INFLUENCE OF HUMAN RESOURCE HIRING PRACTICES ON PERFORMANCE OF UNITED NATIONS AGENCIES IN MOGADISHU, SOMALIA

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ABSTRACT

Globally, recruitment, selection and placement processes are vitally important to any organization desirous of attracting and appointing qualified personnel. Getting the right people in the right place at the time doing the right job is an essential element of recruitment and selection process in organizations. This study sought to determine the influence of human Resource hiring practices on performance of United Nations Organizations in Mogadishu, Somalia. Specifically, the objectives sought to determine the effect of recruitment, Selection, placement and induction on organization performance of UN organizations in Mogadishu, Somalia. The study targeted the human resource department of registered United Nations Organizations in Mogadishu. The research focused on Human Resource officers in charge of human resources because they are involved directly with recruitment, selection, placement and induction of individuals in the organization. From the study analysis it was established that there was a correlation coefficient of 0.906 and determination coefficients of 0.821, thus depicting a strong relationship between recruitment, selection, placement, human resource on organization performance. The study concluded that Recruitment, Selection, Placement and induction are important in the organization since they greatly influence the organization performance. The study showed that majority (46.88%) of the respondents indicated they had worked in the United Nations Organizations for a period of 30 to 35 years and above. From the analysis of findings it was established that majority of the respondents (48.7%) indicated that they had a university degree. The study also established that 20.5% of the respondents indicated that they had a college diploma. From this findings could generally infer that most respondents were well educated and knowledgeable to provide the theoretical information relating to the influence of recruitment, selection, placement and induction on performance of UN organizations. Based on the findings and discussion on influence of recruitment, selection, placement and induction, the researcher recommends that the United Nations should emphasize on it hiring policies and practices in order to improve performance. To ensure that recruitment and selection process helps UN organizations to realize increased performance, the human resource managers should design an effective recruitment policy linked to the overall strategy. The recruitment practices should always be in accordance with the recruitment policy guidelines. This would allow for generalization of study findings on relationship between employee retention practices and organizational performance the UN agencies in Somalia. The researcher recommends that, future studies should focus on relationship between employee retention practices and organizational performance in United Nations agencies in Somalia.

Key Words: *human resource, hiring practices, performance, United Nations agencies, Mogadishu, Somalia*

INTRODUCTION

In recent times, organizations have established that increasing importance given to human resource is one of the most significant developments. People are considered as vital to organizations as they offer perspectives, values and attributes to organizational life; and when managed effectively, these human traits can be of considerable benefits to the organization (Ekwoaba, Ikeije & Ufoma, 2015). Djabatey (2012) reveals that increasing attention is being paid to the people aspect of organizational wealth. This is so because the development of people, their competencies, and the process development of the total organization are the fulcrum of human resource management. Mullins (1999) adds that the continued growth of the enterprise depends on its ability to recruit and select high quality personnel at all levels. While recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment, selection begins when the right caliber of candidates are identified (Walker, 2009).

Gamage (2014) noted that selection determines who is hired. If properly designed, it identifies competent candidates and accurately match them to the job. The use of the proper selection device increases the probability that the right person is chosen to fill a slot. When the best people are selected for the job, productivity increases. Globally, recruitment, selection and placement processes are vitally important to any organization desirous of attracting and appointing qualified personnel. Getting the right people in the right place at the time doing the right job is the most important element of recruitment and selection process in organizations. In order for the process to meet desired goals, it must be valid and measurable, with minimum adverse impact.

Kelly (2016) pointed out that to manage a diverse workforce effectively; an organization must hire and promote the most capable candidate for a job, while being mindful of the necessity to build a workforce that is representative of the greater business community. This may be achieved through using more appropriate and inclusive recruitment and selection strategies. Despite a recent increase in published literature discussing recruitment and selection practices, there has been little change in the types of methods used to recruit and select employees. Walker (2009) instigates that recruitment and selection is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications. Thus recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment. Hax (2011) identifies that selection is the process through which organizations make decisions about who will or will not be allowed to join the organization. The selection process varies from organization to organization, job to job, and country to country. Some of the processes include screening applications and resumes, testing and reviewing work samples, interviewing, checking references and background. Arthur (2011) relays that the recruitment and selection play a pivotally important role in shaping an organization's effectiveness and performance, if work organizations are able to acquire workers

who already possess relevant knowledge, skills and aptitudes and are able to make an accurate prediction regarding their future abilities.

In Somalia and like other parts of the world, recruitment, selection and placement processes are practiced to some extent even though job placements in both public and private organizations are more or less affiliated to networking, clans and political inclinations. It is vital that organizations select people with the quality essential for continued success in this competitive global village. The only means of achieving this success is through proper recruitment, selection and placement practices. Hiring employee involves practices such as recruitment, selection, induction and placement form a major part of an organization's overall resourcing strategies, which identifies and secures people needed for an organization to survive and succeed in the short to medium-term (Elwood & James, 2016). In fact, the basic purpose of recruitment is to create a pool of suitably qualified candidates to enable the selection of the best candidates for the organization, by attracting more and more employees to apply in the organization whereas the basic purpose of selection process is to choose the right candidate to fill the various positions in the organization (Gamage, 2014).

Organization performance comprises the actual out puts or results of an organization which is measured against its intended purposes, the goals and objectives of the organization encompasses three specific areas of a firm outcome ,product performance, shareholder performance and financial performance (Mjos, 2013). Organizational performance is crucial to the survival of any organization. Straw (2016) proposes that organizational performance may be staged at the level of the individual, group or organization. Peacock (2013) explains that there is no correct definition of a good organizational performance and suggest that conflicts between managerial perspectives of success should be recognized. Nonetheless organizational performance has been perceived as the integration of these broad dimensions: efficiency, effectiveness and adaptability (Mwiti, 2009).

United Nation Organization is an intergovernmental organization whose mandate is to promote international co-operation and maintain order. United Nations is a replacement of effective League of Nations who came together for the purpose of regulating conflicts between countries peace and offering aid to country members. The organization was established on 24 October 1945 after World War II in order to prevent another such conflicts. The founding members were the 51 member states and today the number has increased to 193 members. The United Nations organization has its headquarters located in the United States of America which is in Manhattan in New York City. The organization's main offices are suited in Geneva, Nairobi Kenya, and Vienna (United Nations Development Program, 2016). United Nations organization is funded by the member state countries and it is on a voluntary basis The main objectives of United Nation organization is to maintain international peace , security and promoting human rights , fostering social and economic development and protecting the environment and providing humanitarian aids in cases of famine , natural disaster and armed conflicts .United Nations is the largest , and

most familiar , internationally represented and the most powerful intergovernmental organization in the whole world (United Nations Development Program, 2016).

United Nations Charter was drafted at a conference in between April to June 1945 in the United States in San Francisco, and it was signed on June 1945 at the conclusion of the UN conference. The UN charter took effect on October 24th 1945 that is when the organization became operational. The United Nations 's mission is to preserve world peace , which was complicated in the early decades by the Cold war between the United states of America and the Soviet union. United Nations organization participated in major actions in Korea and Congo, as well as the State of Israel in 1947.The United Nations organization's membership grew significantly following the widespread of decolonization in the years 1960s, and 1970s this is when its budget for economic and social development programmers was outstripped (Barney, 2014). The organization's membership grew significantly following widespread decolonization in the 1960s, and by the 1970s its budget for economic and social development program's was outstretched on peace keeping missions. After the ending of the Cold War between the United States of America and the Soviet Union, the United Nations took major steps in military and peace keeping missions in the whole world, which to some extent has become more successful in ending conflicts (Ryan & Tippins, 2012).

STATEMENT OF THE PROBLEM

Human resource hiring practices are considered vital to organizations as they offer perspectives, values and attributes to organizational life; and when managed effectively, these human traits can be of considerable benefits to the organization (Ekwoaba, Ikeije & Ufoma, 2015). There is an ongoing perception that some of the UN organizations in Somalia have influence in the labor market in the allocation of resources. The Somalia labor market is under transformation into the buyer's market where companies' preferences become dominant in a manner that, discrimination in employment relation practices is interpreted as an outcome of rational decision making of formal organizations rather than the characteristics of individuals. This has been worsened by several ethnic groups in the country (Faruk, 2016). The success of organizations in this modern business environment depends on the calibre of the manpower that steers the day to day affairs of the organizations (Montana & Charnov, 2014). The process of recruiting and selecting all categories of employees into both private and public companies has been a matter of concern to many and needs attention. Even though it is the wish of every organization to attract the best human resource in order to channel their collective effort into excellent performances, unconventional selection practices can mar any business plan (Windolf, 2016). It has been observed that the performance output of employees of UN agencies is of prime concern to management of UN organization as it affects performance and the development of the organizations. Importantly, some of the employees who are not able to improve and adjust to their new working environment are laid off leading to employee turnover and this has affected the organization in terms of cost and productivity (Kelly 2016). It is with this backdrop that the

researcher wishes to fill the gap in literature by establishing the influence of human resource hiring practice on performance a case of UN agencies in Somalia.

GENERAL OBJECTIVE

The study sought to determine the influence of hiring practices on performance of United Nations agencies in Mogadishu, Somalia.

SPECIFIC OBJECTIVES

1. To determine the effect of recruitment on organization performance of UN agencies in Mogadishu, Somalia.

2. To investigate the effect of selection on organization performance of UN agencies in Mogadishu, Somalia.

3. To establish the effect of placement on organization performance of UN agencies in Mogadishu, Somalia.

4. To assess the effect of induction on organization performance of UN agencies in Mogadishu, Somalia.

THEORETICAL REVIEW

Theoretical review is the act of putting forward opinions of theories to have an understanding of previous research works and this helps to identify and analyze important factors and relationships within envisaged situations (Simons, 2009). The theories have a function of making phenomena of explaining the social reality and controllable in a common and critisizable way commonly acceptable, a theoretical foundation is the basis for scientific work. Theories have an explanatory function which answers on "why-questions". This study utilized Human Capital theory proposed between the years 1723 and 1790, Resource-based view theory proposed by Barney (2014) and equity theory proposed by Adams (1963).

Human Capital Theory

Human Capital theory as has the central idea that people are fixed capitals just like machine because they have skills and useful abilities that has genuine cost and yields profits. The premise in the human capital theory, according to Armstrong (2016) is that people and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and also constituting a significant source of competitive advantage.

Armstrong and Baron (2005) and Armstrong (2016) proposed that people and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to

organizational success and also constituting a significant source of competitive advantage. This is the premise in the human capital theory. It underlines that people possess innate abilities, behavior and personal energy and these elements make up the human capital they bring to their work, (Dawn 2015; Armstrong, 2016). It is indeed the knowledge, skills and abilities of individuals that create value. That is why the focus has to be on the means of attracting, retaining and developing the human capital. Armstrong (2016) explains that, individuals generate, retain and use knowledge and skill (human capital) and create intellectual capital. Their knowledge is further enhanced by the interactions between social capitals and generates the institutionalized knowledge which organizations possess.

Dawn (2015) comments that: People possess innate abilities, behaviors' and personal energy and these elements make up the human capital they bring to their work. And it is they, not their employers, who own this capital and decide when, how and where they will contribute it. In other words, they can make choices. Work is a two-way exchange of value, not a one-way exploitation of an asset by its owner. It is indeed the knowledge, skills and abilities of individuals that create value, which is why the focus has to be on means of attracting, retaining, developing and maintaining the human capital they represent, (Armstrong, 2016). The human capital theory considers people as assets and stresses that the investment in people by organizations will bring worthwhile returns. Armstrong points out clearly that the human capital theory is closely linked to the Resource Based View (RBV) of firms by Barney (2014).

Resource Based View

Resource Based View (RBV) of Barney (2014) suggests that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals. According to the Resource-Based view, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage (Barney, 2014) and when this is not the case, firms should make-up for the shortfall by employing appropriate recruitment and selection criteria. The theory maintained that the major part of any firm's strength or weakness stem from the calibre of the people employed and the quality of their working relationships. To this end, Kahindi (2016) revealed that firms which recruit and retain exceptional individuals have the capability of generating human capital advantage. According to Sparrow, Ghen, Krauss and Rogets (2013), technology and capital can be acquired by most firms any time, for a price, but it is not easy to acquire a ready pool of highly qualified and motivated employees. Thus, in order to be differentiated, the companies need to be very careful with the recruitment and selection process.

In relative terms Kahindi (2016) reveals that firms which recruit and retain exceptional individuals have the capability of generating human capital advantage. But he nonetheless notes that a difference should be established between 'human capital advantage' and 'human process advantage'. The latter, however, follows from the establishment of difficult to imitate, highly evolved processes within the firm, such as cross departmental cooperation and executive

development. In which case, the use of the human resource management systems are necessary for firms to gain a competitive advantage as also argued by Sparrow, Ghen, Krauss and Rogets (2013) that, technology and capital can be acquired by most firms any time, for a price, but it is not easy to acquire a ready pool of highly qualified and motivated employees. Thus, in order to be differentiated, the companies need to be very careful with the recruitment and selection process. The Company's HR practices would therefore need to emphasize "selecting highly skilled individuals".

Companies should consider recruitment as a key tool to achieve the overall business goal because according to Boxall and Purcell (2014), the new employee is always active, ready to learn new things and easy to adapt to the new environment. It is better for them to find the right person directly from the recruitment process than having them trained later because training and development can be quite costly. This is one case of how the HR strategy fits with the competitive strategy. Catano, Wiesner and Hackett (2010) stress that, employers must aspire to hire applicants who possess the knowledge, skills, abilities or other attributes (KSAOs) required to successfully performing the job most effectively. To them, recruitment, screening and selection procedures should yield the best qualified candidates within the context of agreed-upon equity programs.

Equity Theory

Equity Theory as proposed by Adams (1963), underlines the principle of fairness. According to the principles of the Equity Theory, the best recruitment and selection criteria in the organization is that which portrays the firm as Equal Opportunity Employer. The equity theory was identified relevant for the researcher to be able to define SO.NA.RA as an equal opportunity company or not. For companies to strive to adapt their equal opportunity policies (EOP) to their recruitment and selection programs, Straw (2016) identified three levels of equal opportunity policies: Equal opportunity as equal chance (non-discriminatory), Equal opportunity as equal access (fair procedures) and Equal opportunity as an equal share (outcomes and positive action).

Healy (2016) further provides a typology of organizations according to their approach to equal opportunity. Negative organizations are those that have no knowledge of EOP and also no knowledge of legislative requirements. This is based on the assumption that the organization does not discriminate whereas they might consciously discriminate. Minimalist/Partial organizations are those with espoused EOP. Here, equal opportunity has a low priority or profile focus on informality as the method to management; Complaint organizations take a more conscious and professional approach to EOP and fulfills legal obligations; comprehensive organizations have a dynamic approach to EOP but will have more of the features of the complaint organizations.

However, the expectation is that, this equity approach should be implemented in a way to promote the organization by making it a desirable workplace for all future employees. This

implies an appropriate application of the diversity policies. The Chartered Institute of Personnel and Development - CIPD (2015) factsheet on Good Employment Practices and diversity management in the workplace argues that, organizations should ensure that recruitment and selection processes are fair and diversity friendly. They should be careful in drafting advertisements in a manner that will avoid discrimination and stereotyping through either language or images and should aim to attract candidates from diverse backgrounds. Organizations should strive to operate transparent and consistent appraisal and performance management processes. They should have clear career pathways including promotion and training opportunities for all categories of employees. For this to be feasible, organizations should be able to create a culture of respect and dignity of all employees through effective implementation of well-designed policies and procedures which support both individual and business needs. Secondly, the fostering of respect to realize different perspectives matter, and that diversity is everyone's responsibility. Organizations should make the business case for diversity be seen as an opportunity and strength, rather than a threat.

Furthermore, management should think inclusively when designing diversity policies and procedures to ensure they are transparent, fair and address different needs and also make sure that there are continuous checks to make sure that policies and practices are bias free and working across the organization. This will help to enhance the effectiveness in the practice of such policies. In his study of a multinational organizations, Omanovic (2009) notices that diversity management does not only entail the attitude of organizations to welcome many different "types" of participants because there is likelihood for contradictions to occur in the production of diversity especially when conflicting or opposite ideas and interest meet. In which case, such controversies or tensions cannot be resolved through the elimination of one side of the interest in diversity. Therefore, it is important to take cognizance of the process through which different ideas or interest are socially produced and maintained in an organization. However, what is important to note here is that managing diversity does not entails a focus on appreciating, leveraging or even understanding the concept itself, but it is a way to obtain from a heterogeneous workforce the same commitment, productivity, quality and profits that organizations obtain from their homogenous workforces, (Omanovic, 2009). Assuming that the organizations of today are constantly changing, it is essential therefore to have employees that are willing to change, adapt to new ways of work and always ready to learn new things. Also, because of the changing forces in the labor market, it is important to look for people with core values that correspond with the organizations. As envisioned by Boxall and Purcell (2014), the fitness of HR strategies and the organization of work and handling workers in a proper way which is the basic premise in the best fit or the contingency theory is what organizations should strive to achieve.

Theoretical Framework

Human Capital Theory	
Resource Based View Theory	**Performance of UN organizations**
Equity Theory	
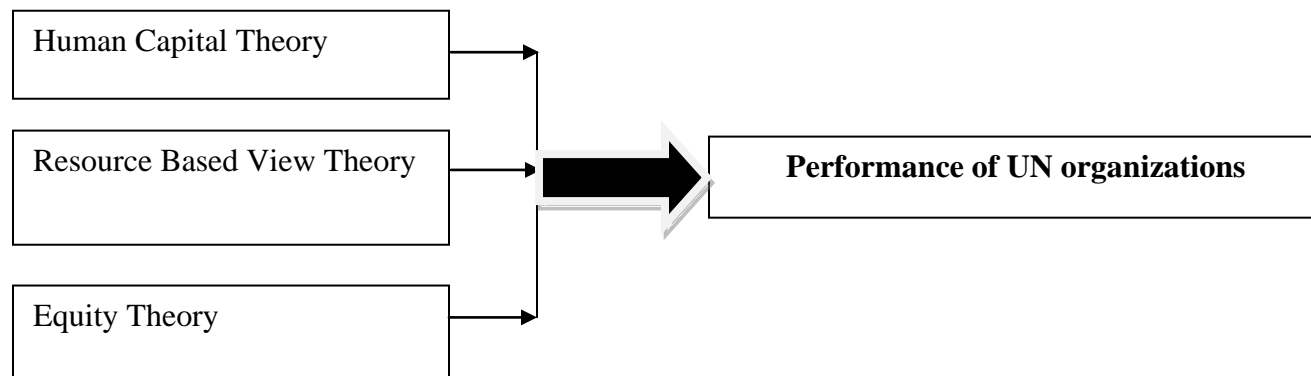
Figure 1: Theoretical Framework

EMPIRICAL LITERATURE REVIEW

Hiring Practices

Hiring is the most important alignment that organization do , and this is through conducting active –based interviews where specific attention is paid to identify individuals who meets the specification of the organization talents , skills and values (Philip & Jonathan, 2013). According to Elwood and James, (2016) hiring is a major part of an organization's overall resourcing strategies, which identifies and secures people needed for an organization to survive and succeed in the short to medium-term. According to (Gamage, 2014) Stated that the basic purpose of recruitment is to create a pool of suitably qualified candidates to enable the selection of the best candidates for the organization, by attracting more and more employees to apply in the organization whereas the basic purpose of selection process is to choose the right candidate to fill the various positions in the organization

Montana and Charnov (2014) indicated that recruitment and selection include sourcing candidates by advertising or other methods, screening potential candidates using tests and interviews, selecting candidates based on the results of the tests or interviews, and on-boarding to ensure that the candidates are able to fulfill their new roles effectively. According to Huselid (2013) it is recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regime that will have a substantial influence over the quality and type of skills new employees possess. The implication of this line of thought is that an organization's human resource policies and practices represent important forces for shaping employee behaviour and attitudes.

Sinha and Thaly (2013) noted that there is a variety of recruitment approaches for example: employee referral, campus recruitment, advertising, recruitment agencies/consultants, job sites/portals, company websites, social media etc. and most organizations will use a combination of two or more of these as part of a recruitment process or to deliver their overall recruitment strategy. However, the recruiting channels to be used depends on the job position, on the company's employer brand, on the resources the company has on its recruiting team, on how much recruiting budget the company has, etc. One can use them all and find out which suits them best. Every recruiting channel offers different benefits and limitations and works better for certain situations and companies.

The key is collecting real-time recruitment metrics on these recruiting channels to figure out what works best for the company in different situations. The recruiting experience of each company is different and the best way to figure out what works best is to analyze metrics based on the past recruiting efforts, not the efforts of everybody else. Once the company has its recruiting metrics solution in place, it is time to start using the recruiting channels that the company thinks will work for it (Sinha & Thaly, 2013).

Organizational Performance

Organizational performance is crucial to the survival of any organization. Straw (2016) proposes that organizational performance may be staged at the level of the individual, group or organization. Peacock (2013) explains that there is no correct definition of a good organizational performance and suggest that conflicts between managerial perspectives of success should be recognized. Nonetheless organizational performance has been perceived as the integration of these broad dimensions: efficiency, effectiveness and adaptability (Montana & Charnov, 2014). The performance of an organizational system is a complex interrelationship among seven performance criteria: effectiveness, efficiency, and quality of products, productivity quality of work life, innovation and profitability (Sinha & Thaly, 2013).

As such organizational performance can be judged in terms of whether an organization achieves the various objectives set before it. Some of the objectives measures to access performance include creation of new products according to time and resources target, reduction of operational failures (Mjos, 2013), reduction of operational costs, and increase in overall revenue improvement of customer service and workforce productivity as well as financial and nonfinancial measures. The measures of organizational performance can further be evaluated from the perspective of various stakeholders.

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). According to Richard, Devinney, Yip and Johnson (2009) organizational performance encompasses three specific areas of firm outcomes namely: financial performance (for example profits, return on assets, return on

investment); product market performance (for example sales, market share); and shareholder return (for example total shareholder return, economic value added).

Investors bid stock prices up and down based on their opinions of the issuing companies' future financial performance. Those opinions are influenced by information investors regularly receive including projections about products and markets, competition, the economy and the government actions. But the most pervasive and consistently available predictor of a company's future performance is recent performance as reflected by recently published financial statements. In short, if a company has done well in the recent past, most investors are willing to believe it will do well in future. The belief is especially strong it there's an improving trend implying growth into the future (Lasher, 2014).

The organization manager's role is to make and implement decisions that increase the value of shareholder's wealth. Firm value is in turn, closely tied to the underlying portfolio risk and return profile. The greater is perceived risk relative to expected returns; the lower is perceived value as shareholders discount anticipated cash flows to a greater degree. The lower is perceived risk, the lower is the discount rate, but the lower are expected cash flows. Banks with actively traded common stock can look to quoted share prices and cumulative market value as measures of firm value. Share prices are determined by return prospects versus risk characteristics and capture the market's perception of historical and anticipated performance (Osemeke, 2012).

If performance measurement simply means the retrospective collection of historical results it is likely that little useful purpose will be served from the point of view of performance management. Many commentators have noted that commonly used indicators, especially accounting based one, paint a picture of the past. But if measurement is to be useful in performance management it has to be forward looking and concerned with performance improvement (Williams, 2013). Return on Investment is simply the result of dividing net income before taxes by the total amount invested in the company (typically measured by total assets). ROI can be used to evaluate the performance of a general manager of a division, it can be compared across companies to see which firms are performing better, and it also provides an incentive to use current assets efficiently and to acquire new assets only when they would increase profits significantly. Managers tend to focus more on ROI in the short-run over its use in the long-run. This provides an incentive for goal displacement and other dysfunctional consequences (Wheelen & Hunger, 2014).

RESEARCH METHODOLOGY

Research Design

Research design can be described as the plan, structure and strategy of investigation conceived so as to obtain answers to research questions and control of variance (Kerlinger, 2016). Research design is the structure used to show the arrangement of conditions for collection and analysis of

data aimed at combining relevance with the research purpose in order to address the central research questions. It is a procedure that provides answers to issues such as techniques to use to gather data, the kind of sampling strategies and tools used and how time and cost constrain is dealt with (Cooper & Schindler, 2003). The study used both descriptive research design and quantitative. A descriptive research determines and reports the way things are. Descriptive data is typically collected through a questionnaire survey, an interview or by observation. On the other hand, exploration design addresses the need that certain inquiries focus on questions that require answers in order to understand people, events and situations (Mugenda & Mugenda, 2003). The descriptive research design is more preferred to other research designs because it reports the status of study variables. This descriptive research design is preferred because the study needs to determine the influence of recruitment, selection and placement on performance of United Nations Organizations in Mogadishu, Somali. The study also used qualitative design on the inferential sections of this study, according to Yip & Johnson, (2009) it allows for in-depth contextual analysis.

Target Population

The population refers to an entire group of individuals, events, or objects having common observable characteristics (Mugenda & Mugenda, 2003). The study targeted the human resource department of registered United Nations Organizations in Mogadishu. The research focused on resource managers in charge of human resources because they are involved directly with recruitment, selection and placement of individuals in the organizations.

Table 1: Target Population

Strata	Human resource department	Percentage
FAO	50	13%
UNOCHA	120	31.2%
UNHCR	80	20.8%
UNICEF	40	10.4%
UNSOM/UNSOS	65	16.9%
WHO	30	7.8%
Total	385	100%

Sampling Size

The study used simple random sampling procedure with proportional allocation to categorize the human resource managers from six UN organizations in Somali. The sample size was drawn from the target population based on the principle of 30% rule according to Mugenda and Mugenda (2003) because the target population is below 500 respondents. Therefore, the sample size of the study is 116 respondents.

Data Collection Instruments and Procedure

Data was collected both from primary and secondary source. The study used a semi-structured questionnaire. The questionnaire was structured on both open and close ended and close ended questionnaires used likert scale. Secondary data was collected through desk studies, from publication and honorary. The questionnaire was delivered and collected after a few days. Both open-ended and closed questions were used. Questions were clearly phrased in order to make clear dimension along with respondent to analyze. In open ended question space was provided for respondent to express their feeling. Closed ended questions were used to ensure that the given answers are relevant.

Validity refers to the extent to which an instrument measures what is supposed to measure, data need not only to be reliable but also true and accurate. If a measurement is valid, it is also reliable (Mugenda & Mugenda, 2003). To establish the validity of the data collection instruments, the research instrument was given to staff in human resource departments. These participants were not considered in the final data collection. The respondents were expected to tick if the item in the questionnaires addresses the influence of recruitment, selection, placement and induction on performance of UN organizations in Mogadishu, Somali. The content of the responses given by the respondents was checked against the study objectives and rating used a scale of 1(strongly disagree) to 5 (strongly agree).

Reliability refers to the consistence, stability, or reliability of the data. Whenever an investigator measures a variable, he or she wants to be sure that the measurement provides dependable and consistent results (Cooper & Schindler, 2003). A reliable measurement is one that if repeated a second time gives the same results as it did the first time. If the results are different, then the measurement is unreliable (Mugenda & Mugenda, 2003). To measure the reliability of the data collection instruments an internal consistency technique using Cronbach's alpha is applied. The reliability test was conducted using 10% of the respondents from the six categories of the human resource departments of UN organizations in Mogadishu, Somali and calculates the reliable statistics that is coded in SPSS. The results indicated whether accept or reject the instruments.

Data Analysis Procedure

After the fieldwork, the information was codified and entered into a spreadsheet and analyze using SPSS (statistics package for social science). The data was analyzed using qualitative and quantitative techniques (Cooper & Schindler, 2009). This involved creating descriptive statistics namely percentages and frequencies. The data was presented by use of tables and charts. Inferential statistics was done to show the nature and magnitude of relationships established between independent and the dependent variable using regression analysis to make inferences from the data collected to a more generalized conditions. Each inferential analysis was linked to specific research questions that were raised in the study. For inferential statistics, the researcher used a linear regression model to determine the relationship between recruitment, selection and

placement and performance of UN organizations in Mogadishu, Somali. From this function, the following multiple regression model was used to test the relationship between relationship between recruitment, selection, placement, induction and performance of UN organizations in Mogadishu, Somalia.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y = Performance of UN organizations

β_0 = Constant Term

X_1 = Recruiting

X_2 = Selection

X_3 = Placement

X_4 = Induction

ε = Constant error

RESEARCH RESULTS

The purpose of the research was to establish the influence of recruitment, selection, placement and induction on performance of United Nations Agencies in Mogadishu, Somalia. It was noted that, out of the 116 questionnaires issued to the respondents, 96 questionnaires were filled and returned. This represented 82.76% response rate and was considered adequate to make conclusions for the study. From the analysis of findings, the study noted that the male respondents were at 54% while the female respondents were 46% of the total respondents. The study deduced that there are more male respondents than female respondents but the disparity was not large enough to have any biasness on the study on the influence of recruitment, selection, placement and induction on performance UN organizations in Mogadishu, Somalia. The study showed that majority (46.88%) of the respondents indicated they had worked in the United Nations Organizations for a period of 30 to 35 years and above. Closely after were respondents (21.88%) who indicated that they were aged 36 years and above. From the analysis of findings   it was established that majority of the respondents (48.7%) indicated that they had a university degree. This was closely followed by respondents (28.2%) who indicate that they had a post graduate education. The study also established that 20.5% of the respondents indicated that they had a college diploma. From this findings could generally infer that most respondents were well educated and knowledgeable to provide the theoretical information relating to the influence of recruitment, selection, placement and induction on performance of UN organizations.

Effect on recruitment practices on performance

From the findings in the SPSS analysis, the statement, recruitment plays a significant role in improving efficiency and overall performance of United Nations Agencies. It was noted that a majority of the respondents strongly agreed (M=4.58, S.D = 0.59) that Research in the

effectiveness of different hiring sources have received close attention since the 1960s. Generally it was clear that recruitment had a significant influence on UN organizational performance. The finding of this study coincides with Arthur, (2011) who conducted a study on factors that affect recruitment and selection, employee compensation towards employee performance, their findings was that indeed employee recruitment has a positive relation with performance so there is significance in recruiting the right employees in the organization. Barney (2013) argued that human resource practices improved on performance. Brandon (2014) confirmed that recruitment practices improved on performance. The findings of this study fully agrees that for there to be good performance recruitment practices should be fully embraced and practiced by all organizations.

Effect of selection practices on performance Selection

Based on the responses from the respondents, it's clear that the respondents concluded that Understanding the contingencies surrounding the choice and selection of employment practices. This inference was realized by responses of statements relating to selection and performance. It was established from the analysis that most respondents strongly agreed (M=4.60, S.D= 0.10) on the statement; Understanding the contingencies surrounding the choice and selection of employment practices. This results is supported by Breaugh & Starke, (2014) who affirms that selective hiring is an important practice for an organization who wants to only have the best thus improving on performance. Cappeli (2014) found out that selection is essential for organizations since it determines how the organization will perform.

Effect of induction practices on performance

Also noted was that most respondents agreed (M=4.04, S.D=0.49) that service training is considered to be any planned program provided for the purposes of improving the skills and knowledge of employees on the job. Also noted was that most respondents agreed (M=3.96, S.D=0.66) that training is considered to be any planned program provided for the purposes of improving the skills and knowledge of employees on the job. Generally, it was also noted that placement had a significance influence on performance. In a nut shell the result of this study supports Nancy (2013) who agrees that for there to be effective performance coherent and strategic training and development for employees is essential. Dawn (2015) agrees that induction has a great effect on employees and the organization's performance especially new employees who are highly motivated if done wrong it will damage their motivation thus having a negative impact. Elwood & James (2011) also agrees that a well-planned induction improves on performance but poor executed damages the motivation of the employees. The results of this study are supported by Faruk (2016) who found out that induction is important since it welcomes new employees to the organization thus if done rightly it improves on performance Djabatey (2012) Intimates that induction is important for the new employees since it makes them feel that they are wanted in the organization. It is important for organizations to have induction programs because they have effect on the employee performance which is also reflected on the

company's performance (Foot & Hook, 2015). Thus the findings of this study affirms recruitment practices have an effect on organization performance.

Effect of placement practices on performance

Multiple regression analysis was used to measure the correlation between recruitment, selection, placement, human resource policies and performance of United Nations Agencies. A correlation coefficient of 0.906 and determination coefficients of 0.821 was established from the analysis. This depicts a strong relationship between recruitment, selection, placement, human resource policies and performance of UN organizations. Thus, the predictor variables account for 82.1% of the variations in performance. Garvey, (2015) confirms that for there to be effective placement combinations of qualification, knowledge, motives and other constituents of competence is obligatory. Huselid (2013) notes that competence here applies to the skills that are related to the employee's specific work the employee. From the study it is clear that indeed recruitment practices impact on performance.

REGRESSION ANALYSIS

The study sought to establish the relationship between recruitment, selection and placement on performance of United Nations Agencies in Mogadishu. Pearson Correlation analysis was used to achieve this end at 99% and 95% confidence levels. Table 4.9 shows significant, positive but good linear relationships between performance and Selection (R = .772, p = .049), Placement (R = .984, p < .001), Induction (R = .603, p < .001), and recruitment (R = .311, p < .001).

Table 2: Correlation Analysis

		Performance	Recruitment	Selection	Placement	Induction
Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
Recruitment	Pearson Correlation	.311*	1			
	Sig. (2-tailed)	.033				
Selection	Pearson Correlation	.772*	-.975	1		
	Sig. (2-tailed)	.049	.091			
Placement	Pearson Correlation	.984**	.008	-.049	1	
	Sig. (2-tailed)	.000	.033	.021		
Induction	Pearson Correlation	.603**	.818	.649	.332	1
	Sig. (2-tailed)	.000	.003	.001	.000	
	N	96	96	96	96	96

Correlation is significant at the 0.05 level (2-tailed); **. Correlation is significant at the 0.01 level (2-tailed).

Multiple regression analysis was used to measure the correlation between recruitment, selection, placement, human resource policies and performance of United Nations Agencies. The regression model's goodness of fit was determined using overall correlation and the coefficient of determination between the independent variables and performance; that is, the strength of the relationship.

Table 2 presents a correlation coefficient of 0.906 and determination coefficients of 0.821. This depicts a strong relationship between recruitment, selection, placement, induction and performance of UN organizations. Thus, the predictor variables account for 82.1% of the variations in performance. Durbin Watson (DW) that checks if the residuals of the models were auto correlated in order to determine the independence of the residuals produced a value of 2.003. It can, thus, be concluded that there was no autocorrelation.

Table 2: Model Summary

R	R square	Adjusted Square	Standard error of the Estimate	Durbin Watson
.906[a]	.821	.801	.0034094	2.003

   a. Predictors: (Constant), Recruitment, selection, and placement, induction b. Dependent Variable: Performance of UN organizations

According to the findings, R squared = 82.1%. This shows that the relationship between hiring practices and performance of United Nations agencies is positive. Performance of United Nations agencies in Somalia is explained by 82.1% of hiring practices. There appears to be a strong relationship between hiring practices and performance of United Nations agencies.

Table 3: Analysis of Variance (ANOVA)

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	.680	4	.034	11.33	.000b
Residual	.273	91	.003		
Total	.953	95			

a. Dependent Variable: performance

b. Predictors: (Constant), Recruitment, selection, placement and induction.

Table 4 shows that the regression coefficients of independent variables. The following regression model was established:

Performance = 1.239 + 1.311*Recruiting + 0.412*Selection + 1.039*Placement + 0332*Induction

From the equation, the study found that holding recruiting, selection, placement and induction at zero performance becomes 1.239.

This results is supported by wang (2011) who affirms that selective hiring is an important practice for an organization who wants to only have the best thus improving on performance. Hamza et al, (2014) found out that selection is essential for organizations since it determines how the organization will perform. Also noted was that most respondents agreed (M=4.04, S.D=0.49) that service training is considered to be any planned program provided for the purposes of improving the skills and knowledge of employees on the job. Also noted was that most respondents agreed (M=3.96, S.D=0.66) that training is considered to be any planned program provided for the purposes of improving the skills and knowledge of employees on the job. Generally, it was also noted that placement had a significance influence on performance.

In a nut shell the result of this study supports Nancy (2013) who agrees that for there to be effective performance coherent and strategic training and development for employees is essential. Jenny (2013) agrees that induction has a great effect on employees and the organization's performance especially new employees who are highly motivated if done wrong it will damage their motivation thus having a negative impact. Kuntatyönantajat (2011) also agrees that a well-planned induction improves on performance but poor executed damages the motivation of the employees. The results of this study are supported by Grace et al, (2015) who found out that induction is important since it welcomes new employees to the organization thus if done rightly it improves on performance Desler (2013) Intimates that induction is important for the new employees since it makes them feel that they are wanted in the organization. It is important for organizations to have induction programs because they have effect on the employee performance which is also reflected on the company's performance Rahul (2015). Thus the findings of this study affirms recruitment practices have an effect on organization performance.

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Table 4: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.239	.061		.635	.528
Recruitment	1.311	.000	.020	2.797	.044
Selection	.412	.005	.044	3.425	.013
Placement	1.039	.003	.044	2.891	.039
Induction	.332	.008	.034	32.365	.000

Additionally, when selection, placement, induction are constant, a unit increase in recruiting will lead to a 1.311 increase in performance. When recruiting, placement and induction are constant, a unit increase in selection will lead to a 0.412 increase in performance. Holding recruitment, selection and induction constant, a unit increase in placement would lead to a 1.039 increase in performance of UN organizations. Also noted is that when are constant, a unit increase in induction will lead to a 0.332 increase in performance of UN organizations. Jenny (2013) agrees that induction has a great effect on employees and the organization's performance especially new employees who are highly motivated if done wrong it will damage their motivation thus having a negative impact. Kuntatyönantajat (2011) also agrees that a well-planned induction improves on performance but poor executed damages the motivation of the employees. The results of this study are supported by Grace et al, (2015) who found out that induction is important since it welcomes new employees to the organization thus if done rightly it improves on performance Desler (2013) Intimates that induction is important for the new employees since it makes them feel that they are wanted in the organization. It is important for organizations to have induction programs because they have effect on the employee performance which is also reflected on the company's performance Rahul (2015). Thus the findings of this study affirms recruitment practices have an effect on organization performance.

CONCLUSIONS

The purpose of the study was to assess the influence of recruitment, selection, placement and induction on performance of UN organizations. From the findings, the study concludes that Recruitment, Selection, Placement and induction are important in the organization since they greatly influence the organization performance. The Implementation of these practices is important to an organization. Use of a comprehensive hiring tool and a well-structured interview helps bring in new staff with the right skills attitude and behavior for better productivity. Proper placement on the job and induction improves employees' performance.

RECOMMENDATIONS

Based on the findings and discussion on influence of recruitment, selection, placement and induction, the researcher recommends that the United Nations should emphasize on it hiring policies and practices in order to improve performance. To ensure that recruitment and selection process helps UN organizations to realize increased performance, the human resource managers should design an effective recruitment policy linked to the overall strategy. The recruitment practices should always be in accordance with the recruitment policy guidelines. The human resource managers should identify and implement effective job analysis strategies that strengthen employees' recruitment and selection process.

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