

# Reliability and Validity of an Instrument to Evaluate Recruitment Practices and Organizational Performance: A Pilot Study

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**DOI Link:** <http://dx.doi.org/10.6007/IJARBSS/v15-i9/26457>

**Published Date:** 24 September 2025

## Abstract

Due to the selection and admission of new employees impacts the caliber of abilities, talents, and performance indicators of the firm's workforce, ultimately affecting firm performance as a whole, recruitment attaches wider implications to the organizations. In other words, the company's selection process affects key metrics like productivity and financial outcomes. Hence, a valid, reliable and practical instrument is needed to evaluate the effect of Recruitment Practices on Organizational Performance. The antecedents deemed fit for Recruitment Practices and Organizational Performance were extracted from extant literature. The antecedents were as follows; Organizational Performance- Productivity, Satisfaction, Profitability, Strategic Decision Making and Corporate Reputation; Recruitment Practices- Job Description, Job Specification, Job Evaluation and Job analysis that made up the instrument. The objective of this study was to assess the validity and reliability of the instrument. The construct validity was assessed. The reliability was assessed by using internal consistence reliability namely alpha coefficient reliability or Cronbach Alpha. The instrument was piloted to 32 energy industry personnel in the UAE. The findings showed that the instrument is deemed valid and reliable. All items have been retained for the instrument.

**Keywords:** Content Validity, Reliability, Recruitment Practices, Organizational Performance, Instrument

## Introduction

The study explores the vital topic of how recruitment practices affect organizational performance. The selection of new employees has a significant impact on the skills, talents, and overall performance of a company's workforce, which in turn affects the firm's performance. In other words, a company's hiring process directly influences key metrics like productivity and financial outcomes.

Recruitment is considered one of the most crucial tasks of human resource management. It is the first step in building a competitive advantage for an organization and involves finding a

qualified individual to fill an open position. In today's complex and challenging environment, choosing the right person has enormous implications for a company's success.

The impact of recruitment practices on organizational performance in the UAE public, energy businesses are vital to be analyzed. The necessity of employing qualified employees for the success and survival of these firms is highlighted by the fact that energy is one of the major contributors to the UAE's economy. The main duties of human resource management in a company include recruitment practices. The ability of an organization's human resource to meet problems and use its huge potential to produce desired results is what sets it apart from competitors. Based on the idea that people are the most important resource for any organization and in any society, it focuses on improving employees' capacities, productivity, and levels of satisfaction (Rajan and Sanitha, 2018).

One of the most crucial tasks of the human resource management division is recruitment, but it faces several key obstacles like a mismatch between the job and the available labour and a lack of organizational transparency (Sophia Diana Rozario, 2019). Many large corporations struggle to find qualified workers who can impress their managers with good performance, which has an impact on local enterprises' productivity in the UAE (Humburg & Van der Velden, 2015).

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

### *Significance of the Study*

This study is important because it highlights the necessity of having a reliable, valid, and practical instrument to evaluate the effect of recruitment practices on organizational performance. The document emphasizes the following points regarding the importance of this topic and its utility for various stakeholders:

**For Organizations:** Finding the right talent has a positive impact on a company's bottom line, leading to increased productivity and efficiency. A well-defined recruitment and selection process is essential for ensuring that the hiring process is both efficient and effective. The study's focus on the validity and reliability of a specific instrument can assist companies in making better hiring decisions. It is critical to select individuals who can perform the job, collaborate well with others, and contribute to the organization's goals.

**For the UAE's Economy and Energy Sector:** The study is particularly relevant to the UAE's public energy businesses, as the energy sector is a major contributor to the country's economy. The success and survival of these firms depend on their ability to employ qualified staff.

**For Human Resource Professionals:** The study assists authors and HR professionals in focusing on the utility and effectiveness of recruitment practices by providing a framework for analysis.

It delves into specific practices like job description, job specification, job evaluation, and job analysis, which are the constructs of the instrument being evaluated. The study's findings on the instrument's reliability and validity can be a useful tool for HR departments.

### *Recruitment Practices*

The importance of human resource management in terms of organisational performance has been examined. Recruitment is one of the most important responsibilities in human resource management. The primary responsibility of the HR department is recruitment, and the hiring process is the first step in creating a competitive edge and recruiting advantage for the association. Discovering and securing a qualified or suitable individual to fill the open position is the process of recruitment (Anwar & Abdullah, 2021). The current study focuses on hiring practises and how they impact business performance. As a result, it is crucial to talk about the concept, importance, laws, and practises involved in the hiring process. In today's complex and challenging climate, choosing the right person has enormous ramifications for the organisation (Peter Drucker, 2014).

Recruiting and hiring the right employees are critical to a company's success. It is important to select individuals who can perform the job, work well with others, and contribute to the organisation's goals (Heathfield, 2021). Moreover, finding the right talent can have a positive impact on the bottom line of an organisation, resulting in increased productivity and efficiency (CIPD, 2020). However, the process of hiring is not without challenges. Discrimination in hiring is a prevalent issue, with employers facing potential legal consequences if they do not follow fair hiring practises (Mishra, 2017).

Furthermore, the hiring process can be time-consuming and costly, particularly if the wrong candidate is chosen. It is essential to have a well-defined recruitment and selection process in place to ensure that the hiring process is efficient and effective (Bhatia & Bhatia, 2015). The recruitment and selection process typically involves several stages, such as job analysis, job description, job posting, application screening, interviewing, and reference checks (Chopra & Munjal, 2019).

In addition, there has been an increased focus on employer branding and its impact on the recruitment and selection process. Employer branding refers to the image or reputation of an organisation as an employer and how it is perceived by current and potential employees (Backhaus & Tikoo, 2004). A strong employer brand can help attract top talent, improve employee retention, and enhance the organisation's overall reputation (Barrow & Mosley, 2005).

The hiring process should be able to produce labour that is competitive (Bhoganadam and Rao, 2014). While the primary goal of the hiring process is to build a pool of qualified candidates so that the best candidates can be selected for the open positions in the organisation, the primary goal of the selection process is to select the most qualified individual to fill the various jobs in the firm (Gamage, 2014).

There are two techniques for hiring people. It involves both internal and external factors. Both sources are used by the organisations to fill the open positions. The bulk of lower-level positions are open to outside applicants, while higher-level positions are originally filled

internally. When they are required in emerging fields, specialists and highly talented employees are typically hired from outside or external sources. The usual outside sources are job exchanges, ads, and walk-in recruiting. Delegation from another organisation is another source of hiring (KA, 2020). The recruitment team will thus visit colleges, universities, and trade shows.

Overall, the hiring process is critical to an organisation's success, and it is essential to have a well-defined recruitment and selection process in place to ensure that the right candidates are hired while adhering to fair hiring practises and legal requirements.

### *Organizational Performance*

The premise that an organisation is a voluntary alliance of productive assets, including human, physical, and capital resources for the purpose of achieving some agreed objectives, forms the foundation of the concept of organisational performance (Tim Hannagan, 2015). Organizational performance compares the actual outcomes of a business when compared to goals or planned outcomes.

According to Akhvan et al. (2016), organisational performance is a multi-dimensional notion that includes a number of different factors, including financial performance, employee satisfaction, customer satisfaction, innovation, and social responsibility. As a result, using multiple performance metrics is necessary to assess organisational performance.

Rahim et al.'s (2018) study found that human resource management practises have a big impact on how well SMEs run as an organisation. According to the study, SME performance is significantly impacted by procedures including recruiting and selection, training and development, pay and perks, and performance evaluation.

Additionally, it has been established that a key element in determining organisational effectiveness is a leader's style. According to a 2019 study by Asif and Jameel, transformative leadership improves organisational performance. Through the creation of a clear vision, the provision of support and encouragement, and the fostering of creativity and innovation, transformational leaders inspire and drive staff to perform better.

Employee engagement has also been connected to improved organisational performance. Companies with high levels of employee engagement have higher profitability, productivity, and customer satisfaction, according to a study by Harter et al. (2019).

The performance analysis tool kit was introduced by Sargent (2018), who also framed the tools in the tool kit to analyse the performance of each management area and department. This toolkit is often utilised in the corporate world to determine the performance gaps that exist and to create a functional relationship between them.

Deressa and Zeru (2019) studied the nurses working in the public and private hospitals in Hawassa to investigate the link between organisational performance and job motivation. According to the survey, the majority of nurses reported being motivated by a variety of factors, including prospective encouragements, recognition, and financial incentives which have positive effects on teamwork, job satisfaction, and work performance. Thus, it has been

proven that work motivation and organizational performance are directly and favourably correlated.

In short, there are several factors that contribute to organizational performance, including human resource management practices, leadership style, and employee engagement. By focusing on these factors, organizations can improve their performance and achieve their desired outcomes.

### *Reliability*

Reliability is described as "the degree to which test scores are free from measurement error" (Muijs,2010). It is a gauge of an instrument's internal consistency or stability when measuring particular notions (Jackson, 2012). According to Jackson (2012), there are different levels of reliability based on how frequently the devices are used and how many people contribute data. Internal consistency reliability, test-retest reliability, alternate forms and alternate forms and test-retest reliability, and inter-rater reliability are all available.

When the same instrument is given to the same respondents on two separate occasions while still examining the association between the two sets of scores, test-retest reliability is attained (Pallant, 2020) . The more significant the correlation value, the more trustworthy the instrument is. The degree to which results from one sample remain constant after the administration of two instruments or different versions of the same instruments but administered twice at separate periods of time is known as alternate form reliability. Test-retest reliability and alternative forms integrate the two concepts mentioned above. In order to confirm that the items are measuring the same notion, internal consistency reliability examines the correlation between all of the constructions' components (Muijs,2010).

### *Validity*

When an instrument measures what it is intended to measure, it is considered legitimate (Muijs,2010). In other words, a tool is deemed to be valid for a variable when it accurately measures any required variable. There are four different types of validity: construct validity, content validity, and face validity (Muijs,2010; Jackson, 2012). Face validity examines whether a test appears to be legitimate or not on the surface (Jackson, 2012).

Face validity examines whether a test appears to be legitimate or not on the surface (Jackson, 2012). As it requires "a good grasp of theory relevant to the concept and a measure of the relationship between our measure and those components," criterion validity is a concept that will be shown in the actual study (Muijs,2010). Contrarily, content validity examines item content to determine whether it accurately captures the study's intended concept. The construct validity, which examines how well an instrument measures a theoretical concept that it is intended to measure, comes last.

## **Literature Review**

### *Recruitment Practices*

Recruitment Factors comprise 4 major constructs as follows:

- I. Job Description,
- II. Job Specification,
- III. Job Evaluation and
- IV. Job Analysis

### *Job Description*

A job description is a thorough account of the vacant post that includes information on the job title, location, responsibilities, and role. In order to solicit applications from potential individuals who are intended to fill the openings, the human resource manager creates these documents. The job description also mentions the pay, benefits, and incentives related to the role. A job description should be coordinated with the hiring and selection process to make the HR Department's job easier. It offers a structure on which to create the task specification. The process of finding qualified applicants should be made simple for the business by outlining what it expects from potential workers. It serves as a framework of support for potential candidates to get a familiarity with the work place environment.

Job descriptions are vital elements of the hiring process and are instrumental in attracting and choosing the best applicants. Khan (2021) asserts that a well-written job description clarifies the position's requirements and establishes clear expectations for performance, making it simpler for recruiters to identify qualified applicants. To prevent confusion or misunderstanding, the job description should be succinct, specific, and appropriately reflect the needs of the position.

In short, writing a precise and thorough job description is essential during the hiring process and can have a big impact on both the hiring process' success and employee performance.

### *Job Specification*

A candidate must possess the qualities, abilities, knowledge, qualifications in education, and work experience listed in the job specification in order to do a certain job. After creating the job description, the manager is required to create the job certification. The manager should state in the job specification the skills and qualities required to do the work. Therefore, the potential employees' educational background, skill set, and work experience are crucial elements of the job definition. Thus, the job description outlines the criteria for choosing candidates. It makes it simple for hiring managers to review resumes for potential applicants and acts as a standard for conducting employee orientation and training (Dawal, 2016). Humburg & Van der Velden (2015) explored the preferences of employers for different CV qualities and skill sets when hiring university graduates. Two discrete choice experiments are used to model the two common processes in the recruitment of graduates: (1) choosing qualified applicants for job interviews based on resumes, and (2) employing graduates based on observable skills. In the first stage, employers place the greatest value on CV elements that indicate a high stock of occupation-specific human capital, indicating low training costs and rapid adjustment times; elements like relevant work experience and a strong fit between the field of study and the duties of the position. Graduates' level of professional expertise and interpersonal skills primarily affect companies' real hiring decisions.

### *Job Evaluation*

In today's complex and fiercely competitive recruiting environment, it is essential to have a defined procedure in place for assessing recruiting sources and their value to the organisation. Determining the key Matrix for gauging the effectiveness of the source is crucial. The sources chosen should be appropriate in order to find individuals who meet the job's requirements for credentials, abilities, and experience. The management group has a responsibility to work openly and honestly together during the hiring process. Systems and logistics for recruiting should be transparent and appropriate. The recruiting plan and criteria should be transparent and made available to everyone involved in the recruitment process in order to manage the results of the recruitment process appropriately. The evaluation's findings should be applied in a way that effectively carries out the organizational goals (Keshav, 2013).

### *Job Analysis*

"The process by which an organisation selects from a list of screened applicants who best meet the selection criteria for the position available" is known as selection (Demerouti, 2016). Application, resume screening, screening call, assessment tests, in-person interview, background check, reference check, decision, and job offer are the typical eight steps in the selection process. The selection process's passive application phase requires the applicant to reply to job postings. The next step is to screen the candidates for final selection after receiving a lot of applications.

The process of screening involves reducing the number of applications to a reasonable number who have the necessary credentials and competencies to be chosen. There are various processes in the screening process. Eliminating ineligible candidates is the first stage. The second phase is the process of gathering data from candidates regarding their general educational background, prior employment history, unique skill, physical condition, and personal references.

### *Productivity*

Productivity is something that improves how an organisation runs. It is acting morally upright. In the manufacturing sector, where it is the value of the output-to-input ratio, productivity can be quantified in terms of production efficiency. The resources needed to perform the functions are called inputs. Process is the action of transforming resources into an output, a good or a service. Productivity concerns evaluating inputs and outputs across all sectors (Al Kadash, 2020).

### *Customer Satisfaction*

The ability of a product or service to live up to the expectations of the consumer regarding its performance is the basic definition of customer satisfaction. It serves as a gauge for how well a company's goods and services meet or exceed the expectations of its clients. The customer is in charge of the market and determines its trends and course (Chan et al., 2018). Because of this, it is commonly believed that businesses depend on their customers. Through a "word of mouth" marketing effort, the content customers will assist the business in acquiring new clients (Prasad, 2016). Thus, consumer happiness results in repeat business for businesses (Brierley, 2018). The following variables have an impact on consumer satisfaction: price, quality, brand name, features of the product as well as reputation of the company and services provided to the company.

### *Profitability*

A company's capacity to generate a profit is known as profitability. Profit is just the revenue that remains after all expenditures and expenses associated with the business activity have been paid. In the context of a company organisation, there are four primary areas that can be used to generate profitability. These include cost-cutting, increased turnover, productivity gains, and efficiency enhancements. A company's ability to generate profits across the board is shown by its level of profitability. It exemplifies how effectively a business can use all of its resources to make money. According to Horward and Upton, profitability is the ability of a given investment to provide a return from its use (1953). The two areas of profitability are book value (an accounting-based calculation) and market value (marketing-base measurement). Indicators such as Return on Asset (ROA) (Rahman & Saima, 2018); Return on Invested Capital (ROIC) (Enqvist, Graham, & Nikkinen, 2014; Muhammad, Rehman, & Waqas, 2016; Mohamad & Saad, 2010); and Gross Operating Profit ((GOP) (Vural, Sokmen, & Cenenak, 2012); Net Operating Profit (Lazaridis & Tryfonidis, 2006).

### *Strategic Decision Making*

A company's senior managers and executives are in a unique position to make crucial decisions (Abdullah & Othman, 2019). In other words, decision-making is the process through which managers identify and make an effort to address issues with their organisations (Aydiner et al., 2019). This category encompasses all processes that occur between thinking and doing and are antecedents of behaviour (Aydiner et al., 2019).

Organizational strategies are developed through strategic decision-making (Mondy, 2012). The following are the six factors listed by Awasthi and Varman (2003) as determinants for strategic decision making: 1. Making rational decisions. 2. Decision-making speed. 3. Decision-making becomes more formalised. 4. Decision-making involvement. 5. Decision-making influence. 6. The kind of decision. This study makes use of these determinants.

### *Corporate Reputation*

The public perception of a firm in society is known as its corporate reputation (CR). It also refers to how the company's stakeholders view it. As a result, a company's CR is the total of all opinions and convictions held about it based on its past performance and potential in the future relative to its rivals. The phrase "business reputation" refers to three components of reputation. The three of them are stakeholder reputation, organisational reputation, and brand reputation (Mihalj, 2019). An organization's reputation is built, maintained, and protected by the alignment of three key aspects, including image, identity, and personality. The perception of an organisation by its stakeholders is its image. A corporation's identity is "what the company says it is." CR, or "what the company is all about," includes personality. The key factors that go into a company's reputation are its reliability, financial performance, leadership calibre, and ethical stance. Customer attention, corporate social responsibility, emotional appeal, quality in transactions, and the management team's social attitude are all significant factors in a company's reputation.

### *Source of Antecedents*

The antecedents for this study were adopted from Van der Velden (2015) and Noe et al. (2006) for antecedents on Recruitment practices and Sandra Ospina and Marc Schiffbauer (2010); Vedant Singh, Akshay Kumar & Tej Singh (2018); Nzitunga (2019), Pham et al. (2020),

Nyeadi et al. (2018).Awasthi & Varman, (2003); Nguyen, (2018) and Pham, (2020) for organizational performance antecedents. Table .1 illustrates the instrument source.

*Table 1  
Instrument Source*

Variables	Sources
recruitment practices	Humburg & Van der Velden (2015); Noe et al. (2006); Dawal (2016); De Nisi (2017)
organizational performance	Ospina and Schiffbauer (2010) ;Vedant Singh, Akshay Kumar & TejSingh (2018)) Nzitunga, (2019), Pham et al. (2020), Nyeadi et al. (2018).Awasthi & Varman, (2003) ;Nguyen, H.N (2018)

**Methodology**

*Instrument*

Structured items on each of the study's variables were included in a questionnaire that was created for this purpose. Because it is simple to administer and allows for the production of huge volumes of data in a relatively short amount of time, the questionnaire survey method was chosen (Kothari, 1990). Additionally, surveys produce data that is easier to evaluate and allow for a lot of anonymity.

Closed-ended questions were employed in the study. The respondents had to choose from a list of prepared answers in the close-ended study design. To lessen the likelihood of overlapping responses, the response list includes potential responses. For instance, the responses to the closed-ended questions would be graded on the Likert Scale according to how much the respondents agreed or disagreed (Saini & Kumar, 2018). The study used close-ended questions because of relative ease in establishing each response frequency.

The antecedents for recruitment practices and Organizational Performance are extracted from literature. Table 2 illustrates the antecedents.

*Table 2  
The Antecedents For Recruitment Practices And Organizational Performance*

Recruitment Practices	Organizational Performance
Job Description	Productivity
Job Specification	Satisfaction
Job Evaluation	Profitability
Job Analysis	Strategic Decision Making
	Corporate Reputation

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

*Samples*

32 samples from energy industry personnel were participating in the pilot study. Hill (1998) recommended 10 to 30 individuals for survey research pilot studies. "Samples with N's between 10 and 30 have several practical advantages," according to Isaac and Michael (1995)

(p. 101), including simplicity, ease of calculation, and the capacity to test hypotheses. Random sampling was utilized.

### *Reliability*

Reliability is a measure to determine how well a research measurement is free of random error and how consistently a scale measures the same variable over time. Cronbach's alpha is the standard for evaluating reliability. When calculating the reliability of a scale, Cronbach's alpha is commonly used. It is recommended that Cronbach's alpha be greater than 0.7 to ensure internal consistency (Memon & Rahman, 2014).

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

### *Validity*

The data analysis use SPSS version 20.0 of the Statistical Package for the Social Sciences. The researcher conducted a thorough search of the literature from theories, previous instruments, models, and previous research findings for the concepts linked to organisational performance and Recruitment practices in order to achieve content validity of an instrument. Then two professors of the relevant field were consulted. The validity of the face was then tested. Few respondents who involve in recruitment practise and organizational performance in organizations were to evaluate the items and then provided feedback on the questionnaire in order to determine the questionnaire's face validity.

All relevant data are evaluated simultaneously using the KMO and Bartlett tests. There may be significant correlation in the data if the KMO value is greater than 0.5 and the Bartlett's test's significance level is lower than 0.05. The degree to which one variable is associated with other variables is known as variable collinearity. Levels greater than 0.4 are regarded as suitable. Each variable's KMO measurements can also be computed. Values greater than 0.5 are suitable.

## **Results and Discussion**

### *Reliability*

According to the following table, the Cronbach's Alpha (CA) values for the current study were higher than 0.6 and 0.7, respectively. These results of 0.961, as shown in Table 3 indicating that the items used in the present research instrument to represent constructs possessed high reliability. Table 4 details the reliability values of all constructs.

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

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

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

**Table 3**  
*Reliability Statistics*

Cronbach’s Alpha	N of Items
0.961	63

**Table 4**  
*Reliability Values Of Cronbach’s Alpha Construct*

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

In this study, the alpha coefficient method depends on the consistency of individual performance from one item to another (Mohd Majid 2009). Findings from a pilot study using Cronbach's Alpha reliability coefficient show that this instrument has an internal consistency between 0.70 to 0.90. Table 5 shows the percentage of goodness (A rule of thumb) for the interpretation of Cronbach's Alpha value.

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

Table 5

*(A Rule Of Thumb) Cronbach's Alpha Value*

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

Source: George &amp; Mallery (2001)

*Validity*

Face validity.

Two professors have given comments on the instrument. A few adjustments have been made in response to the given criticisms.

*Construct Validity*

Bartlett's test statistic is big and significant (p.value close to 0), as expected. It is acceptable because the Kaiser-Meyer-Olkin (KMO) measure is greater than .3. When there are multiple loadings, meaningful interpretations must be carefully made because only factor loadings greater than 0.3 are counted towards any factors (Muijs, 2010). All variables can be used in the study because the KMO values are above 0.3 and the variable collinearity values are both above 0.4. The value of factor loadings towards all factors are quite high, hence, providing enough information on construct validity. Table 6 highlights the value of KMO and Bartlett's test for all factors.

Table 6

*KMO And Bartlett's Test Values*

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

Eigenvalue must be more than 1.0 to be valid. Hence the results in Table 7 indicated all factors score more than 1.0. Hence, indicating that all components were retained.

Table 7

*Total Variance Explained*

Component	Total Variance Explained					
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.393	67.856	67.856	3.393	67.856	67.856
	.632	12.640	80.497			
	.449	8.980	89.476			
	.442	8.841	98.317			
	.084	1.683	100.000			
2.	2.527	50.538	50.538	2.527	50.538	50.538
	1.132	22.648	73.185	1.132	22.648	73.185
	.642	12.842	86.028			
	.483	9.658	95.686			
	.216	4.314	100.000			
3	2.551	51.020	51.020	2.551	51.020	51.020
	.981	19.613	70.633			
	.623	12.466	83.098			
	.443	8.866	91.964			
	.402	8.036	100.000			
4	3.315	66.298	66.298	3.315	66.298	66.298
	.710	14.191	80.489			
	.416	8.317	88.806			
	.350	6.993	95.799			
	.210	4.201	100.000			
5	2.753	55.054	55.054	2.753	55.054	55.054
	1.114	22.270	77.324			
	.550	10.995	88.318			
	.357	7.133	95.452			
	.227	4.548	100.000			
6	3.050	60.998	60.998	3.050	60.998	60.998
	.792	15.846	76.844	.792	15.846	76.844
	.634	12.681	89.524			
	.283	5.653	95.177			
	.241	4.823	100.000			
7	2.924	73.105	73.105	2.924	73.105	73.105
	.760	18.998	92.103			
	.273	6.821	98.924			
	.043	1.076	100.000			
8	4.227	60.382	60.382	4.227	60.382	60.382
	1.381	19.722	80.104			
	.439	6.270	86.373			
	.311	4.447	90.820			
	.288	4.121	94.941			
	.259	3.702	98.644			
	.095	1.356	100.000			
9	3.248	81.204	81.204	3.248	81.204	81.204
	.471	11.771	92.975			
	.190	4.753	97.728			
	.091	2.272	100.000			

However, in terms of rotated components Matrix, Factors 2, 5 and 8 face issues. Table 8 shows the components that needed further refinement. For factor 2, components of Q14 and Q16

need to form another factor. For Factor 5, (Q48 and 49) and factor 8, (Q61,63 and 64) needed readjustment into another factor.

Table 8

*Rotated Component Matrix For Factor 2, 5 And 8 Rotated Component Matrix<sup>A</sup>*

Factor 2	Component	
	1	2
Q12_RPjs1	.863	
Q13_RPjs2	.836	.320
Q14_RPjs3		.888
Q15_RPjs4	.736	
Q16_RPjs5		.830

ROTATE COMPONENT MATRIX <sup>a</sup>		
Factor 8	Component	
	1	2
Q59_OPsdm1	.880	
Q60_OPsdm2	.790	.533
Q61_OPsdm3	.594	.615
Q62_OPsdm4	.900	
Q63_OPsdm5		.886
Q64_OPsdm6	.487	.746
Q65_OPsdm7	.747	.433

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

## Dicussion

Recruitment has larger ramifications for firms because the choice and admission of new employees affects the level of skills, talents, and performance indicators of the workforce, ultimately affecting firm performance as a whole. In other words, important measures like productivity and financial results are impacted by the company's selecting process. Therefore, a credible, trustworthy, and useful tool is required to assess how hiring practises affect organisational performance. In order for other researchers to feel secure in the calibre of the data they later obtain, it is crucial, to provide the reliability and validity of a questionnaire.

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

TejSingh (2018)) Nzitunga, (2019), Pham et al. (2020), Nyeadi et al. (2018).Awasthi & Varman, (2003) ;Nguyen, H.N (2018) and Pham, et al.

### Conclusion

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

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