Original Article

Impact of Recruitment and Selection on Performance of Primary School Teachers in ABC International School

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Abstract

Enhancement of Private Education in Sri Lanka is becoming acceptable and provides more opportunities for students and teachers. Primary Education has been always the foundation of the individuals' life. Therefore, in order to provide effective learning teaching process recruitment and selection of teachers is an integral part of a school since this leads to performance of teachers. Objective of the study is to examine the impact of the recruitment, selection process on performance of Primary School Teachers. It is mainly a quantitative study and complemented with the qualitative data. Population of the study was primary school teachers in headquarters and sample of the study size is hundred primary school teachers. Questionnaire, interviews documentary analysis were used as data collection instruments. Responses given by the teachers to see the level of performance indicated that highest level of performance positioned as averaged (47 per cent). Some Recruitment methods in ABC schools are newspaper advertisement, internal advertisement, internet advertisement, recruitment agencies, head hunting, transfer and promotion and transfer and retrenchment. School uses combination of recruitment methods to attract most suitable and qualified candidates rather than rely on one method. The study revealed that teachers impression about recruitment practices in the school and 61.5% have mentioned recruitment practice is effective, 14.6% have believed it was non-effective, 9.4 and 14.6% have responded the practice was poor and bias respectively. Further there was no statistically significant relationship between level of performance and recruitment methods. The study concluded that teachers' performances were in averaged category and the recruitment and selection have association with performance of primary school teachers. However, the impact of recruitment and selection on performance of primary school teachers is low.

Keywords: Performance, Primary Teachers, Private Education, Recruitment, Selection

Introduction

Recruitment and selection are very vital HR functions and crucial employee resourcing strategy. Since attracting employees is a major role to play because all other activities depend on having qualified, experienced, skilled and competent staff. Therefore, in order to achieve organizational objectives and accomplish good performance sound recruitment and selection procedure are must, if not consistency, legality of the process could be overlooked. Performance of primary teachers and implications of recruitment and selection has been questionable in private and international

schools recently. Since the salaries are low, private schools tend to recruit teachers

without proper training which has impact on teacher performance later. Little (2000) argued that the primary grades have sunk in a weak position while higher grades attract prestige, resources and consideration of the principals. However, recruitment, selection and performance of primary school teachers are very important since the primary education is the basic stage in the formal system of education. It is the stage where foundation for child's future development is laid. According to the education reform of 1997 the aim of primary education is to lay a firm foundation for the development of the personality of the child to enable him to face challenges successfully as future citizen. To achieve above objectives performance of a primary teacher is a must. This study is carried out in one of the well-known international schools in Sri Lanka. However, in order to achieve the research objectives headquarters of the school has been considered and Performance of the Primary school teachers and impact of the recruitment and selection process are focused here.

According to Oon Seng Tan (n.d.) globally more than 60 million teachers are engaging in learning and teaching process and making teaching the largest profession. Without any question teacher plays catalyst role and education can be identified as the most significant investment in any society. Many education systems struggle with issues with regarding to recruitment, teacher preparation, performance management, teacher development and empowerment. Arunathilaka (2014) stated that best performing schools ensure that teacher quality started with recruitment. Recruitment and Selection of any organization is very vigorous because all other activities depend on hiring the right person for the right job at the

right time. Therefore, this has to be done according to valid policies and procedures rather than doing it in a haphazard manner also that process must be free from biased and discriminatory operations.

The development of international schools has worsened the problem in recruitment of teachers who can teach in English and instructing the pedagogical knowledge in English and perform well showed in the study (Little and Hettige, 2013, as cited in Maduwanthie 2016). Recruitment and selection process are not the sole factor that affects the performance though some researchers have identified that sound recruitment and selection practices should lead to employees' performance since all other activities may depend on the recruitment and selection of individuals. ABC International School is a well reputed international school facing some problems especially with regards to newly recruits because some of them have inadequate knowledge of the subject and this could be a problem. Most teachers lacked in skills in planning the work, writing lesson plans, classroom management, motivating students and directing students in conducive participation in learning indicated in the study. (Jayasena, 2000, as cited in Primary Education, OUSL 2010).

It is doubtful that ABC International Schools have a recruitment and selection policy and procedure. Without having sound procedures any organization tends to be biased in recruitment and selection practices. In order to provide a good service an efficient, effective and professionally qualified staff is a must. ABC International School operates without HR Department though they carry out all HR activities. These HR activities include

recruitment and selection function and they are delegated among the Coordinating Principal, Principal and other administrative staff. It is questionable whether the organization is able to do all HR activities efficiently and effectively without an experienced staff in the relevant department since the significance of the HR activities are not being considered. Hence the recruitment and selection process in the school is conducted by an untrained staff in HR Practices. This will ultimately lead to issues with the performance and behavioral issues with the teachers and other staff.

Least possible researches have been done in connection with the recruitment, selection and the performance of teachers in primary section in Sri Lanka. Hence the researcher intends to find out whether the recruitment and selection affect the performance of teachers in primary section of ABC International School.

Research Questions

 1) What is the impact of recruitment and selection process on the performance of Primary School Teachers?

Objectives of the study

 1. To examine the impact of the recruitment, selection process on performance of Primary School Teachers.

Research Methodology

The study can be considered as a survey research and quantitative data has been complemented with the qualitative data. Area of the study is one of the largest international schools in Sri Lanka. Though the school consists of seven branches (or networking schools) schools, the study has been conducted only in the headquarters. In order to achieve the

research objectives out of hundred and thirty Primary school teachers only hundred self-administered questionnaires have been distributed among them. Hence, over all hundred primary School teachers participated in this study. Simple Random sample have been used to select the respondents. The process involved distributing one to hundred and thirty numbers to all primary school teachers. Writing one to hundred and thirty numbers in pieces of paper and folded, placed in a container and assorted together. Hundred numbers have chosen and that was included in the study. In order to collect data both primary and secondary data collection methods have used. Primarily data collection techniques are self-administered questionnaire for teachers and key informant interviews with prominent people in the organization. Questionnaire consists of main sections on demographic characteristics, recruitment and selection and performance of the respondents. Questionnaire has comprised of both closed and open-ended questions. Objectives of the study and value of the questionnaire have mentioned at the beginning of the questionnaire. Further the researcher has assured the confidentiality of the information gathered and courteous request for teachers' co-operation in the questionnaire and encouraged them personally to answer the questionnaire. Three key informant interviews have been conducted with some key stakeholders in the organization viz with Principal, Headmistress and Human Resources officer. Particularly Key informant interviews were design to collect qualitative information. This was deliberately planned to search out more information on impact of recruitment and selection on performance of primary school teachers.

 Results and discussion

All statistical assessments for instance cross tabulation, chi-square test, regression analysis software programmes. The hypotheses have developed to see the relationship between performance and recruitment and selection.

Performance and recruitment methods

Some Recruitment methods in ABC schools are newspaper advertisement, internal advertisement, internet advertisement, recruitment agencies, head hunting, transfer and promotion and transfer and retrenchment. school uses combination of recruitment methods to attract most suitable and qualified candidates rather than rely on one method. The teachers have responded their impression about recruitment practices in the school and 61.5% have mentioned recruitment practice is effective, 14.6% have believed it was non-

were executed under SPSS version of 21

effective, 9.4 and 14.6% have responded the practice was poor and bias respectively. In order to see the association between performance and recruitment methods B1 and C2 questions were considered in the questionnaire (B1- How do you identify the level of performance of teachers in this school and C2 - To what extent does the school use the following recruitment methods).

H0: There is no association between performance of teachers and recruitment methods.
H1: There is an association between performance of teachers and recruitment methods.

Table 1: Performance and recruitment methods Chi-square test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	34.554[a]	34	.441
Likelihood Ratio	40.821	34	.196
Linear-by-Linear Association	1.002	1	.317
N of Valid Cases	84		

a. 51 cells (94.4 per cent) have expected count less than 5. The minimum expected count is .10.

P value (0.441) > 0.05 and therefore no significant statistical association. H1 is not rejected. Therefore, association is low between performance level of teachers and recruitment methods.

To assess the current performance of the primary school teachers, there were few

questions have been designed and findings have been measured according to the five point Likert scales varying from strongly agree, agree, disagree, and strongly disagree to undecided. 43 per cent teachers have believed that performance of the teachers in the school is good however 47 per cent teachers decided performance of the teachers is average and 10

per cent teachers considered performance is poor (Table 2). According to response from the performance. Therefore, it has indicated that performance levels should be improved.

Table 2: Performance of Primary School Teachers

Performance category	Frequency	Percentage
Poor	10	10
Average	45	47
Good	41	43
Total	96	100

To achieve the objective of the study (To examine the impact of recruitment and selection on performance), it is necessary to see whether there is an association between performance, and recruitment and selection. Therefore, the researcher has developed hypothesis to see the association between performance[1] recruitment and selection.

H0: There is no association between performance levels of teachers and opinion about the recruitment practices.

H1: There is an association between performance levels of teachers and opinion about the recruitment practices.

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[1] Variables were performance and recruitment and selection. Question numbers from the questionnaire were No. B1 - How do you identify the level of performance of teachers in this school and No. C5- What is your opinion about the recruitment practices in the school.

primary school teachers it indicates that average performance levels are higher than good

How do you identify levels of performance of the teachers in this school * What is your opinion about the recruitment and selection practices in the school Cross tabulation. Count

Table 3: Levels of performance and recruitment and selection

		What is your opinion about the recruitment practices in the school				Total
		Bias	Poor	Non effective	Effective	
How do you identify the levels of performance of the teachers in this school	Poor	1	3	1	5	10
	Average	7	2	1	35	45
	Good	6	4	8	23	41
	Total	14	9	10	63	96

Table 4: Levels of performance and recruitment and selection-Chi-square tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.995[a]	6	.030
Likelihood Ratio	13.331	6	.038
Linear-by-Linear Association	.041	1	.839
N of Valid Cases	96		

Cells (58.3 per cent) have expected count less than 5. The minimum expected count is .94.

As per results of chi-square test, chi-square value is significant (0.03<0.05) at the 5 per cent level of significance. It can be concluded that there is a significant association between performance of the teacher and recruitment practices. Therefore, H1 is accepted.

In order to achieve the objective to see the impact of recruitment and selection on performance of teachers, the regression analysis has conducted. However, that is not presented in the report since the relationship between performance and recruitment were statically not significant.

Conclusion

To see relationship of recruitment and selection process on performance of Primary School Teachers, chi square test performed. According to chi square test it indicated that there was no statistical significant relationship between level of performance and recruitment methods, found that (0.441>0.05) at 0.05 significance level. Nonetheless descriptive statistics have concluded that school has been using combination of recruitment methods which will enrich the practice. Further to see the relationship between level of performance and recruitment and selection practices chi square test has conducted. It concluded according to the chi square test there was a statistical significant association between level of performance and opinion of recruitment and selection practices in the school, found (0.03 < 0.05) at 0.05 significance level. Correspondingly evidence denotes that there was a positive significant relationship between recruitment and selection and performance (Gamage 2014). Further Jocyline (2014) and Kanyemba et al (2015) have conducted studies on recruitment practices and performance and examined impact of recruitment, selection and organizational

productivity. To see the impact, regression analysis performed and, not presented in the study since the value is statistically not significant. Study concluded that recruitment and selections have association with performance of primary school teachers though the impact is low.

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