The Relationship Between Recruitment Process On Organizational Performance For Technological Industry In Malaysia

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Abstract

The recruitment process is regularly carried out by the human resource department in the organization whereby it would heavily consists of the needed procedures and various methods that had been used to source and recruit the candidates that are present (Mills & Smith, 2016). Through the recruitment process, the company would be able to be aware of the talent and capabilities of the employees in filling the position that had been offered by the company. Furthermore, the human resource department would engage in the different methods to be able to scout for the various talents that are available in the market (Mills & Smith, 2016).

Keywords

Technology, industry, Recruitment, Organizational Performance.

1. Background of the Study

Organizational performance is defined as the measurement of the overall activities, goals, objectives, vision and mission that the company had established based on the actual performance of the company (Jiménez & Fuentes, 2017). Organizational performance would be the key determinant as one of the key factors that would contribute to its overall success of the organization through the ability of the company to measure the performance (Green, Zelbst, Bhadauria & Meacham, 2012).

The organizational performance would be affected by many of the different factors that are present in the environment be it internal or external environment. The main reasons that the organizational performance had been recorded would be due to the allow those that has interest in the company such as the stakeholders and shareholders to be aware regarding the direction and condition of the company (Gharakhani & Mousakhani, 2012). According to the Ministry of Manpower in Malaysia in August 2018, it had been tabled and agreed in the parliament that the minimum wage of the employees that are working in the country to be increased to Rm1,000 in Peninsular Malaysia while RM920 in East Malaysia (TheStar.com, 2018). This would allow for the companies to boosts up their recruitment process as more people would want to work. This would therefore provide the organizations with a vast pool of talents that would want to work in the companies as there are more benefits and compensation that had been provided towards the employees (Jiménez & Fuentes, 2017).

2. Problem Statement

Based on the studies that had been conducted to determine the effect of agency on organization performance between the variables, it had been identified from past literatures that there is correlations between the two variables (Howard, 2017). The presence through many of the

recruitment agencies had led to the saturation of the market. This had resulted in there being too many supply of different types of employees in the market when compared to the demands of the job that had been presented by the companies in the industry. Furthermore, The presence in many of the recruitment agencies had led to the companies filtering the candidates that had been suggested or recommended by the recruitment agencies towards the companies (Moideenkutty, Lamki & Murthy, 2016). Therefore, the first issue for this study would focus on analyzing the effects of agency towards the organizational performance in Malaysia.

In the current situation, there are many sources of recruitment that had been carried out by companies in Malaysia whereby it is being spread out openly (Mawali, Zainuddin & NAli, 2012). The second issue that would be focused would be the internet advertising whereby there are many websites that are offering many different forms of information for the potential candidates to source for jobs (Yan & Nilm, 2017). The Internet had been utilized as a tool in which the job seekers would use to look for the jobs that the potential candidates would be interested in. Some of the Internet advertisement would be mainly focused on job sourcing websites such as JobStreet, Monster.com and JobFinder (Moideenkutty, Lamki & Murthy, 2016). The issue arises whereby the candidates that applies for the job does not meet the requirements that had been established by the company. This would lead to the company having to filter again the process of recruiting the employees to work in their organization.

Another issue that had been identified regarding the organizational performance which had not been specifically determined by most of the research would be the effectiveness of the recruitment process and methods that had been used in its correlations with the organizational performance (Kuo, 2016). Thus, the organization would have to determine the most effective recruitment process methods that would be able to contribute towards the organizational performance.

3. Research Objectives

To determine the effect of agency on organizational performance in the technological industry in Malaysia.

To determine the effect of internet advertising on organizational performance in the technological industry in Malaysia.

To determine the effect of internal promotion on organizational performance in the technological industry in Malaysia.

To determine the effect of employee referrals on organizational performance in the technological industry in Malaysia.

4. Research Questions

What is the effect of agency on organizational performance in the technological industry in Malaysia?

What is the effect of internet advertising on organizational performance in the technological industry in Malaysia?

What is the effect of internal promotion on organizational performance in the technological industry in Malaysia?

What is the effect of employee referrals on organizational performance in the technological industry in Malaysia?

5. Literature Review

5.1 Organizational Performance

Organizational performance is defined as a measurement of the overall activities and progress of the organization based on the objectives and goals that had been set by the organization (Wang, Bhanugopan & Lockhart, 2015). The organizational performance would refer to the competencies and abilities of the organization to be able to determine the improvements and execute the strategies for the organization to be able to achieve the goals and objectives that had been set (Chen & Ling,

2017). The organizational performance would be the key factor that had been measured by internal and external parties to be able to determine the overall direction of the organization in the long term.

Richard et. al (2019) had stated that for commercial organization, there are certain indicators that would be used in determining the overall organizational performance. The indicators that had been frequently used would be the financial performance which consists of components such as profits, turnover rate, and growth in the market. It had been stated in the research that these would be some accurate and effective indicators that is being used to measure the organizational performance. For clarity, Richard et al. (2019) has developed various organizational performance concepts including three parts: financial performance (income, asset performance), product market performance (income, income growth, market share) and performance. for shareholders (yield and return). Total ownership, overall economic value), dividend).

Stewart and Barrick (2019) measure team performance based on the following dimensions: work knowledge, work quality, workload, interpersonal skills, team involvement, and overall performance. They are then grouped together to use the concept of team performance. Others have been using more sophisticated designs. For example, Somech (2016) distinguishes between team performance in the role (how much the team achieves its goals) and team innovation (introduction or use of new and useful ideas). in the team). In terms of individual performance, it is also clear that many authors define it very differently.

5.2 Recruitment Process

Recruitment process is a vital functions of human resource management for any type of business organization (Opatha, 2015). These are terms that refer 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 these two functions. Selecting and recruiting the wrong candidates who are not capable of fitting in the culture of an organization may not be cost effective strategy. Within an oil and gas sector, the purpose of selection and recruitment is to get the efficient and dedicated employees that help achieving the objectives of an organization at the lowest cost (Ofori & Aryeetey, 2016).

Recruitment is the process of finding and appealing suitably qualified people to apply for job vacancies in the organization (Opatha, 2016). It is a set of activities an organization uses to attract job candidates who have the needed abilities and attitudes. Recruitment is the process of generating a pool of qualified applicants for organizational job vacancies. According to Ofori and Aryeetey (2016), recruitment is the procedure of generating competent individuals' pool to apply for employment within an organization. The general purpose of recruitment is to provide the organization with a pool of potentially qualified job candidates. The quality of human resource in an organization highly depends on the quality of applicants attracted because organization is going to select employees from those who were attracted. Recruitment is an entrance of human capital into an organization

Recruitment is about creating a group of qualified candidates for organizational work. According to Ofori and Aryeetey (2016), intake is a process in which a group of competent people apply for positions within the organization. The general purpose of the intake is to provide an organization with potential candidates for qualified work. The quality of human resources in an organization depends on the quality of the candidate, as employees are selected from those who are interested in them. Recruitment is the voice of human capital in the organization (Henry & Temtime, 2019). To be in a safe place, organizations need to follow the steps to ensure they get the right people to adapt to their environment to achieve their goals (Henry and Temtime, 2019).

5.3 Agencies

Agencies is defined as the business or organization that provides the services for the other business, individual or group. Recruitment agencies refers to the agencies that provides recruitment services for the organization in which the organization would outsource this human resource process to the agency. Recruitment agencies play a crucial role in employee's mobility.

Agencies' recruitment and marketing techniques pander to the perceived nature of domestic work. They manipulate and reproduce racial, class and gender ideologies to 'sell' employees to prospective employers (Loveband 2016). Training also plays a crucial role in making sure that employees are equipped with the technical skills and the right mind-set to be able to withstand the conditions of work in households overseas. They are coached to exhibit the right kind of attitude and deferential behaviour in certain situations (Mascareñas 2016). Agencies also screen for good clients, the preferred ones being new parents with young children. They can then work with their clients for a time to 'educate' them as to how to relate to their domestic worker (Bakan & Stasiulis 2015). The disciplining of both sets of clientele – the employer and the migrant – is key to the migration business (Acacio 2019).

5.4 Internet Advertising

Internet advertising is defined as the advertising that had been conducted by the companies in order to achieve a certain purpose through the use of the benefits that had been provided by the internet (Buchwitz, 2018). Internet advertising had been regarded to the current tool that had been used in the environment in which it allows for the companies to gain access to a wider market that is present domestically or globally (Hanafizadeh, Behboudi, Ahadi & Varkani, 2012).

In this world, which is characterized by plenty of Internet and Internet advertising and so many options available, the choice of tools used becomes a fundamental decision in the recruiting process of an organization or recruiter (Sinha and Thaly, 2017). In order to attract high-level passive and semi-passive candidates, it is becoming increasingly possible and necessary to abandon the traditional "splash and pray" approach and adopt the new procurement tools of the Internet and the Internet. Internet advertising (Dutta 2017). It is important to keep in mind the differences in approach and philosophy between advertising for traditional recruitment tools and different Internet (Dutta, 2017).

5.5 Internal Promotion

Internal promotions is defined as the raises and advancement that had been given to the employees that are working in the organization as one of the measures to fill in the vacancies that are present in the organization (Buckman, Johnson & Alexander, 2018). Internal promotions refers to the upgrade in the level of work and responsibilities that the employee would have to perform in the organization (Huang, Chang, Yeh & Liao, 2017).

In the economic area, a lot of work has been devoted to investigating the factors that determine the possibility that employees will receive internal promotions and related benefits. Data obtained from data from a particular organization (Baker et al., 2011) supplied by a general population sample (Pergamit and Veum, 2019), a combination of both (Abraham and Medoff, 1985), and by occupation. especially (Spurr and Sueyoshi, 2014, Broder 2013). Although the influence and importance of the outside market is acceptable (Pergamit and Veum are almost identical to internal promotions, such as changes in work between companies in the population under study), as well as the type of data produced in the year The study leaves a small room to examine the factors that affecting the fact that when the vacancy is empty, the company uses internal advertising instead of outsourcing.

6. Methodology

6.1 Quantitative Method

Quantitative research methods are research measurement dealing with numbers and any method which could investigate the phenomena and relationships systematically. It is used to answer questions on relationships within measurable variables and intended to predict, control and explain phenomena (Childs, McLeod, Lomas & Cook, 2017). The entire quantitative study is usually ends with the assumption of confirming or not confirming in the hypotheses test. Researchers usually use this method to examine one or few variables that they intend to use and continue to collect data which related to the variables in their research.

6.2 Pilot Study

Pilot test had been regarded to be another way of measuring the reliability of the questionnaire. It has been proven by Mir, Lu, Cantor & Hofer (2018) that Cronbach's Alpha can be used in measuring the internal consistency as well as reliability of the questionnaires. Statistical test in the SPSS system has been used to measure the reliability of the questionnaire whereas Cronbach's Alphas has been utilized to examine the variables. The value of Cronbach's Alpha is high means that it has higher reliability. Furthermore, if the result presenting is higher than 0.60 that representing the grouping of the elements for the variables are reliable.

6.3 Reliability Analysis

Reliability refers to when the measurement is measured again and again, whether the instrument can be deciphered reliably. Furthermore, reliability can be interpreted as if the study repeated over and over again on a similar group of respondents and the similar results will be found. According to Ovretveit et al., (2017) said that if the researcher wants to prove the reliability of the variables used in questionnaires, the value of the Cronbach's alpha should not be less than 0.7.

6.4 Descriptive Analysis

Descriptive analysis defines and summarize the basic characteristics of the data from the feedback of the respondents. Moreover, it refers to the simple conversion of factors by summarizing the basic characteristics such as mean, median, maximum and minimum in the study (Ovretveit et al., 2017). The frequency usually comes from nominal variables like gender, age, level of income and etc. Hence, the frequencies may generate a table of percentage, cumulative percentage and frequency of all the data collected. Thus, it is extremely fundamental in data analysis because it interprets the data collection from the questionnaires as reliable evidence.

6.5 Correlation Analysis

A positive (+) or negative (-) sign indicates the direction of the relationship. The correlation values are in the range of -1.0 and +1.0, -1.0 which means a perfect negative or negative relationship and 0.0 means no relationship. While +1.0 means a perfect positive or positive relationship. In this study, a bivariate correlation method, Pearson's Correlation was performed to examine the relationship between the dependent variable and independent variables of the study.

6.6 Simple Linear Regression

Regression assumes all variables have a normal distribution. In a situation where the distribution of variables is not normal, it can affect the relationship and significant test. Variables with high amount of outliers and high kurtosis can be considered as abnormal (Childs, McLeod, Lomas & Cook, 2017). Correlation coefficient r depicts the strength between two variables, however, it could not describe the change in dependent variable when the dependent variable has been hypothesized to affect it simultaneously.

Interpretation of Correlation Indices

Correlation Indices Size	Interpretation
< 0.20	Very Low Correlation
0.2 – 0.4	Low Correlation
0.4 – 0.6	Moderate Correlation
0.6 – 0.8	High Correlation
0.8 – 1.0	Very High Correlation

7. Data Analysis

7.1 Pilot Test

The pilot test has been examined by distributed 30 sets of data collection. The test called reliability test that done on each variable. According to Tavakol & Dennick (2011), Cronbach's Alpha must be exceeding 0.7 for each variable that measured. The result of reliability analysis for this research presented as per below.

Table 4.1: Reliability Test (Pilot Test)

NO.	Variable	No.Of Items	Cronbach Alpha
1.	Organizational Performance	5	.877
2.	Agencies	5	.770
3.	Internet Advertising	5	.773
4	Internal Promotion	5	.860
5.	Employee Referrals	5	.716

7.2 Descriptive Test

Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	96	48.0	48.0	48.0
	Female	104	52.0	52.0	100.0
	Total	200	100.0	100.0	

Age

Table 4.4: Age

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 20 years old	35	17.5	17.5	17.5
	21-30 years old	76	38.0	38.0	55.5
	31-40 years old	46	23.0	23.0	78.5
	41-50 years old	43	21.5	21.5	100.0
	Total	200	100.0	100.0	

Nationality

Nationality					
		Frequency	Percent	Valid Percent	Cumulative Percent

	Malaysian	153	76.5	76.5	76.5
Valid	Non-Malaysian	47	23.5	23.5	100.0
	Total	200	100.0	100.0	

7.3 Reliability Analysis

Reliability test is conducted in order to measure the consistency of the results when tested repeatedly. The measurement of internal consistency will provided result in term of coefficient alpha or Cronbach alpha. According to Nunnally (1981), the Cronbach alpha coefficient should exceed 0.7.However, refer to Uma Sekaran (2006), the coefficient alpha value of more than 0.6 is accepted. The researcher in this study will adhere to the suggestion of Nunnally (1981), which the alpha value should exceed 0.7 to be accepted. Table 4.7 shows the results of reliability test on the variables in this research

Table 4.7 the coefficient of reliability for variable

NO.	Variable	No.Of Items	Cronbach Alpha
1.	Organizational Performance	5	.863
2.	Agencies	5	.819
3.	Internet Advertising	5	.777
4	Internal Promotion	5	.804
5.	Employee Referrals	5	.783

7.4 Normality Test

Table 4.8: Tests of Normality

Tests of Normality						
	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Organizational Performance	.119	200	.000	.948	200	.000
a. Lilliefors Significance Correction						

Since the data size is more than 50, the Sig value of Kolmogorov-Smirnov test is used. Based on the table above, the significant value is 0.000. Since the value is lesser than 0.05, then we reject H_0 which indicates that the data is not normally distributed. Hence, z-scores are calculated according to skewness and standard error as shown below:

Descriptives			Statistic	Std. Error
Organizational Performance	Mean		2.8420	.07578
	95% Confidence Interval for Mean	Lower Bound	2.6926	
		Upper Bound	2.9914	
	5% Trimmed Mean		2.8344	

Median	3.0000	
Variance	1.148	
Std. Deviation	1.07162	
Minimum	1.00	
Maximum	5.00	
Range	4.00	
Interquartile Range	1.95	
Skewness	-.372	.172
Kurtosis	-.956	.342

Z-scores= $\dfrac{Statistics}{Std.Error}$

= $\dfrac{-0.172}{0.172}$

= -1

For medium sample size of 200, z-scores of -1 falls within the range of -3.29 < z < 3.29 which correspond with Sig value > 0.05 and this indicates that the non-normality violation is not too serious. Hence, the data is considered normally distributed.

7.5 Correlations Analysis

Table 4.9: Correlations values of variables

Correlations		Organizational performance	Agencies	Internet advertising	Internal promotion	Employee referrals
Organizational performance	Pearson Correlation	1	.588**	.539**	.290**	.229**
	Sig. (2-tailed)		.000	.000	.000	.001
	N	200	200	200	200	200
Agencies	Pearson Correlation	.588**	1	.610**	.214**	.453**
	Sig. (2-tailed)	.000		.000	.002	.000
	N	200	200	200	200	200
Internet advertising	Pearson Correlation	.539**	.610**	1	.416**	.456**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	200	200	200	200	200

Internal promotion	Pearson Correlation	.290**	.214**	.416**	1	.284**
	Sig. (2-tailed)	.000	.002	.000		.000
	N	200	200	200	200	200
Employee referrals	Pearson Correlation	.229**	.453**	.456**	.284**	1
	Sig. (2-tailed)	.001	.000	.000	.000	
	N	200	200	200	200	200
. Correlation is significant at the 0.01 level (2-tailed).						

Table 4.9 show the result of correlation between the dependent variable and independent variable which are used to examine the hypothesis in this research. Organizational performance shows a moderate correlation with agencies and internet advertising with the value 0.588 and 0.539. However, organizational performance reveals low correlation internal promotion and employee referrals with the value 0.290 and 0.229.

Next, the agencies shows the moderated correlation with organizational performance and employee referrals with value 0.588 and 0.453 Therefore, agencies displays low correlation internal promotion with the value 0.214. The result of correlation analysis of internet advertising with organizational performance show high correlation with the value 0.610.

Moreover, internet advertising reveals moderate correlation organizational performance, internal promotion, and employee referrals with the value 0.539, 0.416, and 0.456. Also, internet advertising show high correlation with agencies with the value 0.610.

Furthermore, internal promotion displays low correlation with organizational performance, agencies, and employee referrals with the value of 0.290, 0.214, and 0.284. The result of correlation analysis of internet advertising with internal promotion display moderate correlation with the value of 0.416.

Lastly, employee referrals shows the low correlation with organizational performance and internal promotion with the value of 0.229 and 0.284. Therefore, employee referrals displays moderate correlation with agencies and internet advertising with the value of 0.453 and 0.456. The 'Guilford Rule of Thumb' for the strength of correlation is adopted, where r value of above 0.7 represents strong correlation between variables, r value between 0.4 and 0.7 indicate moderate relationship, r value of below 0.4 indicate weak correlation (Guilford, 1956).

7.6 Simple Linear Regression

Table 4.12: Coefficient

Coefficients[a]							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.222	.321		-.692	.490		
	Agencies	.531	.083	.458	6.420	.000	.585	1.708
	Internet advertising	.358	.099	.273	3.620	.000	.523	1.913

Internal promotion	.159	.083	.117	1.930	.055	.809	1.235
Employee referrals	-.153	.072	-.136	-2.126	.035	.730	1.370
a. Dependent Variable: Organizational performance							

The table above represented the coefficients where the significant values check each variable and if significant reject null hypothesis. The value is significant when p-value less than 0.05 (p-value≤0.05). Based on this study, there are 2 hypotheses are not supported and 2 hypothesis are supported. The non-supported hypotheses are internal promotion (IV3) and employee referrals (IV4) with p-value of 0.055 and 0.035 respectively. Agencies (IV1), and internet advertising (IV2) are supported hypothesis with p-value of 0.000 respectively where the significant values are lesser than 0.05 (p-value≤0.05). This indicated that agencies (IV1), and internet advertising (IV2) have direct organizational performance. Meanwhile, collinearity (VIF) in table above shows agencies (IV1) has obtained the VIF value of 1.708, 1.913 on internet advertising (IV2), 1.235 on internal promotion (IV3), and 1.370 on employee referrals (IV4). Since all the VIF value are equal or less than 10 (VIF ≤10), this indicated that there is no multicollinearity.

7.7 Hypotheses Development

Hypothesis	Significant value	Decision
There is a significant relationship between agencies and organizational performance.	0.000	Accepted
There is a significant relationship between internet advertising and organizational performance.	0.000	Accepted
There is a significant relationship between internal promotion and organizational performance.	0.055	Rejected
There is a significant relationship between employee referral and organizational performance.	0.035	Accepted

8. Discussion

The first research objective is to determine the relationship between agencies and organizational performance in technological industry in Malaysia. According to the results of this research, the hypothesis shows that there is a positive relationship between agencies and organizational performance in technological industry in Malaysia has been accepted as the significant value (Sig.) had been stated at 0.000. This is similar with the research that had been conducted by Borgogni, Russo, and Latham (2016) where it had been stated that there is positive relationship between agencies and organizational performance in technological industry in Malaysia. According to the research by Gould-Williams and Davies (2015), it had been stated that there is a positive relationship between agencies and organizational performance in technological industry in Malaysia. Lastly, the research by Teal (2013) states that there is a positive relationship between agencies and organizational performance in technological industry in Malaysia.

The second research objective is to determine the relationship between internet advertising and organizational performance in technological industry in Malaysia. According to the results of this research, the hypothesis shows that there is a positive relationship between internet advertising and organizational performance in technological industry in Malaysia has been accepted as the significant value (Sig.) had been stated at 0.000. This is similar with the research that had been conducted by

Almadi and Lazic (2016) where it had been stated that there is positive relationship between internet advertising and organizational performance in technological industry in Malaysia. According to the research by Halioui, Neifar, and Abdelaziz (2016), it had been stated that there is positive relationship between internet advertising and organizational performance in technological industry in Malaysia. Lastly, the research by Feng, Wang, and Saini (2015) states that there is positive relationship between internet advertising and organizational performance in technological industry in Malaysia.

The third research objective is to determine the relationship between internal promotion and organizational performance in technological industry in Malaysia. According to the results of this research, the hypothesis shows that there is a positive relationship between internal promotion and organizational performance in technological industry in Malaysia had been rejected as the significant value (Sig.) has exceeded 0.05 which is at 0.055. This is in contrast with the research that had been conducted by Aiken, Clarke, and Sloane (2015) where it had been stated that there is positive relationship between internal promotion and organizational performance in technological industry in Malaysia. According to the research by Petterson (2015), it had been stated that there is positive relationship between internal promotion and organizational performance in technological industry in Malaysia. Lastly, the research by Baah and Amoako (2015) states that there is a positive relationship between internal promotion and organizational performance in technological industry in Malaysia.

The fourth research objective is to determine the relationship between employee referrals and organizational performance in technological industry in Malaysia. According to the results of this research, the hypothesis shows that there is a positive relationship between employee referrals and organizational performance in technological industry in Malaysia has been accepted as the significant value (Sig.) had been lesser than 0.05 which is at 0.035. This is in contrast with the research that had been conducted by Armstrong and Foley (2014) where it had been stated that there is positive relationship between employee referrals and organizational performance in technological industry in Malaysia. According to the research by Örtenblad (2014), there is a positive relationship between employee referrals and organizational performance in technological industry in Malaysia. Lastly, the research by Sun and Scott (2013) states that there is a positive relationship between employee referrals and organizational performance in technological industry in Malaysia.

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