EFFECT OF ATTRACTING CANDIDATES ON EMPLOYEE PERFORMANCE IN WORLD VISION INTERNATIONAL JUBA- SOUTH SUDAN. A CROSS SECTIONAL STUDY.

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ABSTRACT

Background:
The study aimed to establish the effect of attracting candidates on employee performance in World Vision International in South Sudan.

Methodology:
A cross-sectional research design with both qualitative and quantitative approaches was used. Sampling was done involving a sample determination table (Krejcie and Morgan, 2005) and a sample of 53 employees was used. Data collection procedures included questionnaires, interviews, and documentary reviews.

Results:
The study was dominated by male respondents at 42 **(66.7%)** and the females were 21 **(33.3%).** Based on the coefficient $P = 0.662 > 0.05$ realized by the analysis of variance (ANOVA) at a $(9. 23)$ degree of freedom. The null hypothesis of this study was accepted, which implies that there is no significant relationship between attracting candidates and employee performance in World Vision International. The R square $= 0.850$ this suggests that 9.5% of the variations in performance are explained by attracting candidates.

Conclusion:
Major findings using Pearson`s Production Moment Correlation Analysis showed a significant positive relationship between attracting candidates on employee performance. The findings revealed that World Vision International has only one method of attracting employees and this is internal advertising. The findings also showed that attracting candidates negatively affects employee performance.

Recommendations:
Managers and policymakers should make sure that competitive employees are attracted to apply whenever job/jobs are advertised and the leadership style should be balanced and attract employee contributions on the issues that affect their work performance.

Background to the study

Employee performance is derived from studies of morale or a group's willingness to accomplish organizational objectives which began in the 1920s (*Dr. C. Swarnalath et al*, 2013.). The value of morale to organizations was matured by United States (US) Army researchers during World War II (WW II) to predict unity of effort and attitudinal battle readiness before combat. In the post-war mess production society that required a unit of effort in execution, (group) morale scores were used as predictors of speed, quality, and militancy. With the advent of knowledge and the emphasis on individual talent management (stars), a term was needed to describe an individual's emotional attachment to the organization, fellow associates, and the job (*Dr. C. Swarnalath et al*, 2013.).

Issues relating to performance are not new and can be traced back to the spread of the Industrial Revolution from Western Europe to other parts of the world in the 19th century. The global depression of the late 1920s and early 1930s, the destruction of the world economy by World War 1 (1914) and 2 (1945), and the rise of the new nation led to the renewed interest in means of organizing organizational activities as well as an intervention which aims to improve performance.

World Vision International has committed to maintaining a fair and just workplace and to follow a policy of employment equity in the attraction, appointment, development, and advancement of staff. As much as it is in its power to do so, the organization will eliminate discriminatory employment barriers and practices and work to increase the participation of all people, disabled people, members of visible minorities, and women in all occupational categories and at all levels of employment.

Many organizations in Africa have employment practices related to the employment of relatives. This type of employment has the potential of creating difficulties in supervision, hindering conflict resolution, or creating a conflict of interest is not permitted. Extreme care and judgment must be exercised by employing units to ensure that neither employees nor the church are placed in such potentially difficult situations (Bernadin, 2009).

Attracting candidates is primarily a matter of identifying, evaluating, and using the most appropriate sources of applicantsm (*Monitoring and Evaluation Studies*, 2014.). However, where difficulties in attracting or retaining candidates are being met or anticipated, it may be necessary to carry out a preliminary study of the factors that are likely to attract or repel candidates. The actual channels or vehicles used to attract candidates seem to influence whether the right kinds of applicants are encouraged to apply and to persist in their application Armstrong (2008). Once the organization's hiring activities have succeeded in attracting sufficient numbers of relevant applicants from the external labor market, the aim of the subsequent selection activities is then to identify the most suitable applicants and persuade them to join the organization. Even in times of high unemployment, selection is very much a two-way process, with the candidate assessing the organization as well as the other way around (*PDFCOFFEE.COM*, 2009.). From the organization's point of view, selection is just as much "a selling" operation as the initial hiring, G.A. Cole MA MIPD MIMgt (2002).

The study aimed to establish the effect of attracting candidates on employee performance in World Vision International South Sudan.

METHODOLOGY

Research Design

A cross-sectional research design was used to establish the effect of attracting candidates on employee performance. The study used both quantitative and qualitative research approaches. The researcher employed a qualitative approach in the form of structured and semi-structured questions to include the respondents' views and opinions concerning the study as the situation are in the time of study.

The quantitative research approach was used in the form of structured questions (closed-ended questions) on four Likert scales as the study included numbers. This was to help the researcher obtain a clear picture of the situation from the respondents concerning the topic under the study.

Study Setting

The study was conducted at its offices at World Vision International Juba in South Sudan. The organization is located on Hai Cinema Road approximately plot 1 Block 2BX P O Box 449 Juba town. The research focused on records from 2017 to 2022 seemed to be relevant to the study. The actual study exercise took seven months i.e. from January to July 2023.

Target Population and Sample

Table 1: The target population was in total 75, broken down as follows:

	Population	sample
Director	01	01
Managers	11	9
Coordinators	15	13
Senior Officer	19	15
Officers	24	21
Assistants	05	04
Total	**75**	**63**

Sample Size

The sample size was 63 respondents as calculated using Taro Yamane's (1970) formula for sample size calculation;

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

Where, n= Sample population

N=Target population

e = Desired margin of error $(0.05)^2$

$$n = 75 / 1 + 75 \ (0.05)^2$$

$$n = \ \mathbf{63}$$

Sampling Procedure

The researcher used a simple random sampling technique for it provided an equal chance for every member of the population to be included in the study. Each respondent was given an opportunity of being chosen in the sample hence showing the problem of the variables under the study. It is a way of meeting similar respondents and it maximizes the probability that they would not differ in any systemic way. The goal of simple random sampling is to

achieve the desired representation from the participants and it helps to reduce biases or prejudices in selecting samples.

Research Instruments

Questionnaire

The researcher used a self-administered questionnaire as a research tool to collect data from the respondents. The

questionnaire had three sections: Section A included the respondents' demographic information, and Sections B and C focused on the general and closed-ended statements which was the objective of the study to measure the recruitment process adherence and employee performance in World Vision International.

Table 2: 5 Likert Scale, Coding, and Interpretation

Scale	Coding	Mean	Interpretation
Strongly agree	5	4.20-5.00	Very high
Agree	4	3.40-4.19	High
Unsure	3	2.60-3.39	Moderate
Disagree	2	1.80-2.59	Low
Strongly disagree	1	1.00-1.79	Very low

Source: Primary Data 2014

Interview Guide

The interview guide was constructed and administered in the form of self-administered questions. The nature of the questions was in the form of structured and unstructured (closed and open-ended) questions which were discussed with the key informants who were the executive officers of the company. It was to help in conducting face-to-face discussions with these officers on the recruitment process and employees' performance.

Validity and Reliability of the Instrument

Validity

Content validity was used to measure intended content in terms of coverage, representativeness, and balance of the total domain. This was to be obtained through a mathematical value called content validity index (CVI) (Lynn, 1986).

To ensure the validity of the instrument, the supervisors helped to determine CVI and check the consistency of the items, conciseness, intelligibility, and clarity. The supervisors' input helped make the necessary adjustment

measures adequately what it is intended to measure. A minimum content validity index of 0.6 was taken to ensure that the research instrument is valid as stated (Amin, 2005). The result was 0.92 which implied that the instrument was valid.

$$CVI = \frac{Relevant\ Items}{Total\ Number\ of\ Items} \qquad \frac{45}{49} = 0.92$$

Reliability

Before the instrument was used, it was first pre-tested. The purpose of administering the pre-test sample was to establish the consistency of the research instrument. The pre-test was to check how dependable, stable, consistent, predictable, and accurate the instrument was. The pretest was done on 15 respondents in Adventist Medical Centre and ABC of South Sudan Union which had the same characteristics as the area of study. SPSS was used. According to Cronbach's alpha, a minimum reliability alpha of 0.7 is regarded as a reliable value (Lynn, 1986). However, a reliability alpha of 0.867 was obtained.

Table 3: Showing Reliability Statistics

Cronbach's Alpha	No. of Items
0.867	45

Data collection procedure

An introductory letter was obtained and approved from the Graduate School (Team University) to introduce the researcher to the management, and to collect data using questionnaires from the workers (respondents) in selected offices. A research assistant helped in gathering the data. The questionnaires were used as the instruments for data gathering.

An introductory letter from the Dean's School of Graduate Studies was presented to the place where the study was to be conducted to seek permission. The questionnaires were administered to the sampled population in the church after which the instrument was collected only by the researcher to avoid loss of the research instrument. The purpose of the questionnaires was to collect data from workers about their opinions to generalize the findings to the population that the sample was intended to represent.

The interview guide was administered to the executives of the company to involve the oral or vocal questioning technique or discussion. The technique involved face-to-face interaction between respondents leading to self-report. The response from the respondents was recorded to be analyzed.

Ethical consideration

An official letter was received from the research office introducing the researcher and the purpose of the study, it was submitted in person to the Human Resource Manager, and upon authorization, the researcher was introduced to the workers.

Appointments were for the visits to collect data were made as these people were busy in their day-to-day activities. After that data collection by administering the questionnaires was made the information given by the respondents was kept for academic purposes with utmost confidentiality.

Data Analysis

Data processing involved editing, tabulation, coding, annotation, and data entry so that the data could be accurate. Data was analyzed using SPSS version 20.0. Descriptive statistics such as the percentages, frequencies, mean, and standard deviations were used to analyze the study.

RESULTS

Table 4: Demographic Characteristics

Characteristic	Description of the Variable	Frequency	Percent (%)
Sex	Male	42	66.7
	Female	21	33.3
Age	20-25	15	24
	26-30	18	28.6
	31 and above	30	47.4
Education	Primary	5	7.9
	Secondary	11	17.4
	College	14	22.2
	University	33	52.3
Time Spent	1-2 years	11	17.4
	3-4 years	17	27
	more than 4 years	35	55.6

Sources: Primary Data

The results from Table 4 indicate that male respondents dominated the study at 42 **(66.7%)** and the females were 21 **(33.3%).** Those who were in the age bracket of 31 and above dominated the study 30 **(37.4%)** followed by those of 26-30 by 18(28.6%) next were those who were in the

21-25 age bracket 15**(24%)**. The results suggest that the age group of 31 and above years influenced the findings. This is probably because this age group is the ones who have graduated from colleges and universities and now, they are working in different departments in the union. The age group of **26- 30** followed more probably because the employees of this age bracket are not many. After all, most of this age group is in colleges and universities and has not started working. The age group **21-25** was the least because it is difficult to find employees of this age group working having credentials.

Those who reached University level **33(52.3%)** were the majority while those who finished from Colleges **14 (22.2%)** followed, next were those who reached secondary level Secondary **11 (17.4%)** and last were primary leavers **5 (67.9%).** The respondents who had worked more than 4 years were the majority **35 (52.6%)** followed by those who had worked for 3-4 years **17 (27%),** and last were those who had worked for 1-2 years **11(17.4%)**.

Attracting candidates and employee performance

The research presented the descriptive results under two dimensions: advertisement and interview. The questionnaires and interview respondents' views were examined with these variables using both quantitative and qualitative analyses.

From Table 5, respondents were asked whether all vacancies are advertised at World Vision International 23% (13%+21%) agreed and 49 % (28%+21%) disagreed, 15% were undecided. This means that most of the jobs are not advertised. Most employees' entry to the organization is not clear, they either hand-pick relatives, church members, or friends. This puts World Vision International at a high risk of hiring non-performers.

On whether lack of proper hiring procedures negatively affects staff quality, 25% (13%+12%) agreed with the statement, 49 % (28%+21%) disagreed, and 8% were undecided. According to the response to this question, the high number of the disagreement could be indicative that because most of them did not go through the right procedure they lack the moral authority to support the statement since they are the culprits.

As also indicated in Table 5, 41% (15%+26%) agreed that hiring procedures and guidelines are handled transparently while 26% (18%+8%) disagreed; 33% were undecided.

"*Most of the heads of departments agreed in the interviews that advertisement is done but on a narrow scale. It is only done in churches and if a qualified and skilled person is not found in the churches, the only option is to choose among those from the church because it is the organization's policy to employ only born-again Christians".*

Table 5: Respondents` Opinions on Advertisement in Percentage

Tested items	SA	A	UD	D	SD
Advertisement					
I believe all vacancies are advertised at World Vision International	5(13)	8(21)	6(15)	11(28)	9(24)
Lack of proper hiring procedures negatively affects staff quality	11(28)	19(49)	3(8)	4(10)	2(5)
Hiring procedures & guidelines are handled in a transparent way	6(15)	10(26)	13(33)	7(18)	3(8)

Source: Primary data (SPSS output extract)

Table 6: Correlation between Advertisement and Employee Performance

		Advertisement	Employee Performance
Advertisement	Pearson Correlation	0.000	0.669
	Sig. (2-tailed)	1	0.000
	N	39	39
Employee Performance	Pearson Correlation	0.669	0.000
	Sig. (2-tailed)	0.000	1
	N	39	39

Correlation is significant at the 0.000 level (2 – 2-tailed).

Table 7: Respondents` Views on Whether Employees Were Interviewed

Tested items	SA	A	UD	D	SD
Interview					
I was interviewed before I joined World Vision International	13(33)	9(23)	1(3)	4(31)	12(31)
I am sure at World Vision International the interviews serve the right purpose and are not for formality	11(28)	12(31)	9(23)	5(13)	2(5)
I believe the stages of interviews candidates undergo help World Vision International get quality employees	11(28)	14(36)	9(23)	4(10)	1(3)

Source: Primary data (SPSS output extracts)

Table 8: Correlation between interview and employee performance

		Interview	Employee Performance
Interview	Pearson Correlation	0.007	0.442
	Sig. (2-tailed)	1	0.007
	N	39	39
Employee Performance	Pearson Correlation	0.442	0.007
	Sig. (2-tailed)	0.007	1
	N	39	39

Correlation is significant at the 0.007 level (2 – tailed).

The test was done to establish if a relationship exists between Advertisement and employee performance and as seen above, the results revealed a Pearson correlation coefficient of 0.669. When compared with a significance of 0.001, it indicates a high positive correlation. This means that there is a slightly significant relationship between advertisement and employee performance.

Descriptive Results of the Interview

Research revealed that there is a close link between the way interviews are conducted and the quality of employees and their performance. This is supported by the information derived from responses indicating that a sizable number of employees were given interviews. Details of this are indicated in the table below.

In table 7, findings illustrate that 56% (33%+23%) agreed that they were given interviews when they joined World Vision International and 62% (31%+31%) disagreed with the statement. Only 3% were undecided and 2 heads of department admitted that most of their staff members had not been interviewed.

Respondents were further asked whether the interviews that World Vision International conducted served the right purpose and were not for formality. 59% (28%+31%) agreed with the statement, 18 % (5%+13%) disagreed while 23% were undecided. The stages of interviews candidates undergo help World Vision International to get

quality employees, 64% (28%+36%) agreed, 13% (10%+3%) disagreed, and 23% were undecided.

The orphanage supervisor and the head teacher agreed that in their department interviews are done but only for formality because most times employees are head-hunted and those brought by the directors automatically go through even when they don't have the necessary qualifications.

The test was done to establish if a relationship exists between advertisement and employee performance and as seen above, the results revealed a low positive Pearson correlation coefficient of 0.442. When compared with a significance of 0.007, we see a strong correlation. This means that there is a significant relationship between the preliminary shortlist and employee performance.

Discussions of Finding

The results indicated that employees with degree holders influenced the study because this is the level of education needed in the offices, employees with professional skills. Those who reached college level followed because these employees also had some skills in office work. The findings were in line with Fraser, (2009) asserts that the selection process involves the rejection of unsuitable or less suitable applicants. This may be done at any of the successive hurdles that an applicant must cross. These hurdles act as screens designed to eliminate an unqualified applicant at any point in the process most especially those who are not professionals or have no degree. Those who qualify for a hurdle go to the next one; those who do not qualify are dropped out.

The study results indicated that employees who had worked for more than 4 years were influenced by the study **35 (52.6%)** more probably because they were the people who knew the organization well, they had stayed longer periods. Those who had worked for 3-4 years were the next because of the number of years they had worked in the union and they knew the organization as per the duration they had stayed. Respondents who had worked for 1-2 years were on the list for they had little knowledge of the union.

Past performance is our best indicator of future performance. This does not mean that someone who has performed poorly in the past cannot improve in skills and attitude. Generally, however, you can see a trend in performance through several jobs or assignments. Sometimes interviewers assume that a candidate who has done something has done it well or that longevity in a position is a sign of success. These are not well-founded assumptions! A reference check can verify the quality of the work performance.

The findings revealed that the only way World Vision International. Attracts candidates by advertising within the organization and in the churches. When no one can be promoted to fill the position within the organization, then employees tell their colleagues outside the organization. The advertisement is, therefore, done at a narrow base whereby competitive people are not reached. However, other avenues of advertising outside the organization, such as the media, can be exploited.

The study revealed that the ways of attracting candidates are not evaluated to see whether they are giving the organization the best results. This implies that advertising only within the organization doesn't give World Vision International. The best workforce.

The research revealed that since most of the employees are hand-picked, selection is almost lacking because the team knows whom they want and this in the end leads to poor performance since employees know that they have personal attachments to the people within the organization and sometimes even to their supervisors. As the saying states, "What it takes to get, it takes to keep." People value and keep only what they struggle to get(*Mulaaza* 2014).

Conclusions

The findings revealed that World Vision International. Has only one method of attracting employees and this is internal advertising. The findings also showed that attracting candidates negatively affects employee performance.

The findings also revealed that selection as a procedure almost doesn't exist since most of the employees are hand-picked if within the organization no one is ready to take up the job. If competitive employees are to be recruited, the right procedures for attracting candidates need to be set in place to attract a variety of candidates among whom the best will be selected. If managers and policymakers are convinced of the usefulness of selecting among a variety, the persisting rise of employing poor performers will drastically reduce.

Recommendations

Managers and policymakers should make sure that competitive employees are attracted to apply whenever a job/jobs are advertised. In the process of acquiring the best employees and the right supervisors with the knowledge of what the need is, better results will be automatic. This could be done by advertising both within and outside the organization. The advertisement should also show the salary and other allowances to attract more people to apply.

The administration should also make sure that the selection team selects without bias and nepotism. Candidates should

be selected following their performance in the interviews. It is also advised for the interviews to be more than one type as this helps to gauge the reasoning capacity, speed, and social behaviors of an individual.

The hiring procedures should make a policy that cuts across all departments of World Vision International if the general objectives and the mission of the organization are to be achieved. Mostly managerial positions should be passed through the right procedures because they are going to do the supervision on the ground. A person cannot supervise what he or she does not know of.

Acknowledgment

List of Abbreviations

CVI: Content validity Index
WVI: World Vision International
TU: Team University
MBA: Master in Business Administration
HRM: Human Resource Management

Publisher Details

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