

Recruitment Policy and Employees' Performances at Action Africa Help International South Sudan Program

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Abstract: Recruitment being the onset of the talent management process are very crucial decision-making point in establishment of the work relation. The process generally involves an organization looking for the best fit individual (s) who are knowledgeable, skilled and or experienced to take up job vacancies with defined job specifications. This paper examines the relationship between Recruitment policies and employee's performance at Action Africa Help International South Sudan. The study applied explanatory(quantitative) research design. Survey approach as research strategy was used to collect quantitative data from a population of 110 and sample size of 86 employees of AAHI-SS. Primary data was collected using closed- ended structured questionnaires distributed to the employees of AAHI-SS in Yei, Maridi, Juba and Yambio Counties in Central and Western Equatoria States. Data collected were furnished, coded, analyzed based on descriptive and inferential statistic of Pearson product's moment correlation and regression using Statistical Package for Social Science (SPSS) 22.0. Results confirmed that, Recruitment and selection policy was found to be a significant predictor ($t(82)=10.408$; $p<.01$) of employee's Performance at Action Africa Help International South Sudan. This implies, improving the recruitment and selection process causes improvement in the employee's performance. Based on the findings, the study concluded that recruiting competent HR Officers, credible, merit-based employees, effectively utilize and adherence to the organization's policies and procedures on recruitment improves performance of the employees and the organization. The study recommends that, senior Country management of the organization should pay keen interest in identifying policies areas relating to recruitment and selection that needs urgent improvements, Continuous capacity enhancement of the recruiting officers and department to adhere to the healthy onboarding policies of new competent staff and making every employee aware of the existing recruitment and selection processes and procedure in the organization and risks associated with recruiting incompetent and unmerited employee in the organization

Keywords: Recruitment Policies, Employee's Performance, AAH-I South Sudan.

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I. INTRODUCTION

With the current Global advancement in technology, the aspect of HRM policies has become under intensive pressure, as more competitive industries are mushrooming and zooming in their efforts to the scarce, talented and highly performing workforce to boost its productivity to meet Global demands. For any entity to thrive in this era, high level efficiency, effectiveness and adherence to the implementation of HRM policies in recruitment, performance appraisal processes and compensation and reward policies are paramount to any Business or nonprofit making Organization to compete favorably in the business world or Humanitarians sphere.

This chapter contains, background to the study, historical perspective, Theoretical perspective, conceptual perspective, contextual perspective, statement of the problem, general purpose of the study, research questions and hypotheses, conceptual framework, significance of the study, justification for the study, scope of the study and operational definitions of the variables.

➤ The Study Theory

• Equity Theory

Equity Theory was advanced by (Adams, 1963) that tried to explain employee's perception of what they contribute to the organization they work for, what they get in return, and how their return contributions ratio compares to

others inside and outside the organization they work for. This determines how fairly they perceive the organization to them in terms of their individual contributions. This perception of equity is expected to make employees take actions to restore equity, such actions may relate to employee quitting their jobs, or lack of cooperation at the work place. In whatever organization, employees always compare their pay and other compensation benefits with that of their seniors as motivational factor that make them to be effective, efficient and never think of leaving the organization for greener pasture in other well to pay organizations. In a study conducted by Cowherd and Lavine (1992) determining whether the size of the pay differential between the lower employees and top management of an organization had an impact on product quality, the study showed significant impact. They found out that individuals often compare their pay with that of their top managers, and when they realized there is inequity in pay and other compensation packages, they sought to reduce their efforts to achieve equity. This theory explains the underpinning situation at AAHI-SS where there are various remunerations, compensation and rewards policies where National staff have lower salaries and other

benefit compared to International Staff. For example, the Highest National Staff at AAHI-SS get a gross salary of USD 4000 monthly, while the Lowest International Staff get a monthly gross salary of USD 6000, these differences in compensation and pay structure creates internal frictions between the national and International staff who have the same qualification and work under the same work environment, this made some of them to work in a state of “to whom it may concern” where less effort is being injected in whatever roles they play in the organization because what they get is not equivalent to their academic qualifications and work experiences, hence affecting their performances.

• Conceptual Framework

Conceptual framework shows the relationship between independent variable and dependent variable. Mugenda and Mugenda (2003), an independent variable is a variable that has an influence on the dependent variable. In this study, the conceptual framework demonstrates the linkage between the independent variable – Recruitment Policy and the dependent variable – Employee’s performance.

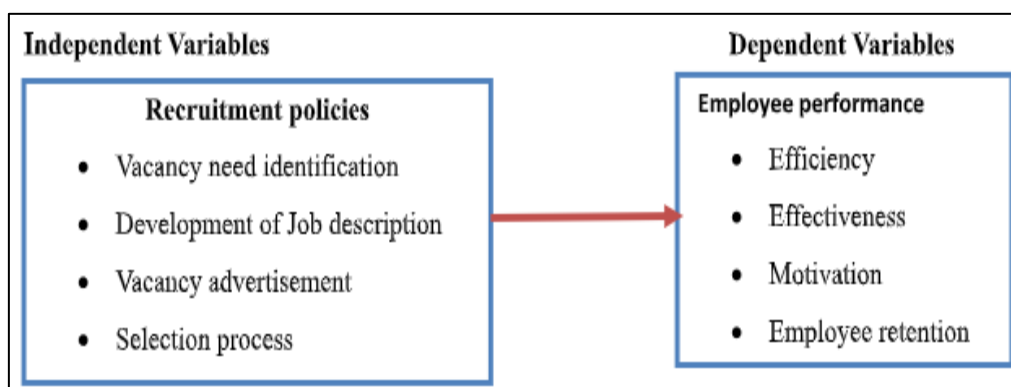


Fig 1 Conceptual Framework

According to McKenna and Beech, (2014), Recruitment being the onset of the talent management process are very crucial decision-making point in establishment of the work relation. The process generally involves an organization looking for the best fit individual(s) who are knowledgeable, skilled and or experienced to take up job vacancies with defined job specifications. Employee targets on the other hand are synonymous with organizational goals. While goals offer direction and progression, targets act as a performance indicator tool. From each individual’s contribution organizations are able to notice its advancement, position and eventually its success.

McKenna and Beech (2014) have pointed out that recruitment processes incur significant costs, it is therefore important that an organization is keen on keeping the costs at a minimum. Job vacancy advertisement and selection process is a costly affair. Moreover, if a wrongly fit individual is selected it can lead to further cost addition; either through sub- standard performance on production or service delivery consequently leading to loss of business.

Hamza Alquda (2019) indicates that, Recruitment of employee is integrated factor that affect the performance of the employee. Recruiting an appropriate employee for a suitable position of work has close relationships and connections with the organization's development. Many studies have found a positive relationship between recruitment and employee performance.

According to (Ofori & Aryeetey, 2011), Recruitment is a vital function of human resource management for any type of business organization. Recruitment is a term that refers to the process of attracting and choosing candidates for employment. The quality of the human resource the firm has heavily depends on the effectiveness of this one function. Recruiting wrong candidates who are not capable, do not fit the culture or vibes of the organization can have a huge negative cost which is something that most organization cannot afford. The overall aim of recruitment within an organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization at minimal cost.

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

According to Gamage (2014) the objectives of recruitment function are to get the right person to the right job, establish and maintain a good image as a good employer, and maintain the recruitment process as cost effectively as possible. Recruitment is an extremely important aspect to consider for businesses due to a number of reasons. Often the performance of businesses relates directly to the people working within it, meaning the right people need to be hired to ensure organizational success.

According to (Gamage, 2014) there is evidence which indicates that there is a positive and significant relationship between recruitment and the performance of an enterprise. Sang (2005) for example discovered a positive association between recruitment and business performance.

According to FX. Suwarto1 and Arief Subyantoro (2019), the selection procedures to recruit high potential employees for the right position should be carefully and efficiently prepared. The criteria for employee selection are generally categorized as education; reference; experience; health of the candidate; written test; and interviews. As the above description suggests, compliance with the correct procedures will provide an organization with qualified human resources. This, in turn, will have a positive effect on organization, i.e., making it easier to determine which candidates are qualified to occupy certain positions. On the part of the applicants, such procedures will prevent them from being suspicious if they cannot pass the selection process. Hence, the applicants realized that they remained ineligible for the company's employment standard

According to FX. Suwarto1 and Arief Subyantoro (2019), the company's recruitment plan and its effectiveness serve a pivotal role in strategic decision making as these constitute the main investment of the company. This study indicates that recruitment is the activity of an organization intended to identify and find new employees that meet the

organization's requirement. This process is intended to stimulate potential employees to submit a job proposal and subsequently selected according to the company's specific requirement to obtain the right employees to fill the vacant positions. Organization shall prepare the specific qualifications required to fill the vacant position and then monitor the candidate employees during the recruitment and selection processes. In addition, the recruitment is intended to stabilize the composition of human resources. For a successful recruitment strategy, organizations or companies can utilize a number of recruitment methods including job advertisement, suggestions from the existing employees, graduate recruitment, agencies or expert involvement, vacancy/job boards, company website, social media. An effective recruitment process provides an organization with competitive advantages in the marketplace, increasing returns, and economies of scale. Such a process will also help achieve the company's objectives such as stability in human resources, provide a sufficient number of better qualified applicants for vacant positions, and improve the effectiveness of selection process

II. METHODOLOGY

➤ Study Design

This study adopted explanatory research design (quantitative) which searches for specific responses to research questions in relation to recruitment policies and employee's performance. John W. Creswell (2009) Research designs are plans and procedures for research that span the decisions from broad assumptions to detailed methods of data collection and scientific analysis. This study employed explanatory research design (quantitative) Since it sought to establish the relationship between recruitment policies and employees' performance. This was a case study that used a selected number of recruitment practices and how they affect employees' performance. The research strategy used in the study was a survey approach to collect quantitative data which was analyzed using descriptive and inferential statistic of Pearson product moment, correlation and regression analysis.

➤ Study Population

A population is an entire group of individuals or elements with some observable characteristics Ghauri and Grønhaug, (2005). Cooper and Schindler (2000) also stated that, a population is the total collection of elements about which we wish to make inferences. This study had a targeted population of 110 employees of AAHI-SS, which were divided into 70 lower cadres' employees, 10 senior management staff and 30 project officers. AAHI South Sudan (2019) HR personnel Handbook.

Table 1 Showing the Targeted Population and Number of Respondents

Category of respondents	Number of respondents	Sampling technique
Supporting Staff	70	Simple random sampling
Senior Management staff	10	Purposive sampling
project officers	30	Simple random sampling
Total	110	

Source: Primary data

➤ *Sampling Size and Procedure:*

A sample is a proportion of the population whose results can be generalized to the entire population Kothari (2003). This study focused on 110 employees of Action Africa Help International South Sudan, which were divided into 70 lower cadres' employees, 10 senior management staff and 30 project officers. AAHI-I South Sudan (2019) HR personnel Handbook. A sample size of 86 which included, 6 senior managers were purposively selected, 25 project officers and 55 project supporting staff simple randomly selected for the study from AAHI project sites in Yei, Maridi, Juba and Yambio Counties in South Sudan. The 6 senior project managers and 25 project officers were selected because these are the direct implementors of the policies and the 55 supporting project staff are the people directly affected by the policies in the organization and may have fruitful perspective into the influence of the policies on their performance at work.

➤ *Determination of the Sample Size*

According to Kothari (2003), a sample is a proportion of the population whose results can be generalized to the entire population. The researcher used a population of 110 and a sample size of 86 for this study. The sample size was

derived using the Yamane (1967) formula to calculate the sample size for the study as seen below,

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

(Where 'n' is the sample size, 'N' is the population size, and 'e' is the level of precision)

Therefore $n = x$, $N=110$, $e=0.05$

$$n = 110/1+N(e)^2$$

$$\text{Therefore } n = 110/1+110(0.05)^2$$

$$n = 110/1.275$$

$$\text{Therefore } n = 110/1.275 = 86$$

Therefore $n = 86$ as sample size

Table 2 Sample Distribution

Category of staff	Population	Sample size	Sampling technique
Supporting Staff	70	55	Simple random sampling
Senior Managers	10	6	Purposive sampling
Project Officers	30	25	Simple random sampling
Total	110	86	

Source: <https://www.researchgate.net/figure/A-simplified-formula-to-calculate-sample-size-Yamane-1967>

➤ *Sampling Technique and Procedure*

According to Sekaran (2003), sampling is the process of choosing the research units of the target

Population which are to be included in the study. This study adopted both probability and non-probability Sampling techniques.

➤ *Probability Sampling Techniques*

A probability sampling method is where all elements have an equal chance of being selected Kothari (2003). This entailed simple random sampling. The simple random sampling method selects a sample without bias from the target/accessible population. The method was used to select random samples from the supporting staff, project officers, HR staff, and administrative staff. This method was justified for the study because it ensured that all subjects of the subgroups were given an equal chance of being selected. This minimized bias and simplified analysis of results.

➤ *Non-Probability Sampling Techniques*

Non-probability sampling is a sampling technique where the samples are gathered in a process that does not give all the individuals in the population equal chances of being selected. Under this category, the purposive sampling method was used. This method was used by the researcher to decide who to include in the sample based on their relevancy. Purposive sampling technique was used to collect focused

and highly confidential information from key respondents which included senior managers from AAHI South Sudan. The technique was used because the focus of the researcher was to get in-depth information and not simply generalizing

➤ *Data Collection Methods*

The researcher used structured questionnaire survey, and documentary review methods for data collection. Quantitative approach was considered as this measured each specific objective in the study scientifically.

Data was collected using survey questionnaires where the researcher developed questionnaires that were used to answer specific objectives of the study for respondents to complete in writing. The questionnaires were structured (close ended) to elicit specific responses which were easy to fill, analyze, compare among different groups and economical in terms of time saving and energy as per Kothari, (2003). The participants' literacy levels too favored the self-administration approach, which gave an accurate profile of the situation, and the data provided described who, what, how, when and where of the variables in the study. The questionnaires surveys were used to collect data from the organization's senior managers, project officers and supporting staff.

The selection of questionnaires for this study was determined by the fact that the respondents were literate and

unlikely to have difficulties in responding to questionnaires, the population of the study was large against limited time, and the data required were easily provided in writing. Self-administered closed end questionnaires were used since the study was concerned with study of variables that could not be directly observed such as views, opinions, perceptions and feelings of the respondents. Such information was best collected through questionnaires Kothari (2003).

➤ *Quality Control*

In order to make sure that quality and relevant data were collected, the research instruments were tested for validity and reliability as follows.

➤ *Testing the Validity of the Instruments.*

According to Kothari (2003), validity refers to the degree to which results obtained from data analysis actually represent the phenomenon under study. Validity being how data obtained in the study accurately represents the variables; it is the accuracy and meaningfulness of inferences that are based on research results. For the purpose of producing a quality research report, the study focused on external validity to ensure that research findings of this study were highly generalized to other organizations and the environment outside the study setting. In this case, the researcher carried out a pre-testing method of piloting the same research instruments on a different but homogeneous sample of ten respondents before going to the field. This pre-testing is done to ensure content and construct validity of the instrument by improving on the questions, the format and scales of measurement. The researcher incorporated responses and comments of the piloted study into the final improved instrument. The content validity index (CVI) computed using the formula below.

$$CVI = K/N$$

Where.

CVI = Content Validity Index

K = Total number of items rated as relevant

N = Total number of items in the questionnaire

Therefore, K=10

N= 12

$$CVI = K/N = 10/12 = 0.8$$

Therefore CVI= 0.83

➤ *Reliability of Instruments*

This is the measure of the degree to which a research instrument yields consistent results after repeated trials Kothari (2003). Random error being the deviation from the true measurement, it influences the instrument's reliability by reducing on it whenever it is high. Reliability threats will always exist in research studies and do arise from inaccurate data coding; ambiguous instructions; interviewer/interviewee fatigue and biasness. In this study, the researcher addressed reliability by reducing on the inaccuracy of both the instrument and the researcher's scoring thus reducing on the inconsistencies in the measurements that affected the reliability of the collected data.

Reliability of the instruments in this study was attained through employing the internal consistency method of assessment using the Cronbach's coefficient Alpha computation to determine the items' correlation among themselves. In this method, scores of a single test were done on a sample subject, where a score on one item was correlated with those from other items in the instrument. According to Kothari (2003), an alpha of 0.5 or higher is sufficient to show reliability implying that, the closer the alpha to 1, the higher the internal consistency reliability.

Below, is the expression of the Cronbach's coefficient Alpha or Kunder-Richardson

(K-R) 20 formulas.

$$KR20 = (K) (s^2 - \Sigma s^2)$$

$$(S^2) (K-1)$$

Where, KR20= Reliability coefficient of internal consistency

K = Number of items used to measure concept

S² = Variance of all scores s² = Variance of individual items from the researcher's computation results that was obtained above, the higher the coefficient the higher the item correlation among themselves.

Table 3 Error! Reference Source Not Found.

Study Variable	Number of Items	Cronbach's Alpha
Recruitment and selection	12	.964

From the study variable's reliability statistics above, it has been concluded that, the average reliability of the instrument is 0.964 which shows that the instrument is reliable enough to collect the required data for the study

➤ *Data Analysis*

Quantitative data were collected using self-administered structured (close ended) questionnaires to elicit

specific responses which were easy to fill, following a 5-likert scale categorized as, 1= Strongly agree, 2= Agree, 3= Uncertain, 4= strongly disagree, 5= Disagree. The Socio-economic attributes like age, sex, employment period/duration of service, academic levels were measured at nominal and ordinal scales depending on the variables. The quantitative data collected were cleaned, coded, and analyzed using SPSS software (version 22.0) where means, standard

deviations, percentages, frequencies, correlations and regression analysis were generated then presented using tables, figures, graphs and charts to determine relationship among the variables of the study.

III. RESULTS

Recruitment is measured by the recruitment process. The descriptive statistics for recruitment at the Action Africa Help International South Sudan are presented in table 1. The level of recruitment process at Action Africa Help International South Sudan is efficient and effective in realizing the goals of the organization. The respondents agree that the recruitment process at the Action Africa Help International South Sudan is perfect (Global Mean=3.97; Std=0.662). This means the recruitment processes are

efficient and effective in hiring the best human resources that deliver results according to agreed goals and objectives. On the statement, “Recruitment policies have great impact on employees’ performances”, the respondents agreed (Mean=3.95; Std=0.573) to policing having great impact, with 84.9% of the respondents stating “agree”, 9.3% strongly agree and 5.8% disagree.

Descriptive statistics for recruitment policies and employee’s performance at Action Africa Help International South Sudan

➤ Results:

SA= Strongly agree, A= Agree, UC= Uncertain, SD=Strongly Disagree, D=Disagree

Table 4 Summary of Results: Recruitment policies

Measurement Items	SA	A	UC	SD	D	Min	Max	Mn	Std Dev	Mean Interpretation
	%	%	%	%	%					
RSP1 the organization I work for has clear recruitment and process and procedure	33.7	54.7	5.8	-	5.8	2	5	4.16	0.780	A
RSP2 In The organization I work for, Recruitment processes and policies are adhered to by recruiters.	31.4	40.7	11.6	-	16.3	2	5	3.87	1.038	A
RSP3 In the organization I work for, Priorities are given to qualified and skilled candidates.	10.5	64.0	7.0	-	18.6	2	5	3.66	0.902	A
RSP4 there is Proper alignment of workforce which enhances effectiveness and efficiency of the employees.	27.9	58.1	7.0	-	7.0	2	5	4.07	0.794	A
RSP5 The organization has job analysis procedures designed to produce systematic information about jobs,	18.6	66.3	8.1	-	7.0	2	5	3.97	0.743	A
RSP6 There is an appropriate and proper plan for recruitment process of candidate.	9.3	69.8	11.6	-	9.3	1	5	3.58	1.111	A
RSP7 Through job analysis valid and reliable information gathered becomes essential in ensuring fairness and equality in human resource management activities.	32.6	59.3	8.1	-	-	3	5	4.24	0.593	SA
RSP8 selection of workers occurs not just to replace departing employees or add to the number but rather aims to put in place workers who can perform at a higher level and demonstrate commitment	24.4	70.9	4.7	-	-	3	5	4.20	0.505	A
RSP9 In the organization I work for Aligning workforce enhances employee’s effectiveness and efficiency at work	9.3	84.9	-	-	5.8	2	5	3.98	0.573	A
RSP10 recruitment generally involves looking for the best fit individual(s) who are knowledgeable, skilled and or experienced to take up job vacancies with defined job specifications	17.4	73.3	9.3	-	-	3	5	4.08	0.514	A
RSP11 Formal academic qualifications are mainly considered for recruiting candidates for the job	18.6	72.1	9.3	-	-	2	5	4.00	0.751	A

RSP12 In the organization I work for, Employees are aligned according to their areas of specialization for better performance	11.6	67.4	9.3	-	11.6	2	5	3.79	0.799	A
Global Mean								3.97	0.662	A

Source: Primary Data 2022.

According to the findings on the table 4, 33.7% of the respondents have strongly agreed that AAHI-SS clear recruitment procedures. 54.7% agreed, 5.8% uncertain and 5.8% disagreed. Mean =4.16 and Std. Dev. 0.780. This implies the recruitment processes and procedures give the best candidate to be selected and hired. This improved the performance of the individuals hired and the organization to achieve the set goals and objectives.

According to the findings on the table 4, 31.4% of the respondents have strongly agreed that recruitment policies are adhered to by recruiters at AAHI-SS. 40.7% agreed, 11.6% uncertain and 16.3% disagreed. Mean =3.87 and Std. Dev. 1.038. This implies the recruitment policies are adhered to by recruiters that give the best candidate a chance to be selected and hired for the job. This is also clear indication that element of fraud and corruption during recruitment is non-existence at AAHI-SS. This improved the performance of the hired individuals and the organization to achieve the set goals and objectives

According to the findings on the table 4, 10.5% of the respondents have strongly agreed that Priorities are given to qualified and skilled candidates when hiring individuals at AAHI-SS. 54.0% agreed, 7.0% uncertain and 18.6% disagreed. Mean =3.66 and Std. Dev. 0.902. this implies recruiters at AAHI-SS give the best candidates chance to be selected and hired for the job. This is also clear indication that element of fraud and corruption during recruitment is non-existence at AAHI-SS. This improved the performance of the hired individuals and the organization to achieve the set goals and corporate objectives.

From the research findings on the table 4. 27.9% of the respondents have strongly agreed that there is Proper alignment of workforce which enhances effectiveness and efficiency of the employees at AAHI-SS. 58.1% agreed, 7.0% uncertain and 7.0% disagreed. Mean =4.07 and Std. Dev. 0.794. This implies the Human Resources Department ensures that each hired employee is fit to where he/she is supposed to work according to the original job description. This improved efficiency and effectiveness of the staff and the organization to achieve the set goals and objectives

The research findings on the table 4 shows, 18.6% of the respondents have strongly agreed AAHI-SS has job analysis procedures designed to produce systematic information about jobs, 66.3% agreed, 8.1% disagreed and 7.0% disagreed. Mean =3.97 and Std. Dev. 0.743. This implies the Human Resources Department ensures that each hired employee is hired according to demand and job description and minimizes cases of right persons being recruited for the wrong position. This improved efficiency

and effectiveness of the staff and the organization to achieve the set goals and objectives

The research findings on table 4 shows 9.3% of the respondents strongly agreed There is an appropriate and proper planning for recruitment of candidate 69.8% agreed, 11.6% disagreed and 9.3% strongly disagree. Mean =3.58 and Std. Dev. 1.111. this implies the Human Resources Department at AAHI-SS is well equipped and skillful and have all the required planning tools for hiring qualified persons for the organization. This implies improved employee performance and the performance of the organization as testified by the respondents

The study findings on table 4 shows 32.6% of the respondents strongly agreed that, through job analysis, valid and reliable information gathered becomes essential in ensuring fairness and equality in the human resource management activities. 59.3% agreed, 8.1% were uncertain. Mean =4.24 and Std. Dev. 0.593. this implies the Human Resources Department at AAHI-SS is well structured and qualified when handling recruitment and selection of the candidates in a fair and transparent manner where equal opportunity is given to the right persons for the jobs. This improves employee and organization's performances at Action Africa Help Internal South Sudan Program.

The study findings on the table 4 shows, 24.4% of the respondents have strongly agreed that, selection of workers occurs not just to replace departing employees or add to the number but rather aims to put in place workers who can perform at a higher level and demonstrate commitment. 70.9% agreed, 4.7% uncertain. Mean =4.20 and Std. Dev. 0.505. this implies the Human Resources Department at AAHI-SS recruits the staff based on the demand at hand

The field findings on table 4 show 9.3% of the respondents strongly agreed that aligning workforce enhances employee's effectiveness and efficiency at work, 84.9% agreed and 5.8% disagree. Mean =3.98 and Std. Dev. 0.575. this implies Alignment of workforces have great impact in employee's performance and hence, enhancing employee's effectiveness and efficiency to achieve the set goals and objectives and also improves organization's performances

The research findings on the table 4.4 indicates, 17.4% of the respondents have strongly agreed that recruitment process at AAHI-SS generally involves looking for the best individual who are knowledgeable, skilled and experienced to take up job vacancies with defined job specifications. 73.3% agreed and 9.3% were uncertain. Mean =4.08 and Std. Dev. 0.514. this implies the recruitment criteria at Action Africa Help International South Sudan Program. encourages

best selection of the candidates for the position which fosters effectiveness and efficiency at work. These workforces also have great impact in achieving their set targets and also the overall goals and objectives of the organization

The research findings on 4 indicate 18.6% of the respondents have strongly agreed that Formal academic qualifications are mainly considered for recruiting candidates for the jobs. 72.1% agreed and 9.3% disagreed. Mean =4.00 and Std. Dev. 0.751. this implies at Action Africa Help International South Sudan Program Formal academic qualifications are mainly considered for recruiting candidates for whatever position being advertised in the organization. Such a criterion gives the organization the best position to have qualified and competent workforces with great diverse skilled that would have a great impact on their final output and the end results of the organization goals and objectives.

The study findings on the table 4 indicates, 11.6% of the respondents have strongly agreed that, at Action Africa Help International South Sudan Program, employees are aligned

according to their areas of specialization for better performance. 67.4% agreed, 9.3% uncertain and 11.6% disagreed. Mean =3.79 and Std. Dev. 0.799. This implies at AAHI-SS employees are aligned according to their areas of specialization for better performances. This fastens work performance, targets set and achieved, improve individual performance and the performances of the organization in achieving its goals and corporate objectives.

➤ Correlation Analysis:

This is to establish whether there is relationship between recruitment policies and employee's performance at Action Africa Help International South Sudan. The following alternative hypothesis was used to guide the study; there is positive significant relationship between recruitment and selection policies and employee's performance at Action Africa Help International South Sudan. correlation coefficient was calculated using Pearson's product moment with the aid of Statistical package for Social Science (SPSS) version, 22.0. as interpreted in the table below.

Table 5 Showing Correlation Analysis for Recruitment Policies.

Study variable		Recruitment	Performance
Recruitment	Pearson correlation	1	.982**
	Sign (2-tailed).		0.01
	N	86	86
Performance	Pearson correlation	.982**	1
	Sign (2-tailed).	0.01	

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

Source: Primary Data (2022)

The results indicate there is strong positive significant relationship between recruitment and employee performance. The relationship is statistically significant ($r=.982^{**}$, $P<.01$). This means recruitment is associated with employee performance at the Action Africa Help International South Sudan. therefore, an alternative hypothesis H_{01} is retained, and it is concluded that, there was significant relationship between recruitment policies and employee performance at Action Africa Help International South Sudan.

➤ Regression Analysis

Simple regression to determine the variance of recruitment policies on employee's performance at Action Africa Help International South Sudan was carried out, presented and the following is the result derived from them as seen in the table 6. Below.

Table 6 Regression Analysis on Recruitment and Employee's Performance

Model			Unstandardized Coefficients		Standardized Coefficients	t	Sig.
			B	Std. Error	Beta		
1	(Constant)		.974	.080		12.246	.000
	Recruitment		.607	.058	.771	10.408	.000
R		.984 ^a					
R Square		.968					
Adjusted R Square		.967					
Std. Error of the Estimate		.09495					
R Square Change		.968					
F Change		825.881					
df1		3					
df2		82					
Sig. F Change		.000					

Dependent Variable: Employee Performance

Predictor: (Constant), Recruitment

Source: Primary Data (2022)

According to the results summarized in Table 6. Above, the Standardized Coefficient Beta ($\beta=0.771$, $P<0.01$), mean, recruitment policies have great influence on employee's performance at Action Africa Help International South Sudan. this practically implies that, performance at Action Africa Help International South Sudan improves with increased adherence to proper implementation of recruitment policies during recruitment processes of new workforces in the organization.

IV. DISCUSSIONS

The study revealed that, there was positive correlation between recruitment policies and employee's performance at Action Africa Help International South Sudan.

The result in table 6 above. presents the relationship between recruitment policies and employee performance. The correlation results in respect to the relationship between recruitment policies and employee performance was found to be positive and statistically significant ($r=0.982$, $P<0.01$), further analysis based on correlation confirmed this association.

The regression results specifically indicated that, there is a significant positive relationship between recruitment policies and employee performance ($t(82)=10.408$; $p<0.01$), the specific issues under recruitment and employee performance were related to the recruitment processes and clearly from the results, it is possible to conclude that, improvement in these areas would collectively help address critical issues related to performance among the employees of in Action Africa Help International South Sudan. With these findings, we therefore find support for the hypothesis that, strengthening the area of recruitment at Action Africa Help International South Sudan, would associate with increased employee's performance.

These results were consistent with McKenna and Beech, (2014) who established that, it is paramount to identify, stick and adhere to the best recruitment processes and policies as these being the onset of the talent management process and is very crucial decision-making point in establishing work relation, this process involves an organization looking for the best fit individual(s) who are knowledgeable, skillful and experienced to take up the job vacancies with defined job specifications in order to improve employee's and Organization's performances and productivity.

Results indicated that, majority of the respondents agreed that recruitment policies and procedure do exist and are adhered to by the recruiters. However, these policies have to be strictly followed to acquire competent and skillful candidate to fill the vacant position in the organization for better output. FX. Suwato1 and Arief Subyantoro (2019) observed that, company's understanding of recruitment plans and its effectiveness serve a pivotal role in strategic decision making as these constitute the main investment of the company. in that, the recruitment procedures to recruit highly potential employees for the right position should be carefully

and efficiently prepared. Gamage, (2014), Sang (2005) established that, when recruitment policies are not strictly adhered to, it will lead to poor employee performance which will in turn affect the performance of the entire organization. In a well-focused organization, adherence to recruitment policies is considered to be very paramount. This is however not the case in Action Africa Help International South Sudan as reflected by the current study.

Furthermore, the findings from this current study are also in agreement with McKenna and Beech (2014) who asserted that recruitment processes incur significant costs not only on the incumbent but also on the organization we are employed in. therefore, in every decision an employee or organization make, it is based on consideration of the cost involved in recruitment over another. Job vacancy advertisement and selection process is a costly affair. It is therefore paramount that, whenever the employee or organization takes actions in regard to recruitment without assessing the repercussions associated with it, more often than not, a recipe for performance challenges. Therefore, Action Africa Help International South Sudan should thrive to maintain and improve the recruitment procedures and processes when recruiting candidates for the jobs at an efficient and effective manner.

The findings of the study further showed that proper recruitment process improved employees' performance., considering the fact that employee performance improves with proper implementation of recruitment policies, it significant to have proper recruitment process adhered to in an appropriate manner. The study, for example, found out that most of the employees are not well versed with the recruitment policies and processes as evidenced with some employees do not read and understand what the organization's HRM manual says about the recruitment policies for both national and non-national. Failure to adhere to proper recruitment policies is likely to undermine proper recruitment management with resulting poor employee performance. Consistent with the findings, the respondents indicated for instance that, employees are not well-versed with the recruitment process and policies, they just see the HR team conducting recruitment and others take them by surprise which is not health for humanitarian organization like Action Africa Help International South Sudan.

The finding of this study is in an agreement with Hamza Alquda (2019) who asserted that employee performance is associated with proper recruitment processes conducted. Recruitment as an integrated factor affects the performance of an employee. Recruiting an appropriate employee for suitable work has close relationships and connections with the organization's development and employee's performance. Furthermore, Gamage (2014) established that the objectives of recruitment function are to get the right person for the right job, establish and maintain a good image as an outstanding employer, and to maintain the recruitment process as cost effective as possible. Recruitment is an extremely important aspect to consider for organization or businesses due to a number of reasons. Often the performance of businesses or any organization relates directly to the people working within

it, meaning when right people are hired, organization achieves its goals and objectives. Much as the study found out that, Action Africa Help International South Sudan in some extents does not follow the recruitment policies, the researcher identified a strength with Action Africa Help International South Sudan in terms of bringing in new HR manager who is trying to make employee understand HRM polices, trainings and capacity building to make employees understand their roles and responsibilities compared to the previous HR manager who paid deaf ears to the employee concerns. adherence to the recruitment policies and making employees know how recruitment is conducted in an organization motivates the staff and diffuses tension during recruitment and transparency is being shown.

In the same spirit, Suwartol and Arief Subyantoro (2019) asserted that recruitment planning and its effectiveness serve a pivotal role in strategic decision making as these constitute the main investment of the company. The Authors defined recruitment as an activity of an organization intended to identify and find new employees that meet the organization's requirements. This process is intended to stimulate potential employees to submit a job proposal and subsequently selected according to the company's specific requirement to obtain the right employees to fill the vacant positions. In addition, recruitment is intended to stabilize the composition of human resources for an organization or business entity. Suwartol and Arief Subyantoro (2019) identified recruitment strategies for any organization that would want to succeed. These methods include job advertisement, suggestions from the existing employees, graduate recruitment association, agencies or expert involvement, vacancy/job boards, company website and social media. An effective recruitment process provides an organization with competitive advantages in the marketplace, increasing returns, and economies of scale. Such a process will also help achieve the company's objectives such as stability in human resources, providing a sufficient number of better qualified applicants for vacant positions. Action Africa Help International South Sudan Program had a bid challenge of poor organization image in the public resulting from some few HR officers and Senior Management Team Members, this has resulted into some officers and managers faced courts of law, imprisonment and termination from work for acting unprofessionally and lack of adherence to policies after the employee outcry to the local authorities

Regarding whether Action Africa Help International South Sudan (AAHI-SS) has an appropriate recruitment planning, 69.8% of the respondents have agreed AAHI-SS having recruitment planning for the staff, this will imply that failure by the recruiters to adhere and follow the laid down recruitment polices and making appropriate decision on who qualifies for the position could affect the performance of the employee of an organization.

This conclusion can be supported by Ofori & Aryeetey, (2011), who observed that the benefit of recruitment policy is vital organ of human resource management for any type of business organization. Recruiting wrong candidates who are not capable, do not fit the culture or vibes of the organization,

can be a huge negative cost which is something that most organization cannot afford. When recruiting people, the overall aim of recruitment within an organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives and goals of the organization at minimal cost. It is therefore prudent that, Action Africa Help International South Sudan adopt these recruitment policies and processes while trying to recruit competent staff for the organization. This can enable the organization to employ the pool of applicant right candidates for better performance.

Similar observation was made by Gamage (2014) who affirmed that the objectives of recruitment function is to get the right person to the right job, establish and maintain a good image as a good employer, and maintain the selection process as cost effective as possible. Recruitment is an extremely important aspect to consider for businesses due to a number of reasons. Often the performance of businesses relates directly to the people working within it, meaning the right people need to be hired to ensure higher organizational performance and productivity. However, it would depend on the ability and professionalism of the recruiter, if the recruiter is technically qualified, then he/she will have that ability to get the right candidate that can be qualified enough to make better decision at work, usually the likelihood of entirely recruiting staff have those skills is low hence affecting the quality of the employee being employed.

In many cases, HR officers (Recruiters) are seen to have their own biases that could impact negatively on the kind of recruitment processes and candidates they get from those being recruited using outdated interview guides or policies as recruitment tools that may have its limitations. This might be the case in Action Africa Help International South Sudan as the respondents in this current study seem to disagree with the kind of policies used in recruitment. Basing on the above argument, the respondents confirmed that at Action Africa Help International South Sudan, the Project staff are not capacitated on the recruitment process but are only required to follow the already set system from the senior officers.

The above findings show that qualified and competent candidates need to be recruited and empowered to work freely and contribute towards achieving the organizational goals thus affecting performance positively. Lack of recruiting and giving first priority to qualified and competent workforces with diverse that would have great impact on their final output and the end results of the organization goals and objectives and adherence to the recruitment policies lead poor performance and among other. According to FX. Suwartol and Arief Subyantoro (2019) on the effect of HRM policies on employee's performance, which concluded that the selection procedures to recruit high potential employee for the right position should be carefully and efficiently prepared. The criteria for employee selection are generally categorized as education, reference; experience, health of the candidate written test, and interviews. As the above description suggests, compliance with the correct procedures will provide an organization with qualified human resources. This, in turn, will have a positive effect on organization

V. CONCLUSIONS

Recruitment policies and employee performance were positively related; hence it is significant for Action Africa Help International South Sudan to effectively utilize the right policies and procedures when recruiting competent staff for the organization. The results of this study reveal that, when Action Africa Help International South Sudan employs effective recruitment policies, employee's performance will improve. Thus, this implies that greater employees' performance can be achieved with proper implementation and adherence to the recruitment policies by the Management of the organization. At Action Africa Help International South Sudan, proper recruitment process is undermined by failure to adequately adhere to proper recruitment standards like needs identification, solicitation, advertising, long listing and shorting listing according to candidate's competency and academic qualification. Therefore, there is need for management of AAHI-SS to adhere to the basic policies and standards of recruitment if high employee's and Organization's performance is to be achieved.

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