information as dates of employment, job responsibilities and title, candidates' job performance, attitudes and reasons for termination. The reference checks and recommendation letters could not be taken as an ultimate evaluation tool with the fact that no candidate will submit a reference letter with his negative remarks and deficiency. Thus, the employers are tended to contact the previous employers through other communication channels in order to get a balanced information regarding the candidate before deciding on the final selection of the candidates (Healy, 2013).

Physical examination is usually done in the final stage before the appointment. When the selected list of candidates has been finalised, it is a usual procedure to put each candidate through a physical examination. The scope and rigorousness of the physical examination depend upon the nature and requirement of the job. The medical information is needed in the following areas. When the employees are to be assigned jobs for which they must be physically and emotionally fit with a consistency of efficient performer. Health aspects of the candidates is necessary for future reference and use in the course of his employment. Another aspect is that any contagious diseases with a candidate may endanger the health of existing employees. It is a second measure mechanism for preventing the possibility of an unhealthy applicant becoming a permanent liability to the organisation. Another concern of the organisation can be checked in preventing to pay compensation for disability which were already there at the time of recruitment (Izueke, 2009).

When the entire process of recruitment and selection have been completed, the selected candidates are placed in different departments or branches of organisations. For this purpose, the pertinent data relating to the candidate could be evaluated carefully. This should be integrated with the interviewers' knowledge of job requirements. The capabilities and qualifications of the candidates should be carefully evaluated on the aspects such as Work Experience, Academic qualifications and achievements, Interactive and inter-personal skills and Character traits and level of motivation (Katou and Budhwar, 2006).

It is the duty of the human resource department to hand over this evaluation statement of the candidates to the departmental manager where the candidate is proposed to be placed. The department manager has taken in the confidence the suggestions regarding the candidate's capability for his placement in the job. The candidate should be clearly communicated the title and salary of the position, the period of probation, the time and the place where he should report for work. Most organisations will keep a waiting list of the candidates for compensating any last minute casualties or drop outs (Kepha et al., 2014).

One of the critical management functions in human resource management is hiring new talents. Enterprises that consistently bring on new employees with enhanced knowledge, skills and abilities in consonance with the firm's overall strategy and culture. These talented employees usually outperform other competing companies.

Society for Human Resource Management (2011) conducted a study on recruitment process of various private companies, the result of the study reveals that "One component of an enterprise talent acquisition strategy is the amount of financial commitment which makes to attract and recruit new employees. These investments include advertising agency fees, employee referrals, travel cost of applicants and staff, relocation costs, and recruiter pay and benefits. The metric of the cost per hire is defined as the sum of these costs divided by the number of hires". It is a known fact that the cost per hire is an important metric in recruitment. Human resource professionals consistently rank cost per-hire as one of the top most supportive human resource metrics. Cost-per-hire has a special attraction for recruiters. Unlike many human resource activities that are uneasy to quantify, cost-per-hire is easy to calculate because external sourcing costs such as online job postings, agency charges and relocation costs are simple to track. The metric also connects recruitment performance to the organizational bottom line. The process implies a direct line of sight between the recruiter's ability to effectively source candidates and the resulting savings in cost for an organization. (Society for Human Resource Management, 2011, 2007).

Human Resource Management field has been strongly affected by technological advancements during the last many years, especially the Internet have largely impacted the overall functioning of human resource management in organisational environment (Hamraiaa and Prasad, 2024). Online recruitment or e-recruitment, has been an enormous trend in human resource management in terms of automating the recruitment process and various human resource tasks such as human resource appraisal and HR rewards. Because of a large number of job applications which emerge especially from the use online recruitment, there has been

discussions about how organisations can manage all of these applications (Anderfuhren-Biget, 2010; Bretz, 2014; Omolawal, 2023, Gilch and Sieweke, 2021). They reveal in their studies that e-recruitment is one of the most popular non- traditional recruitment ways to recognize and attract potential job candidates. Organisations turned to use online recruitment readily, because finding potential job candidate through onlinerecruitment is quicker, cheaper as well as more efficient. In this context, exploitation of technology in hiring process has become particularly popular among large companies (Chivu and Pospescu, 2018).

Along with all these advantages that online recruitment entails, it is important to remember the broad application of technological advancement in the field of Human Resource Management. In addition to electronic job application forms, online recruitment provides several different recruitment aspects. These aspects are announcing available job positions on the Internet, receiving job applications online and the exploitation of different electronic recruitment tools.

2.3.2 Recruitment Practices

One of the major areas of study and practice in Training and Development is the relationship between employees' training behaviour and performance. Numerous studies have confirmed this to be significant and beneficial (Al Ansaari et al, 2019).

It is acknowledged that training programmes aid in gaining higher performance. As a result, Training and development for Human Resource Management are growing more and more crucial for contemporary businesses. Maynooth University (2006) undertook a study to assess the recruitment process of banking company and has come into a conclusion that the job description and job design play an important role in deciding the educational qualifications of the employees and setting the tool of the hiring process. Falcone (2002) conducted a study for exploring the relationship between recruitment practices in companies and its relation to the employee performance. They have taken 480 UK companies from UK Industrial Relations

Survey of 2010. The result showed that there are two level of impact on the employee performance in implementing different types of recruitment practices. The authors argued that low path recruitment practices negatively affected the capability of employees in performing their task while high way recruitment practices impacted positively with the capability level of employees (Kneeland, 2005).

Allen et al., (2007) presented results of a data set interactive study for 1400 Swiss firms. It was found that the recruiting practices frame work has a positive impact on the business process and hiring practices of these companies have organisation specific elements for assessing the skills and knowledge of the recruits. Boudreau (2015) reported that the recruitment practices of the companies are influenced by the organisational climate and culture in a larger extent. These argument is consistent with the principles of human capital used to justify the success of an enterprise in the context of congenial organisational climate. Dileep and Ghanasyam (2018) indicated through their study that the success of effective company is the result of an internally consistent HR framework that stresses investment in human resources for creating a committed team. Much care should be exercised by these companies while framing the recruitment policies and its meticulous implementations.

An organisational culture is created through a creative and visionary approach (Taylor and Collins, 2000). Barber (2018) suggested on the basis of his study that the most important components for making a recruitment process effective is a well-designed human resource planning process which is also considered as the fundamental function of a successful recruitment process. Bissola (2014) indicated that the key challenge in the recruitment process is to present an efficient interview and selection team who should have the quality of making the process unbiased through meritorious assessment in each stage. He also added that there is a positive relationship between effective selection process of employees and employee performance. Blackman (2006) noted that the factors of recruitment process should be reviewed after the completion of a number of recruitment with feedback in order to assess

whether right persons have been recruited for right job. Modifications in the components of the recruitment process should be done in accordance with the findings from the feedback analysis.

A company's creative potential effectiveness resides in its employees' knowledge, skill and attitude. They should be encouraged to develop their capability in such a way to achieve the organisational objectives in a successful manner. Baum (2014) suggested that a clear line-up of different components of an organisation including HR procedures, the requisite expertise and skills available to its staff and maintaining a motivated workforce are essential.

Alsultanny (2015) stated that success in the working of organisation are based on managing these working group through providing opportunities for personnel development in their work environment. At the time of recruitment itself, the attitude of the employee towards self-development should be clearly assessed. These people have the ability to lead the organisation while meeting the challenges successfully.

Allen et al. (2007) found that a high-quality HR system works well and that, therefore, quality-controlled project growth would probably affect the creation of a community of effective and talented workforce. Self-leadership team growth is the most significant contribution in that context. Acikgoz (2019) analysed Russian enterprises' competitiveness from Glasnost to Perestroika and suggested that team development is a key driver for the success of companies in the modern economy. It is, therefore, required to be an essential part of the creation of the teams with the above emphasis. It should be clearly attended at the time of recruitment and selection. Acarlar and Bilgiç (2013) commented that a series of recruitment policies are needed for defining and assessing the job activities and reward in line with the corporate strategy.

Zinyemba (2014) conducted a study to assess the challenges and selection of employees in Zimbabwean company found that among the issues include unemployment, excessive labor turnover, brain drain, and a lack of skills and knowledge in the workforce. Recruiting expenses

are one of the other difficulties. Smaller businesses compete with larger businesses that can offer higher salaries and better absorb the costs of hiring new employees. Employer groups also encounter difficulties in hiring and choosing workers due to a lack of human resources planning, the location of positions, and the use of information technology in advertising.

Minton-Eversole (2008) conducted a study in Australia on the challenges in recruitment and selection process of various companies. He found that organisations have started to give much attention to the recruitment and selection process in the highly competitive environment as employees form their main asset. The critical problem in framing the recruitment process is the development of criteria for attracting the right talent leading to employee retention and organisational efficiency. Recruitment factors should be given much importance such as feedback provision, interview panel participation and preparation, relevance of interview questions, duration and bias.

Few studies focus on small industries that lack effective recruitment, selection and retention process which threatened human resource management (Wall and Wood, 2016; Samwel, 2018). The latter study recommends the necessity for government intervention and the development of comprehensive human resource plans that can help small-business hiring, selection, and retention processes.

2.4 Organisational Performance

The concept of organisational performance is based up on the idea that an organisation is voluntary association of productive assets including human, physical and capital resources for the purpose of achieving some shared objectives (Tim Hannagan, 2015). Organisational performance relates the actual results of an enterprise as measured against with objectives or intended results. Operational performance in essence is the sum of performance done at various levels of organisation including performance of all departments. The organisational performance is more understood by doing an organisational analysis in the form of a

diagnostic process where the causes of organisational weaknesses should be found out as well as the emerging opportunities should be identified.

Combs et al. (2006) reviewed literature related to the organisational performance and came into a conclusion that different types of organisational performance exist. The common among them are financial performance, operational performance and market based performance. Oyadiran et al. (2023) found a positively significance effect of recruitment and selection process on organisational performance. The study recommended that management should include merit in recruitment instead of primordial factors of friendship and relationship.

Sargent et al. (2018) has introduced the performance analysis tool kit where he has framed the devices within the tool kit to analyse the performance of each area of management and the department. This tool kit is extensively used across the corporate world in order to identify the gap existing in the level of performance and establish the functional relationship among them.

Burgelman (2016) has researched in the area of strategic management to understand the relationship between strategy and Organisational Performance. He has taken three important platforms to study the interrelationships of these concepts namely strategy, economy and performance. The strategic management gives much importance to the external environment for improving the Organisational Performance. Economy is the measure of efficiency and performance directed on achieving the organisational objectives. The study revealed that there is a positive relationship between the strategy and Organisational Performance.

Bakotic (2016) conducted an empirical study to establish the relationship between Job Satisfaction and Organisational Performance by selecting 40 large and medium sized Croatian companies with 5806 employees as samples. The researcher utilised two constructs – Job Satisfaction and Organisational Performance and sub-variables were identified for intensifying the relationship between the constructs. The study revealed a clear relationship

between Employee Job Satisfaction and Organisational Performance in both directions. However, it could be argued that Job Satisfaction determines more on Organisational Performance rather than Organisational Performance on Job Satisfaction.

Deressa and Zeru (2019) conducted a study among the nurses in Hawassa public and private hospital in order to examine the relationship between Work Motivation and Organisational Performance. The researchers have collected data related to the socio-demographic characteristics, perception towards Work Motivation and effect of Motivation on Organisational Performance from respondent nurses. The study found that the majority of the nurses' perceived motivation from various motivators such as prospective encouragements, recognition and financial incentives. The effects of those motivations are found to increase work performance, job satisfaction and good team spirit. Thus, it is established that there is a direct and positive correlation between Work Motivation and Organisational Performance.

Muijs (2010) examined the impact of leadership on Organisational Performance. The research studied the leadership activities related to the performance outcome and strength and weaknesses of the performers. The study revealed that Leadership has a significant, and an indirect effect on the performance outcomes of the employees and the effect of transformational leadership is more effective.

2.5 Employee Commitment

Employee commitment, according to O'Reilly III (1991) and Trofimov et al. (2017), is "the sense of attachment an employee has to the values and goals of the organization, their role in achieving and nurturing them, and their loyalty to the organization for its own sake, not because of its instrumental value." More dedicated workers are prepared to put in more effort and acquire more skills in order to improve organizational success. According to Mueller, Wallace, and Price (1992), a strong sense of connection with the organization's mission, beliefs, and goals is a hallmark of employee commitment.

Employees' work-related behaviour in an organisation is frequently caused or affected by their commitment to organisation. When lecturers experience high organisational commitment, they participate in good behaviours such as citizenship behaviour and high work performance (Imran et al., 2017c). A high level of work performance from academics will result in more and better-quality research being conducted, which will result in increased research funding and a better position for the lecturers.

2.6 Conceptual Framework

Conceptual framework is the structural edifice of the research work which defines the boundary of the study. The concept put forward in the study uses to explain, conclude, suggest and evaluate the work as a whole. The research problem is framed on the conceptual edifice between available fact and figures on its philosophical background. The conceptual framework is intended to provide strength and spirit to the study in a befitting manner. It provides an explicit statement of assumptions that enable to evaluate the content of the research work critically. The basic purpose of the conceptual framework is to connect the research to existing stock of knowledge on the given subject for making meaningful assumptions and selecting research techniques for proceeding the study. methods for proceeding the study.

The conceptual framework creates an insight to the researcher for the intellectual transition of facts related to the research phenomena to generalisation and its specification. The conceptual framework provides key variables of the research phenomenon and highlights the need to examine these variables under different context and time. A concept is an idea or thought of a phenomenon represented with the fundamental constructs and variables make it operative. The conceptual model is the structural presentation of the relationship between the idea and its constructs for providing existence to the phenomenon. The concepts have both aspects of theory and practice of the phenomena (Merriam Webster Dictionary, 2019).

Theory is a set of principles on which the practice of a phenomenon is based. It is a

system of ideas intended to explain the features and functions of the phenomenon, especially are based on general principles independent of the thing to be explained. Theory and practice are a continuum where theory enrich the meaning and applications of practice and vice-versa. If a theory has limits for its application in differing situations, its utility as well as existence will be questioned and new ideas and theories will come to occupy the place of the old theory.

In the theoretical research studies the researcher tries to examine the scientific edifice of the theory in order to explain the phenomenon in a meaningful and practical way. On the basis of the results of the study he/she tries to enrich and modify the existing theory. Otherwise he/she creates a new productive theory for the phenomena. In empirical research, the researcher tries his level best to explain the characteristics of the phenomenon in question in order to understand the present status. The outcome of the status analysis shall be compared with the past performance to find out the variations with the support of the theoretical strength. The present practices on the issue, the insight from the study and from expert opinions the researcher will come out with valuable recommendations to solve the research problem.

The present study was intended to establish the impact of Recruitment Practices on Organisational Performance through Employee Commitment in the UAE's energy organisations. The conceptual framework developed for the present study was to analyse those phenomena. There are a number of components which constitute the recruitment factors. Recruitment is "a process of searching for prospective employees and stimulating them to apply for the job" (Levinson, 2013).

2.6.1 Dependent and Independent Variables

Both dependent and independent variables are required for constructing the conceptual framework. Recruitment Practices are the independent variables whereas Organisational Performance is the dependent variable, and employee commitment is a mediator.

2.6.2 Recruitment Practices

Recruitment Practices comprise 4 major constructs as follows:

- i.** Job Description,
- ii.** Job Specification,
- iii.** Job Evaluation and
- iv.** Job Analysis.

2.6.2.1 Job Description

A job description is a detailed document of the vacant position that state the job title, job location, duties, responsibilities and job role. The human resource manager creates this documents to invite application from the potential candidates who are intended to fill the vacancies. The salary, allowances and incentives associated with the position are also included in the job description. A job description should be synchronised with the recruitment and selection process and thereby it simplifies the work of the HR Department. It provides a framework to build the job specification. It should ease the company to search for suitable candidates where the company will provide its expectation from the prospective employees. It acts as a support system to the prospective candidates to get a familiarity with the work place environment.

2.6.2.2 Job Specification

Job specification is the document which states the attributes, skills, knowledge, educational qualifications and work experience needed in a candidate to perform a particular job. A manager is bound to prepare a job certification after preparing a job description. The manager should specify in the job specification that the necessary abilities and attributes needed for accomplishing the task. Thus, essential components of job specification are educational background, skill and employment experience of potential employees. In short, job specification defines the selection criteria of the candidates. It eases the recruiting

managers to screen the resume for prospective candidates and serves as a bench mark for conducting orientation and training for the employees (Dawal, 2016).

2.6.2.3 Job Evaluation

The recruiting market nowadays is challenging and ultra-competitive and there is a need to have a clear process in place for evaluating recruiting sources and their effectiveness for organisations. It is essential to determine the key Matrix for measuring the effectiveness of the sources. The sources selected should be appropriate to get the candidates with right qualifications, skills and experiences as per the job requirements. It is the duty of the management team to collaborate honestly in the process of recruitment. The logistics and systems should be clear and suitable for the recruitment. There should be an effective plan for managing the recruitment results properly and the recruitment plan and criteria should be transparent and made known to all in the recruitment process. The evaluation outcome should be used in such a way to accomplish the organisational objectives effectively (Keshav, 2013).

2.6.2.4 Job Analysis

Selection is “the process by which an organisation chooses from a list of screened applicants who best need the selection criteria for the position available” (Demerouti et al, 2001). Eight steps comprise the selection process such as application, resume screening, screening call, assessment tests, in-person interview, background checks, reference checks, decision and job offer. Application phase in the selection process is a passive act and the candidate has to respond to the job advertisements. Once a number of application have been received, the next step is to screen the candidates for the final selection. Screening is the process of limiting the number of applicants to a manageable level who have sufficient qualifications and competencies to get selected. The screening process have different steps. The first step is the elimination of ineligible applicants. The second step is the process of collecting information from the candidates with the general background of education, work history,

special skill, physical condition and personal references. A preliminary test is also conducted to screen in the best qualified candidates. Screening interviews are used to limit the number of applicants (Crewson, 2017). The screening call for phone screen is among the initial hiring stages where recruiters short list applicants. The purpose of the call is to establish whether the applicant is truly interested in the job and at least minimally qualified to do it successfully.

The assessment test is a tool used in the selection process to assess the applicant's ability to do the job successfully. These assessments can take place in different forms in the selection process. They are experimental tests, written tests, online tests, practical skill tests in order to assess the attitude, intelligence, capability, memory and job knowledge of the candidates (DeNisi, 2017).

Interview is a personal meeting arranged as a part of the selection process to directly present the candidate's credentials before a designated expert team in order to assess the suitability of the candidate for the job. There are different types of interview on the basis of the nature, purpose, type and size of organisation (Dessler, 2014). Interview can be classified into five types namely Structured interview, Semi-structured interview, Unstructured interview, Stress interview and Depth Interview. In the case of structured interview, the interviewer follows a predetermined approach defined to ensure that all pertinent factors relating to the candidates' qualifications and suitability will be thoroughly examined. In the semi-structured interview, the major questions to be asked are worked out beforehand (Drucker, 2012). Interviewer also has the option to ask advanced questions in certain areas.

Next, unstructured interview is a process of active listening by the interviewer while the candidates seek to demonstrate their suitability for the role. It is usually used in psychological counselling and widely used in selection. Stress interview is a special type of interview defined in such a way to assess and provide useful information as to whether a person would be able to cope with stress on the job or not (Dawal, 2016). Stress interviews are intentional attempt to provide tension and pressure to an applicant to see how well he

respond to the tensions and pressures (Dyer and Reeves, 2005). In depth interview an attempt is made to cover completely the life history of the applicant and make a comprehensive profile of the candidate. The profile of the candidate usually includes frozen aspects of candidates' personality such as education, extra-curricular activities and early childhood experiences. In addition to the flexible aspect such as hobby, interests, desires, aspirations and goals (Yound, 2016).

Background check of the candidates is a process of pre-employment check to make sure that the candidate is eligible and suitable for the particular job position. The verification of records pertaining to the credit report, criminal records, driving records and the verification reports of identity, education, work history and drug test. These checks are most useful in the selection process especially when there is high risk involved in employing someone unsuitable in a particular job (Subramony, 2009). Reference check of the candidates is usually done in the final stage of the selection process. It is a feedback analysis of the performance of the candidates from their previous employers and managers in order to know their credentials related to conduct and work. The company will usually make enquiries and contact the people concerned to get the information directly (Schaufeli, 2014).

After taking the final decision on the suitability of the candidates to be included in the final select list, after a series of well-organised selection process for recruiting new employees. The company will fix on the perfect hire to provide the job offer. The job offer process is a critical one and it should be done properly to welcome new employees in the organisation to fill new position. Usually formal job offer letter will be given to the selected candidates offering the job indicating the job title, salary and related information (Robert, et al., 2015).

2.6.3 Organisational Performance

The transformation of inputs into outputs for the purpose of obtaining specific objectives is referred to as Organisational Performance (Imran et al., 2017a; Imran et al., 2018a;

Imran et al., 2018b; Tsourela and Roumeliotis, 2015). Performance informs about the relationship between minimal and effective cost (economy), effective cost and realised output (efficiency), and production and outcome attainment (effectiveness) in terms of its substance (Chen et al., 2016). According to Li et al. (2006), the fundamental factor to measure the organisational performance is market-oriented goals combined with a financial aim.

The results of the previous studies reviewed in the preceding sections of this chapter show that there is a positive relationship between Recruitment Process and Organisational Performance. It can be assumed that if the recruitment system works in an effective manner, the Organisational Performance will be effective (Riggle, 2019). The construct of Organisational Performance is constituted with the level of performance in different functional areas such as operation, marketing, finance, human resource, information and general administration. Other prominent areas include, i) Productivity; ii) Satisfaction, iii) Profitability, iv) Strategic Decision Making and Corporate Reputation. These dependent variables are described in the following sub sections.

2.6.3.1 Productivity

Productivity is anything that make an organisation functions better. It is doing right thing rightly. The productivity can be measured in terms of the production efficiency where it is the value of the ratio of output and input. Inputs are the resources used for the functions to be performed (Maimouna, 2022). That performance is converting resources into output, product or service which is called process. The product or service is the output of the productive activity. Thus, productivity is the relationship between the output generated from a system and the input used to create it. A higher productivity will give a competitive advantage to the organisation. It is an indicator of the organisation progress where scarce resources are utilised at the maximum. Productivity is the single most factor for beating the competition in the market and it acts as a guide to the management. Productivity enables the management to control the performance of the company by identifying the comparative benefits arising out from use of input. Productivity

emphasises the efficient utilisation of the factors of production as per the target set and it attempts to eliminate all types of waste. It facilitates the comparison of the performance of a company to its competitors. In brief, productivity is the prime factor that determines the success of an organisation (Paauwe and Boselie, 2005). Ospina and Schiffbauer (2010) found empirical evidence on the impact of competition on firm productivity. Using firm-level observations from the World Bank Enterprise Survey database, they used four measures on productivity as follows; total factor productivity, the observed indexed firm factor shares and firm labor productivity (a ratio of firm sales to human capital) and firm-level productivity which become the basis for the present thesis.

2.6.3.2 Customer Satisfaction

The simple meaning of customer satisfaction is the ability of a product or service to meet expectation of the customer on its performance. It is used as a measure to determine how far the products and services supplied by a company meet or surpass the customers' expectation. That is why it is usually said to be the business organisations are dependent on the customer. The satisfied customers will help the company by bringing the new customers through the "word of mouth" campaign (Prasad, 2016). Thus, customer satisfaction provides loyal customers to the business organisations (Brierley, 2021). The factors affecting customer satisfaction are price, quality, brand name, features of the product as well as reputation of the company and services provided to the company.

Vedant Singh, Akshay Kumar and Tej Singh (2018) found the impact of TQM on Organisational Performance. The determinants used for customer satisfaction are as follows; The key customer requirements are identified; Encouragement is provided to partnerships with customers to make relations better; Design, development and delivery of products are according to customer requirement; Customer satisfaction feedback are taken after a regular interval and Customer complaints properly recorded and reviewed to maintain our quality

standards. These determinants are adopted for this thesis.

2.6.3.3 Profitability

According to Alarussi and Alhaderi (2018), profitability is generally understood to be the amount of money a business makes from sales after subtracting all of its costs for a specific time period. The ultimate objective of any business is, without a doubt, to increase the value of its stocks in order to maximize the wealth of its shareholders (Alarussi & Alhaderi, 2018).

There are four key areas in the realm of a business organisation that can be utilised for deriving profitability. These areas are reduction in cost, increase in turn over, enhancement in productivity and improvement in efficiency. Profitability demonstrates a company's capacity to turn a profit across the board. It demonstrates how well a company can use all of its resources to generate profits. Profitability is the capacity of a given investment to generate a return from its use (Horward and Upton, 1953). The two areas of profitability are book value (an accounting-based calculation) and market value (marketing-base measurement). Common indicators are as follows: Return on Asset (ROA) (Rahman and Saima, 2018); Return on Invested Capital (ROIC) (Muhammad, Rehman, and Waqas, 2016; Bui, 2016); and Gross Operating Profit (GOP) (Vural, Sokmen and Cenenak, 2012); Net Operating Profit (Lazaridis and Tryfonidis, 2006). Market value is a metric that reveals shareholders' long-term expectations for profitability, such as Tobin's Q (Vural, Sokmen, and Cenenak, 2012).

The concept of the term business itself is associated with the term profit. The basic purpose of any business unit is to make a profit because all the factors of production demand its own share of revenue of the business in order to remunerate their sources (Serrat, 2019). Profit alone is the primary factor that determines the survival and growth of business units whether it is small or big (Al-Kassem, 2017). If a company could not make a profit for a number of years, definitely that organisation will disappear from the business fields. Thus, profitability is the prime most objective of any business organisation. There are different types of profitability like profit on

the general business activities such as gross profit or net profit (Kim and Lee, 2021). Profitability like Return on Investment where it is meant the overall return derived for a particular year for total investments both fixed and current assets. Thus, the first measure considered for organisational performance and success is its profitability (Prasad, 2015).

The book value used in this thesis is ROA. It shows the historical performance of the firm (ROA). Others are like Use return on assets (ROA), return on equity (ROE), net interest margin (NIM) and profit margin (PM) from Nzitunga (2019), Pham et al. (2020), Nyeadi et al. (2018).

2.6.3.4 Strategic Decision Making

Decision making is the process of selecting a course of action from among the many alternatives. Strategic decision making is the prominent task of the senior management. In the process of strategic management, the basic thrust of strategic decision making is to make a choice in the right platform to be adopted for a course of action. It is criteria based decision making. The senior executives and managers of a company are in a unique position to make significant decisions. In other words, decision-making is the method by which managers become aware of and attempt to resolve organisational problems (Aydiner et al., 2019). According to Harris (2009), making decisions involves identifying and choosing from a number of possibilities based on personal preferences. This category encompasses all processes that occur between thinking and doing and are antecedents of behaviour (Aydiner et al., 2019).

By creating plans for the future, strategic decision-making seeks to increase the likelihood of a company's long-term success (George et al., 2014). Strategic decision-making is a particular type of decision-making that includes decisions that are significant in terms of actions taken, resources committed, or precedents set. Rationality, Creativity, Variability, Subjectivity and Collectiveness are the guiding principles of strategic decision making in order to make right decisions. Henry Mintzberg, the celebrated management expert commented on

strategic decision making as “the key managerial process is enormously complex and mysterious drawing on the vaguest of information and using the least articulation of mental process. These processes seem to be more related and holistic than ordered and sequential and more intuitive than intellectual” (Norris, 2013). Thus, it is more important that strategic decision making is difficult to perform due to the fact that it could not be analysed and explained easily. A lot of intelligible information from the business environment are really required for effective strategic decisions. Thus, information management of the business organisation plays a crucial role in supplying very vital information to the top management for successfully involving in strategic decision making process. Strategies of the organisations are evolved from strategic decision making (Mondy, 2012). Awasthi and Varman, (2003) provided 6 determinants for strategic decision making which are as follows; 1. Rational decision-making. 2. Speed of decision-making. 3. Formalization in decision-making. 4. Participation in decision-making. 5. Influence in decision-making. 6. Type of decision-making. These determinants are adopted by this thesis.

2.6.3.5 Corporate Reputation

Corporate Reputation (CR) is the public image of a company in the society. Another sense, it is how the company is perceived by its stakeholders. Thus, a company’s CR is the sum of all views and believes held about the company based on its history of performance and future prospects in comparison to its competitors. There are three elements of reputation in terms of corporate reputation. They are brand reputation, organisational reputation and stakeholder reputation (Mihalj, 2019); aligning three vital factors such as to build, sustain and protect on organisation’s reputation in the form of image, identity and personality. Organisational image is what the stakeholders think of the company. The identity of a company is “what the company says it is”. Personality as a part of corporate reputation which means “what the company is all about”. The main components which make the corporate reputation are its ethical stand, financial performance, leadership quality and its reliability. Equally

important in the matter of corporate reputation are its customer focus, corporate social responsibility, emotional appeal, quality in dealings and the social approach of the management team.

CR is also described as a collective impression of the firm's past activity and beliefs about its future activities by Newburry et al. (2019). According to Jeffrey et al. (2019), CR is a reputation that fosters loyalty and trust between customers and vendors. Additionally, a solid corporate reputation introduces new methods for hiring, developing, and keeping employees. CR refers to the extent and level to which a firm is taken into account and held in high regard for the opinions of its partners (Newburry et al., 2019). It can also be used to explain how each stakeholder views a company in terms of how well it will meet or surpass expectations (Rettab and Mellahi, 2019). Additionally, a company's reputation is influenced by market indications of its behaviour as perceived by stakeholders (Jeffrey et al., 2019). In addition, Nguyen and Pham (2018) discovered that CR is positively and directly influenced by perceived corporate social responsibility, hence, forming and maintaining client trust. Thus, corporate reputation as a concept has wider and long term impact on the organisational performance of companies (Mesta et al., 2023). Nguyen, and Pham (2018) and Pham (2020) found that company reputation is represented by employees' good feeling, trust, admiration and respect, overall image and public appreciation towards their organization.

2.6.4 Employee Commitment

Employee commitment has been conceptualised and quantified in a variety of ways; the perspective on commitment presented in this study is based on a three-component model that combines the key conceptualizations mentioned in the literature by Meyer and Allen (1990) and Allen and Meyer (1990) (1991). Three sorts of models are presented in the model. Affective, Continuance, and normative commitment are three types of organisational commitment. Hence, employees stay with a company because they want to be "AC," or

acknowledged that quitting would come at a considerable cost "CC" and/or feelings of responsibility to stay "NC" should be maintained (Allen and Meyer, 1993).

2.6.5 Relevant Past Studies

2.6.5.1 Recruitment Practices and Organisational Performance

One of the main responsibilities of human resource management is recruitment, which includes a variety of tactics for drawing in and selecting qualified applicants for both temporary and permanent roles. It also includes choosing people for volunteer or traineeship positions that do not pay. The connection between organizational success and the hiring process is supported by numerous studies. A statistically significant relationship between recruitment procedures and organizational performance was discovered on the effects of recruitment and selection on the performance of public water utilities in Tanzania (Greiner, 2015; Javed and Basheer, 2017).

According to Basheer et al. (2015), the recruiting and selection process has a major effect on an organization's performance by assisting in the achievement of its objectives. These procedures are vital when companies hire people who possess the necessary capabilities and can forecast their future performance.

Additionally, Mohammad, Darwish, Singh, and Khassawneh (2020) investigated how a particular set of HRM practices affects Organisational Performance in an expanding Middle Eastern market. Through two different questionnaires, hospital managers and HR departments in all private and public hospitals were targeted. Recruitment, training, and internal promotion from within all have a favorable and considerable impact on performance, as expected. Contrary to expectations, they discovered that advantages and rewards for performance were unrelated.

Another study (Nanor, A., Owusu, E., Senyah, M., Owusu, E., and Agyei, S., 2022). examined the effects of HR recruiting and selection procedures on the organisational efficiency of the Ghana-India Kofi Annan Centre of Excellence in ICT (AITI-KACE). Data from a sample

of 39 respondents were gathered for the study using a sequential explanatory mixed method methodology. Quantitative data was gathered and analysis was done using questionnaires. Interviews and focus groups were employed to collect qualitative data for analysis. The results of the study demonstrated that AITI-KACE has a recruiting and selecting policy, with which the company mostly follows, and both internal and external candidates were chosen. The findings also demonstrated a strong relationship between selection and recruitment procedures and company performance. The study's findings also demonstrated that there was no discernible connection between hiring competent employees and recruitment and selection procedures. The selection of candidates is mostly influenced by political and socioeconomic factors. The study made the recommendation that all potential employees should receive the same treatment during the hiring and choosing procedures. To ensure that the best and worthiest employees are hired, the study also suggested that established standards and procedures on the recruitment and selection processes be carefully followed.

Moreover, Omar, Rosman Md Yusoffa and Fadillah Ismaila Mem Ali (2019) explored the link between employee commitment, recruitment process, and performance of internal supply chain of manufacturing firms in the UAE. This study looked into how the hiring process and employee commitment affect the internal supply chain's effectiveness. The goal of the current study was also to look into how the recruitment practices influences the relationship between employee commitment and performance inside the company. Any recruitment process' primary goal is to find dedicated workers who will support a company in improving its performance. In order to close this gap, the study examined the relationship between performance, employee commitment, and recruitment procedures. The study examined the information received from 284 managers of manufacturing companies in the United Arab Emirates. The data were analyzed using AMOS structural equation modeling. The study's conclusions are consistent with the theories' conclusions. It is discovered that there is a positive and significant direct relationship between the recruitment process and the performance of

businesses, as well as between the different types of commitment and that performance.

In contrast, Suwanto, Van, and Kodama (2019) investigated how recruitment, selection, placement, and selection all affect performance as well as how placement affects performance and recruitment affects selection. It is necessary for recently hired staff to increase their output. Structural Equation Modeling (SEM) with the Partial Least Square (PLS) technique was used to process the technical data. Ninety workers made up the study's sample. The findings demonstrated that placement influenced performance, selection influenced placement, recruitment influenced selection, and selection influenced placement whereas Recruitment had no effect on performance.

According to Oginni et al. (2023), there is a moderate to substantial relationship between business performance and employment agencies and vacancy advertisements. One of the mediating factors in this association is employee dedication (Alansaari et al., 2019). Furthermore, the banking industry's organisational performance is significantly impacted by talent management strategies, including those related to hiring, selection, and learning and development (Moza et al., 2020). Employee recommendations, however, might have a detrimental effect on output (Oginni et al., 2023). Managers are encouraged to give quality-based hiring procedures precedence over quota or favouritism-based processes in order to maximize Organisational Performance (Clifford and Nwaeke, 2020). These results highlight how crucial strategic hiring procedures are in fostering organisational performance in a range of sectors.

In a nutshell, most of the studies emphasize the strong link between Recruitment Practices and Organisational Performance. These works are frequently very important for human resource managers or other professionals in the company. Nonetheless, non-specialists and line managers occasionally make choices about hiring and choosing employees (Basheer, Khorrami, and Hassan., 2018). Because of this, all managers have a sense of responsibility, suggesting that HR managers might take on a more active role that extends beyond support and

advice to include tight collaboration with those in charge of onboarding new hires.

2.6.5.2 Employee Commitment and Organisational Performance

An employee's desire and level of self-efficacy in owning the vision and mission of an organisation is reflected in their level of Organisational Commitment. Employee responsibility and effort in completing work-related duties are a reflection of their level of personal commitment (Lee and Steers, 2017). The dedication of lecturers to their organisations has a significant impact on their efforts to support and assist their institutions in accomplishing their future objectives.

Lee and Steers (2017) defined Organizational Commitment as an individual's bonding and involvement in an organization. Therefore, for an employee to attain organisational commitment, the employer needs to play a role in ensuring engagement happens. Lee and Steers (2017) highlighted three essential components pertaining to commitment, which are trust and organisational values, readiness to strive for the organization and high devotion to remaining in the organization. Hence, commitment is not only limited to trust and feelings but also through an individual's behavior. According to Meyer and Allen (1991) commitment is the individual's high acceptance regarding the organisational objectives and values, as well as the individual capability to endeavor and be retained in the organisation.

In Al Ansaari et al. (2019), a dedicated worker has a strong propensity to be willing to generate additional products through extending creativity and innovation in their day-to-day work, which Lee and Steers (2017) claim keeps the organization competitive. In Omar et al's. (2019) study, the first hypothesis's findings show a strong and positive relationship between Organisational Performance and the Recruitment Process. There is a strong and positive relationship between Employee Commitment and the Recruitment Process. In the meantime, there is a strong and positive relationship between Organisational Performance and Employee Commitment. The mediation's outcomes demonstrate that employee commitment provides only

a partial mediation. In short, employee commitment only partially mediates the relationship between Recruitment Process and Organisational Performance.

Meanwhile Andrew (2017) sought to determine how employee commitment affects Organisational Performance in the Eravurpatru Divisional Secretariat in the Sri Lankan district of Batticaloa. Organisational Performance is the dependent variable whereas the three Commitments-Affective, Normative, and Continuous- acted as independent factors. According to the findings, the Eravurpatru Divisional Secretariat's Organisational Performance is substantially linked with the commitment of its employees (affective, normative, and continuous). The conclusion show that the three commitments and Organisational Performance are positively connected. The results have also demonstrated a substantial link between Organisational Performance and the three independent variables at play.

Taiwo et al. (2022) look into the motivation of Hong Kong construction workers. The study found that extrinsic and intrinsic rewards, hygiene concerns, motivators, and some demographic characteristics like age and experience all influence motivation in the construction business. Employee performance and training and development have a good correlation, according to a study done in the Indian construction sector (Misra and Mohanty, 2021). The connection between psychological contracts and worker performance has been investigated in South-East Nigeria (Ihedimah,2020). In construction businesses, job security is the most essential motivator, followed by pay and advancement opportunities; accepting responsibility is the least motivating aspect, per a Kuwaiti study (Soliman, 2021).

Gregorius Agung W.D et al. (2023), and Kumari and Dubey (2018) also produce positive findings. The study by Kumari and Dubey (2018) supports these conclusions by demonstrating how HRM procedures, particularly hiring, have a great influence on Employee Loyalty. Higher levels of commitment result in better Organisational Performance, including higher productivity and staff retention, according to their synthesis of scholarly sources. This

emphasizes how important it is for businesses to hire people who share their values. Using multiple regression and path analysis, Gregorius Agung W.D et al. (2023) shows that employee engagement and organisational commitment are essential for superior performance, with strategic leadership acting as a key mediating factor.

Effective hiring procedures, according to their findings, encourage greater levels of involvement and dedication, which, when bolstered by strategic leadership, improving Organisational Performance. When taken as a whole, these studies highlight how important strategic hiring procedures are to building Employee Loyalty and achieving Organisational Success. They offer a thorough framework for comprehending how HRM tactics may be improved to produce better results, highlighting the fact that hiring is a strategic function that has a big impact on the performance and efficacy of organizations rather than just being a routine chore. Organisations can create a dedicated staff that promotes sustainability through efficient hiring.

These studies mainly see the impact of Employee Commitment varies on Organisational Performance. Some studies show fully significant relationship whereas some show only partial mediation effect. These results reflect the dire needs to direct top management's efforts to raise employee commitment levels. Moreover, hiring employees who are likely to stay with the company will hire them with loyalty, which will have a significant impact and give the company a competitive advantage. However, while Employee Commitment partially explains how Recruitment Practices relate to Organisational Performance, there are likely other influential factors at play. Recognizing this partial mediation helps in understanding the broader spectrum of how Recruitment Practices impact an organisation's overall success, beyond just Employee Commitment.

2.6.5.3 Recruitment Practices and Employee Commitment

Few studies cover the relationship between Recruitment Practices and Employee

Commitment. Konradt, Oldeweme, Krys and Otte (2020) discovered that the perceptions of fairness decreased nonlinearly throughout the selection process using a random-effects meta-analysis of 14 trials with at least two measurement points. The decline was more pronounced for those whose initial expectations of fairness were higher.

Employee Commitment is largely influenced by process, which also has an indirect impact on Organisational Success. Gilani and Cunningham (2017) stated that there are numerous stages in the hiring process where a thorough analysis of the position must be completed. These stages include defining the requirements, creating job descriptions and specifications, establishing the terms and conditions of employment, piquing candidates' interests, and examining and evaluating applicants' alternate sources both inside and outside the company. Prior to hiring someone for an existing position or creating a new one, the job analysis program typically generates information that is converted into the significant productivity of the job description and the individual specification, which specifies what has to be done and by whom. Each employee's dedication, loyalty, and level of participation are outcomes of the hiring process.

In summary, these studies show that any organisation's hiring procedure gives it a chance to learn in-depth information about the abilities and competencies of every person who will eventually become a member of the team, as well as giving new hires an equal chance for appraisal. This could have led to the development of a synergistic relationship, which strengthens organisational and employee engagement.

2.6.6 Mediating Effects of Employee Commitment

Human resource management has grown in significance recently as businesses have come to understand that, in addition to other productive assets, their workforce is one of their most valuable assets (Meyer et al., 2002). Given this, companies are more concerned with hiring and choosing their staff because employee retention is a major worry for them these days and

commitment is directly correlated with it (Lee and Steers, 2017).

In addition to ensuring that the best applicants are chosen, the recruitment process has a big impact on individual and organisational performance. There is agreement in the literature on the subject of HRM and organisational performance regarding the connection between Hiring Success and Organisational Performance.

Hiring the incorrect person, particularly in the operations area, results in higher training costs as well as additional expenses due to the employee's failures at work (Lee and Steers, 2017). Employee commitment is an important concern, and related problems including rising hiring costs and high employee turnover have made firms increasingly aware of this issue. Employee commitment is becoming one of the most important factors in determining how well an organisation performs (Mowday et al., 2013). Mahmood et al. (2016) claim that employee commitment is significantly impacted by the hiring procedure. Therefore, we might contend that the performance of a company's supply chain and the types of employee commitments it receives are significantly influenced by the hiring process.

2.6.7 Proposed Theoretical and Conceptual Framework

2.6.7.1 Theoretical Framework: Resources Based View (RBV) Theory

Many academics in the field of management have studied the resource-based view theory. Understanding the notion of a firm's resource through the operation management lenses is crucial to comprehending the concept of RBV. Resources are described as a firm's material and intangible assets that can be applied to gaining a competitive edge. These include, but are not limited to, well-known brands, in-house technological expertise, knowledgeable workers, equipment, machinery, and sophisticated systems (Wernerfelt, 1984; Rivard et al., 2006).

The theory of the growth of the business, written by Penrose in 1959, contains the earliest study on RBV and describes a firm as a collection of resources (Wernerfelt, 1984; Rivard et al., 2006). RBV places more of an emphasis on managing internal resources than

those that are brought in from outside the company through an outsourced mechanism (Coates and Mcdermott, 2002). Wernerfelt's work on the resource-based view of the business, however, brought the resource-based perspective more attention from researchers and practitioners in the 1980s (Wernerfelt, 1984; Hart, 1995).

It is recognised as a paradigm that aids numerous industries in gaining a competitive edge through the three qualities of valuable, non-transferable, and challenging-to-imitate resources (Hart, 1995). This is accomplished by comprehending the position of resources and how to manage them throughout time in order to assess the firm's profitability and to attain higher performance (Wernerfelt, 1984).

2.6.7.2 Basic Characteristics of RBV Towards Competitive Advantage

The resource-based viewpoint focuses on how the company manages its internal capabilities (resources), as opposed to the market-driven perspectives, which are impacted by economic and external variables (Rivard et al., 2006). The three primary traits that the resource-based perspective must possess are value, rarity or uniqueness, non-transferability, and difficulty in replication in order to maintain a competitive edge (Peteraf, 1993; Hart, 1995). Although several authors have characterised these traits slightly differently, it is generally accepted that they are similar to the four traits mentioned before.

In general, a resource must be valuable to the company in order for it to maintain a competitive advantage. The resource must also be scarce or unavailable to rivals. The state of a resource being non-transferable is when it cannot be spread broadly across the industry or, in other words, when it has defective mobility (i.e., when it has a complex or exclusive logistical structure). When the resources are either highly technological, need expert skills, or are socially complicated and involve a wide range of expertise that would be difficult for competitors to duplicate, the fourth attribute is fairly tough to replicate (Hart, 1995).

2.6.7.3 The proposed conceptual framework

The review of literature discusses relevant topics for the research including Recruitment Practices, Organisational Performance and Employee Commitment. which are used to develop the conceptual framework for the research.

The proposed framework of the research from which the hypothesis emanates is presented in Figure 2.1.

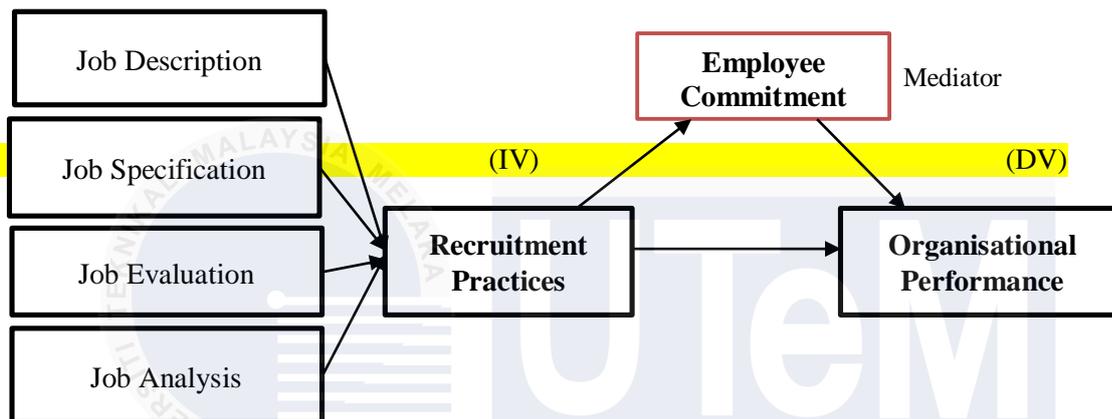


Figure 2.1: Proposed Conceptual Framework of the Study

The current study's model was built by using the resource based View (RBV) theory. The Theory states that an organisation's internal resource capabilities are the foundation for earning a higher-than-average return and determining its competitive advantage (Lin and Wu, 2014). Differences in firm performance over time, according to this view, are mostly due to their particular resources and talents, rather than the industry environment. RBV focuses on the development of internal company resources, in which businesses acquire diverse resources and create unique capabilities, and that difference in resources and capabilities provides the foundation for firms to gain a competitive advantage (Armstrong and Taylor, 2014).

Thus, the independent variable Recruitment Practices have 4 constructs namely Job description, Job Specification, Job Evaluation and Job Analysis. Moreover, the dependent variable is organisational performance comprising six constructs such as Productivity, Satisfaction, Profitability, Strategic Decision Making and Corporate Reputation. It is assumed

that there is a significant, positive relationship between Recruitment Practices and Organisational Performance. The study is undertaken for establishing the impact of recruitment practices on Organisational Performance in the public organisations in the UAE. The impact of Recruitment Practices on Organisational Performance is assumed to be mediated through Employee Commitment as found in most literature. The mediator is Employee Commitment which comprised Affective, Normative and Continuance constructs. This framework is utilized and analyzed to prove the hypotheses, hence providing answers to the research questions.

2.7 Summary

This chapter highlights the review of literature in terms of Human Resource management and its recruitment processes. The conceptual framework is derived based on the extensive literature review done for the study. The constructs for independent variables of recruitment factors are as follows; a) Job Description, b) Job Specification, c) Job Evaluation, and d) Job analysis. Organisational performance is the dependent variable with the constructs; Productivity, Satisfaction, Profitability, Strategic Decision Making and Corporate Reputation whereas employee commitment acts as a mediator. Next chapter presents the methodology section of the thesis.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The overarching goal of the proposed study was to determine the relationship between Recruitment Practices and Organisational Performance through Employee Commitment in the UAE public, energy organisations. In addition, the features and components of recruitment practices deemed essential utilised by these companies were worth investigated. This focus is informed by the acknowledgement that factors serve as a foundation for competitive performance, mainly by ensuring that the appropriate workforce is sourced for in the market and put to productive use within the organisation. The role of Employee Commitment in mediating the relationship between Recruitment Practices and Organisational Performance was also examined. To achieve this aim, the proposed research was organized around a set of objectives. The study objectives were as follows:

1. To investigate the effect of Recruitment Practices on Organisational Performance.
2. To examine the relationship between Employee Commitment and Recruitment Practices.
3. To examine the relationship between Employee Commitment and Organisational Performance.
4. To analyse the roles of Employee Commitment in mediating the effect between Recruitment Practices and Organisational Performance.

To achieve the above objectives, a set of research questions were developed to serve as a further guide for the research activities. They included the following:

1. What is the effect of Recruitment practices on Organisational Performance in the UAE public organisations?
2. What is the relationship between Employee Commitment and Recruitment Practices?
3. What is the relationship between Employee Commitment and Organisational Performance?
4. What are the roles of Employee Commitment in mediating the effect between Recruitment Practices and Organisational Performance?

3.2 Research Design

For a more accurate estimation of the link between variables, the research used the descriptive research design. It often requires more extensive samples of the cross-over experiment (Murphy, 2017; Silva et al., 2016). The larger sample sizes eliminate bias incidents in the estimation of the relationships between the dependent and the independent variables (Boros, 2018). It will establish associations between variables rather than focusing on establishing causality. The author notes the effect of subject characteristics and their impacts on the phenomenon under observation (Boros, 2018). The study mitigated the issue by using heterogonous samples of subjects and accurately determining the factors. Hence, the unique subject characteristics have a direct impact on the relationship under investigation. The subject factors were included in the analysis. For more accurate results, variables that linked the subject's treatment mechanisms were measured. Since it is an unblended experiment, measuring the variables would facilitate a more apparent establishment of the placebo effect.

3.2.1 Research Paradigm

This research applied positivist research approach to guide the overall direction based on actual concepts and the fundamental nature of knowledge. According to the positivism approach, reality in research is independent of humans, and therefore, researchers should try to use an objective process when observing reality. For this study, the positivism approach focused

on testing the hypothesis scientifically, identifying mathematical and logical proofs based on statistical analysis. Therefore, adequate sample sizes were used to yield more precise and objective data.

The study used the positivist research approach because positivist prescriptions address the symptoms instead of the root causes of the issue. The positivist approach has influenced research practices, especially social research, since the beginning of the 20th century (Korkmaz, 2017).

3.2.1.1 Positivism

According to the positivist paradigm, researchers should observe social phenomena empirically and use logical analysis for explanations. The methodological individualism that characterises the approach insists on micro-level experimentation to eliminate the varied and numerous complexities of the physical external world. For example, it eliminates unnecessary socio-economic and psychological linkages between crime and unemployment (Garcés Velástegui, 2016). If applied to this study, it would explain why individuals with a background of crime are not likely to be employed. However, it would still be challenging to examine aspects like suicide tendencies that may not be readily observable during the recruitment process.

3.2.1.2 Quantitative Methods

The research used quantitative research to enable the systematic investigation of the recruitment practices of the UAE. More precisely, the study used questionnaires to collect quantifiable data. Data were analysed by using computational, mathematical, and statistical techniques. The researcher chose the quantitative approach to gather data and information from existing government entities that use a broad range of recruitment practices. It used a random sampling technique to select the participants and subsequently sent online surveys, questionnaires, and polls for accurate data collection (Korkmaz, 2017). The approach facilitated

the depiction of the results in numerical format. A thorough and correct understanding of the numerical results enabled predictions of future trends in the sector and facilitate relevant recommendations.

3.3 Research Hypotheses

Collins English Dictionary (2019) states that “a hypothesis is an idea suggested as a possible explanation for a particular situation or condition, but which has not yet been proved to be correct”. Cambridge Dictionary (2018) presents “a hypothesis is an idea or explanation for something that is based on known fact but has not yet been proved”. Research hypotheses for this research are developed based on the following constructs:

3.3.1 Recruitment Practices and Organisational Performance

Recruitment is the process of recruiting and producing a pool of qualified people interested in working for a company (Bratton and Gold, 2017). This suggests that candidates with the qualifications and experience most closely related to the job demands may be chosen in the end. Organisations grow concerned when the cost of a recruitment error is considerable. There is a link between Recruitment and Organisational Performance. Lee and Steers (2017) found that hiring the wrong person, particularly in the operations area, not only increases the training costs but also other costs as well.

According to Price and McGillis (2014), the goal of recruiting is to obtain a large number of eligible and qualified individuals at a low cost to meet the goals of the company. Recruitment and selection have a critical influence in shaping an organisational performance and effectiveness if employers can find talented and qualified personnel and make accurate predictions about their future capabilities. Furthermore, recruiting and selection play a critical part in ensuring an individual's performance and the success of the company. Some studies reveal the link between the two constructs. For example, Mahmood et al. (2016) investigated the effect of recruitment and selection on the performance of Tanzania's public water utilities

The outcomes of the study show a statistically significant relationship between Organisational Performance and Recruitment and Selection.

H1: There is a positive, significant relationship between the Recruitment Practices and Organisational Performance in the UAE public, energy organisations.

3.3.2 Recruitment Practices and Employee Commitment

Employees are also one of the company's most valuable assets. Given this, businesses are more concerned with staff recruitment and selection, as commitment is linked to employee retention, which is a key factor in business success. Nowadays, this is a major source of concern for businesses (Lee and Steers, 2017). Recruitment and selection have an impact on a company's bottom line. According to Gilani and Cunningham (2017), there are several phases in which a thorough analysis of the job must be carried out, including defining the requirements, preparing job specifications and descriptions, establishing employment terms and conditions, attracting candidate interest, and reviewing and evaluating alternative sources of applicants both inside and outside the corporation. Before recruiting for a current or new position, the job analysis programme frequently produces information that is translated into significant productivity of the job description and individual specification, which is what should be accomplished and who is doing it. It is critical to save and invest time in gathering the necessary information about the type.

H2: There is a significant positive relationship between the Recruitment Practices and Employee Commitment in the UAE public, energy organisations.

3.3.3 Employee Commitment and Organisational Performance

The recruiting process is a method of ensuring that the best applicants are chosen, while at the same time it is a method of ensuring that the right people are chosen with a strong connection to both employee and organisational performance. The literature on the subject is rather limited. Lee and Steers (2017) found that the extent that employees show their

responsibility and effort in executing work-related tasks subject to their self-commitment level. In short, employee self-efficacy in owning their work is reflected in organisational commitment, and responsibility for an institution's vision and mission. Further, they found that the employee commitment to continuing provide excellent service support and service to their institutions in accomplishing the institutions' future goals are heavily influenced by their dedication to the organization. The employee's view that their job is respected and important. Employee commitment such as normative commitment, affective commitment, and continuation commitment has major implications (Meyer and Allen,1991). It impacts on the performance of the organisation in the realms of financial, operational, safety and environmental, and social responsibility. As a result, in order to explain the employee-employer relationship, dedication and consistency in performance, the following hypothesis has been offered in the current study.

H3: There is a significant positive relationship between Employee Commitment and Organisational Performance in the UAE public, energy organisations.

3.3.4 The Mediating Role of Employee Commitment on the Relationship Between Recruitment Practices and Organisational Performance

Employee commitment is a critical issue, and associated challenges such as rising hiring costs and high turnover have caused firms to pay more attention to employee commitment. It is becoming one of the most important factors of an organization's effectiveness (Mowday et al., 2013). The recruitment process, according to Mahmood et al. (2016), has a considerable impact on employee commitment. As a result, we can conclude that Employee Commitment has a major impact on the relationship between recruitment practices and firm performance. As a result, the following hypothesis has been offered in the current study:

H4: The Employee Commitment mediates the relationship between Recruitment Practices and Organisational Performance.

3.4 Population

According to Sekaran, population is a total group of elements that have at least one thing in common. The following statistics are derived from the Statista, (2022). Since ADNOC was founded in 1971, Abu Dhabi National Oil Company has employed 55,000 people in total. The Emirates National Oil Company Group, which employed over 9,000 people starting in 1993, is made up of more than 30 connected businesses engaged in lubricant blending, retail, refining, storage, aviation, and supporting thousands of customers in 60 markets. Founded in 2005, Abu Dhabi National has employed 2,800 people and has developed into a well-known energy company in the last several years. Since its founding in 2010, the Sharjah National Oil Corporation (SNOC) has expanded, employing 333 people in total. This makes the population under study a total of 67,133 employees for the four government oil companies under study. It is out of this accessible study population that appropriate samples were identified.

3.4.1 Sample Size Calculation

Since we are dealing with a big population ($N > 5000$), the sample size calculation formula for large population was adopted as follows; $n = \frac{z^2 p(1-p)N}{z^2(1-p) + N(e^2)}$

where N is the population size, z -value of the standard normal distribution given the chosen confidence level, e is the level of precision, which is assumed to be 0.05, p is the degree of proportionality assumed to be 0.5, and n is the desired sample size.

By substituting into the above formulae,

$$n = \frac{z^2 p(1-p)N}{z^2(1-p) + N(e^2)}$$

$$n = \frac{64474.53}{169.75}$$

$$n = 379.8 = 380$$

the sample size for this study was 380 respondents, distributed proportionately across the four oil companies.

3.4.2 Simple Random Sampling

1. Describe the population

Evidently ADNOC, ENOC, Abu Dhabi National, and SNOC are the four government oil corporations that employ 67,133 people. Every employee of these businesses is qualified for selection.

2. Assign a Unique Identifier to Each Employee

- ADNOC employees: 1 to 55,000
- ENOC employees: 55,001 to 64,000
- Abu Dhabi National employees: 64,001 to 66,800
- SNOC employees: 66,801 to 67,133

3. Use a Randomization Method

Employ a randomization technique to select 380 unique numbers from the range 1 to 67,133. This was done using Random Number Generator/Integer Table to randomly select the required number of samples from the list in each stratum. Excel RANDBETWEEN function is offered by Excel to generate random integers in a specified Range. It returns random integers in the range that you specify: RANDBETWEEN (bottom, top). Obviously, bottom is the lowest number and top is the highest number in the range of random numbers that we want to get. Like RAND, Excel's RANDBETWEEN is a volatile function and it returns a new random integer every time the spreadsheet recalculates. For instance, to generate random integers between 1 and 311 (including 1 and 311), use the following RANDBETWEEN formula: =RANDBETWEEN (1, 311). The procedure was repeated for the rest of the industries. Consequently, the Abu Dhabi national Oil Company had 311 samples, the Emirates National Oil Company, 51 samples, the Abu Dhabi National Energy Company, 16 samples

and 2 samples from the Sharjah National Oil Corporation. Indeed, the samples of 380 employees were allocated proportionately across the 4 companies as shown in Table 3.1.

Table 3.1: Sample Size and Allocation

Population Category	Abu Dhabi national Oil Company	Emirates National Oil Company	Abu Dhabi National Energy Company,	Sharjah National Oil Corporation	Total
Population of Employees	55,000	9,000	2,800	333	67,133
	81.93%	13.41%	4.17%	0.50%	100.00%
Total respondent	311	51	16	2	380
Total respondent	380				

Source: CEIC data

3.5 Research Instrument

3.5.1 Overview

Quantitative methods focused more on describing employee’s demographic information and other aspects of employee performance. Questionnaire was used to collect data.

3.5.2 Survey Design

The main survey media for this research was online surveys (Saini and Kumar, 2021). The study chose the survey approach because it required inputs from the participants providing survey data and the researchers carrying out the survey. The study provided an outline of the

measured variables, required estimates, validity, and reliability needs to ascertain the relevance of the forecast along with any other resource limitations related to the survey.

3.5.2.1 Questionnaires

Questionnaire was the main method for collection of primary data. The questionnaire was designed to contain structured items on each of the variables of the study. The questionnaire survey method was opted because of its ease of administration and the fact that it can facilitate generating large volumes of data in a relatively shorter period of time (Kothari, 1990). Besides, questionnaires generate data that is quicker to analyze and they offer great room for anonymity.

The thesis used close-ended questions for better data collection. In the close-ended research design, the respondents provided predetermined responses to choose the most applicable answer. The response list included possible responses to reduce the chances of overlapping. The close-ended questions would, for example, ask the respondents to rate how much they agree or disagree with a statement and rate the responses using the Likert Scale (Saini and Kumar, 2021). The study prefers using close-ended questions because of relative ease in establishing each response frequency.

The instrument was adopted from Mahmood et al. (2016); Meyer and Allen (1990); Allen and Meyer (1990) (1991); (Allen and Meyer, 1993) for variables on Employee commitment. Recruitment practices from Humburg and Van der Velden (2015) and Noe et al. (2006) and Organisational Performance variables were derived from Ospina and Schiffbauer (2010); VedantSingh, AkshayKumar and TejSingh (2018); Nzitunga (2019), Pham et al. (2020), Nyeady et al. (2018). Awasthi and Varman, (2003); Nguyen, H.N (2018) and Pham, L.X. (2020). Next, data analysis is described for later statistical analysis. Table 3.2 illustrates the framework source.

Table 3.2: Framework Source

Variable	Source
Recruitment practices	Van der Velden (2015); Noe et al. (2006)
Organisational Performance	Ospina and Schiffbauer (2010) ;Singh et al. (2018); Nzitunga (2019), Pham et al. (2020), Nyeadi et al. (2018).Awasthi and Varman, (2003) ;Nguyen, H.N (2018) and Pham, L.X. (2020)
Employee Commitment	Mahmood et al. (2016); Meyer and Allen (1990) ;Allen andMeyer (1990) (1991) ; Allen and Meyer (1993).

3.6 Data Analysis

The study used statistical methods to analyze quantitative data since it was marked with varied data points that should be calculated. Data collected from the quantitative dataset, including survey results, were loaded into the SPSS software to enable a faster analysis by using tables and charts to calculate the findings. Descriptive statistics was the first step in data set analysis to use descriptive statistics to find the top-level aspects such as mode, median and mean. Following the close examination of descriptive statistics, the cross-tabulation will allow the study to delve deeper into its data set (Uno et al., 2016). A cross tab was to identify relationships between variables and compare the findings of different demographic groups.

3.6.1 Quantitative Data Analysis

Various preliminary analyses are addressed in this chapter, including analysis of incomplete questionnaire, elimination of outliers, and assessment of data normality based on Skewness and Kurtosis. The sample of respondents is established followed by an evaluation of the constructs' reliability and validity, as outlined in Chapter 3. Each measurement model construct discussed in the previous chapter is initially tested by means of Exploratory Factor Analysis (EFA).

3.7 Validity and Reliability

In this study, both construct and internal validity were tested. Views from different categories of key stakeholders, including HRMs and executive committee members of the four National Oil Companies were solicited. In addition, attempts were put in place to define causality from the answers gotten from the respondents in the research.

3.7.1 Sample of Items and Measurement Instrument

Content Validity Index (CVI) was to establish whether the data collection instruments measured what it was intended to be measured. The following formula was used:

$$\text{CVI} = \text{Total Number of Valid Statements} / \text{Total Number of Statements.}$$

3.7.2 Instrument Assessment

Reliability is the degree to which a procedure yields comparable results when subjected to constant conditions at all times. Reliability implies that there should be no biases or error in the study (Bashir and Marudhar, 2018). For this research, the Cronbach's Alpha test for reliability was used. Data were fed into the system via the Statistical Packages for Social Scientists (SPSS) program and relevant computations performed.

The instrument was created using reviews of the literature and previous instruments. A questionnaire survey has been piloted to 32 respondents of the energy industry prior to the main study. Overall value of Cronbach's Alpha for the instrument is deemed suitable to measure Recruitment Practices and Organizational Performance. Hence, the instrument possess acceptable reliability values as values of all items ranged from Acceptable to Very good . In addition, factor loadings are quite high, which gives enough data on construct validity. The study's findings can help researchers to implement the instrument to measure recruitment practices and organizational development.

The Cronbach Alpha value in this study is found to range between 0.70 to 0.90. Given that (Muijs,2010) indicate that the value must be more than 0.7 for a test to be internally consistent,

this is regarded as being fairly acceptable. Additionally, factor loadings are quite high, which gives enough data on construct validity.

The results have revealed that nine factors represent the underlying structure of Recruitment practices and Organizational performance. These factors were labeled as: Job Description, Job Specification, Job Evaluation, Job Analysis, Productivity, Satisfaction, Profitability, Strategic decision making, and Corporate Reputation. These factors are found reliable and valid by past studies in terms of recruitment practices (Humburg & Van der Velden (2015); Noe et al. (2006) and organizational performance Ospina and Schiffbauer (2010); Vedant Singh, Akshay Kumar & TejSingh (2018); Nzitunga, (2019); Pham et al. (2020); Nyeadu et al. (2018); Awasthi & Varman, (2003); Nguyen, H.N (2018) and Pham, et al. (2020)

3.8 Pilot study

The respondents had to choose from a list of prepared answers in the close-ended study design. To lessen the likelihood of overlapping responses, the response list includes potential responses. For instance, the responses to the closed-ended questions would be graded on the Likert Scale according to how much the respondents agreed or disagreed (Saini & Kumar, 2021). The study used close-ended questions because of relative ease in establishing each response frequency.

The antecedents for recruitment practices and Organizational Performance are extracted from literature. Table 3.3 illustrates the antecedents.

Table 3.3: The antecedents for Recruitment Practices and Organizational Performance

RECRUITMENT PRACTICES	ORGANIZATIONAL PERFORMANCE
Job Description Job Specification Job Evaluation Job Analysis	Productivity Satisfaction Profitability Strategic Decision Making Corporate Reputation

Recruitment Practices had 4 constructs namely Job Description, Job Specification, Job Evaluation and Job Analysis. Moreover, Organizational Performance comprised six constructs such as Productivity, Satisfaction, Profitability, Strategic Decision Making and Corporate Reputation.

3.8.1 Samples

32 samples from energy industry personnel were participating in the pilot study. Hill (1998) recommended 10 to 30 individuals for survey research pilot studies. "Samples with N's between 10 and 30 have several practical advantages," according to Isaac and Michael (1995) (p. 101), including simplicity, ease of calculation, and the capacity to test hypotheses. Random sampling was utilized.

3.8.2 Reliability

Reliability is a measure to determine how well a research measurement is free of random error and how consistently a scale measures the same variable over time. Cronbach's alpha is the standard for evaluating reliability. When calculating the reliability of a scale, Cronbach's alpha is commonly used. It is recommended that Cronbach's alpha be greater than 0.7 to ensure

internal consistency (Memon & Rahman, 2014).

The reliability of a scale employed in a research instrument was assessed using internal consistency. The reliability of a scale was determined by measuring internal consistency, which is often done with Cronbach's alpha (Hair et al., 2010). Internal consistency reliability of a measurement model is indicated by values of 0.8 or 0.9 in advanced stages of research, whereas low reliability is indicated by values below 0.6.

The Cronbach's Alpha (CA) values for the current study were higher than 0.6 and 0.7, respectively. These results of 0.961, as shown in Table 3.4 indicating that the items used in the present research instrument to represent constructs possessed high reliability. Table 4 details the reliability values of all constructs.

This instrument was analyzed with SPSS 22.0 software. Cronbach's Alpha reliability analysis was used to test the reliability of the instrument for each factor or item tested. This method determines the internal consistency of items based on the correlation between items. The range of scale values for the alpha coefficient is between zero and one (0-1). A high alpha value indicates high consistency between items in a set and vice versa.

In Table 3.5, the value for Cronbach's Alpha of Job Description was 0.866, Job Specification, 0.925, Job Evaluation, 0.721, Job Analysis, 0.868. Organizational Performance was divided into 5 factors. The value of Cronbach's Alpha for factor 1 (Productivity) was 0.781, factor 2 (Customer Satisfaction), 0.839, factor 3 (Profitability), 0.876, factor 4 (Strategic Decision Making), 0.875 and factor 5 (Corporate Reputation), 0.920.

Overall value of Cronbach's Alpha for the instrument was 0.961. The value exceeds 0.70, indicating that the questionnaire items are deemed suitable to measure a concept. Hence, the instrument to measure "The Effect of Recruitment Practices on Organizational Performance through Employee Commitment possess acceptable reliability values. Values of all items ranged from Acceptable to Very good.

Table 3.4 Reliability Statistics

Cronbach's Alpha	N of Items
0.961	63

Table 3.5. Reliability values of Cronbach's Alpha

Construct	Number of Items	Cronbach's Alpha
Job Description	5	0.866
Job Specification	5	0.738
Job Evaluation	5	0.721
Job Analysis	5	0.868
Organizational Performance (Productivity)	5	0.781
Organizational Performance (Customer Satisfaction)	5	0.839
Organizational Performance (Profitability)	4	0.876
Organizational Performance (Strategic Decision Making)	7	0.875
Organizational Performance (Corporate Reputation)	4	0.920

In this study, the alpha coefficient method depends on the consistency of individual performance from one item to another (Taber, 2018). Findings from a pilot study using Cronbach's Alpha reliability coefficient show that this instrument has an internal consistency between 0.70 to 0.90. Table 3.6 shows the percentage of goodness (A rule of thumb) for the interpretation of Cronbach's Alpha value.

Table 3.6 (A rule of thumb) Cronbach's alphas value

Alpha coefficient	Justification
$\alpha > 0.9$	Very good
$\alpha > 0.8$	Good
$\alpha > 0.7$	Acceptable
$\alpha > 0.6$	Doubtful
$\alpha > 0.5$	Weak
$\alpha > 0.4$	Not acceptable

Source: George & Mallery (2001)

The table above refers to the percentage of goodness to interpret Cronbach's Alpha value, the higher the value of the alpha coefficient, the higher the reliability of an instrument (George & Mallery 2001). According to Alias (1997), the height of the coefficient value shows that the questionnaire items are uniform, that is, the difference in scores between individuals in the tested group is not very extensive.

The data analysis use SPSS version 20.0 of the Statistical Package for the Social Sciences. The researcher conducted a thorough search of the literature from theories, previous instruments, models, and previous research findings for the concepts linked to Organisational Performance and Recruitment practices in order to achieve content validity of an instrument.

3.8.3 Face validity

Two experts have given comments on the instrument. A few adjustments have been made in response to the given criticisms as featured in Table 3.7.

Table 3.7 Experts' comments and adjustment

Name and Field	Comment	Adjustment made
Assistant Professor x Strategic Management	1. It would be very hard for me to leave this organization right now, even if I want to. 2. The best way to ensure awareness	Change to : 1. Leaving this organization would be challenging for me at this time, even if I desired to do so. 2. One of the best ways to ensure

	<p>at all levels of the organization is to conduct briefing sessions with groups of employees on the essence of the job evaluation system.</p> <p>The question effectively emphasizes the importance of briefing sessions, but it could benefit from clarification. Instead of implying that briefing sessions are the 'best' way, it might be more balanced to state that they are 'one effective method' among others. This would acknowledge alternative approaches such as one-on-one mentoring or interactive workshops, which could also contribute to organizational awareness</p>	<p>awareness at all levels of the organization is to conduct briefing sessions with groups of employees on the essence of the job evaluation system.</p>
<p>Ass. Prof Y Business strategy, entrepreneurship, operations</p>	<p>The best way to ensure awareness at all levels of the organization is to conduct briefing sessions with</p>	<p>While the item correctly highlights the role of briefing sessions, it would be useful to specify the frequency and</p>

<p>management, and supply chain strategy</p>	<p>groups of employees on the essence of the job evaluation system.</p>	<p>format of these sessions. Awareness at all levels depends on consistent reinforcement, so adding a mention of regular intervals—such as quarterly or semi-annual sessions—would strengthen the practical applicability of the statement. Additionally, incorporating engagement techniques, like case studies or interactive discussions, may enhance its effectiveness. Change to: One of the best ways to ensure awareness at all levels of the organization is to conduct quarterly briefing sessions with groups of employees through meetings on the essence of the job evaluation system.</p>
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3.8.4 Construct validity

Bartlett's test statistic is big and significant (p.value close to 0), as expected. It is acceptable because the Kaiser-Meyer-Olkin (KMO) measure is greater than.3. When there are multiple loadings, meaningful interpretations must be carefully made because only factor loadings greater than 0.3 are counted towards any factors (Muijs, 2010). All variables can be used in the study because the KMO values are above 0.3 and the variable collinearity values are both above

0.4. The value of factor loadings towards all factors are quite high, hence, providing enough information on construct validity. Table 3.8 highlights the value of KMO and Bartlett's test for all factors.

Table 3.8: KMO and Bartlett's test values

KMO and Bartlett's Test		F1	F2	F3	F4	F5	F6	F7	F8	F9
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.761	.583	.751	.808	.640	.788	.432	.832	.814
Bartlett's Test of Sphericity	Approx. Chi-Square	94.886	47.122	36.513	75.051	105.136	64.390	144.026	104.768	104.768
	df	10	10	10	10	6	10	21	6	6
	Sig.	.000	.000	.000	.000	.000	.000	.000	.000	.000

Eigenvalue must be more than 1.0 to be valid. Hence the results in Table 3.9 indicated all factors score more than 1.0. Hence, indicating that all components were retained.

Table 3.9: Total Variance Explained

Component	Total Variance Explained					
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.393	67.856	67.856	3.393	67.856	67.856
	.632	12.640	80.497			
	.449	8.980	89.476			
	.442	8.841	98.317			
	.084	1.683	100.000			
2	2.527	50.538	50.538	2.527	50.538	50.538
	1.132	22.648	73.185	1.132	22.648	73.185
	.642	12.842	86.028			
	.483	9.658	95.686			
	.216	4.314	100.000			
3	2.551	51.020	51.020	2.551	51.020	51.020
	.981	19.613	70.633			
	.623	12.466	83.098			

	.443	8.866	91.964			
	.402	8.036	100.000			
4	3.315	66.298	66.298	3.315	66.298	66.298
	.710	14.191	80.489			
	.416	8.317	88.806			
	.350	6.993	95.799			
	.210	4.201	100.000			
5	2.753	55.054	55.054	2.753	55.054	55.054
	1.114	22.270	77.324			
	.550	10.995	88.318			
	.357	7.133	95.452			
	.227	4.548	100.000			
6	3.050	60.998	60.998	3.050	60.998	60.998
	.792	15.846	76.844	.792	15.846	76.844
	.634	12.681	89.524			
	.283	5.653	95.177			
	.241	4.823	100.000			
7	2.924	73.105	73.105	2.924	73.105	73.105
	.760	18.998	92.103			
	.273	6.821	98.924			
	.043	1.076	100.000			
8	4.227	60.382	60.382	4.227	60.382	60.382
	1.381	19.722	80.104			
	.439	6.270	86.373			
	.311	4.447	90.820			
	.288	4.121	94.941			
	.259	3.702	98.644			
	.095	1.356	100.000			
9	3.248	81.204	81.204	3.248	81.204	81.204
	.471	11.771	92.975			
	.190	4.753	97.728			
	.091	2.272	100.000			

3.8.5 Discussion

Recruitment has larger ramifications for firms because the choice and admission of new employees affects the level of skills, talents, and performance indicators of the workforce, ultimately affecting firm performance as a whole. In other words, important measures like productivity and financial results are impacted by the company's selecting process. Therefore, a credible, trustworthy, and useful tool is required to assess how hiring practises affect

organisational performance. In order for other researchers to feel secure in the calibre of the data they later obtain, it is crucial, to provide the reliability and validity of a questionnaire.

The instrument was created using reviews of the literature and previous instruments. The Cronbach Alpha value in this study is found to range between between 0.70 to 0.90. Given that (Muijs,2010) indicate that the value must be more than 0.7 for a test to be internally consistent, this is regarded as being fairly acceptable. Additionally, factor loadings are quite high, which gives enough data on construct validity. The results have revealed that nine factors represent the underlying structure of Recruitment practices and Organizational performance. These factors were labeled as: Job Description, Job Specification, Job Evaluation, Job Analysis, Productivity, Satisfaction, Profitability, Strategic decision making, and Corporate Reputation. These factors are found reliable and valid by past studies in terms of recruitment practices (Humburg & Van der Velden (2015); Noe et al. (2006) and organizational performance Ospina and Schiffbauer (2010) ;Vedant Singh, Akshay Kumar & TejSingh (2018)) Nzitunga, (2019), Pham et al. (2020), Nyeadu et al. (2018).Awasthi & Varman, (2003) ;Nguyen and Pham (2018) and Pham, et al. (2020).

This study has identified 45 antecedents of Recruitment practices and Organizational performance from the literature. A questionnaire survey has been piloted to 32 respondents of the energy industry. Overall value of Cronbach's Alpha for the instrument is deemed suitable to measure Recruitment Practices and Organizational Performance. Hence, the instrument possess acceptable reliability values as values of all items ranged from Acceptable to Very good. In addition, factor loadings are quite high, which gives enough data on construct validity. The study's findings can help researchers to implement the instrument to measure recruitment practices and organisational development.

3.9 Data Analysis Strategies

The research's data were initially screened utilising methods like reliability analysis, normalcy testing, exploratory factor analysis, missing value analysis, and exploratory factor analysis (EFA). Every time a multivariate technique is used in data analysis, these steps are strongly advised (Hair et al., 2010). The program known as the Statistical Package for Social Science (SPSS) was used to oversee all of the early analyses. Additionally, the link between the research constructs was studied as part of the main analysis, and the Partial Least Squares Structural Equation Modeling (PLS-SEM) software was used to validate the research framework.

The Smart PLS 3.0 program, created by Ringle, Wende, and Becker (2015), was used for the analysis. The structural examination of the model, which required five processes, was one of the stages in the analysis's execution. According to Hair et al. (2014) and Henseler et al. (2015), the procedures involved testing the level association (significance or non-significant) among constructs in the model, power of variance (R^2), effect size evaluation, appraisal of model predictive weight, and collinearity evaluation. Any path coefficient that is positive and close to 1 (+1) is viewed by Hair et al. (2014) as having a strong positive link, whereas those with negative values close to minus 1 (-1) are seen as having a strong negative relationship. In particular, p-values (p.05) were utilized to assess the level of significance of the link between components, while t-values were obtained to assess the weight of the interrelationship among constructs. R-square (R^2) was used to illustrate the amount of variation explained by the exogenous factors (independent) on the dependent variable. Beta was used to show the indicator loadings as each construct predictive power of variance in the independent variable. The association between the independent variables was tested using correlation analysis with the aid of SPSS 23, and a threshold of 0.75 coefficient was selected.

3.9.1 Partial Least Squares-Structural Equation Modeling (PLS-SEM)

Ringle, Sartedt, and Moi (2010) claim that the PLS modelling approach offers a thorough method for evaluating causal relationships in route analysis with latent variables that are implicitly monitored by numerous indicators. Avkiran (2018) describes it as a non-parametric, multivariate approach based on iterative OLS regression with three essential elements: structural (inner model), measurement (outer model), and weighting scheme.

Similarly, Hair et al. (2014) argued that PLS-SEM is an appropriate analysis tool for the measurement of Likert-type measurement models. The current research framework comprised latent constructs that cannot be directly observed unless through several indicators, using the ordinal Likert-type scale. Hence, PLS-SEM was reasonably suitable for the assessment of the research framework proposed in this research.

3.10 Summary

The overall methodology highlights the scope of the study as the four government owned oil companies and their recruitment process and its overall effect on the companies' performance. The chapter further tackles the sampling population and sample size determination where representatives from the different companies sampled using the methods stated. The target demographic must be chosen and decided upon before investigations can begin. Overall, ethical considerations in data collection, analysis, coding, cleaning are hereby highlighted prior to the different data correction tools for the study. The different data testing criteria and analysis to come up with the different conclusions to the hypotheses and research questions have been tackled under this chapter. The next chapter will present the results and discussion ensuing from the analyses.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Introduction

As mentioned earlier in Chapter three, this study used quantitative method in which data were collected and analysed. The purpose of this chapter is to examine the effect of Recruitment Practices on Organisational Performance through mediating Employee Commitment which presents the findings from the collected data. This chapter illustrates survey response rate with the preliminary study and respondents' demographic characteristics. The purpose of this chapter is to analyse data and test the hypotheses. Various preliminary analyses are addressed in this chapter, including analysis of incomplete questionnaire, elimination of outliers, and assessment of data normality based on Skewness and Kurtosis. The sample of respondents is established followed by an evaluation of the constructs' reliability and validity, as outlined in Chapter 3. Each measurement model construct discussed in the previous chapter is initially tested by means of Exploratory Factor Analysis (EFA).

4.2 Data Editing and Coding

Following the collection of data from several energy companies, it has been presumed that the data collected will be updated to verify the mistake, completeness and steadiness of the data (Henseler et al., 2015). George et al. (2014) proposed editing should be expressed as part of the data handling and review. In accordance with Sekaran and Bougie's (2014) recommendations, this study deleted any surveys with more than 25% of the questions left unanswered and included all questionnaires that respondents completed with at least 75% of the required answers. Failed data is regarded as missing values (Gile and Handcock, 2017).

Gweon et al. (2017) proposed that coding can be used to assign numbers to each response and allow data to be transferred from questionnaire to SPSS. In this analysis, the

coding process was implemented by developing a file in SPSS, with numerical values pre-coded for all scale objects. After data was entered into the SPSS file in a manner to recognize any data entry errors, processes for data editing were initiated. Out-of-range values were updated by review of the initial questionnaire in the data file (Barchard and Verenikina, 2013).

4.3 Data Screening

The primary step of the data analysis was the screening used for missing data, outliers and normality (Malo et al, 2016). Gorondutse and Hilman (2014) indicated that the inspection of data would be helpful in ensuring that the data obtained was correctly entered and included in the study. These preliminary analyses are discussed in the subsections below.

4.3.1 Treatment of Missing Data

The handling of missing data has been a concern in statistics for some time, but in recent years it has come to the forefront. The current interest in missing data is largely due to the issues created by surveys and data from censuses (Pickles, 2005).

The possibility of missing data is still present after coding and, according to Little and Rubin (2014), having a data set with no missing data is unusual. Buhi et al. (2008) argued that the real cause of missing data usually arises when a respondent fails to answer one or more questions in the survey. There are two ways to determine the degree of missing data, first to estimate the sum of missing data, and secondly to estimate what data is missing (Mertler and Reinhart, 2016). Managing missing data, however, is more important than the sum of missing data because the arrangement of missing data has an advantage in determining whether missing data happens naturally or in relation to particular objects (Dong and Peng, 2013). Little and Rubin (2014) further indicated that the arrangement of missing data is randomly distributed among the questionnaires and if this procedure is not followed, then the missing data would lead to skewed estimates.

Gelman et al. (2014) suggested that the data must be screened in SPSS if more than 5 percent of the data are missing. According to Dong and Peng (2013), the random distribution of the missing data (there was no systematic error) has been determined by the random distribution of missing data. A review of the pattern of missing data using missing data analysis defines only random events, indicating that there is no problem with the data and that further study is possible (Enders, 2010). Missing data was found and distributed randomly, then it was replaced with the mean for each variable. According to Dong and Peng (2013), this method has been deemed the most effective because it is most commonly used to cover up missing values which is also used in this research.

In this research, a total of 500 questionnaire survey was distributed to the energy companies, which include several sectors as shown in the descriptive analysis. A set of 500 questionnaires were distributed online and only 377 was received with percentage of 75. The valid questionnaire was 377, which were within the needed sample size as per discussed in chapter 3.

4.3.2 Common Method Variance

When collecting data using survey questionnaires, there are two main biases that need to be resolved. Common method variance (CMV) is the first survey bias. This bias may occur when data for all variables in the study are collected from the same source. In this study all variables were employed to gather data from the same respondents who were the employees the targeted population. According to Podsakoff, MacKenzie and Podsakoff (2012), if common method bias exists, it may adversely affect the validity of the findings. To reduce the CMV, several measures can be taken including i) obtaining measures of the predictor and criterion variables from different sources, ii) separating the measurement of the predictor and criterion variables, iii) protecting the participants' anonymity and reducing evaluation apprehension, iv)

counterbalancing question order and v) improving scale items (Podsakoff et al., 2012).

CMV still remains in this study, despite controls such as enhancing scale items and collecting the surveys anonymously because the responses were all collected electronically, and the instruments utilised throughout the research were the same. Another remedy to overcome the common method variance was through Harman's (1967) single factor test.

Harman's (1967) one-factor test was used to check whether variance in the data can be largely attributed to a single factor. All items in this evaluation were loaded into a single common factor. If the single common factor's overall variance is less than 50%, the data will be unaffected by the common method bias. SPSS 24.0 was used to conduct a single factor analysis, which extracted only one fixed number of factors with no rotation. From the results, the common factor accounted 17.53 percent of the overall variance, which was less than 50%, indicating that the CMV had no effect on the data or the outcomes.

Non-response bias is another concern in questionnaire survey research as it can lead to inaccurate or misleading results. Nonresponse bias exists because the data collected may not adequately depict the population's characteristics. This occurs when those who respond to the questionnaire may differ significantly from answers obtained from those who did not respond. If this is the case, the survey's capacity to generalize its results to the whole population will be seriously impacted (Zikmund et al., 2013). In most studies non-response bias was the result of low response rates to survey questionnaires. However, in this study the responses collected were 371 which equals the targeted minimum sample size required, and therefore non-response bias was not an issue.

4.3.3 Assessment of the Normality

After the replacement of missing data with means of proposed variables, the scale data was assessed to settle on normality of distribution (Little and Rubin, 2014). Based on the

assumption that SEM and factor analysis both need constructs to be normal for distribution, it is essential to check the analysis on distribution of variables (Kline, 2015).

As the first step identified by Kleinbaum et al. (2013) about the distribution of the variables, Box and Whisker and leaf plots were used in order to check for outliers. According to Hooper et al. (2008) outliers refer to “Observations with a matchless combination of characteristics recognizable as definitely diverse from the other observations”. These outliers might be very high or very low scores and could result in weak statistics (Pituch and Stevens, 2016). Pallant (2013) suggested a score changing method whereby extreme values, denoting fewer than 5% of the data, were recoded to their closest values.

A number of methods can be used, in order to check for any actual divergence from normality. One common technique used to check for deviation from normality is skewness and kurtosis (Mertler and Reinhart, 2016). By using this technique, values for skewness and kurtosis should not be significant if the observed distribution is exactly normal. Some of the commonly used methods for determining the normality of data are calculating skewness and kurtosis, using Q-Q plots, and analysing the normality through Kolmogorov-Smirnov Test (Kline, 2015). Test indexes are highly sensitive to sample size. Therefore, its importance also increases significantly with a larger sample size (Pallant, 2013). In this study, Skewness and Kurtosis were used to ascertain the data normality.

4.3.4 Normality Statistics of Preliminary Measures

According to Savickas and Porfeli (2012), the skewness and kurtosis should be within the range of ± 3 . This thesis used skewness and kurtosis to assess the normality of the data, the measure was determined for each construct. Table 4.1 represents the results of skewness and kurtosis, which are deemed acceptable for the range of the skewness and kurtosis value for all the variables.

Table 4.1: Descriptive Statistics

	N	Skewness	Kurtosis	Std. Error of Kurtosis
	Valid			
JD1	371	-.406	-1.068	.274
JD2	371	-.369	-1.212	.274
JD3	371	-.334	-1.128	.274
JD4	371	-.445	-1.031	.274
JD5	371	-.515	-1.026	.274
JS1	371	-.543	-0.916	.274
JS2	371	-.360	-1.265	.274
JS3	371	-0.605	-0.718	.274
JS4	371	-.553	-0.956	.274
JS5	371	-0.585	-0.850	.274
JE1	371	-.389	-1.222	.274
JE2	371	-0.230	-1.299	.274
JE3	371	-0.298	-1.311	.274
JE4	371	-0.149	-1.269	.274
JE5	371	-.518	-0.892	.274
JA1	371	-.189	-1.288	.274
JA2	371	-.216	-1.228	.274
JA3	371	-.031	-1.319	.274
JA4	371	-.250	-1.206	.274
JA5	371	-.140	-1.465	.274
ECA1	371	-.354	-1.286	.274
ECA2	371	-0.146	-1.316	.274
ECA3	371	-.206	-1.233	.274
ECA4	371	-.099	-1.490	.274
ECA5	371	-.169	-1.182	.274
ECA6	371	-.282	-1.193	.274
ECN1	371	-.297	-1.273	.274
ECN2	371	-.414	-1.078	.274
ECN3	371	-.677	.866	.274
ECN4	371	-.337	.919	.274
ECN5	371	-.579	-.691	.274
ECN6	371	-0.314	1.372	.274
ECC1	371	-0.368	-0.815	.274
ECC2	371	-.687	-1.310	.274
ECC3	371	-.404	-0.857	.274
ECC4	371	-0.406	-1.267	.274
ECC5	371	-.369	-1.180	.274
ECC6	371	-.334	-0.573	.274
OPP1	371	-.456	-1.181	.274
OPP2	371	-.509	-1.068	.274
OPP3	371	-0.406	-1.212	.274
OPP4	371	-.418	-1.128	.274

OPP5	371	-.476	-0.997	.274
OPC1	371	-.282	.610	.274
OPC2	371	-0.406	1.292	.274
OPC3	371	-.322	1.005	.274
OPC4	371	-.362	.297	.274
OPC5	371	-.496	.938	.274
OPR1	371	-.551	1.382	.274
OPR2	371	-.403	.664	.274
OPR3	371	-.282	.197	.274
OPR4	371	-.450	.811	.274
OPS1	371	-.282	-0.573	.274
OPS2	371	-.834	-1.181	.274
OPS3	371	-.655	-1.068	.274
OPS4	371	-.362	-1.212	.274
OPS5	371	-.282	-1.128	.274
OPS6	371	-.606	-0.997	.274
OPS7	371	-.362	0.610	.274
OPCR1	371	-.362	1.292	.274
OPCR2	371	-.282	-1.193	.274
OPCR3	371	-.414	1.382	.274
OPCR4	371	-.369	1.813	.274

The descriptive statistics in Table 4.1 shows that the skewness and kurtosis were between -3 and 3, which indicated that data was normally distributed in line with Savickas and Porfeli (2012).

4.4 Demographic Analysis

The provided results offer a comprehensive view of respondents' demographics and characteristics within the context of UAE public energy organisations. First, in terms of gender, it is evident that a majority of respondents, comprising 67.39%, were male, while females made up 32.61% of the surveyed group.

Second, when looking at the age distribution, the largest segment fell within the 31-40 age range, representing 35.58% of respondents. Those aged 41-50 constituted the next significant group at 31.00%. Respondents under 30 years old accounted for 15.90%, while individuals aged 51-60 and over 60 made up 11.05% and 6.47%, respectively.

Moving on to education levels, diploma holders were the most prevalent among respondents at 42.59%, followed by those with a degree at 35.31%. Respondents holding certificates represented 10.51%, while those with MA/Sc/PhD degrees made up 11.59%.

Within the UAE public energy organisations, the HR and Admin department stood out as the most prominent, encompassing 57.41% of respondents. The Finance department followed at 30.73%. Legal Trade and Licence was represented by 8.89% of respondents, whereas the Complaint unit and other departments accounted for smaller percentages at 2.43% and 0.54%, respectively.

When considering respondents' positions within these organisations, operational supervisors constituted the largest group, making up 51.75% of respondents. Managers represented 31.00% of the total, while executive senior staff and executive junior staff accounted for 12.67% and 4.58%, respectively. Lastly, examining the duration of online government information usage, the data revealed that the highest percentage (41.51%) fell within the 10-15 years' category. Those who have been using it for 6-10 years made up 34.77%, whereas 11.32% have been using it for over 15 years, and 12.40% have been users for more than 5 years.

These insights collectively provided a detailed profile of respondents within UAE public energy organisations, encompassing gender distribution, age demographics, educational backgrounds, departmental affiliations, occupational roles, and the extent of experience with online government information use among this specific group of professionals. Table 4.2 shows the demographic analysis.

Table 4.2: Personal Profile of Respondents

No	Factor	Category	Number	Percentage
1	Gender	Male	250	67.39%
		Female	121	32.61%
2	Age	<30	59	15.90%
		31-40	132	35.58%
		41-50	115	31.00%
		51-60	41	11.05%
		>60	24	6.47%
3	Highest level of education	Certificate	39	10.51%
		Degree	131	35.31%
		Diploma	158	42.59%
		MA/Sc/PhD	43	11.59%
4	Department	Finance	114	30.73%
		HRand Admin	213	57.41%
		Legal Trade and Licence	33	8.89%
		Complaint unit	9	2.43%
		Others	2	0.54%
5	Position	Manager	115	31.00%
		Operational Supervisor	192	51.75%
		Executive Senior staff	47	12.67%
		Executive Junior staff	17	4.58%
6	How long have you been using online government information?	> 5 years	46	12.40%
		6-10 years	129	34.77%
		10-15 years	154	41.51%
		> 15 years	42	11.32%

4.5 Descriptive Analysis

4.5.1 Recruitment Practices (RP)

In the context of "The Effect of Recruitment Practices in the UAE Energy Industry," the results in Table 4.2 offered valuable insights into employees' perceptions regarding job descriptions and related processes, including job specification, job evaluation, and job analysis. First, when examining the job descriptions (JD), it is evident that employees held a generally positive view. The high mean scores across items like JD2, JD3, JD4, and JD5 (ranging from 4.1429 to 4.1941) indicated a consensus on the importance of clear job descriptions. This suggests that well-defined job descriptions are believed to enhance employee performance, guide employees in their current roles, and serve as a basis for performance feedback.

Second, the job specification (JS) aspect also reflected positive perceptions, as evidenced by the mean scores of 4.1024 and 4.0027 for items JS1 and JS2, respectively. This indicates that employees consider a well-implemented recruitment process instrumental in improving employee performance. However, there may be some reservations regarding the relationship between assessment scores and employee retention, as indicated by the slightly lower mean score for JS2.

Moving to job evaluation (JE), respondents valued understanding how to accurately fulfill their roles (JE2) and the importance of considering job requirements before recruiting (JE5) as reflected in high mean scores. Nevertheless, the lower mean score for JE3 (3.8167) implies potential shortcomings in employee training within the recruitment department, which could benefit from improvement.

Lastly, in the realm of job analysis (JA), the results continued to demonstrate a positive perspective. Items JA1, JA3, JA4, and JA5 all received mean scores above 4, emphasizing the necessity of briefing sessions, effective communication for successful job evaluation system implementation, the need for training for those involved in writing job descriptions, and the importance of completing job analysis thoroughly.

Overall, the high overall mean score of 4.0404 indicated that employees in the UAE energy industry view these Recruitment Practices, Job Descriptions, and related processes quite favorably. This positive perception can translate into improved performance, enhanced recruitment and retention efforts, more effective job fulfillment, and stronger communication and training within the sector. In essence, it underscores the importance of clear and well-defined recruitment and job-related practices in driving positive outcomes in the UAE energy industry.

Table 4.3: Descriptive Statistics Recruitment Practices

Code	Items	Mean	Std. Deviation	Confidence Interval
JD2	All vacant positions should be described clearly.	4.1671	0.64857	3.987 - 4.347
JD3	Job description increases performance of employees.	4.1941	0.641	4.016 - 4.372
JD4	I need to know the job description during my present responsibilities at workplace.	4.1563	0.6471	3.977 - 4.336
JD5	My organization must use job feedback of standard performance based on the job description	4.1429	0.6646	3.959 - 4.327
JS1	A proper implementation of a recruitment process improves the performance of employees.	4.1024	0.6537	3.921 - 4.284
JS2	Employees at my organization who score highly during assessment perform well in their work and then stay at the organization.	4.0027	0.71091	3.806 - 4.200
JS3	I was asked to answer interview questions but I still need to know what exactly are my duties after the interview.	4.0189	0.68353	3.829 - 4.208
JS4	Before a post is evaluated, interviews must be conducted with the immediate supervisor.	3.938	0.69277	3.746 - 4.130
JE2	I must understand how the job can be fulfilled accurately to perform in the work very well.	4.0162	0.5248	3.871 - 4.162
JE3	I have received few training sessions in the recruitment department.	3.8167	0.83429	3.585 - 4.048
JE5	Before recruiting new employees, I remind myself about the requirements of the job.	4.0162	0.60158	3.849 - 4.183
JA1	It is necessary to conduct briefing sessions before interview on the job post.	3.965	0.60302	3.798 - 4.132
JA2	The best way to ensure awareness at all levels of the organization is to conduct briefing sessions with groups of employees on the essence of the job evaluation system.	3.9542	0.62433	3.781 - 4.127
JA3	The communication process is critical to the successful implementation of the job evaluation system.	4.0916	0.59929	3.925 - 4.258

JA4	All employees involved with the writing of job descriptions need to go for training.	3.9973	0.64723	3.818 - 4.177
JA5	The analysis of job still requires to be done completely.	4.0674	0.63099	3.892 - 4.242
Overall	Overall	4.0404		

4.5.2 Employee Commitment (EC)

The results in Table 4.4 offered insights into employee commitment within the organization, covering affective, normative, and continuance aspects. Employees exhibited a strong emotional connection to the organization, as indicated by the positive mean scores for affective commitment (ECA1 to ECA6), ranging from 3.9515 to 4.0755. These scores reflected employees' feelings of belonging, attachment, and even sentimentality toward the organization. On the normative commitment front (ECN1 to ECN6), employees' express concerns about the potential consequences of leaving the organization, with mean scores varying from 2.7385 to 3.7925. While not universally tied to a sense of moral obligation, employees were apprehensive about the disruptions and insecurity associated with departure, thus strengthening their perceived commitment.

The overall mean score, combining all items, stood at 3.8293, indicating a moderate level of commitment among employees. This balance encompasses emotional attachment and concerns about the consequences of leaving. In summary, these results reveal that employees, while not universally driven by unwavering loyalty, do exhibit a substantial emotional connection to the organization and are concerned about the challenges and outcomes linked to leaving. This nuanced view of commitment can inform organisational strategies for effective workforce management and retention.

Table 4.4: Descriptive Statistics Employee Commitment (EC)

Code	Items	Mean	Std. Deviation	Confidence Interval
ECA1	This organization has a great deal of meaning for me.	3.9973	0.53776	3.848 - 4.146
ECA2	I would be happy to spend the rest of my career with this organization.	3.9515	0.69967	3.758 - 4.145
ECA3	I feel like a part of the family in this organization.	4.035	0.6546	3.854 - 4.216
ECA4	I feel a strong sense of belonging to this organization.	4.0701	0.66613	3.885 - 4.255
ECA5	I really feel as if this organization's problems are my own.	4.0755	0.66958	3.890 - 4.261
ECA6	This organization has a sentimental value to me.	3.9757	0.74031	3.770 - 4.181
ECN1	I am afraid of what might happen if I quit my job without having another one lined up.	3.7332	0.81966	3.506 - 3.960
ECN2	It would be very hard for me to leave this organization right now, even if I want to.	3.7925	0.81044	3.568 - 4.017
ECN3	My life would be disrupted if I decide to leave this organization now.	3.7358	0.87936	3.492 - 3.980
ECN4	Right now, staying with this organization is a matter of necessity as much as desire.	3.7871	0.80569	3.564 - 4.010
ECN5	I feel that I have few options to consider leaving this organization.	2.7385	1.01561	2.457 - 3.020
ECN6	One of the few serious consequences of leaving this organization would be security of available alternatives	3.7412	0.78699	3.523 - 3.959
ECC4	One of the main reasons I continue to work for this organization is that I believe that loyalty is important and therefore I feel a sense of moral obligation to remain.	3.8571	0.62261	3.685 - 4.030
ECC5	I was taught to believe in the value of remaining loyal to one organization	4.0216	0.56909	3.864 - 4.179
ECC6	Things were better in the past when people stayed with one organization for most of their career life.	3.9272	0.63891	3.750 - 4.104
Overall	Overall	3.8293		

4.5.3 Organisational Performance (OP)

In the context of organisational performance within the UAE energy industry, the results in Table 4.4 offered insights into several key dimensions: productivity, customer satisfaction, financial performance, strategic decision-making, and overall organisational perception. First, regarding productivity (OPP), employees perceived moderate levels of improvement in various productivity aspects, as indicated by mean scores ranging from 3.8437 to 4.0377. This suggests that there is a sense of progress in factors such as total factor productivity, labor productivity, and sales in comparison to previous years.

Second, concerning customer satisfaction (OPC), respondents expressed a positive view. The mean scores for items related to identifying customer requirements, meeting those requirements, collecting customer feedback, and handling complaints range from 3.9757 to 4.0755. These scores signify that employees believe their organization actively seeks to understand and fulfill customer needs while maintaining quality standards.

Moving to financial performance (OPR), employees generally held a favorable perception. Mean scores for items assessing financial metrics like Return on Assets (ROA), Return on Equity (ROE), Net Interest Margin (NIM), and Profit Margin (PM) ranged from 3.9030 to 3.9650. This implies that employees perceive improvements in key financial indicators within the organization.

Shifting focus to strategic decision-making (OPS), while most items received moderate mean scores, there was a lower score of 2.6739 for item OPS4. This suggests that employees may not feel an equal level of participation in strategic decision-making processes. However, other items indicated that decision-making is generally viewed as rational, regular, and inclusive in the day-to-day functioning of the organization.

Lastly, in terms of overall organisational perception (OPCR), employees exhibited a strong positive sentiment. Mean scores for items related to trust, admiration, and the organization's overall reputation ranged from 4.0108 to 4.2345. This underscored a high level

of trust and a positive reputation within the organization. The combined mean score for all items was 3.8985, reflecting an overall positive perception of organisational performance in the UAE energy industry. Employees believe that their organization is making strides in various dimensions, which can contribute to a motivated and engaged workforce, essential for the industry's continued success.

Table 4.5: Descriptive Statistics Organisational Performance

Code	Items	Mean	Std. Deviation	Confidence Interval
OPP1	There is an increase in total factor productivity	3.9084	0.56684	3.751 - 4.066
OPP2	There is an increase in observed indexed firm factor shares.	3.8895	0.59382	3.725 - 4.054
OPP3	There is an increase in firm labor productivity (a ratio of firm sales to human capital).	3.8437	0.63869	3.667 - 4.021
OPP4	There is an increase in firm-level productivity production percentage (production achieved/production planned).	3.8841	0.63249	3.709 - 4.059
OPP5	There is an increase in sale (in comparison to previous years).	4.0377	0.63559	3.862 - 4.214
OPC1	The key customer requirements are identified	3.9973	0.61292	3.827 - 4.167
OPC3	Design, development and delivery of products are according to customer requirement	3.9757	0.58537	3.813 - 4.138
OPC4	Customer satisfaction feedback are taken after a regular interval	4.0728	0.65972	3.890 - 4.256
OPC5	Customer complaints are properly recorded and reviewed to maintain our quality standards.	4.0755	0.64491	3.897 - 4.254
OPR1	There is an increase in Return on assets (ROA) of my organization.	3.9299	0.60667	3.762 - 4.098
OPR2	There is an increase in Return on equity (ROE) of my organization.	3.903	0.64201	3.725 - 4.081
OPR3	There is an increase in Net interest margin (NIM) of my organization.	3.9137	0.66828	3.728 - 4.099
OPR4	There is an increase in Profit margin (PM) of my organization.	3.965	0.64629	3.786 - 4.144
OPS1	Strategic Decision making in my organization is always rational.	3.8086	0.69245	3.617 - 4.001

OPS2	There is an increase in Net interest margin (NIM) of my organization.	3.8302	0.7786	3.614 - 4.046	
OPS3	There is an increase in Net interest margin (NIM) of my organization.	3.8491	0.69661	3.656 - 4.042	
OPS4	Everyone is participating equally in strategic decision making process.	2.6739	1.02078	2.391 - 2.957	
OPS6	Strategic decision making is made in the day to day functioning of the firm.	3.8275	0.6345	3.652 - 4.003	
OPS7	Decision making is fairly and equally made by respective individuals	3.7871	0.73554	3.583 - 3.991	
OPCR1	I feel good about my organization.	4.0108	0.59265	3.847 - 4.175	
OPCR2	I trust my organization.	4.0755	0.66146	3.892 - 4.259	
OPCR3	I admire and respect my organization.	4.1725	0.65545	3.991 - 4.354	
OPCR4	My organization has a good overall reputation	4.2345	0.62081	4.062 - 4.407	
Overall	Overall	3.8985			

4.6 Research Model Analysis

SEM-PLS was used to test this study's research model. The analysis was conducted using the SmartPLS software version 3.2.8 for testing the study's measurement and structural models.

4.6.1 Assessment of Measurement Model

The measurement model was tested by determining its reliability and validity. As discussed in Chapter 3, aspects like indicator loading, internal consistency, discriminant, and convergence validity values were used in the process. The latent variables' composite reliability (CR) and average variance extracted (AVE) were obtained to measure convergent validity. Furthermore, the discriminant validity was determined through the Fornell-Larcker criterion and cross-loadings.

4.6.2 Composite Reliability (CR) and Internal Consistency (IC)

As mentioned in Hair et al. (2014), Cronbach's alpha has been extensively used to

determine internal consistency (IC), which indicates a scale's reliability. The high IC of 0.8 or 0.9 indicates high reliability, while scores below 0.6 reflect low reliability. In this regard, higher item consistency could be reflected by higher CR. As shown in Table 4.6, the CR and Cronbach's Alpha was higher than the threshold of 0.6 and 0.7, indicating higher CR, and the items in the instrument had high IC.

Table 4.6: Internal Consistency Measures

Constructs	Cronbach's Alpha	Composite Reliability
Corporate Reputation	0.799	0.869
Affective	0.844	0.886
Continuance	0.731	0.804
Job Description	0.801	0.870
Job Satisfaction	0.701	0.813
Job_Analysis_	0.759	0.838
Job_Evaluation_	0.721	0.767
Normative	0.860	0.905
Productivity	0.814	0.870
Profitability	0.824	0.883
Satisfaction	0.737	0.820
Strategic Decision Making	0.780	0.859

4.6.3 Indicator Reliability

In this study, the dependent variables, mediating variables, and the independent variables of the research instrument were checked with outer loading and the results are shown in Table 4.7.

Table 4.7: Indicator Outer Loadings (Before Elimination)

	JD	OPP	OPC	OPR	OPS	OPCR	JS	JE	JA	ECA	ECN	ECC
ECA1										0.626		
ECA2										0.780		
ECA3										0.783		
ECA4										0.834		
ECA5										0.720		
ECA6										0.753		
ECC1												0.486
ECC2												-0.370
ECC3												-0.399

OPS1					0.707							
OPS2					0.786							
OPS3					0.662							
OPS4					0.239							
OPS5					0.467							
OPS6					0.726							
OPS7					0.687							
JD1	0.487											

The factor or outer loading of the items were determined to measure the indicator reliability (IR). The IR of 0.70 and higher is deemed as good and acceptable. Hair et al. (2014) mentioned that any indicator less than 0.40 should be eliminated. Moreover, indicators with 0.40 and 0.70 should be considered for elimination when the elimination increases the CR and AVE. In this light, eliminating an indicator with a 0.4-0.7 value should only be done cautiously (Henseler et al., 2009; Hair et al., 2014). Items with outer loading values lower than 0.50-0.60 were eliminated to assess whether the elimination could affect the CR and AVE. Therefore, the AVE values of **JD1, ECC1, ECC2, ECC3, ECN5, JE1, JE4, JS5, OPC2, OPS4 and OPS5**, were lower than the threshold value of 0.50, as given in Table 4.8. The researcher eliminated these items one by one to examine how their elimination affected the AVE.

Table 4.8: List of Eliminated Items

Items	Loadings
JD1	0.487
ECC1	0.486
ECC2	-0.370
ECC3	-0.399
ECN5	-0.408
JE1	0.368
JE4	0.451
JS5	0.370
OPC2	0.419
OPS4	0.239
OPS5	0.467

Table 4.9 shows the indicator values after the elimination of items (as shown in Table 4.6).

Table 4.9: Indicator Outer Loadings (After Elimination)

	OPCR	ECA	ECA	JA	JD	JE	JS	ECN	OPP	OPR	OPS	OPC
ECA1		0.633										
ECA2		0.779										
ECA3		0.786										
ECA4		0.834										
ECA5		0.720										
ECA6		0.747										
ECA3			0.715									
ECC5			0.815									
ECC6			0.750									
ECN1								0.839				
ECN2								0.866				
ECN3								0.868				
ECN4								0.780				
JA1						0.726						
JA2						0.752						
JA3						0.731						
JA4						0.677						
JA5						0.678						
JD2			0.771									
JD3			0.805									
JD4			0.783									
JD5			0.806									
JE2								0.819				
JE3								0.576				
JE5								0.764				
JS1					0.770							
JS2					0.771							
JS3					0.695							
JS4					0.648							
OPC1												0.733
OPC3												0.784
OPC4												0.828
OPC5												0.759
OPCR1	0.757											
OPCR2	0.782											
OPCR3	0.829											
OPCR4	0.790											
OPP1									0.749			
OPP2									0.763			
OPP3									0.727			
OPP4									0.768			
OPP5									0.778			
OPR1										0.799		
OPR2										0.841		

4.6.4 Convergent Validity

Hair et al. (2014) explained that convergent validity reflects the degree of correlation between a measure with the alternative measure in the same construct. In other words, it determines whether the item measures what it supposed to measure.

In the present study, the researcher evaluated the convergent validity based on the AVE (Waddock and Graves, 1997), where AVE of 0.50 and above reflected an acceptable convergent validity. Table 4.10 lists the AVE for the convergent validity of the constructs. It could be observed that all value exceeded the AVE threshold value (0.50). Hence, this study's measurement model has an acceptable convergent validity.

Table 4.10: Average Variance Extracted (AVE) Values

Constructs	Average Variance Extracted (AVE)
Corporate Reputation	0.624
Affective	0.566
Continuance	0.579
Employee Commitment	0.519
Job Description	0.626
Job Satisfaction	0.523
Job _Analysis_	0.509
Job _Evaluation_	0.529
Normative	0.705
Organisational Performance	0.529
Productivity	0.573
Profitability	0.655
Recruitment Practices	0.705
Satisfaction	0.545
Strategic Decision Making	0.604

4.6.5 Discriminant Validity

Urbach and Ahlemann (2010) state that discriminant validity describes the distinctness between two or more constructs. A construct's discriminant validity can be determined based on the item's cross-loading and the (Fornell et al., 1981) criterion. Using the cross-loading, a measurement model's discriminant validity occurs when the cross-loading value indicates that

each item's loading surpasses the specific construct and other constructs. Meanwhile, the discriminant validity based on the Fornell and Larcker (1981) criterion is determined when a construct's AVE square root is higher than its correlation with other constructs. The discriminant validity was derived from the SmartPLS software algorithm function in this study. In this regard, the Fornell-Larcker criterion was used to measure the discriminant validity. Table 4.11 presents the Fornell-Larcker criterion obtained.

Table 4.11: Fornell-Larcker Criterion

	ECA1	ECC	JD	JS	JA	JE	ECN	OPP	OPR	OPS	OPC
Affective	0.752										
Continuance	0.277	0.761									
Job Description	0.170	0.292	0.791								
Job Satisfaction	0.281	0.378	0.720	0.723							
Job_Analysis_	0.361	0.298	0.422	0.478	0.713						
Job_Evaluation_	0.254	0.251	0.392	0.480	0.542	0.727					
Normative	0.282	0.078	0.134	0.034	0.028	0.030	0.839				
Productivity	0.329	0.357	0.222	0.254	0.283	0.341	0.144	0.757			
Profitability	0.278	0.282	0.206	0.287	0.315	0.330	0.116	0.550	0.809		
Satisfaction	0.265	0.179	0.099	0.216	0.270	0.279	0.247	0.418	0.606	0.670	
Strategic Decision Making	0.247	0.372	0.375	0.377	0.434	0.380	0.001	0.499	0.541	0.295	0.777

Discriminant validity was also measured based on the cross-loadings determined based on the algorithm derived from the SmartPLS software. Table 4.12 presents the cross-loadings results between indicators and constructs. It could be observed that each measurement item's value was loaded higher for its construct compared to other constructs. This result showed that each value block was higher than other blocks in similar rows and columns, separating each latent variable. This result confirms the study's measurement model discriminant validity.

Table 4.12: Cross-Loadings

	ECA1	ECC	JD	JS	JA	JE	ECN	OPP	OPR	OPS	OPC
ECA1	0.633	0.213	0.249	0.300	0.400	0.276	0.147	0.231	0.202	0.158	0.222
ECA1	0.633	0.213	0.249	0.300	0.400	0.276	0.147	0.231	0.202	0.158	0.222
ECA2	0.779	0.182	0.088	0.195	0.238	0.146	0.179	0.217	0.162	0.217	0.083
ECA2	0.779	0.182	0.088	0.195	0.238	0.146	0.179	0.217	0.162	0.217	0.083
ECA3	0.786	0.199	0.150	0.260	0.274	0.231	0.192	0.254	0.232	0.205	0.219
ECA3	0.786	0.199	0.150	0.260	0.274	0.231	0.192	0.254	0.232	0.205	0.219
ECA4	0.834	0.237	0.128	0.245	0.256	0.193	0.242	0.264	0.225	0.229	0.198
ECA4	0.834	0.237	0.128	0.245	0.256	0.193	0.242	0.264	0.225	0.229	0.198
ECA5	0.720	0.277	0.130	0.212	0.327	0.230	0.183	0.316	0.263	0.221	0.291
ECA5	0.720	0.277	0.130	0.212	0.327	0.230	0.183	0.316	0.263	0.221	0.291
ECA6	0.747	0.145	0.044	0.070	0.164	0.090	0.317	0.205	0.172	0.163	0.112
ECA6	0.747	0.145	0.044	0.070	0.164	0.090	0.317	0.205	0.172	0.163	0.112
ECC4	0.198	0.715	0.169	0.251	0.192	0.155	0.045	0.193	0.177	0.143	0.179
ECC4	0.198	0.715	0.169	0.251	0.192	0.155	0.045	0.193	0.177	0.143	0.179
ECC5	0.238	0.815	0.231	0.284	0.287	0.267	0.066	0.305	0.244	0.123	0.354
ECC5	0.238	0.815	0.231	0.284	0.287	0.267	0.066	0.305	0.244	0.123	0.354
ECC6	0.194	0.750	0.264	0.330	0.193	0.141	0.066	0.310	0.220	0.145	0.304
ECC6	0.194	0.750	0.264	0.330	0.193	0.141	0.066	0.310	0.220	0.145	0.304
ECN1	0.306	0.044	-0.064	0.046	0.054	0.048	0.839	0.126	0.096	0.194	0.037
ECN1	0.306	0.044	-0.064	0.046	0.054	0.048	0.839	0.126	0.096	0.194	0.037
ECN2	0.217	0.091	-0.070	0.014	0.044	0.071	0.866	0.124	0.125	0.191	0.046
ECN2	0.217	0.091	-0.070	0.014	0.044	0.071	0.866	0.124	0.125	0.191	0.046
ECN3	0.217	0.059	-0.165	0.022	0.009	-0.006	0.868	0.142	0.114	0.234	-0.079
ECN3	0.217	0.059	-0.165	0.022	0.009	-0.006	0.868	0.142	0.114	0.234	-0.079
ECN4	0.197	0.070	-0.161	0.032	-0.018	-0.021	0.780	0.087	0.049	0.212	-0.005
ECN4	0.197	0.070	-0.161	0.032	-0.018	-0.021	0.780	0.087	0.049	0.212	-0.005
JA1	0.276	0.279	0.348	0.382	0.726	0.457	0.037	0.253	0.276	0.207	0.299
JA1	0.276	0.279	0.348	0.382	0.726	0.457	0.037	0.253	0.276	0.207	0.299
JA2	0.237	0.230	0.309	0.375	0.752	0.381	-0.006	0.203	0.218	0.201	0.271
JA2	0.237	0.230	0.309	0.375	0.752	0.381	-0.006	0.203	0.218	0.201	0.271
JA3	0.249	0.231	0.322	0.344	0.731	0.407	-0.013	0.217	0.227	0.141	0.386
JA3	0.249	0.231	0.322	0.344	0.731	0.407	-0.013	0.217	0.227	0.141	0.386
JA4	0.218	0.174	0.277	0.291	0.677	0.309	0.025	0.104	0.165	0.199	0.258
JA4	0.218	0.174	0.277	0.291	0.677	0.309	0.025	0.104	0.165	0.199	0.258
JA5	0.312	0.130	0.240	0.304	0.678	0.367	0.064	0.224	0.231	0.221	0.335
JA5	0.312	0.130	0.240	0.304	0.678	0.367	0.064	0.224	0.231	0.221	0.335
JD2	0.148	0.208	0.771	0.499	0.311	0.281	-0.090	0.166	0.168	0.035	0.268
JD2	0.148	0.208	0.771	0.499	0.311	0.281	-0.090	0.166	0.168	0.035	0.268
JD3	0.098	0.167	0.805	0.550	0.326	0.289	-0.092	0.127	0.081	0.050	0.218
JD3	0.098	0.167	0.805	0.550	0.326	0.289	-0.092	0.127	0.081	0.050	0.218
JD4	0.115	0.299	0.783	0.604	0.335	0.311	-0.118	0.188	0.178	0.077	0.348
JD4	0.115	0.299	0.783	0.604	0.335	0.311	-0.118	0.188	0.178	0.077	0.348
JD5	0.177	0.245	0.806	0.618	0.361	0.357	-0.122	0.219	0.221	0.144	0.347
JD5	0.177	0.245	0.806	0.618	0.361	0.357	-0.122	0.219	0.221	0.144	0.347

JE2	0.188	0.184	0.413	0.446	0.440	0.819	-0.029	0.222	0.267	0.180	0.370
JE2	0.188	0.184	0.413	0.446	0.440	0.819	-0.029	0.222	0.267	0.180	0.370
JE3	0.178	0.184	0.073	0.197	0.278	0.576	0.143	0.191	0.228	0.293	0.123
JE3	0.178	0.184	0.073	0.197	0.278	0.576	0.143	0.191	0.228	0.293	0.123
JE5	0.201	0.194	0.281	0.351	0.439	0.764	0.012	0.330	0.233	0.194	0.276
JE5	0.201	0.194	0.281	0.351	0.439	0.764	0.012	0.330	0.233	0.194	0.276
JS1	0.164	0.255	0.707	0.770	0.445	0.375	-0.145	0.160	0.266	0.164	0.426
JS1	0.164	0.255	0.707	0.770	0.445	0.375	-0.145	0.160	0.266	0.164	0.426
JS2	0.289	0.296	0.481	0.771	0.337	0.368	0.164	0.240	0.239	0.202	0.236
JS2	0.289	0.296	0.481	0.771	0.337	0.368	0.164	0.240	0.239	0.202	0.236
JS3	0.102	0.273	0.457	0.695	0.303	0.317	-0.006	0.154	0.202	0.060	0.236
JS3	0.102	0.273	0.457	0.695	0.303	0.317	-0.006	0.154	0.202	0.060	0.236
JS4	0.272	0.283	0.383	0.648	0.269	0.325	0.136	0.188	0.096	0.198	0.143
JS4	0.272	0.283	0.383	0.648	0.269	0.325	0.136	0.188	0.096	0.198	0.143
OPC1	0.132	0.257	0.278	0.273	0.288	0.239	-0.068	0.386	0.346	0.207	0.733
OPC1	0.132	0.257	0.278	0.273	0.288	0.239	-0.068	0.386	0.346	0.207	0.733
OPC3	0.160	0.267	0.258	0.254	0.347	0.304	0.040	0.386	0.417	0.219	0.784
OPC3	0.160	0.267	0.258	0.254	0.347	0.304	0.040	0.386	0.417	0.219	0.784
OPC4	0.253	0.330	0.330	0.336	0.379	0.345	0.044	0.415	0.467	0.299	0.828
OPC4	0.253	0.330	0.330	0.336	0.379	0.345	0.044	0.415	0.467	0.299	0.828
OPC5	0.214	0.297	0.296	0.304	0.329	0.285	-0.022	0.363	0.446	0.182	0.759
OPC5	0.214	0.297	0.296	0.304	0.329	0.285	-0.022	0.363	0.446	0.182	0.759
OPCR1	0.272	0.156	0.205	0.312	0.226	0.195	0.171	0.310	0.267	0.433	0.257
OPCR1	0.272	0.156	0.205	0.312	0.226	0.195	0.171	0.310	0.267	0.433	0.257
OPCR2	0.375	0.139	0.177	0.220	0.243	0.261	0.121	0.365	0.301	0.368	0.276
OPCR2	0.375	0.139	0.177	0.220	0.243	0.261	0.121	0.365	0.301	0.368	0.276
OPCR3	0.330	0.121	0.133	0.252	0.191	0.184	0.189	0.313	0.249	0.363	0.238
OPCR3	0.330	0.121	0.133	0.252	0.191	0.184	0.189	0.313	0.249	0.363	0.238
OPCR4	0.253	0.209	0.235	0.289	0.174	0.250	0.120	0.377	0.268	0.362	0.271
OPCR4	0.253	0.209	0.235	0.289	0.174	0.250	0.120	0.377	0.268	0.362	0.271
OPP1	0.299	0.299	0.121	0.163	0.178	0.265	0.110	0.749	0.417	0.311	0.361
OPP1	0.299	0.299	0.121	0.163	0.178	0.265	0.110	0.749	0.417	0.311	0.361
OPP2	0.223	0.245	0.215	0.230	0.247	0.302	0.126	0.763	0.393	0.292	0.366
OPP2	0.223	0.245	0.215	0.230	0.247	0.302	0.126	0.763	0.393	0.292	0.366
OPP3	0.237	0.221	0.166	0.229	0.188	0.188	0.069	0.727	0.356	0.281	0.323
OPP3	0.237	0.221	0.166	0.229	0.188	0.188	0.069	0.727	0.356	0.281	0.323
OPP4	0.247	0.282	0.170	0.178	0.227	0.255	0.099	0.768	0.423	0.305	0.419
OPP4	0.247	0.282	0.170	0.178	0.227	0.255	0.099	0.768	0.423	0.305	0.419
OPP5	0.240	0.295	0.172	0.171	0.231	0.273	0.133	0.778	0.480	0.383	0.412
OPP5	0.240	0.295	0.172	0.171	0.231	0.273	0.133	0.778	0.480	0.383	0.412
OPR1	0.224	0.232	0.238	0.271	0.242	0.291	0.084	0.506	0.799	0.460	0.473
OPR1	0.224	0.232	0.238	0.271	0.242	0.291	0.084	0.506	0.799	0.460	0.473
OPR2	0.269	0.238	0.172	0.256	0.307	0.265	0.127	0.407	0.841	0.510	0.452
OPR2	0.269	0.238	0.172	0.256	0.307	0.265	0.127	0.407	0.841	0.510	0.452
OPR3	0.208	0.217	0.111	0.194	0.202	0.221	0.101	0.398	0.803	0.497	0.353
OPR3	0.208	0.217	0.111	0.194	0.202	0.221	0.101	0.398	0.803	0.497	0.353
OPR4	0.196	0.226	0.142	0.204	0.265	0.287	0.063	0.464	0.793	0.496	0.467

OPR4	0.196	0.226	0.142	0.204	0.265	0.287	0.063	0.464	0.793	0.496	0.467
OPS1	0.248	0.125	0.101	0.163	0.188	0.221	0.126	0.267	0.435	0.733	0.166
OPS1	0.248	0.125	0.101	0.163	0.188	0.221	0.126	0.267	0.435	0.733	0.166
OPS2	0.245	0.114	0.006	0.133	0.132	0.171	0.240	0.300	0.477	0.796	0.133
OPS2	0.245	0.114	0.006	0.133	0.132	0.171	0.240	0.300	0.477	0.796	0.133
OPS3	0.139	0.205	0.110	0.190	0.218	0.228	0.168	0.304	0.482	0.682	0.181
OPS3	0.139	0.205	0.110	0.190	0.218	0.228	0.168	0.304	0.482	0.682	0.181
OPS4	0.004	-0.016	0.196	0.146	0.144	0.046	-0.125	0.066	0.097	0.269	0.087
OPS4	0.004	-0.016	0.196	0.146	0.144	0.046	-0.125	0.066	0.097	0.269	0.087
OPS6	0.146	0.137	0.091	0.151	0.261	0.224	0.183	0.351	0.492	0.705	0.340
OPS6	0.146	0.137	0.091	0.151	0.261	0.224	0.183	0.351	0.492	0.705	0.340
OPS7	0.209	0.085	-0.005	0.117	0.147	0.173	0.234	0.295	0.321	0.701	0.227
OPS7	0.209	0.085	-0.005	0.117	0.147	0.173	0.234	0.295	0.321	0.701	0.227

4.7 Assessment of Structural Model

The next step is to test the structural model in SEM. This process is essential as it analyses the hypothesized relationships between variables. Conclusive evidence is crucial to prove the structural model's theoretical model (Chin, 1998). Four criteria consisting of multicollinearity, path coefficients, coefficient of determination and effect size were considered to determine whether the hypotheses could be accepted.

As mentioned in Hair et al. (2014), the coefficient of determination (R^2) was applied to assess the structural model's goodness of structural model. In this light, higher R^2 is desirable as it reflects how much variance in the dependent variable is caused by the independent variable (s). While Hair et al. (2014) stated that the accurate R^2 depends on a study's research framework, the general rule of thumb is R^2 0.02-0.12 are deemed as low, 0.13-0.25 are moderate, and 0.26 or higher are significant (Cohen, 1988). The proceeding section presents the results to validate the study's structural model.

The structural model's validity could be determined using multicollinearity, coefficient of determination (R^2), effect size (f^2) and path coefficients. This study also used these measures to assess the mediating relationship.

4.7.1 Multicollinearity

Multicollinearity issues are evident where the correlation between two or more independent variables was high. Potential multicollinearity between the variables could be determined by testing the variance of inflation factors (VIF). It described that VIF reflected the presence of collinearity among independent variables based on the tolerance of 0.20 or lower and ten or higher VIF values. Table 4.13 presents the VIF values measured for the independent variables.

Table 4.13: VIF Values

ECA1	1.378	JS2	1.472
ECA2	1.807	JS3	1.301
ECA3	1.912	JS4	1.278
ECA4	2.178	OPC1	1.411
ECA5	1.592	OPC3	1.583
ECA6	1.674	OPC4	1.725
ECC4	1.205	OPC5	1.496
ECC5	1.332	OPCR1	1.479
ECC6	1.249	OPCR2	1.557
ECN1	1.963	OPCR3	1.966
ECN1	2.104	OPCR3	2.049
ECN2	2.304	OPCR4	1.739
ECN2	2.349	OPCR4	1.915
ECN3	2.347	OPP1	1.562
ECN3	2.370	OPP1	1.793
ECN4	1.720	OPP2	1.644
ECN4	1.746	OPP2	1.731
JA1	1.545	OPP3	1.567
JA2	1.618	OPP4	1.796
JA3	1.527	OPP5	1.868
JA4	1.427	OPR1	2.035
JA5	1.355	OPR2	1.960
JD2	1.602	OPR3	1.739
JD3	1.730	OPR4	1.633
JD4	1.579	OPS1	1.697
JD5	1.659	OPS2	1.980
JE2	1.187	OPS3	1.391
JE3	1.131	OPS4	1.054
JE5	1.189	OPS6	1.379
JS1	1.316	OPS7	1.427

As shown, the independent variables show VIF within the threshold (0.20-10.00). Hence, it could be concluded that no multicollinearity issues were found among the variables.

4.7.2 Path Coefficient

Path coefficient is a measure of the strength and significance of the relationship between two latent variables. Path coefficient was also used to evaluate the study's structural model. The bootstrapping technique in SmartPLS was used to evaluate the relationships (paths) between the independent and dependent variables. t-statistics and p-values were used to verify the significance of the paths between these variables. Hair et al. (2014) described the coefficient as significant at the determined confidence level when the empirically obtained statistical t-value is higher than the critical value. In this case, the t-value of 0.95 was applied at the significance level of 0.05.

The bootstrapping technique in PLS-SEM (Hair et al., 2014) is a nonparametric statistical test that measures whether the estimated path coefficients are significant. Coefficients range between -1 and +1, where path coefficients close to +1 shows a substantial relationship and vice-versa. Table 4.14 presents the empirically measured t-values, p-values and path coefficient values between variables in the present study, determining whether the hypothesis is accepted or rejected based on the path assessments. As shown, all hypotheses were supported at the 0.05 significance level.

Table 4.14: Path Coefficient

Hypotheses	Path	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Employee Commitment -> Organisational Performance	0.343	0.063	5.432	0.000
Recruitment Practices_-> Employee Commitment	0.330	0.080	4.143	0.000
Recruitment Practices_-> Organisational Performance	0.346	0.075	4.594	0.000

4.7.3 Effect sizes

The analysis of the f^2 effect sizes highlights the critical roles of employee commitment and recruitment practices in enhancing organisational performance. Employee commitment showed a medium to large effect size of 0.342, indicating that higher levels of commitment significantly contribute to improved performance outcomes. Similarly, recruitment practices demonstrated a large effect size of 0.382 on organisational performance, emphasizing that effective recruitment processes are essential for achieving organisational success. Furthermore, the impact of recruitment practices on employee commitment was also strong, with an f^2 of 0.362, underscoring that effective recruitment not only fills positions but also fosters higher levels of employee loyalty and engagement. These findings suggest that organisations aiming for better performance should invest in strategies that enhance employee commitment and refine their recruitment practices, focusing on skills, cultural fit, and transparency, as these elements are crucial for building a committed and high-performing workforce. Table 4.15 shows the path and f^2 effect size

Table 4.15: path and f^2 effect size

Path	f^2 Effect Size
Employee Commitment -> Organisational Performance	0.342
Recurement Practice-> Organisational Performance	0.382
Recurement Practice-> Employee Commitment	0.362

4.7.4 Hypotheses Testing

This study's hypotheses were tested based on the results of the PLS-SEM on the structural model. The path coefficients, t-values, and p-values at the significance level of 0.05 were evaluated to test the hypothesis. As discussed, hypotheses were formulated on the direct and one indirect relationships among the variables. The result of each hypothesis is shown below:

H1: There is a significant positive relationship between Recruitment Practice and Organisational Performance

The analysis indicated a significant relationship between recruitment practices and organisational performance, with a path coefficient of 0.346. The standard deviation for this relationship was 0.075, resulting in a T-statistic of 4.594 and a p-value of 0.000. The range of 0.199 to 0.493 is the 95% confidence interval for the relationship between organisational performance and recruitment practices. Thus, within this range, we have a 95% confidence the true effect of recruitment practices on organisational performance.

These results highlighted that effective recruitment practices play a crucial role in positively influencing organisational performance. Organisations that implement strong recruitment strategies tend to experience improved overall performance, potentially through the acquisition of talented and committed employees who contribute to the organisational success. This underscores the strategic importance of recruitment practices in achieving better organisational outcomes. This result provides sufficient empirical evidence to accept hypothesis H1.

H2: There is a significant positive relationship between Recruitment Practice and Employee Commitment

The results demonstrated a significant relationship between recruitment practices and employee commitment, with a path coefficient of 0.330. The standard deviation for this

relationship was 0.080, resulting in a T-statistic of 4.143 and a p-value of 0.000. The range of 0.173 to 0.4870.199 is the 95% confidence interval for the relationship between recruitment practices and employee commitment. Thus, within this range, we have a 95% confidence the true effect of recruitment practices on employee commitment.

These findings highlighted that effective recruitment practices have a substantial and positive influence on employee commitment. This suggests that organisations that implement sound recruitment strategies are more likely to foster higher levels of commitment among their employees, potentially leading to enhanced employee engagement and dedication to the organization's goals and values. This provides substantial empirical evidence to accept hypothesis H2.

H3: There is a significant positive relationship between Employee Commitment and Organisational Performance

The results indicated a highly significant relationship between Employee Commitment and Organisational Performance, with a path coefficient of 0.343, a standard deviation of 0.063, and a T-statistic of 5.432, resulting in a p-value of 0.000. The range of 0.220 to 0.4660 is the 95% confidence interval for the relationship between organisational performance and recruitment practices. Thus, within this range, we have a 95% confidence the true effect of Employee Commitment and Organisational Performance.

This suggests that as employee commitment increases, there is a substantial positive impact on organisational performance. The strong statistical significance underscores the importance of nurturing and maintaining high levels of employee commitment as a crucial factor in driving improved organisational performance. This result provides sufficient empirical evidence to accept hypothesis H3.

4.7.5 Coefficient of determination (R^2)

Coefficient of determination (R^2) value was used to explain the amount of variance in the dependent variable caused by the independent variables. The higher R^2 values indicated the predictive ability of the structural model. However, the strength of R^2 values depended upon the complexity of the research model and type of discipline (Hair et al., 2014). For example, R^2 values for endogenous latent variables were assessed as follows: 0.26 (substantial), 0.13 (moderate), and 0.02 (weak) (Cohen, 1988). On the other hand, R^2 values should be equal to or greater than 0.10 for the variance explained by a particular endogenous construct deemed adequate (Falk and Miller, 1992). Therefore, based on Table 4.16, the higher values indicating a stronger relationship between the variables.

Table 4.16: Coefficient of Determination

	R Square	R Square Adjusted
Employee Commitment	0.596	0.595
Organisational Performance	0.457	0.453

4.7.6 Mediating Variable Analysis

The two-steps empirical investigations were conducted in PLS to examine the mediating effect based on the indirect effect between independent and dependent variables via a mediating variable.

The first step involved applying path coefficients, t-statistics, and p-value to verify the significance of direct and indirect effects, followed by calculating the variance accounted for (VAF) value to determine whether the mediation role is full, partial, or none. This study estimated VAF by dividing the indirect effect over the total effect.

4.7.6.1 Mediating Effect of EC on the relationship between RP and OP

Another hypothesis was as follows:

H4: The Employee Commitment mediates the relationship between Recruitment Practices and Organisational Performance

Table 4.17 shows that the Employee Commitment partially mediates the relationship between recruitment practice and organisational performance. The first step in testing this relationship was to determine the significance of the indirect effect of recruitment practice and organisational performance via the employee commitment. If the indirect effect is not significant, it suggests that the employee commitment does not act as a mediator in the tested relationship. Although this result may appear disappointing, further analysis of the direct effect of recruitment practices and organisational performance can reveal undiscovered mediators. Specifically, if the direct effect is significant, it indicates the possibility of an omitted mediator, which could potentially explain the relationship between recruitment practice and organisational performance (direct-only non-mediation). If the direct effect is non-significant (no-effect non-mediation), the path model setup needs to be reconsidered based on theory. The findings presented in Table 4.25 indicated that the direct effect of recruitment practice-> organisational performance (p-value = 0.345 and t-value = 04.222) was significant, and the direct effect between recruitment practice -> employee commitment -> organisational performance (p-value =0.000). In addition, the indirect effect of recruitment practice and organisational performance through employee commitment was significant at T= 4.87 and P value of 0.000. Therefore, it can be concluded that the mediator effect was indirect only (partial mediation) through Employee Commitment (Hair et al., 2014). Hence, Hypothesis 4 was accepted.

Table 4.17: Direct and Indirect Paths Recruitment Practice – Employee Commitment - Organisational Performance

Path	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
recruitment practice -> organisational performance	0.345	0.082	4.222	0.000
recruitment practice -> employees' commitment -> organisational performance Indirect Effect	0.773	0.036	21.473	0.000
Employees commitment -> Organisational Performance	0.372	0.078	4.799	0.000
recruitment practice -> organisational performance Total Effect	0.288	0.059	4.873	0.000

4.8 Discussion in relation to Resource Based View Theory

According to the Resource-Based View (RBV) Theory, a company's distinct assets and competencies are essential to gaining a long-term competitive edge. The Resource-Based View (RBV) Theory highlights that an organization's capacity to acquire, develop, and leverage valuable, rare, inimitable, and non-substitutable (VRIN) resources is what gives it a competitive edge. Effective recruitment practices in this situation support RBV by ensuring that businesses attract and keep top talent, which is a crucial strategic asset that propels exceptional performance.

4.8.1 Applying RBV to the relationship between RP and OP

Recruitment practices have a considerable impact on organisational performance, as evidenced by the path coefficient of 0.346 and the statistically significant relationship ($p = 0.000$). The confidence interval (0.199 to 0.493) demonstrates how talent acquisition influences organisational performance in a predictable and significant way. Given that successful recruitment directly enhances organisational results, the data-driven conclusion supports RBV's assertion that human resources are essential to maintaining long-term competitive advantage.

Employers need to make talent management investments and make sure that their recruitment strategies concentrate on finding unique, high-impact workers.

In addition to recruiting, long-term success necessitates the development of internal resources, such as career advancement, training, and retention strategies to optimize staff potential.

In summary, by viewing human capital as a strategic asset, RBV theory supports the notion that recruitment practices have a major influence on the performance of an organization. This emphasizes how crucial it is to draw in, keep, and maximize elite talent in order to maintain a competitive edge over time.

4.8.2 Applying RBV to the relationship between RP and EC

Employee commitment is a vital intangible resource that supports organisational performance in this situation. The findings support RBV's view that talent acquisition is a strategic resource that affects long-term success by showing that recruitment practices have a major impact on employee commitment.

The statistically significant link ($p\text{-value} = 0.000$) and path coefficient (0.330) both attest to the fact that recruitment practices significantly increases commitment. The 95% CI (0.173 to 0.487) confirms that recruiting practices have an impact on employee commitment and that it is predictable.

These results, hence, support RBV's assertion that a key factor in organisational performance is talent management, beginning with recruitment. Employers must, then, view recruitment as an investment in their long-term human capital and ensure that recruitment practices complement their objectives.

In addition to recruitment, retention initiatives should strengthen commitment through career advancement, workplace culture, and employee development. In short, recruitment practices greatly increase employee commitment is supported by RBV theory. Organisations can secure a unique and valuable resource that enhances their competitive edge and long-term sustainability by attracting and developing highly engaged employees.

4.8.3 Applying RBV to the relationship between EC and OP

Employee commitment is a crucial intangible asset that improves productivity, teamwork, and long-term sustainability, all of which have a substantial impact on organisational performance. By showing a highly significant relationship between employee commitment and organisational performance (path coefficient = 0.343, p-value = 0.000), the findings offer compelling empirical evidence for RBV and strengthen the idea that committed employees produce superior results.

RBV's emphasis on human capital as a resource is validated by the substantial statistical significance (T-statistic = 5.432, p-value = 0.000), which shows that employee commitment is a crucial predictor of organisational performance. The reliability of this relationship is further supported by the confidence interval (0.220 to 0.466), which further supports the notion that commitment improves organisational performance. These findings support RBV theory that emphasizes how crucial it is to attract, develop, and retain elite personnel in order to gain a competitive edge.

4.8.4 Applying RBV to the Mediating Effect of EC on the relationship between RP and OP

In this situation, employee commitment mediates the relationship between recruitment practices and organisational performance and functions as a strategic intangible resource that improves organisational performance. In order to find and acquire top-tier human capital—a vital resource for the company—recruitment practices are crucial.

The direct effect (p-value = 0.345, T-statistic = 4.222) supports RBV's claim that gaining valuable talent boosts competitive advantage by confirming that recruitment has a beneficial effect on organisational performance.

In terms of Employee Commitment as a mediator, employee commitment strengthens the effect of recruitment procedures on performance (T-value = 4.87, p-value = 0.000). Because it depends on internal organisational culture, leadership, and engagement methods,

commitment is hard to reproduce across enterprises, supporting RBV's theory that organisational performance is distinguished by their distinctive human capital.

In general, according to the significance of partial mediation, employee commitment strengthens and reinforces the direct relationship between recruitment and performance. To optimize the strategic value of human resources, organisations need to make investments in career development, engagement, and retention initiatives.

4.9 Summary

This chapter comprises the results of data analysis and discussion on the research questions and hypotheses of the present study. SmartPLS software version 3.2.8 is used as a tool for analysing data for this study. The data analyses include measurement model and structural model assessments. The empirical results are presented in the form of tables and figures to report the significance of the parameters for both direct and indirect relationships among variables proposed in this study. In short, the results of hypothesis testing, mediation analysis and their relation with Resource based View theory are included. The next chapter presents the conclusion of the study, highlighting the objectives, findings, contribution, limitations, and potential future research.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The explanation of the study's findings is concluded in this part by a summary. There are various sections in the chapter. The research process is described in detail in the first section, along with an outline of the study's objectives. The second chapter of this study presents debates and interpretations of its important findings, while the third chapter discusses the study's methodology. The fourth chapter contains the research analysis. This chapter then presents the re- search findings and discussion, the study's significance, constraints, and suggestions for more research before concluding. The research findings reported in Chapter Four, from which the study's conclusions and recommendations are derived, are therefore summarized in this chapter.

5.2 Summary of Research Objectives

5.2.1 Research Objective 1

Objective 1 of this study is to investigate the effect of Recruitment Practices on Organisational Performance. The findings demonstrate the critical significance that effective recruitment practices have in enhancing organisational performance. Strong recruitment strategies are associated with higher overall performance in organisations, potentially as a result of attracting and hiring skilled and dedicated staff members who add value to the business. This highlights the strategic significance of recruitment practises in attaining improved organisational results. This finding is in rhyme with most studies.

The objective of recruiting, according to Price and McGillis (2014), is to acquire a big number of eligible and qualified people at a reasonable cost in order to satisfy the company's goals. In order to shape an organizational performance and effectiveness, recruitment and

selection play a crucial role in identifying and hiring talented and qualified employees and making correct projections about their future potential. Additionally, hiring and selection are essential to guaranteeing both an employee's performance and the company's success. Many research demonstrates the connection between the two concepts.

An investigation (Nanor, A., Senyah, M., Owusu, E., and Agyei, S., 2022) show a significant relationship between recruitment and selection procedures and business performance. Mahmood et al. (2016) also indicate a statistically significant relationship between organisational performance and recruitment. Mohammad, T., Darwish, T., Singh, S., and Khassawneh, O. (2020) also found as would be predicted, internal promotions, training, and recruitment all have a positive and significant influence on performance. In Omar et al. (2019) study, the first hypothesis's findings show a strong and positive correlation between organisational performance and the recruitment process.

However, few studies find contrastive results whereby recruitment has no effect on performance. For instance, Suwanto, A., Van, N., and Kodama, R. (2019) looked into the relationships between placement, performance, and selection as well as the effects of recruitment and selection on each other. Employees who have lately been employed must work harder. The results showed that, while recruitment has no effect on performance, placement affects selection, recruitment affects placement, selection affects placement, and placement affects performance.

To put it briefly, the majority of research highlights the close relationship between recruitment practices and organisational performance. For human resource managers or other firm professionals, these tasks are often crucial. Highly qualified employees are expected to make up an organisation's human resource base if recruitment and selection are only based on merit. This will undoubtedly spur innovation within the company. Concerning product quality, only a business possessing highly competent human resources can guarantee that their organisation produces high-quality items. Furthermore, the hiring procedure will decide who

gets hired through recruiting and selection. If appropriately constructed, it will recognize qualified applicants and appropriately match them to the position.

5.2.2 Research Objective 2

Objective 2 is to determine the relationship between Employee Commitment and Recruitment practices. With a path coefficient of 0.330, the findings showed a significant relationship between recruitment practices and employee commitment. These results demonstrate the significant and favorable impact that good recruitment practices have on employee commitment.

The findings are in rhyme with Omar et al. (2019) study where a committed employee has a high tendency to be willing to produce more goods by applying creativity and innovation in their daily work, which Lee and Steers (2017) argue, keeps the firm competitive. Omar et al. (2019) indicated a significant and favorable link between the recruitment process and organisational performance and employee commitment and the recruitment procedure have a significant and favorable relationship. Employee commitment and organisational success are now strongly and favorably linked.

This implies that companies with effective recruitment practices have a greater chance of encouraging greater levels of dedication from employees, which could improve employee engagement and a sense of loyalty to the company's objectives and core values.

5.2.3 Research Objective 3

Objective 3 is to examine the relationship between employee commitment and organizational performance. The findings show that employee commitment and organisational performance are positively linked, with a p-value of 0.000, a path coefficient of 0.343, a standard deviation of 0.063, and a T-statistic of 5.432. This implies that there is a significant positive influence on organisational performance as employee engagement rises.

Similarly, Andrew (2017) found that three commitments-Affective, Normative, and Continuous-have been recognized as independent determinants, organisational performance is the dependent variable. The results show a significant relationship between the organisational performance of the Eravurpatru Divisional Secretariat and the employees' commitment (affective, normative, and continuous).

The substantial statistical significance highlights the significance of fostering and preserving high employee commitment levels as a critical component in promoting enhanced organisational performance.

5.2.4 Research Objective 4

The fourth goal of this research is to analyze the roles of employee commitment in mediating the effect between recruitment practices and organisational performance. With $T=4.87$ and P. value of 0.000, the indirect relationship between Recruitment practices and Organisational performance through Employee commitment was significant. Consequently, it can be said that employee commitment has a partly (or indirect) mediating effect.

A study supports this notion of partial effect. The results of the first hypothesis indicate a significant and favorable link between the recruitment procedure and organizational performance in the study conducted by Omar et al. (2019). Employee commitment and the recruitment procedure have a significant and favorable relationship. Employee commitment and organisational success are now strongly and favorably correlated. The results of the mediation show that employee commitment only offers a partial resolution. To put it succinctly, the relationship between the recruitment practices and organisational performance is only partially mediated by the commitment of staff members.

Although it serves as a mediator between recruitment practices and organisational performance, employee commitment does not entirely explain the connection. Organizational performance may be affected by recruitment practices in addition to factors other than employee

commitment. Hence, future research should consider other factors deemed significant to mediate the relationship.

For example, immediate effect of Recruitment Practices: Recruiting well has the potential to have a direct effect on organisational performance without only depending on employee commitment. It might boost productivity by attracting qualified workers, increasing diversity, encouraging creativity, and strengthening group dynamics.

While employee commitment may be a factor, the relationship may also be influenced by other mediating factors such as job satisfaction, training programs, leadership style, and organisational culture.

5.3 Research Contribution

The importance of human resource management to company operations and the efficacy of commercial companies has been highlighted by the discourse surrounding it. Therefore, HRM best practices and research are needed to enhance this function's contribution to organisational performance. It is expected that the planned study will add to the body of information already available on efficient HRM practices. When applied, this information can significantly affect how well human resource departments in both public and private businesses are able to achieve organisational objectives. The framework for recruitment and the useful components suggested as problems with mismatch, non-transparency, and recruitment bias may be influenced by recruitment practices. Professionals and academics could benefit from this, especially in the UAE. The following are the strategies that can be implemented by organisations. Noteworthy contributions of the thesis are as follows:

5.3.1 Contribution to the Body of Knowledge:

This study clarifies the complex relationships between recruitment practices, employee commitment, and organisational performance, making a substantial contribution to the body of

knowledge already in existence. The results emphasise both the critical mediating role of employee commitment and the critical role that efficient recruitment practices play in improving organisational performance. A more comprehensive understanding of how Human Resource procedures affect organisational performance is possible when recruitment practices and employee commitment are integrated into a single model. Future studies examining other Human Resource procedures and their combined influence on performance can use this model as a framework. By providing actual data on the synergistic benefits of Human Resource practices, it enhances the discussion in academia and promotes more research into integrated Human Resource method.

Moreover, the study framework contributes to extant literature and can be used by other organisations to practically investigate the relationship among the constructs. That is, the developed framework has been tested through structural equation modelling which has tested every item of the constructs and sub-constructs in relation to the main constructs, and the relationship between all the constructs of the study.

The study framework is indeed suitable to be used by researchers to improve firm performance through recruitment practices and mediated by employee commitment. Figure 5.1 illustrates the framework indicating that while recruitment practices has affected the organisational performance significantly, the employee commitment only partially mediated the relationship between recruitment practices and organisational performance.

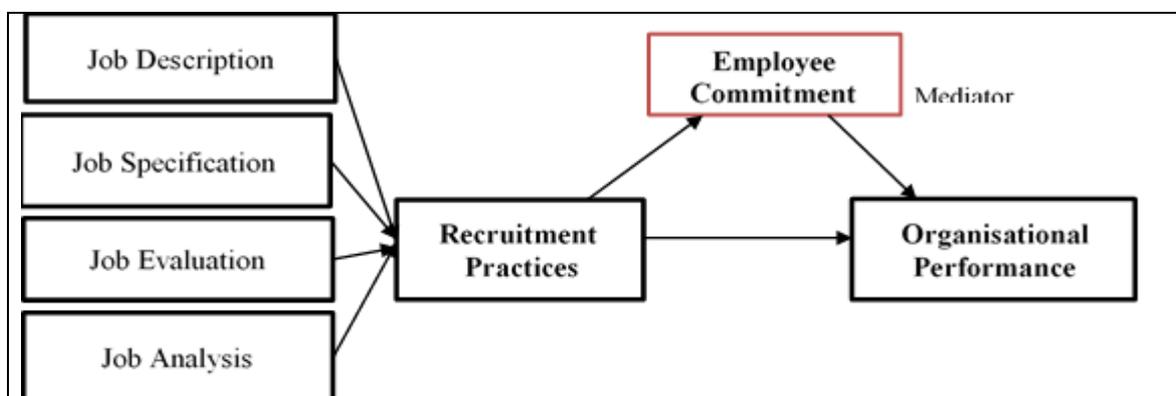


Figure 5.1: Study's Framework

Besides, the UAE's distinct economic, cultural, and regulatory climate offers a rich background for comprehending how recruitment practices and employee commitment function in various settings. By showing how local characteristics affect the efficacy of Human Resource strategies, this contextual study adds to the body of knowledge in the field of human resources worldwide and serves as a model for comparative research in other areas.

5.3.2 Contribution to practitioners

Contribution to Practitioners is another element deemed essential. By identifying effective recruitment practices, it is believed that the proposed research will also benefit human resource professionals who are directly involved in hiring. The recruitment and selection process is the most crucial human resource management task. It is challenging to find the right person for the right position at the right time. The organization offers a variety of roles, each with different credentials. Knowledge, skill, and attitude are an employee's three most important contributions to the company's advancement. Thus, it is important to find talented people through the recruitment and selection procedure. The aptitude and merit of candidates should be prioritized in the hiring process. If not, the objective will be obviously lost.

Energy companies in the UAE can offer initiatives for inclusion and diversity by creating recruitment practices that support inclusion and diversity to give every applicant the same chances. Putting in place procedures that encourage a diverse staff and encourage creativity and innovation is beneficial.

Besides, programs for internal hiring and employee referrals should be included. By informing current employees about job openings within the company, internal mobility is promoted. Moreover, networks of current employees can be utilised by implementing employee recommendation programs to draw in qualified applicants.

Organisations of UAE can also provide feedback and ongoing improvement by reviewing and enhancing hiring procedures on a regular basis in response to input from hiring

managers and candidates to ensure the recruitment strategy stays competitive, and current on market changes and best practices.

Organizations should implement tested recruitment frameworks that improve employee commitment and long-term organizational success in order to make the recommendations more implementable. Competency-based hiring is a successful strategy that gives preference to applicants whose abilities and character traits match the organization's strategic objectives. Consistency in assessing candidates is ensured by the use of standardized interviewing techniques, such as situational judgment tests and behavioral interviews. Additionally, utilizing employer branding tactics, such as corporate storytelling and social media involvement, aids in luring top personnel with a strong cultural fit.

With foreign residents from all over the world, the UAE is renowned for having a very diversified workforce. The energy sector may benefit from a broad range of viewpoints and ideas by adopting hiring procedures that support diversity and inclusion, which will stimulate creativity and innovation.

In terms of performance, people are an organization's most precious asset; thus it makes sense to provide them additional opportunities to advance within the company. This is the belief held by prosperous businesses. It is the duty of the human resources department to treat the company's employees as partners and to provide them a sense of fulfillment and security through a range of corporate initiatives. The company may inspire employees by providing them with tangible workspaces, competitive pay, and perks. Furthermore, by elevating their mood through affirmation, rewards, and mental and psychological stimulation. Motivated employees form a connection with the company and become committed to its goals as a result of employee engagement. It is essential to acknowledge and honour cultural differences in a diverse workplace such as the United Arab Emirates. Employees from different origins can feel more committed and like they belong when practices like inclusive workplace rules and cultural awareness training are implemented. In summary, a group of committed employees is seen to be crucial to organisations.

5.3.3 Contribution to Policy design

This research also makes a contribution to HRM Recruitment Policy. The company needs an effective recruitment policy that has been tried and tested if it is to meet these objectives. The elements selected for the recruiting policy should include the job knowledge, skill level, educational background, attitude, and aptitude of the employees-all of which should be in line with the job position, job description, and organizational goals. An effective approach for carefully evaluating candidates' qualifications in light of job requirements ought to be a part of the hiring procedure. These are the factors that influence how well the hiring process matches the suitable applicant with the suitable role. The steps in the hiring process, such as locating potential candidates, requesting applications for open positions, conducting a screening procedure, conducting written exams, interviews, and group. The steps involved in the recruitment process, like the identification of recruitment sources, inviting application for the positions, screening process, written test, interview, group discussion, reference check and physical examination should be transparent and unbiased.

Additionally, these sub- processes linked to recruitment must be completed impartially, equitably, precisely, impartially, and practically. These are the effective recruitment parameters that result in a skilled and competent personnel. The aim of the planned research was to provide insights into human resource policy by determining the impact of these attributes on an organization's real-world performance. For example, if research indicates that having a well-planned strategy for recruiting staff is more significant than coming up with one on the spot, it may be advised that human resource policies incorporate intricate recruitment plans.

Designing policies that also support work-life balance and increase employee commitment can be aided by an understanding of cultural values, such as the value placed on family and community. Family-friendly policies and flexible work schedules can be highly successful. Effective hiring procedures have far-reaching effects that go beyond the employment decisions established swiftly. Long-term organizational growth is one of the

biggest advantages, as organized hiring produces a highly motivated staff that supports corporate goals. Because workers who feel appreciated from the beginning are more inclined to stick with their company, companies that focus recruitment best practices have greater employee retention rates. Additionally, when businesses continuously draw in and keep top talent that adds to creativity, productivity, and market uniqueness, their competitive edge is reinforced. A well-hired staff improves workplace culture and employee morale, encouraging teamwork and a feeling of community that motivates workers.

Moreover, given that job dynamics in the UAE are impacted by cultural, economic, and regulatory issues, it is imperative that recommendations be tailored to the local environment. Organizations must ensure that local workers are committed to the company while also aligning recruitment methods with government activities as part of the Emiratization strategy, which aims to increase national workforce participation. Furthermore, the UAE's reliance on foreign workers calls for hiring practices that strike a balance between employee engagement across cultural boundaries and varied workforce integration. The economic environment, which is influenced by sectors like technology, tourism, and finance, need flexible employment practices that draw in experts in particular fields. Additionally, labour laws and visa requirements have a significant impact on employee retention, so companies must establish competitive pay plans and possibilities for professional growth to increase dedication.

5.4 Limitations and Recommendations for future Research

The results indicate that employee commitment acts as a mediator between recruitment practices and organisational performance, but it does not fully account for the relationship. Recruitment practices may have an effect on an organization's effectiveness in addition to variables other than employee commitment.

The immediate impact of recruitment procedures, for instance: Effective recruitment practices have the ability to directly affect organisational performance independent of employee

commitment. By drawing in skilled labor, broadening the workforce, fostering creativity, and enhancing group dynamics, it may increase production.

Further, future research might investigate another mediator or moderator with the variables of this research, especially that international external factors could influence the relationship between recruitment practices and organisational performance. Thus, future studies could test the mediation/moderation effect of another variable since there are different factors that could strengthen the relationship between recruitment practices and organisational performance. Elements including job satisfaction, training programs, leadership style, and organizational culture may operate as mediators in the relationship between recruitment practices and organisational performance. Hence, future research should consider these constructs to determine their effect in mediating the relationship between recruitment practices and organisational performance.

The scope is therefore restricted to energy industry in the UAE and may not represent the whole industry. The rationales for choosing energy industry are such that the UAE's economy has traditionally been based on the energy sector, especially gas and oil. The industry still contributes significantly to the GDP, employment, and export earnings of the country despite efforts at diversification. Furthermore, the UAE's strategic initiatives, such Dubai's Clean Energy Strategy 2050 and Abu Dhabi Economic Vision 2030, highlight the energy sector's critical role in the country's transition to a diversified, sustainable economy where the emphasis on sustainable practices and renewable energy is in line with both international trends and the long-term economic objectives of the United Arab Emirates.

Employers may secure individuals with experience in energy production, engineering, sustainability, and innovation by using strategic recruitment. Employing people who share the long-term objectives of the sector cultivates a staff dedicated to the success of the company. Strong commitment from staff also boosts resilience, creativity, and productivity. It is fuelled by competitive perks, professional advancement, and a feeling of purpose. In the UAE's energy sector, dedicated workers support sustainability programs, operational effectiveness, and legal compliance. Organisations must make

investments in leadership development, ongoing training, and personnel retention as the sector shifts to renewable energy sources and cutting-edge technologies. Businesses in the UAE's energy sector can attain long-term stability, competitive advantage, and sustainable growth by bolstering their recruitment and engagement initiatives.

However, future research can delve into few other industries. The study could be expanded to include large companies in order to hypothesise their experiences with technology adopted, other companies may also be investigated to know the impact of training and firm size. In short, investigating HRM procedures in different sectors can offer a more thorough understanding and add to the corpus of knowledge. For example, technology industries are worthwhile researching.

Investigating how technology companies attract and retain top talent in a highly competitive market, and the impact of these practices on innovation and company growth is beneficial. The industry is rapidly evolving, with a constant demand for skilled professionals. Exploring effective recruitment and retention strategies can provide insights into sustaining competitive advantage and fostering innovation.

Furthermore, future research may investigate the impact of recruitment practices on organisational performance using a mixed-method strategy, as qualitative interviews may provide a comprehensive understanding of the perspectives underlying the quantitative results. Qualitative data such as interview or focus group might provide a deeper understanding for the relationship between recruitment practices and organisational performance. Other methods, including case studies or interviews, might have given the examination of employee commitment more nuance. Interviewing staff members and HR specialists, for example, may have yielded more insightful viewpoints on recruitment procedures, employee engagement, and organizational loyalty. The conversation will also focus on how qualitative information can support or enhance quantitative results, guaranteeing a more thorough comprehension of hiring efficacy. Developing these ideas further will improve the critical analysis of methodological decisions and offer insightful ideas for future study.

5.5 Conclusion

In conclusion, this research has four research objectives that have been investigated that leads to the development of a model that may be applied to improve the organisational performance through sound recruitment practices mediated partly by employee commitment. The objectives of this thesis are fourfold; to investigate the effect of recruitment practices on organisational performance; to examine the relationship between employee commitment and recruitment practices; to examine the relationship between employee commitment and organisational performance; and to analyze the roles of employee commitment in mediating the effect between recruitment practices and organisational performance.

The analysis performed using PLS-SEM reveals that there is a strong relationship between recruitment practices and organisational performance, as well as an important link between recruitment practices and employee commitment, a highly significant relationship between employee commitment and organisational performance, and a partial mediation relationship between employee commitment and recruitment practices and organisational performance. The study discusses the contribution of the thesis in terms of body of knowledge, practice and policy design. The study concludes with the research limitations and recommendations for future research.

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