Organization's Inadequate Hiring Practices and Employee Performance in Puntland Region, Somalia.

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Abstract

This study highlights the part that poor recruiting procedures have in organizational inefficiencies by examining the effects they have on worker performance in Puntland, Somalia. The study examines how ineffective hiring practices, such as a lack of job alignment and competency evaluation, compromise productivity, retention, and overall organizational performance by drawing on ideas such as Person-Job Fit and Human Capital. Data from 92 respondents in five varied firms using a correlational design and mixed-methods methodology highlight three major issues: gender inequality, talent mismatches, and hiring biases related to clan or familial ties. The results highlight the necessity of planned and open hiring practices to improve organizational results and worker quality. Suggestions are made to close these gaps and guarantee that job needs and staff competencies are in line.

Keywords: Inadequate, Hiring Practices, Employee Performance, Recruitment Strategies, Organizational Effectiveness

Introduction:

Employee performance is the cornerstone of organizational effectiveness and competitiveness in the ever-changing corporate environment of today. In addition to increasing productivity, high-performing workers help businesses stay competitive, innovate, and quickly adjust to changes in the market. Despite this crucial function, many businesses still have trouble with hiring procedures that don't sufficiently meet strategic goals, which results in a mismatch between the duties and skills of employees. Organizational success is eventually hampered by this imbalance, which frequently leads to below-average performance. (Inrawati and Firman, 2023)

Both governmental and commercial enterprises in Puntland encounter unique difficulties when it comes to creating hiring practices that complement the intended performance results of their workforce. There is a significant gap in their human resource management procedures, as inefficient hiring practices lead to worker inefficiencies and hinder the achievement of corporate objectives. (Yanti and others, 2022).

These companies have consistently struggled to find workers with the credentials, abilities, and competences required for the best job performance as a result of inefficient hiring procedures. This problem is crucial because it affects not only individual productivity but also the larger corporate objectives of competitiveness, creativity, and flexibility.

The purpose of this study is to look into how poor recruiting practices affect employee productivity in the Puntland region. The study will investigate the connection between hiring procedures and job performance by examining primary data and offering evidence-based suggestions to improve hiring practices. These results will provide practical advice on how to improve hiring procedures in order to develop a more competent and productive workforce, which will ultimately increase organizational effectiveness.

The paper is organized to offer a thorough analysis, starting with a review of the theoretical underpinnings of successful hiring and performance. After then, a review of the data gathered will point out certain areas that want development, and recommendations related to the particular difficulties Puntland organizations face will be made. By conducting this research, the study advances our knowledge of how strategic hiring procedures can significantly impact organizational effectiveness.

Objectives:

- To analyze the hiring procedures used by organizations in the Puntland Region, Somalia.
- To determine the most important hiring criteria that affect employee performance in the Puntland Region, Somalia.
- To examine the relationship between poor hiring practices and employee productivity in the Puntland Region, Somalia.

Literature Review
2.0. Conceptual Review
Theories of Hiring Practices:

When it comes to luring talent that aligns with business goals, hiring practices are the foundation of human resource management. The Person-job Fit Theory (Edwards, 1991) states that effective hiring involves matching job requirements with the qualifications, values, and abilities of employees. This idea holds that by putting candidates in environments where they may succeed, hiring practices that emphasize this alignment enhance overall performance. In Puntland, where job markets may have specific socioeconomic factors, it could be challenging to find workers whose skills fit organizational demands. The results of performance could be affected by this.

Another pertinent concept is the Human Capital Theory (Becker, 1964), which maintains that workers are assets whose skills and knowledge directly increase organizational productivity. Poor recruiting procedures, such as choosing unqualified candidates or neglecting to sufficiently evaluate skills, may drain the organization's human capital, preventing growth and productivity, according to this theory. In places like Puntland, where there might be clear skill shortages, hiring practices that do not place a high priority on talent evaluation and alignment with organizational goals may have an impact on organizational success.

Organizational Performance and Employee Productivity:

Employee productivity, which is widely acknowledged as a critical metric of company performance, is directly impacted by recruitment tactics. The Job Performance Theory (Campbell et al., 1993) states that a variety of factors, including work environment, skill level, and motivation, affect employee performance. Ignoring these factors in hiring methods increases the possibility that employee abilities and job requirements won't match, which can reduce productivity. In Puntland, where a lack of resources and a lack of different skill sets might make it difficult to match employee competencies to work requirements, this concept draws attention to the potential implications of poor hiring practices on productivity.

Impact of Inadequate Hiring on Employee Retention:

In addition to affecting immediate productivity, poor hiring practices also affect work satisfaction and staff retention. The Social Exchange Theory states that workers are less likely to remain motivated if they feel their roles are not appropriate or that they are not valued (Blau, 1964). This disengagement may lead to higher hiring costs and turnover rates. In places like Puntland, where job opportunities are limited, a cycle of turnover caused by bad hiring procedures can further strain organizational resources and depress the morale of remaining employees.

In conclusion, theoretical frameworks demonstrate that appropriate hiring practices are required to match job roles to employee skills, which is essential for improving employee productivity, job satisfaction, retention, and performance. Errors can significantly affect an organization's overall performance, making the hiring process an essential component of human resource management.

2.2. Empirical Review
Evidence of Inadequate Hiring Practices:

Ahmed and Ali's (2020) study on Somali enterprises found that many local companies' hiring practices lack clear job descriptions, systematic interviewing processes, and unambiguous competency assessments. When these elements are missing, it results in "inadequate hiring practices," which often recruit individuals who lack the skills necessary to meet organizational requirements. Organizational growth and productivity are impacted by talent mismatches caused by the Puntland region's informal recruiting practices.

Another study by Ismail and Hassan (2019) examined the impact of hiring practices on worker performance in East African companies. Their research indicates that organizations with less formal hiring procedures tend to have lower employee engagement and performance levels. Poor hiring practices were linked to unclear job

roles, which led to employee uncertainty and lower productivity. The Social Exchange Theory is supported by this study, which shows that employees in roles that are not a good fit report feeling less content with their occupations, which has a negative impact on performance and retention.

Hiring Practices and Employee Productivity in Developing Regions:
There is empirical evidence that lower production rates, especially in developing countries, are associated with bad recruiting methods.

For example, Hussein and Mohamed (2021) examined recruiting processes in the private sector of Somalia and discovered a connection between lower employee productivity and subpar selection standards.
They noted that hiring practices that fail to adequately assess candidates' qualifications lead to a workforce that struggles to meet performance targets. This pattern is particularly apparent in Puntland, where a shortage of resources and competent labor exacerbates the effects of bad hiring.

The Link between Hiring Practices and Employee Retention:
Businesses with more robust hiring practices had higher employee satisfaction and productivity rates, per a study by Abdullahi and Noor (2022) that looked at how employee selection factors affected job performance in East African SMEs. Without established hiring procedures in place, employers may find it difficult to match workers with suitable responsibilities in Puntland, which could exacerbate performance problems that already exist.
Additional study supports the link between hiring procedures and employee retention. According to Aden and Yusuf (2023), poor recruiting practices usually lead to higher turnover rates, particularly in Somalia's competitive labor market. When employees feel unprepared or unfit for their roles, they are more likely to leave, which contributes to a turnover cycle that jeopardizes the productivity and stability of the business. In the Puntland region, where hiring may be a time-consuming process that puts a burden on both financial and human resources, frequent turnover caused by poor hiring practices is a significant issue.

Research Methodology
3.0 Introduction
The correlational research design, which examines associations between variables without manipulating them, is covered in this chapter. The study, which combines quantitative and qualitative approaches, aims to reach 120 respondents from five established Puntland firms that were chosen based on industry diversity and maturity. A sample size of 92 will be established by applying Solven's formula. Representativeness will be guaranteed via random sampling. Semi-structured interviews and structured questionnaires will be used to gather data, offering both quantitative insights and in-depth viewpoints for thorough analysis.

3.1 Research design
A correlational research design will serve as the foundation for this investigation. Without having any control over either variable, a correlational research design assesses the relationship between two variables. Data will be gathered using both quantitative and qualitative methods. Because it can aid in understanding the intricate relationships between numerous variables, the researcher will employ this research strategy.

3.2 Target Population:
The target population for this research consists of 120 respondents, randomly selected from the five chosen organizations. The respondents will represent a cross-section of employees and management teams within these organizations, capturing a range of insights and experiences.

3.3 Selection Criteria
The organizations selected for the study will be identified based on the following criteria:

- **Maturity**: Organizations that have been operational for a significant period and have established structures, policies, and management practices.
- **Sector Diversity**: A combination of both public and private organizations will be included to ensure a balanced representation of different operational frameworks and organizational cultures.

3.4 Sample size

The sample size will be determined using Solven's formula as

illustrated below;

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

$$n = \frac{120}{1 + 120(0.05)^2} = 92 \; Respondants$$

Sample size = 92 respondents n – Sample size, N- Target Population, e- Level of significance or margin error fixed at 0.05

3.5 Sampling techniques
A random sampling approach will be used to select the 120 respondents from the five organizations. This method will help ensure that the sample is representative and unbiased, providing reliable data for the research analysis.

3.6 Data collection tools/ instruments

Semi-structured interviews and structured questionnaires will be used to gather data for the study. Both closed-ended and open-ended questions about topics including performance, job satisfaction, organizational procedures, and employee attitudes will be included in the questionnaires. To acquire further in-depth information, a limited number of employees and management personnel will participate in semi-structured interviews. A thorough collection of both quantitative and qualitative data will be guaranteed by this combination.

Findings
This chapter presents the findings derived from the study, highlighting critical issues related to inadequate hiring practices and their effects on employee performance in Puntland.

GENDER OF THE RESPONDANTS
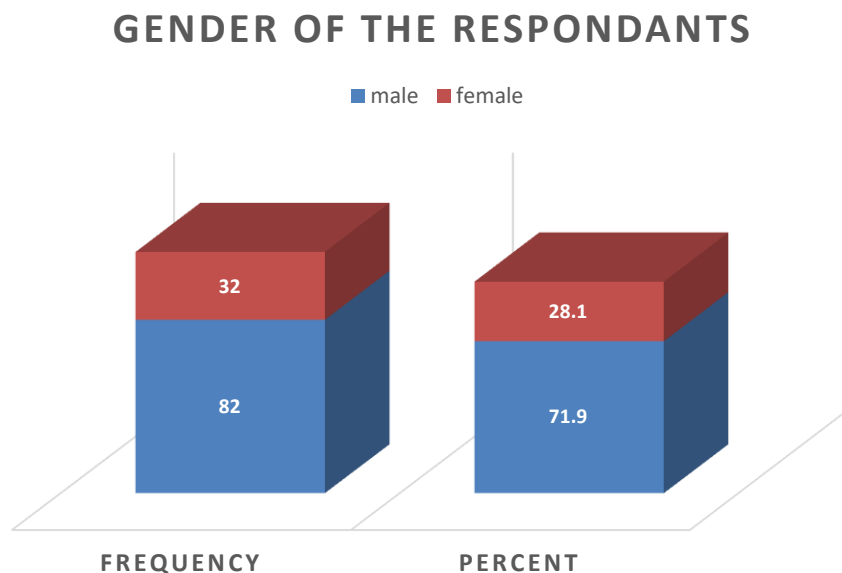
The gender distribution is depicted in the graph as a percentage and frequency. It reveals that 32 females make up 28.1% of the total, while 82 males make up 71.9%. With men making up the majority of the data, this reveals a clear gender disparity.

## Departments of the respondants
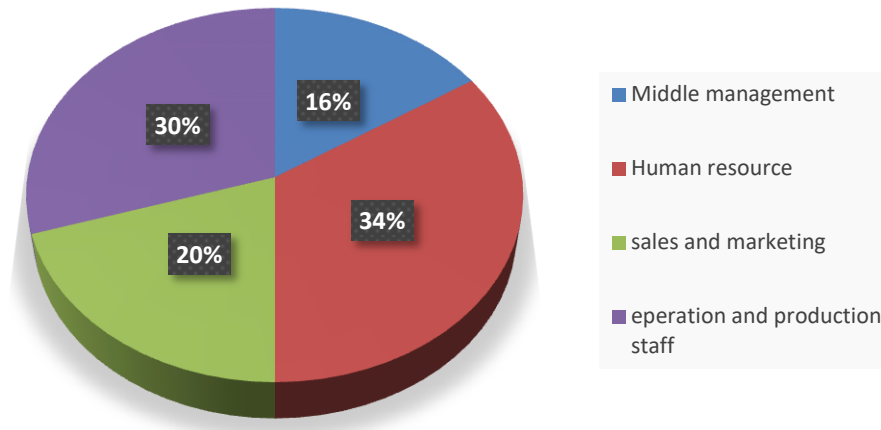
The data shows how responses were distributed by department. With 39 responders, or 34% of the total, the Human Resources department makes up the largest category. Sales and marketing personnel come in second at 20% (23 respondents) and operations and production personnel at 30% (34 respondents). With only 18 respondents, or 16% of the total, middle management is the least represented. There are 114 responders in all, representing every department.

## LEVEL OF EDUCATION FOR RESPONDANTS
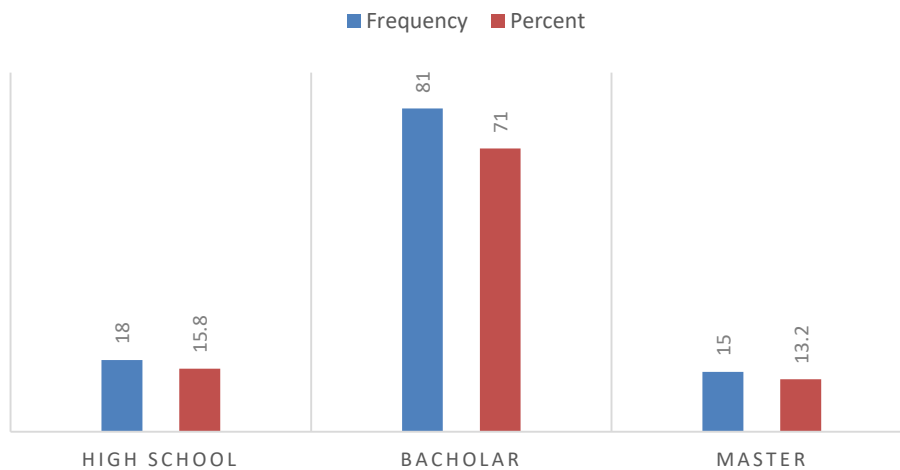
The information shows the respondents' educational backgrounds. Seventy-one percent (81 respondents) have a bachelor's degree. Next in line are those with a master's degree (13.2%) (15 respondents) and high school graduates (15.8%; 18 respondents). With a sizable majority holding at least a bachelor's degree, the respondents exhibit a high degree of educational achievement overall.

Experience of Respondants
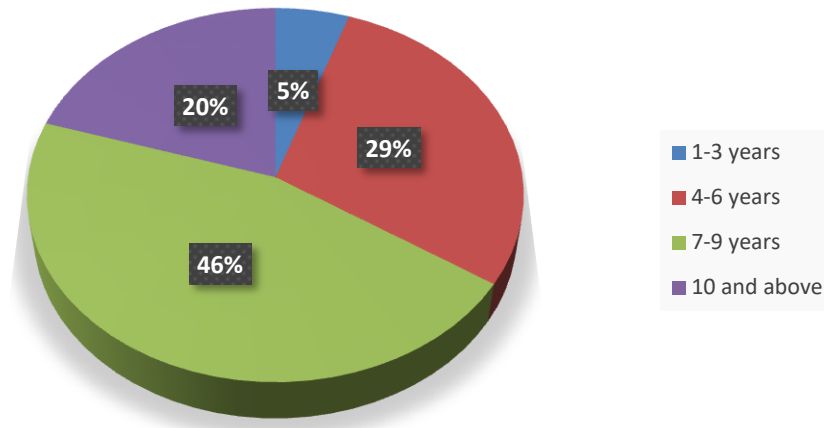
The data displays the respondents' distribution of work experience. 46% of the respondents (52 respondents) have 7-9 years of experience, whereas 29% of the respondents (33 respondents) have 4-6 years. Twenty percent of respondents (23 respondents) have ten or more years of experience, while the smallest group of respondents (five percent) had one to three years of experience. This suggests that the majority of those surveyed have moderate to substantial work experience.

THE HIRING PROCESS IS TRANSPARENCE AND FAIR
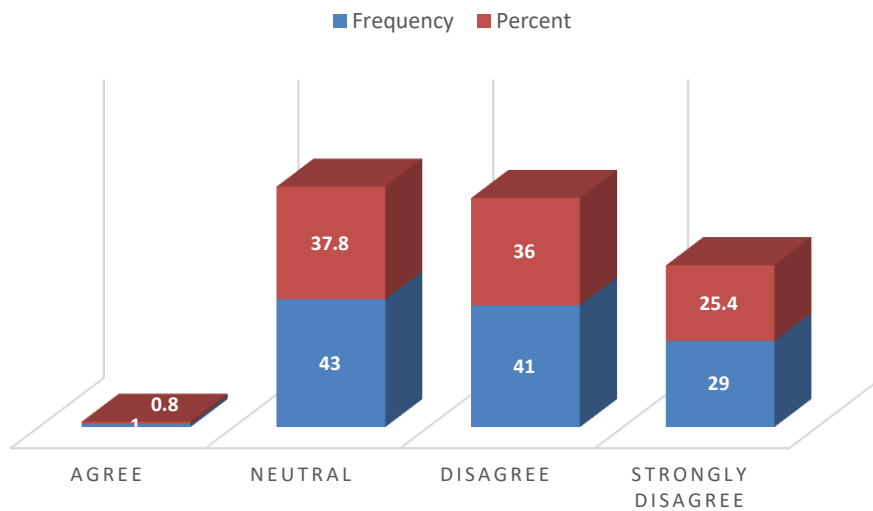
Responses to questions about how fair and transparent the hiring process is are shown in this graph. The majority of respondents expressed a lack of faith in the process by selecting "Disagree" (36% frequency) or "Strongly Disagree" (25.4% frequency). Just 0.8% of respondents say they "Agree," indicating general worry, while a lesser percentage say they are "Neutral" (37.8% frequency).

job advertisements in puntland are widely accessible to the public

- ■ neutral
- ■ disagree
- ■ strongly disagree
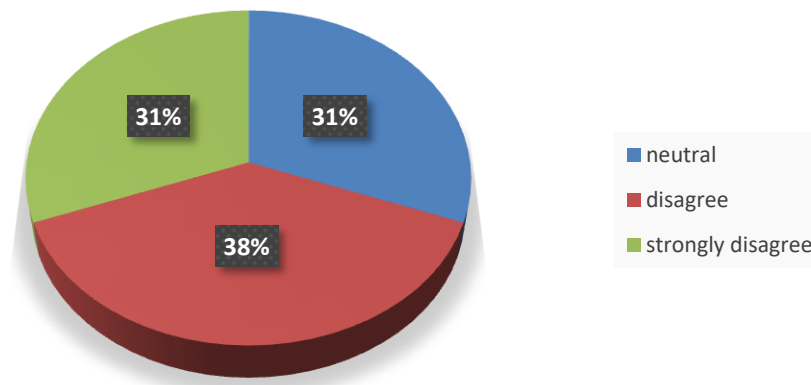
Opinions regarding the public's ability to access job postings in Puntland are depicted in this pie chart. "Disagree" was selected by the majority of responders (38%), indicating serious concerns over accessibility. Equal numbers of respondents (31% each) indicated that they were "Neutral" or "Strongly Disagree," reflecting a range of opinions on the accessibility of job postings that are typically critical.

EDUCATIONAL QUALIFICATIONS ARE A KEY FACTOR IN EMPLOYEE PERFORMANCE.

■ Frequency   ■ Percent
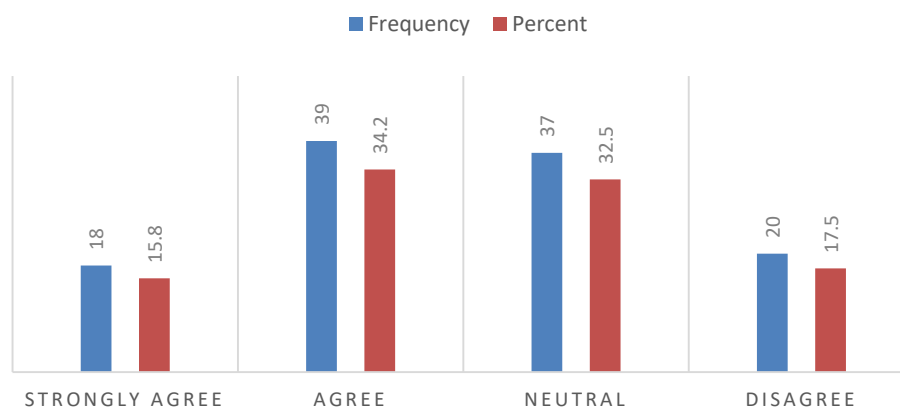
Opinions on whether educational credentials play a significant role in employee success are displayed in this chart. Although there are differing views, the majority of respondents either "Agree" (34.2%) or are "Neutral" (32.5%), indicating a tendency toward agreement. The percentage of those who "Strongly Agree" (15.8%) or "Disagree" (17.5%) is lower, suggesting that there are fewer extreme opinions on both sides. All things considered; the answers point to a moderate degree of significance placed on educational credentials in affecting performance.

Clan or familial connections affect hiring decisions and can influence performance outcomes.
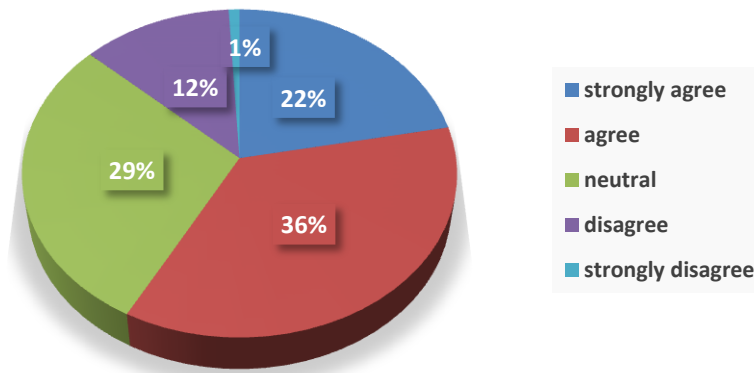

Opinions regarding the impact of clan or familial ties on hiring practices and performance outcomes are revealed by the facts. The majority of respondents said they "Agree" (36%) or "Strongly Agree" (22%), indicating that hiring and performance are thought to be significantly influenced by these connections. Fewer people choose "Neutral" (29%), which suggests some hesitancy, and "Disagree" (12%) or "Strongly Disagree" (1%), which indicates that clan or familial ties are typically viewed as a worry throughout the hiring process.

Inadequate training of hiring managers contributes to poor recruitment decisions and low productivity
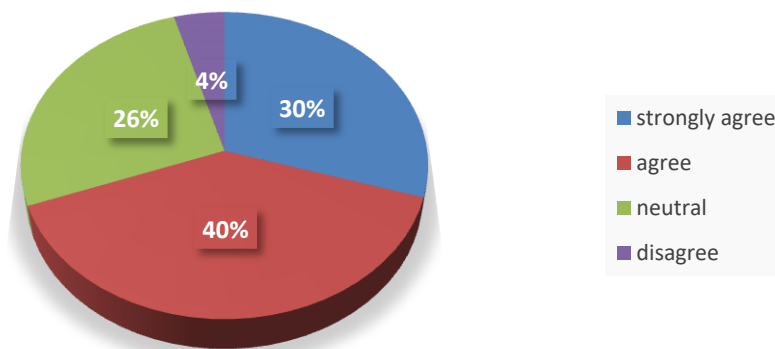
According to the research, 40% of respondents "Agree" and 30% "Strongly Agree," indicating that the majority of respondents think recruiting managers' lack of training greatly contributes to bad hiring judgments and low productivity. Fewer respondents are "Neutral" (26%), indicating some hesitancy, while only 4% "Disagree," indicating widespread agreement with the significance of appropriate training for hiring managers.
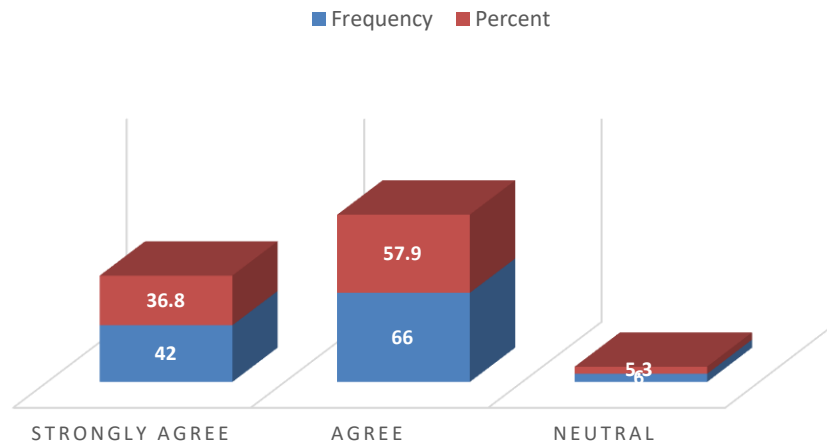
With 42% "Strongly Agree" and 66% "Agree," the statistics clearly shows that recruiting unqualified individuals adds to the workload for other employees. Just 6% of respondents select "Neutral," suggesting that the great majority consider this to be a substantial workplace obstacle.

4.1 Gender Imbalance
With men making up 71.9% of the respondents, the data shows a significant gender gap. This disparity points to the existence of institutionalized prejudices or impediments in the recruiting procedures that deny female applicant's chances.

4.2 Educational Attainment
While 13.2% of respondents have a master's degree, the majority (71%) have a bachelor's degree. The study discovered that, in spite of this comparatively high degree of education, hiring procedures frequently do not match educational credentials with job requirements, resulting in skill mismatches.

4.3 Work Experience
The majority of respondents had a lot of job experience; 46% have been in the field for seven to nine years. But poor hiring practices don't make the most of this experience, which affects job performance.

4.4 Perceptions of Transparency and Fairness
With 61.4% of respondents disagreeing or strongly disagreeing with the fairness and transparency of hiring procedures, these issues are serious problems.

4.5 Accessibility of Job Advertisements
Job advertisements are perceived as inaccessible, with 38% disagreeing that advertisements reach the wider public effectively. This limited accessibility hinders the ability of qualified candidates to participate in recruitment processes.

4.6 Impact of Clan and Familial Connections
The majority (58%) of respondents agree or strongly agree that clan or familial connections influence hiring decisions, which perpetuates a culture of favoritism and undermines merit-based recruitment.

4.7 Training for Hiring Managers
Seventy percent of respondents believe that inadequate training of hiring managers contributes significantly to poor recruitment decisions and low productivity.

4.8 Operational Inefficiencies

Regarding hiring unqualified people, 66% of respondents agree and 42% strongly agree that it increases the workload for other employees. This demonstrates how bad hiring practices have a domino effect on team dynamics and corporate effectiveness.

Recommendations and Conclusion
5.1 Recommendations
Based on the findings, the following actionable recommendations are proposed:

1. **Promote Transparent Hiring Practices**:

   ➢ Standardize recruitment procedures to ensure fairness and accountability.

   ➢ Implement oversight mechanisms to monitor and improve recruitment processes.

2. **Enhance Accessibility to Job Opportunities**:

   ➢ Leverage digital platforms and local networks to disseminate job advertisements widely.

   ➢ Simplify application procedures to attract diverse applicants.

3. **Strengthen Hiring Manager Competencies**:

   ➢ Develop mandatory training programs focusing on unbiased candidate evaluation and effective recruitment strategies.

   ➢ Introduce tools and technologies for competency-based assessments.

4. **Foster a Merit-Based Culture**:

   ➢ Establish clear guidelines to mitigate the influence of clan or familial connections.

   ➢ Create awareness campaigns highlighting the benefits of meritocracy in recruitment.

5. **Bridge Gender Disparities**:

   ➢ Launch initiatives to encourage female participation in the workforce.

   ➢ Promote gender-sensitive hiring practices to achieve greater inclusivity.

6. **Optimize Workforce Alignment**:

   ➢ Periodically review and update job descriptions to match evolving organizational needs.

   ➢ Utilize structured assessment methods to ensure alignment between candidates' skills and job requirements.

5.2 Conclusion
The study emphasizes how poor hiring procedures in Puntland have a detrimental effect on organizational results and employee performance. Gender inequality, a lack of openness, cultural prejudices, and hiring managers' insufficient training are important problems. These difficulties result in reduced employee satisfaction, inefficiency, and a compromise of company objectives. Businesses in Puntland can greatly improve their hiring procedures and develop a highly qualified, diverse, and productive workforce by putting the suggestions into practice. The report emphasizes how crucial strategic recruiting strategies are to fostering organizational performance and advancing the region's overall economic growth.

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