

The Impact of Recruitment and Selection Methods on Employee Performance in Selected Commercial Banks of Somalia's Banking Industry

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ABSTRACT

This study examined the impact of recruitment and selection methods on employee performance in selected commercial banks in Somalia, with particular reference to Dahabshiil Bank International, Amal Bank, and Premier Bank. The study was contextualized within the Somali banking sector where there is a poor effective recruitment and selection methods that are essential for enhancing employee productivity, promoting ethical conduct, reducing operational risks, and improving organizational performance. Specifically, the study aimed to determine the relationship between candidate sourcing, screening, interviews, and physical examinations and employee performance. A descriptive correlational research design was adopted, employing a mixed-methods approach to collect and analyze quantitative and qualitative data. Purposive sampling was used to select relevant respondents and key informants, while self-administered questionnaires and interview guides served as the primary data collection instruments. The study findings indicated that effective sourcing attracts qualified candidates, appropriate screening improves job fit, structured interviews support informed hiring decisions, and physical examinations contribute to employee readiness and workplace safety. These recruitment practices are associated with improved productivity, service delivery, employee retention, and organizational effectiveness. The study highlighted the importance of consistent adherence to established recruitment and selection procedures in strengthening human resource management within Somalia's commercial banking sector. Finally, the study recommended that banks should enhance transparency, standardize recruitment processes, and regularly evaluate hiring practices to ensure that employees possess the qualifications, competencies, and ethical standards required for effective job performance.

Keywords: Recruitment and selection, employee performance, candidate sourcing, screening, interviews, physical examination

INTRODUCTION

Globally, in a study conducted in Indonesia by Basalamah, Syahnur, and Basalamah (2020), it was shown that the attraction of experienced, skilled, and qualified applicants is one of the underlying objectives of the recruitment practices in an organization. Another study conducted by Håkansson and Nilsson (2019) in Sweden classified recruitment practices into formal and informal. Another study was conducted in Saudi Arabia by Bakhashwain and Javed (2021), focusing on Recruitment and Selection methods and their effect on employee performance. It was shown that sound recruitment practices increase the motivation of employees to carry out their duties more effectively. To strengthen this argument, Africa's context adds another flavor by considering studies like Otoo and Agyei (2018), who focused on Ghana to analyze the effectiveness of Recruitment and Selection methods. The study noted that identifying available vacancies and delays in sharing feedback with job applicants after the interview are key concerns in recruitment practices. Another study was conducted in Ethiopia by Gode (2019), which looked at Recruitment and Selection methods in relation to organizational performance. The study shared that Recruitment and Selection methods have a positive effect on performance at an organizational level. In Nigeria, Clifford and Nwaeke (2020) conducted a

study whose focus was on recruitment practices and organizational performance. The study noted that recruitment practices have a strong and significant relationship with organizational performance.

At a regional level, in Kenya, Tsuma (2017) conducted a study on e-recruitment practices and their effect on employee retention. The study noted that social network sites, corporate websites, and corporate websites were key e-recruitment practices that had been embraced. Mukwa and Nabiswa (2017) did an assessment of recruitment practices and how they impact the performance of staff in public universities using the case of Masinde Muliro University. The study noted that there was a recruitment policy in the institution, and both internal and external recruitment practices were in place. The study showed that staff were recruited through adverts in the media, internal advertisements, promotions, and transfers. Okongo (2018) focused on Recruitment and Selection methods and organizational performance, with specific emphasis on Media Multinational Corporations in Kenya. The specific focus of the study was recruitment and selection sources, recruitment and selection methods, as well as recruitment and selection criteria, and all of them were found to have a significant effect on the performance of the organization. The study recommended that HRM enhance existing recruitment and selection policies, particularly regarding recruitment sources and methods. The literature available on Somalia is just like any other part 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 with networking, clans, and political inclinations. Organizations must select people with the qualities essential for continued success in this competitive global village (Farah & Egeh, 2025). Farah (2025) also asserted that the federal government of Somalia should set up structures for coordination at various levels, work closely with all stakeholders, and strike a balance in order to assist in strengthening the capacity of the institutions and increase openness and accountability in the recruitment process to boost job performance.

Theoretical Perspective

This study utilized two prominent theories: the Human Capital theory proposed between the years 1723 and 1790, Resource-based view theory proposed by Barney (2014). Human Capital Theory posits that investments in employee skills and knowledge through effective recruitment led to increased productivity (Becker, 1964). Resource-Based View will frame recruitment as a strategic function for acquiring unique human capital that provides a sustainable competitive advantage (Barney, 1991). Human Capital theory is applied in this study because a key tenet of this theory is that productivity increases with higher levels of human capital, and employers value workers who bring specialized skills and knowledge, often rewarding them with higher salaries, promotions, and career advancement opportunities. On the other hand, one of the cornerstones of RBT is the heterogeneity of resources and capabilities in a population of firms, which differentiates the competitive advantage of each firm. The heterogeneity of resources assumes that a firm possessing unique resources in a specific situation can potentially be more skilled to perform particular activities and create a competitive advantage. Second, the complexities of trading resources across firms may create persistence in differences in resources (the assumption of resource immobility).

Statement of the problem

The banking sector in Somalia has faced persistent challenges related to employee misconduct and suboptimal performance, despite efforts to formalize recruitment practices (Somalia Development Report, 2024). A significant number of employees disciplined for issues such as poor performance, fraud, theft, forgery, habitual lateness, absenteeism, and violent behavior were recruited without strict adherence to the bank's standard recruitment practices. This suggests a critical disconnect between the intended recruitment framework and its actual implementation, leading to the onboarding of individuals who may not align with the bank's performance expectations or ethical standards (Adna, 2022).

The consequences of this problem are substantial, including increased operational risks, financial losses, diminished productivity, and a negative impact on overall employee morale and organizational reputation (Adna, 2022). While existing literature broadly acknowledges the link between Recruitment and Selection methods and employee performance, there remains a specific gap in understanding how deviations from

established recruitment and selection policies within a financial institution like Dahabshiil, Amal and Premier Banks directly contribute to such measurable instances of employee misconduct and underperformance.

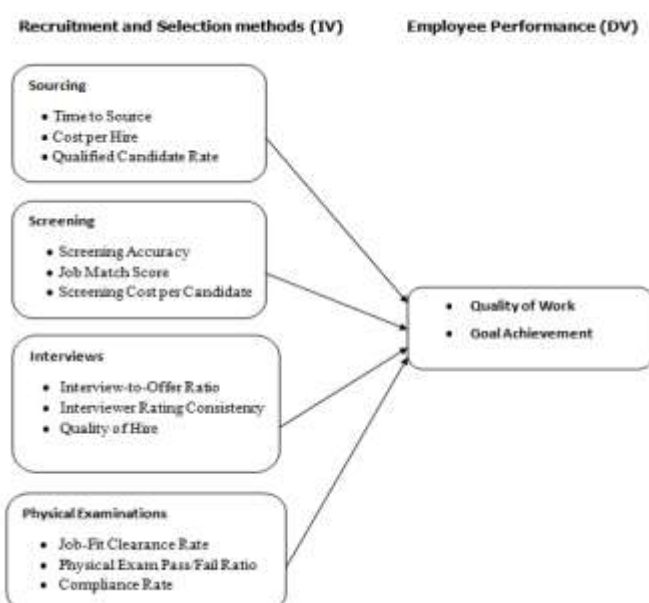
Previous studies have explored recruitment and selection methods, but a comprehensive understanding of the precise causal pathways and the magnitude of the effect of non-adherence to recruitment protocols on specific negative employee behaviors and performance metrics in the unique context of Somaliland's banking sector remains underexplored. This gap hinders banking institutions from making informed, data-driven decisions to refine their recruitment strategies effectively and mitigate associated risks. Therefore, there is a clear need for research that systematically investigates the specific effects of recruitment practices, particularly adherence to established procedures, on employees' performance and conduct within the banking sector.

The study was guided by four prominent objectives, which are: i) To determine the relationship between sourcing and employee performance in selected commercial banks in Somalia. ii) To investigate the relationship between screening and employee performance in selected commercial banks in Somalia. iii) To establish the relationship between interviews and employee performance in selected commercial banks in Somalia. iv) To assess the relationship between physical examination and employee performance in selected commercial banks in Somalia.

Conceptual Framework

The conceptual framework hypothesizes that Recruitment and Selection methods will lead to improved employee performance across various dimensions, including quality of work and goal achievement. It also highlights the necessity of adopting structured and proactive risk mitigation frameworks tailored to the local context (Egeh & Farah, 2025). This conceptual framework will mandate a precise definition of variables for both "Recruitment and Selection methods" and "employee performance," moving beyond broad concepts to multiple, specific, and measurable components. For instance, "recruitment practices" will not be treated as a single entity but broken down into four measurable dimensions. Similarly, employee performance will be disaggregated into quality of work and goal achievement. This detailed breakdown will be essential for rigorous empirical investigation and for demonstrating a clear understanding of the constructs being studied, as a single measure would be insufficient to capture the richness of these concepts. This framework will serve as the crucial bridge that translates abstract theoretical propositions (from the Theoretical Framework) into concrete, testable hypotheses for the empirical study. It will visually and descriptively demonstrate how specific aspects of recruitment are hypothesized to affect specific aspects of employee performance.

Figure 01: Conceptual Framework Diagram



Source: (Adopted from Adam, O. A. S., Ogolla, D., & Maore, S., 2017, and modified by the researcher)

METHODOLOGY

To achieve the objectives of this study, a descriptive correlational research design will be adopted. A descriptive correlational research design is a method used to explore the relationships between two or more variables without manipulating them. It involves observing and measuring these variables to identify potential links, helping researchers understand how different factors relate to each other in real-world settings. This non-experimental approach does not imply causation but rather describes the nature of the relationships observed. The study will employ mixed methods of both quantitative and qualitative approaches. Mixed methods research integrates both qualitative and quantitative approaches to provide a comprehensive understanding of complex phenomena. By combining the strengths of both methodologies, the researcher will triangulate data, validate findings, and gain deeper insights into research questions. Purposive sampling was thought to be most suited for collecting data from key informants, and the justification for choosing this method was that the researcher was seeking knowledge on how recruitment and selection methods impact the overall job performance of employees in three commercial banks in Somalia. This study used a self-administered questionnaire and interview guide for primary data collection.

Table 1: Target Population

Target Population	Dahabshiil Bank	Premier Bank	Amal Bank	Total
Management	6	5	6	17
Accounting Department	7	4	7	18
Finance Department	6	3	7	16
Banking and Operation Department	9	8	7	24
Total	28	20	27	75

Source: Dahabshiil Bank International, Premier Bank, and Amal Bank Human Resource Departments (2026)

Sample Size and Sampling Procedures

The researcher will obtain data from a sample drawn from the target population. The study will use a purposive sampling approach based on judgment of possession of specialized expertise on the subject matter, justified by the need to select individuals who possess specialized information, experience, and knowledge pertinent to the study's problem by virtue of their managerial position or specific attributes relevant to the study. This method is chosen because the researcher seeks insights into the perspectives of key informants directly involved in recruitment processes and those whose performances are affected by these processes.

To determine the sample size, Slovin's formula will be applied:

$$\text{Slovin's formula} \quad n = \frac{N}{1+N(e^2)}$$

Where:

- n = number of samples
- N = total target population
- e = error margin/margin of error (e.g., 0.05 for 5% margin of error)
- $n = 75 / 1 + 75(0.05)^2 = 63$

Based on the total target population (N) from Table 3.4.1, the calculated sample size (n) will be 63.

Table 2: Sample Size of Respondents for this Study

Target Population	Dahabshiil Bank	Premier Bank	Amal Bank	Total
Management	5	4	4	13
Accounting Department	7	5	4	16
Finance Department	6	3	5	14
Banking and Operation Department	8	6	6	20
Total	26	18	19	63

Source: Dahabshiil Bank International, Premier Bank, and Amal Bank Human Resource Departments. (2025)

Response rate

Out of the 75 respondents sampled for the study, 63 of them completed the questionnaires and presented them for analysis. This represents a response rate of 84%. This rate is statistically significant and representative according to Mugenda and Mugenda (2003), who indicated that a response rate of half is sufficient for investigations and revealing; a 60% rate is, by and large, great, while a 70% rate of response is magnificent. This is presented in the table below;

Table 3: Response rate

Response rate	Frequency	Percentage
Response	63	84%
Non-Response	12	16%
Total	75	100%

Source: Primary data, 2025

According to Table 3 above, the overall response rate was 84%. With such a high response rate, the study's findings are representative of the actual population and sample size and can, therefore, be generalized.

Reliability of the Instruments

To ensure reliability, the researcher will use the Test-Retest method, and the questionnaire will be administered to 33 respondents from the target population. After two weeks, the same questionnaire will be given to the same people, and the Cronbach's Alpha reliability coefficient, which ranges in value from 0 to 1, will be computed using SPSS. In this approach, an alpha (α) of 0.7 indicates acceptable reliability, and 0.8 or higher indicates good reliability (Mohsen & Dennick, 2011).

Table 4: Reliability Test Results

Cronbach's Alpha	N of Items
.781	24

Source: Primary Data, 2026

Since the alpha of 0.781 was above 0.70, the findings indicated that the instrument had internal consistency and Will therefore be reliable.

Data Analysis

The nature of respondents

This includes mainly background information of the respondents. Among the cranial socio-demographic characteristics considered in the research study were Gender Distribution, Age differences, Time spent working with the Bank, Position held/ responsibility, educational levels, as well as the department of the respondents. The biographical data of respondents, which are in the research study are presented below.

Table 5: Distribution of respondents by Gender

Gender	Frequency	Valid Percent
Male	53	84%
Female	10	16%
Total	63	100%

Source: Primary data, 2026

From the study findings, Table 5 analyses the Gender composition of respondents in the study area. Most of the respondents (84%) were males, with females constituting sixteen percent (16%). Socio-cultural expectations of the society result in more males engaging in financial and calculative businesses or institutions than females. These argue that females have a small representation in the banking sector. Hence, men execute what they have acquired by working in such financial institutions. To the researcher, females were fewer than males because they largely prefer offering arts in higher institutions and therefore have largely ended up as social workers, secretaries, to mention but a few. From the study findings.

Table 6: Distribution of respondents by Age

Age difference	Frequency	Valid Percent
18-29	21	34.3%
30-39	15	24.1%
40-49	18	29.6%
50 and above	9	12%
Total	63	100%

Source: Primary data, 2026

From the study findings in Table 6 the Respondents aged between 18-29 years comprised of slightly over thirty four percent (34.3%), those aged between 30-39 years comprised of slightly over twenty four percent (24.1%) and those aged between 40-49 years comprised of slightly over twenty nine percent (29.6%) whereas those aged fifty years and above comprised of twelve percent (12.0%). As indicated above, the variations in age structure were pointed out as a result of various factors, the major one being the fact that people lying in the age bracket of 18-29 are the youth who nowadays largely engage in higher institutions of learning, awarding them satisfying qualifications alongside fresh brains, thus are largely opted for by such efficiency-yearning financial institutions. This thus explains why those falling between 18-29 years are many compared to the rest. Others in the bracket of 30-39 and above were fewer because they qualified earlier and thus cannot easily cope with the ever-increasing modern approaches of recruitment due to current usage or utilization of modern information and technology equipment and methods.

Table 7: Distribution of respondents by level of education

Education level	Frequency	Valid Percent
Certificate	5	7.93%
Diploma	9	14.2%
Bachelor degree	40	63.49%
Master degree	8	12.8%

PhD	1	1.58%
Total	63	100%

Source: Primary data, 2026

The findings in Table 7 show that (63.49%) of the respondents are degree holders, (14.2%) are diploma holders, (12.8%) have a master's qualification, (1.58%) have a PhD, and only (7.93%) have a certificate qualification. This implies that the data for the study were obtained from learned respondents who have easily adapted to using computer-based systems; hence, the reliability of the data.

Table 8: Frequency distribution of the respondents' experience in their current position

Duration	Frequency	Valid Percent
1-5 years	11	18.69%
6-10 years	20	32.71%
11-15 years	17	27.10%
16-20 years	15	23.80%
Total	63	100%

Source: Primary data, 2026

From Table 8, Respondents were asked about the number of years stayed at the bank. It was hoped that the respondents' time of stay at work influenced their impact in the area. Those who had stayed longer in the study area were believed to have witnessed several changes, trends, and patterns of services offered by the institutions to their clients. Slightly more than eighteen percent (18.69%) had worked at the Banks for a period of 1-5 years. Slightly over thirty-two percent (32.71%) of the respondents had worked at the banks for a period of 6 -10 years, and slightly over twenty percent (27.10%) of the respondents had worked at the banks for a period of 11-15 years. While the rest of the respondents (23.80%) had worked with the banks for a period of 16-20 years. Hence, those over two years were more knowledgeable than those below five years.

Table 9: Distribution of respondents by Department/section

Department/Sections	Frequency	Valid Percent
Management	12	19.7%
Accounting department	16	26.2%
ICT department	13	21.3%
Banking operations dept.	22	34.9%
Total	63	100%

Source: Primary data, 2026

As indicated from the above table 9, among the background characteristics of respondents that were noted by the researcher was the position of responsibility, which respondents held in the area of study. Slightly more than nineteen percent (19.7%) of respondents were management. Slightly more than twenty-six percent (26.2%) of respondents were from the accounting department, slightly more than twenty-one percent (21.3%) from the ICT department, while slightly more than thirty-two percent (34.9%) of respondents were from the Banking operations department. To the researcher, the banking operation department participated more than any other department because they were found to be less busy compared to the rest of the bank's employees, who hardly got time to respond to the researchers' request.

Descriptive Statistics

Recruitment and Selection methods

The independent variable in this study (Recruitment and Selection methods) was broken into four constructs, and these were: Candidate sourcing (measured with five questions or items), Candidate screening (measured with five questions or items), Candidate interview (measured with five questions or items), and Candidate physical examinations (measured with five questions or items). All these questions were based on a five-point Likert scale, in which respondents were required to show the extent to which they agree or disagree with each question or item. The SPSS software was used to analyze their responses using means and ranks as indicated by the following tables.

Table 10: Effect of Candidate Sourcing on Employee Performance in Selected Commercial Banks in Somalia

S/N	Items on Candidate Sourcing	Mean	Std. dev	t-statistic	Interpretation
1;	Our organization's internal sourcing methods (promotions, referrals) attract high-performing employees	3.21	0.663	4.903***	Good
2;	External Sourcing channels effectively bring in high-quality candidates.	3.07	0.704	4.344***	Good
3;	Our employer sourcing efforts significantly attract candidates who align with our performance expectations.	3.03	0.585	5.175***	Good
4;	The variety of sourcing methods used by our organization leads to a diverse pool of qualified candidates.	2.8	0.659	4.464***	Good
5;	Online sourcing platforms are a highly effective method for sourcing top talent for our bank	2.41	0.801	3.407***	Good
	Average Mean	2.26			Good

Source: Field Data (2026). ***Significant at 99%, **Significant at 95%,

Results in Table 10 indicated that candidate sourcing was rated good, and this was indicated by the average mean (mean=2.26), implying that candidate sourcing was processed well in selected commercial banks in Somalia. However, results indicated that there is a reduction in online sourcing platforms for sourcing top talent for the banks (mean =2.41). External Sourcing channels effectively bringing in high-quality candidates and employer sourcing efforts significantly attracting candidates who align with performance expectations were rated as expected, with a mean of 3.07 and 3.03, respectively.

Table 11: Effect of Candidate Screening on Employee Performance in Selected Commercial Banks in Somalia

S/N	Items on Candidate Screening	Mean	Std. dev	t-statistic	Interpretation
1;	Structured screening techniques effectively predict the future job performance of candidates.	3.33	0.574	5.696***	Very Good
2;	Skill assessments and psychological tests accurately measure a candidate's abilities and fit for the role	3.20	0.502	6.476 ***	Good
3;	Thorough candidate screening conducted during recruitment helps in preventing employee misconduct.	2.24	0.947	2.206 **	Poor
4;	Our screening techniques consistently identify candidates with the right Person-Job Fit.	2.27	0.902	3.047 ***	Good

5;	Our screening techniques consistently identify candidates with the right Person-Organization Fit (values and culture).	2.74	0.740	3.879 ***	Good
	Average Mean	2.756			Good

Source: Field Data; ***Significant at 99%, **Significant at 95%,

Results in Table 11, indicated that candidate screening was rated good, and this was indicated by the average mean (mean=2.756), implying that candidate screening works well in selected commercial banks in Somalia. Results also revealed that structured screening techniques effectively predict future job performance of candidates (Mean=3.33). On the other hand, Skill assessments and psychological tests accurately measure a candidate's abilities and fit for the role (Mean=3.20).

The above assertion is in line with the responses from Key informants who noted that effective candidate screening plays a crucial role in improving employee performance and maintaining organizational standards. The insights gathered reflect how structured screening techniques and comprehensive assessment methods have contributed to the overall productivity and culture fit of bank employees.

Table 12: Effect of Candidate Interview on Employee Performance in Selected Commercial Banks in Somalia

S/N	Items on Candidate Interview	Mean	Std. dev	t-statistic	Interpretation
1;	Our initial interview programs for new hires effectively prepare them for their job responsibilities.	3.07	0.659	4.646***	Good
2;	The interview programs provided help new employees understand the bank's mission, values, and culture.	3.00	0.619	4.608***	Good
3;	Social integration efforts during the interview contribute to new employees feeling part of the team	2.53	0.769	3.668***	Poor
4;	High-quality interview programs lead to faster integration and higher productivity of new employees.	2.40	0.927	2.998***	Good
5;	The interview process helps new employees feel motivated and engaged from the start.	2.06	0.883	2.298**	Poor
	Average Mean	2.612			Good

Source: Field Data; ***Significant at 99%, **Significant at 95%,

Results in Table 12 indicated that the candidate interview was rated good, and this was indicated by the average mean (mean=2.612), implying that the candidate interview operates well in selected commercial banks in Somalia. Results also revealed that the initial interview programs for new hires effectively prepared candidates for their job responsibilities (Mean=3.07). The interview programs also provided help for new employees to understand the bank's mission, values, and culture (Mean=3.00).

Table 13: Effect of Candidate Physical Examinations on Employee Performance in Selected Commercial Banks in Somalia

S/N	Items on Candidate Physical Exam	Mean	Std. dev	t-statistic	Interpretation
1;	Our initial training programs for new hires effectively prepare them for their job responsibilities	2.89	0.707	4.243***	Good

2;	The orientation programs provided help new employees understand the bank's mission, values, and culture	2.74	0.600	4.783***	Good
3;	Social integration efforts during physical exams contribute to new employees feeling part of the team.	2.70	0.755	3.775***	Good
4;	High-quality physical exam programs lead to faster integration and higher productivity of new employees.	2.40	0.614	4.479***	Good
5;	The physical exam process helps new employees feel motivated and engaged from the start	2.49	0.770	3.494***	Good
	Average Mean	2.644			Good

Source: Field Data (2026) ***Significant at 99%, **Significant at 95%,

Results in Table 13 indicated that candidate physical exams were rated good, and this was indicated by the average mean (mean=2.644), implying that the candidate interview operates well in selected commercial banks in Somalia. Results also revealed that the initial training programs for new hires effectively equipped them for their job responsibilities (Mean=2.89). The orientation programs provided help new employees understand the bank's mission, values (Mean=2.74). While social integration efforts during physical exams contributed to new employees feeling part of the team (Mean=2.70).

INFERENCE STATISTICS

Study Hypothesis Test Results Using Regression Models:

The study used regression analysis to establish the relationship between the dependent variable (Employee Performance of Selected Commercial Banks in Somalia) and the independent variable (Recruitment and Selection methods) of the study. The findings of Model Summary, ANOVA, and Coefficient of Regression were as indicated in the following sections.

Table 14: The Results of a Simple Regression Test of the Effect of Candidate Sourcing on the Performance of Employees of Selected Commercial Banks in Somalia.

Model Summary

Model	R	R square	Adjusted R-squared	Std. Error of the estimate
1	.628 ^a	.394	.390	.24282

a. Predictors: (Constant), Candidate Sourcing:

Source: Primary data (2026)

The table above shows that the coefficient of correlation R of 0.628 is an indication of a strong correlation between the variables. The adjusted R² was 0.394, which implies that 39.4% of the variation in employee performance was accounted for by the Recruitment and Selection methods, which is candidate sourcing.

ANOVA

An ANOVA was conducted at a 95% level of significance. The findings of F Calculated and F Critical are as shown in Table 4.12.

Table 15: ANOVA

Model	Sum of squares	Df	Mean square	F	Sig.
Regression	5.028	1	5.028	85.274	.000 ^a
Residual	7.724	61	.059		
Total	12.752	62			

a. Dependent variable: Employee performance

b. Predictors: (constant): Candidate Sourcing;

Source: Primary data, (2026)

The ANOVA table indicated that candidate sourcing significantly affects the employee performance in Selected Commercial Banks, Somalia, and this was indicated by the F-value=85.274 and sig-value~.000, since the sig. Value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that candidate sourcing highly affects the employee performance in selected commercial banks in Somalia.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.379	0.166		14.335	0
	CS	0.407	0.044	0.628	9.234	0

a. Dependent Variable: EP

The Coefficients table indicated that, considering the standard error, candidate sourcing significantly affects employee performance in selected commercial banks in Somalia (f3=0.407, sig=0 000).

DECISION: The null hypothesis was rejected, and the alternative hypothesis was accepted. This means that candidate sourcing has a significant effect on employee performance in selected Somalia.

Table 16: The Results of a Simple Regression Test of the Effect of Candidate Screening on the Performance of Employees of Selected Commercial Banks in Somalia.

Model Summary

Model	R	R square	Adjusted R-squared	Std. Error of the estimate
1	.601 ^a	.362	.357	.24929

a. Predictors: (Constant), Candidate Screening; Source: Primary data (2026)

The table above shows that the coefficient of correlation R of 0.601 is an indication of a strong correlation between the variables. The adjusted R² was 0.362, which implies that 36.2% of the variation in employee performance was accounted for by the Recruitment and Selection methods, which is candidate screening.

ANOVA

An ANOVA was conducted at a 95% level of significance. The findings of F Calculated and F Critical are as shown in Table 4.12.

Table 17: ANOVA

Model	Sum of squares	Df	Mean square	F	Sig.
Regression	4.611	1	4.611	74.204	.000 ^a
Residual	8.141	61	.062		
Total	12.752	62			

a. Dependent variable: Employee performance

b. Predictors: (constant): Candidate Screening;

Source: Primary data (2026)

The ANOVA table indicated that candidate screening significantly affects employee performance in selected commercial banks in Somalia, as indicated by the F-value=74.204 and Sig-value~.000, since the Sig. Value (0.000) was less than 0.05, which is the maximum level of significance required to declare a significant effect. This implies that candidate screening highly affects employee performance in selected commercial banks in Somalia.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.446	0.17		14.386	0
	C. Screening	0.386	0.045	0.601	8.614	0

a. Dependent Variable: EP

The Coefficients table indicated that, considering the standard error, candidate screening significantly affects employee performance in selected commercial banks in Somalia (f3=0.386, Sig=0.000).

DECISION: The null hypothesis was rejected, and the alternative hypothesis was accepted. This means that candidate screening has a significant effect on employee performance in selected commercial banks in Somalia.

Table 18: The Results of a Simple Regression Test of the Effect of Candidate Interview on the Performance of Employees of Selected Commercial Banks in Somalia.

Model Summary

Model	R	R square	Adjusted R-squared	Std. Error of the estimate
1	.593 ^a	.351	.346	.25129

a. Predictors: (Constant), CI

Source: Primary data (2026)

Table 18 shows that the coefficient of correlation R of 0.593 is an indication of a strong correlation between the variables. The adjusted R² was 0.351, which implies that 35.1% of the variation in employee performance was accounted for by the Recruitment and Selection methods, which are candidate interviews.

Table 19: ANOVA

Model	Sum of squares	Df	Mean square	F	Sig.
Regression	4.480	1	4.480	70.942	.000 ^a
Residual	8.272	61	.063		
Total	12.752	62			

a. Dependent variable: Employee performance

b. Predictors (constant): Candidate Interview

Source: Primary data (2026)

The ANOVA table 19 indicated that candidate interviews significantly affect employee performance in Selected Commercial Banks, Somalia, and this was indicated by the F-value=70.942 and Sig-value~.000, since the sig. Value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that candidate interviews highly affect employee performance in selected commercial banks in Somalia.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.336	0.187		12.504	0
	CI	0.41	0.049	0.593	8.423	0

a. Dependent Variable: EP

The Coefficients table indicated that, considering the standard error, candidate interview significantly affects the employee performance in selected commercial banks in Somalia (f3=0.410, Sig=0.000).

DECISION: The null hypothesis was rejected, and the alternative hypothesis was accepted. This means that candidate interview has a significant effect on employee performance in selected commercial banks in Somalia.

Table 20: The Results of a Simple Regression Test of the Effect of Candidate Physical Examinations on the Performance of Employees of Selected Commercial Banks in Somalia.

Model Summary

Model	R	R square	Adjusted R-squared	Std. Error of the estimate
1	.743 ^a	0.553	542	21027

a. Predictors: (Constant), Physical Examinations

Source: Primary data (2026)

The table 20 above shows that the coefficient of correlation R of 0.743 is an indication of a strong correlation between the variables. The adjusted R2 was 0.542, which implies that 54.2% of the variation in employee performance was accounted for by the Recruitment and Selection methods, which is candidate physical examinations.

Table 21: ANOVA

Model	Sum of squares	Df	Mean square	F	Sig.
Regression	7.048	3	2.349	53.138	.000 ^a
Residual	5.704	61	.044		
Total	12.752	62			

a. Dependent variable: Employee performance

b. Predictors: (constant): Physical Examinations

Source: Primary data (2026)

The ANOVA table 21 indicated that physical examinations significantly affect the employee performance in Selected Commercial Banks, Somalia, and this was indicated by the F-value=53.138 and Sig-value~.000, since the sig. Value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that candidate physical examinations highly affect employee performance in selected commercial banks in Somalia.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.647	0.181		9.124	0
	Ph. Exams	0.246	0.045	.379	0.444	0

a. Dependent Variable: EP

The Coefficients table indicated that, considering the standard error, candidate physical examinations significantly affect the employee performance in selected commercial banks in Somalia (f3=0.246, Sig=0.000).

DECISION: The null hypothesis was rejected, and the alternative hypothesis was accepted. This means that candidate physical examinations have a significant effect on employee performance in selected commercial banks in Somalia.

Correlation analysis

Before finding out the strength and the magnitude of the relationship between recruitment and selection practice employee performance in selected commercial banks in Somalia, the researcher conducted correlation analysis to examine if there is any relationship between different variables under study.

Table 22: Pearson Correlation P(r) Between Sourcing and Employee Performance in Selected Commercial Banks in Somalia

Dependent variable: Employee Performance		
Explanatory Variable	Statistics	
	Coefficient	Significance
Sourcing	0.96	0.000**

Source: Primary data (2026)

Note: Significance levels of 1%, 5%, and 10% are indicated by ***, **, and * respectively

Results presented by table 22 make obvious that there is positive relationship between employee performance and candidate sourcing. This means that the proper candidate sourcing during recruitment and selection process in Dahabshiil, Amal and Premier banks in Somalia will lead to higher performance of employees. On the other hand, if there are improper candidate sourcing procedures in those banks, it will cause poor employee performances. Also, the intensity of the relationship is very strong and it is statistically significance, since the value of coefficient of Pearson correlation was 0.960 at 0.05 level of significance.

Table 23: Pearson Correlation P(r) Between Screening and Employee Performance in Selected Commercial Banks in Somalia

Dependent variable: Employee Performance		
	Statistics	
Explanatory Variable	Coefficient	Significance
Sourcing	0.976	0.000**

Source: Primary data (2026)

*Note: Significance levels of 1%, 5%, and 10% are indicated by ***, **, and * respectively*

Results presented in Table 23 make obvious that there is positive relationship between employee performance and candidate screening. This means that the proper candidate screening during recruitment and selection process in Dahabshiil, Amal and Premier banks in Somalia will lead to higher performance of employees. On the other hand, if there are improper candidate screening procedures in those banks, it will cause poor employee performances. Also, the intensity of the relationship is very strong and it is statistically significance, since the value of coefficient of Pearson correlation was 0.976 at 0.05 level of significance.

Table 24: Pearson Correlation P(r) Between Interviews and Employee Performance in Selected Commercial Banks in Somalia

Dependent variable: Employee Performance		
	Statistics	
Explanatory Variable	Coefficient	Significance
Sourcing	0.961	0.000**

Source: Primary data (2026)

*Note: Significance levels of 1%, 5%, and 10% are indicated by ***, **, and * respectively*

Results presented by table 24 make obvious that there is positive relationship between employee performance and candidate interview. This means that the proper candidate interview during recruitment and selection process in Dahabshiil, Amal and Premier banks in Somalia will lead to higher performance of employees. On the other hand, if there are improper candidate interview procedures in those banks, it will cause poor employee performance. Also, the intensity of the relationship is very strong and it is statistically significance, since the value of coefficient of Pearson correlation was 0.961 at 0.05 level of significance.

Table 25: Pearson Correlation P(r) Between Physical examination and Employee Performance in Selected Commercial Banks in Somalia

Dependent variable: Employee Performance		
	Statistics	
Explanatory Variable	Coefficient	Significance
Sourcing	0.936	0.000**

Source: Primary data (2026)

Note: Significance levels of 1%, 5%, and 10% are indicated by ***, **, and * respectively

Results presented by table 25 make obvious that there is positive relationship between employee performance and candidate physical examinations. This means that the proper candidate physical examining during recruitment and selection process in Dahabshiil, Amal and Premier banks in Somalia will lead to higher performance of employees. On the other hand, if there are improper candidate examination procedures in those banks, it will cause poor employee performances. Also, the intensity of the relationship is very strong and it is statistically significance, since the value of coefficient of Pearson correlation was 0.936 at 0.05 level of significance.

In summary, The Pearson correlation analysis revealed consistently strong and statistically significant positive relationships between employee performance and the key Recruitment and Selection methods used by Dahabshiil, Amal, and Premier Banks in Somalia. First, the relationship between candidate sourcing and employee performance was found to be highly positive ($r = 0.960$, $p < 0.05$). This indicates that effective sourcing of candidates greatly enhances employee performance, while poor sourcing practices contribute to lower performance levels.

Secondly, the analysis showed an even stronger positive relationship between candidate screening and employee performance ($r = 0.976$, $p < 0.05$). This suggests that thorough and proper screening procedures during recruitment significantly improve employee performance, whereas weak screening practices lead to poorer outcomes. Third, there was also a strong positive relationship between candidate interviews and employee performance ($r = 0.961$, $p < 0.05$). Properly conducted interviews help ensure high employee performance, while improper interviewing procedures negatively affect performance. Lastly, the relationship between candidate physical examinations and employee performance was strongly positive as well ($r = 0.936$, $p < 0.05$). This means that conducting appropriate physical examinations during the recruitment process contributes to better employee performance, whereas insufficient or improper examinations can result in lower performance.

Overall, these results emphasize that effective Recruitment and Selection methods sourcing, screening, interviewing, and physical examinations are critical determinants of employee performance in the three banks studied. Each variable showed a very strong and statistically significant influence, highlighting the importance of maintaining proper procedures throughout the hiring process.

Regression Coefficient

The study used multiple regression analysis to establish the effect of individual variables of Recruitment and Selection methods on employee performance in selected commercial banks in Somalia.

Table 26: Regression Coefficient

Variables regressed	R ²	DF	F	FT	Decision on H ₀
Recruitment and Selection methods against Employee Performance	0.292	62	3.238	2.714	Rejected
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t-value	Sig
(Constant)	2.924	0.633		4.623	0
Sourcing	0.18	0.25	0.179	0.718	0.479
Screening	0.077	0.217	0.094	0.357	0.724
Interviews	0.458	0.266	0.408	1.723*	0.096
Physical Exams	0.523	0.18	0.388	1.853*	0.025

Dependent Variable: Employee Performance; Source: Primary data (2026)

The model shows that every unit change in employee sourcing causes 18% variation in employee performance. Candidate screening cause 7.7% change in employee performance, interviews cause 45.8% change in employee performance, while a unit change in physical examinations causes 52.3% variation in employee performance. Physical examinations had the biggest (Beta=0.523) followed by interviews (Beta=0.458).

Table 26 indicates that 29.2% of variation in employee performance can be predicted from the variable Recruitment and Selection methods (independent variables) combined together. Table 26 further suggests that the group independent variables do show a statistically significant relationship with the dependent variable. However, it is important to note that not all the variables are significant thus the need to look at the coefficients to establish individual significant effects. The coefficients indicate, the individual variables are not significant, implying that employee performance is influenced by an aggregate influence of combined effect of different Recruitment and Selection methods. The model above for instance shows that for every unit change in physical examinations causes 52.3% variation in employee performance, while unit change in candidate sourcing causes 18% variation in employee performance. And finally, the model is fit as following;

$$Y=2.924+0.180X_1+0.077X_2+0.458X_3+0.523X_4$$

CONCLUSION

The study concludes that effective candidate sourcing is essential for improving employee performance at Dahabshiil Bank International, Amal Bank, and Premier Bank. Structured and targeted sourcing helps attract qualified employees who match organizational needs, improve productivity, support better service delivery, and increase employee retention. Overall, strategic sourcing strengthens human capital, enhances competitiveness, and supports the banks' long-term growth. Additionally, effective candidate screening is essential for improving employee performance and organizational success. Well-structured screening helps organizations select qualified candidates whose skills, abilities, and characteristics match job requirements. This leads to better performance, higher engagement, fewer errors, and stronger job fit. Therefore, candidate screening should be viewed as a strategic process that helps organizations build a competent workforce and achieve sustainable success. Furthermore, the interview systems used by Dahabshiil, Amal, and Premier Banks are effective in selecting qualified candidates. Their structured questions, professional interviewers, and consistent evaluation improve hiring decisions and ensure better job fit. Interviews also help candidates understand their roles and organizational values, making adjustment easier. Therefore, effective interviews contribute to better recruitment, employee readiness, and overall organizational performance. Lastly, physical examinations are an important part of recruitment and onboarding in the selected commercial banks. They help ensure employees are fit for their roles and reduce workplace risks. Combined with training, orientation, and social integration, they improve employee readiness, confidence, teamwork, and performance. Overall, this comprehensive approach supports employee success and organizational effectiveness.

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