



---

# **The Influence of Job Design and Recruitment on Teaching Staff's Performance in the Faculty of Education, University of Khartoum, Sudan**

*Samir Mohammed Ali Hassan Alredaisy*

University of Khartoum, Faculty of Education

E. mail: [samiralredaisy1@gmail.com](mailto:samiralredaisy1@gmail.com)

---

## **ABSTRACT**

Universities seek continuous development to achieve their goals; objectives; efficiency; and effectiveness, where job design and recruitment of staff members are considered important. The objectives of this research, with reference to staff members of faculty of education, university of Khartoum, are to resolve the influence of job design and recruitment on teaching staffs' performance; to rank their influence to help building for future staff development; and to boost extra attention on their importance. Analytical and descriptive methods were applied. A questionnaire was designed to detail respondents' general characteristics and tolerate hypotheses testing. The sample size was 40 subjects (respondents) out of a population of 200 subjects. SPSS was used for data analysis. Results depicted males as a majority; mid-age two groups of 30-39 and 40-49 constituted 31% of the subjects which equals 20-28 yrs and 50+ years age groups percentages; academic qualifications were Bachelor Degree (7.5%); Masters Degree (35%) and PhD (57.5%); years of experience vary with prevalence of 5-10 years of experience; academic status were Lecturer (25%); Assistant Professor (45%); Associate Professor (22.5%); and Full Professor (7.5%). Also, results show statistically significant positive influences of job design and recruitment on staff's performance. Future strategies in the University of Khartoum could use potential opportunities of job design and recruitment for staff development and promotion.

**Key words:** human resource, job design, recruitment, academic promotion

---

## **1. Introduction**

Universities are confronted with challenges to improve teaching staffs' performance; successfully meet the intense competition among universities; provide and increase quality of work; and to govern the utilization of staff resources. Job design and recruitment of teaching staff have the opportunity to contribute in that to enable universities to overcome these challenges. This is because job design and recruitment are the recognition of the importance of a university's staff member as a vital human resource who could effectively contribute to the work force of the university, benefit for the students, and the society. These will enable a university to optimize its efficiency so as to achieve its objectives and goals.

---

## **2. Statement of the research problem**

It is well recognized that universities have to find appropriate practices dealing with the changing work environment. The practice of job design and recruitment, as parts of human resource management (HRM), is considered important for organizing human resource to help a university achieving its goals; objectives; efficiency; effectiveness; and keeping on its surviving. This research takes Faculty of Education's teaching staff as a case study to see how far the practice job design and recruitment can influence staff's performance there. This is important since higher education institutions in Sudan are seeking for strategic practices relating to human resources development to raise staffs' performance. By so, the research problem could be stated as: What is the influence of job design and recruitment on the teaching staff's performance in faculty of education, university of Khartoum?

---

## **3. Research hypotheses**

Based on research's question the two following two hypotheses were formulated as follows (Figure 1):-

- 1- There is statistically significant influence of job design on the performance of teaching staff in faculty of education, university of Khartoum.
- 2- There is statistically significant influence of recruitment on the performance of teaching staff in faculty of education, university of Khartoum.

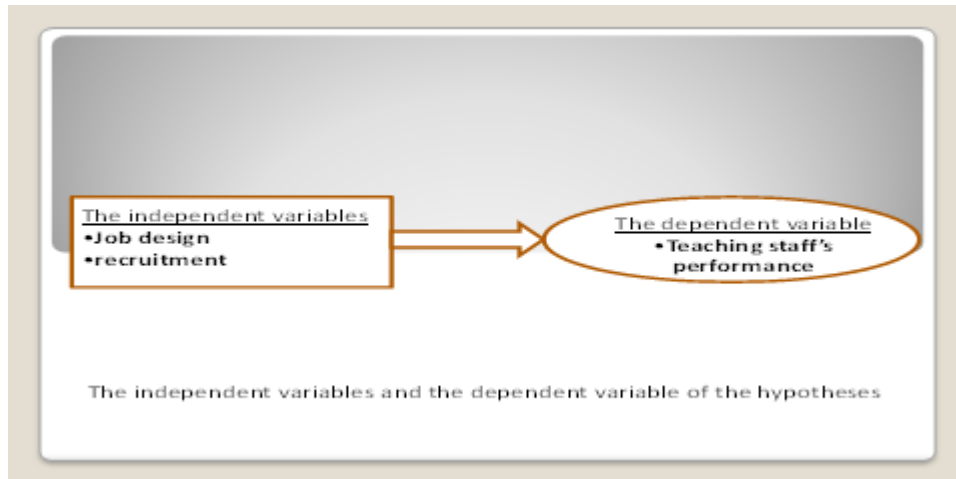


Figure 1: The independent variables and the dependent variable of the two hypotheses

#### 4. The research objectives

This research objects to:-

- i. Resolve the influence of job design and recruitment on teaching staffs' performance;
- ii. Order the influence of these practices on teaching staffs' performance to help building for future staff development;
- iii. Boost extra attention on the importance of job design and recruitment on teaching staffs' performance.

#### 5. The significance of the research

The significance of this research is that;

- 1- job design and recruitment are essential for the achievement of as university's goals and objectives;
- 2- rapidly changing work environment imposed a necessity for accommodation of job design and recruitment practices in modern universities;
- 3- Identification of the relationship between job design and recruitment and teaching staffs' performance is crucial for the future development of higher education institutions.

#### 6. Scope of the Study

The boundaries of the study will be confined to:

- 1- Concepts: studying the influence of job design and recruitment practices on the teaching staff's performance in the faculty of education, University of Khartoum
- 2- Geographic area and time duration: Faculty of Education, University of Khartoum, Omdurman, 12-15 January 2023.
- 3- External validity of the study: the study will accept this since it is one of the first studies done in this field of research in the faculty of education, University of Khartoum.

#### 7. Previous studies

Job design plays a vital role in the performance maximization. A well designed job brings involvement and satisfaction to the employees and they perform well by employing all their energies in the work. A well-designed job may foster employee well-being and engagement. The characteristics of job comprise the design of the job (Tims et al. 2013). The relationship between organizational performance and two dimensions of the "higher performance work system"-enriched job design and high involvement (HIM) management- is widely assumed to be mediated by worker well-being. Job satisfaction mediated the relationship between enriched job design and four performance indicators, supporting the mutual gains model; but HIM is negatively related to job satisfaction and this depresses a positive relationship between HIM and the economic performance measures, supporting a counteracting effects model (Wood et al. 2012). For job content to be a source of motivation, the job must allow for meaningful feedback, test the individual's valued abilities, and allow a great amount of self-control by the job holder. In order for this to happen, jobs must be enlarged on both vertical and horizontal dimensions.

A review of the literature generally confirms the prediction that job enlargement is more likely to lead to increased product quality than to increased productivity (Lawler, 1969). The findings indicate that positive correlation exists between job design, motivation and performance of employees (Suri, 2016). It has been found that the psychological perception of an employee has significant positive impact on the relationship of job design and employee performance as based on a review of published literature and personal observation in the workplace (Zareen, 2013). Findings of the research in the FMCG's sector in Pakistan (Ali et al. 2014), indicate a positive relationship between job design and employee performance. The mediating effect of job satisfaction is also found having a positive effect on employee's performance. The result of the study among schools teachers in the Kalmunai zone in Sir Lanka (Aroosiya et al. 2013), showed a significant (correlation was .333 that was significant at 0.01 level) and positive relationship between perceived level of job design and perceived degree of employees' performance.

Results of a study in fertilizer companies listed in Lahore Stock Exchange (Abid et al. 2013), are concluded that there is a strong positive correlation between job design and employee satisfaction and both of these variables move in the same direction. Skill variety, task identity, job design and job feedback significantly and positively influenced employee engagement at the Presbyterian University of East Africa (Kariuki et al, 2015). The results of the study among employees at GCB and GTB Bank confirmed that job design tend to affect motivation and job performance significantly, and workers' performance does not depend on the behavior of other workers in the company but on the motivation policies available in the company (Mensah-Bonsu, 2012). The results among 203 employees of casual restaurant chain in Singapore suggest that objective employment characteristics (full-time vs. part-time and permanent vs. seasonal) predict perceived insider status (PIS) even when controlling for organizational tenure (Raub, 2018). Job redesign is significantly and inversely related to employee performance in the hotel and resort industry and the banking industry in Thailand. Meanwhile job satisfaction is found to be positively and significantly related to employee performance. Moreover, the interaction effect between job redesign and job satisfaction is found to be positively related to employee performance (Siengthai et al. 2016).

Job impact on customers positively influenced service performance in a time-lagged data collected from 255 frontline service employees matched with 92 supervisors in 47 restaurants in China, and this influence was mediated by employee customer identification (ECID). Also, job contact with customers positively influenced service performance, and this influence was partially mediated by EICD (Li et al. 2021). The findings of the study from the Nigerian banking employees' perspective show a significant positive relationship between job design and techno stress and positive relationship between techno stress and employee engagement contrary to the negative relationship proposed based on the stress and engagement (Okolo, 2018). Job design influences the employee satisfaction positively and significantly in Bni tbk, manado (Surina, 2015).

Concerning recruitment various studies have been done in the field. El-Hiti and El- Mua'shir (2004) worked to identify that positions (careers) in a university (some Ministries in Jordan) is subject to the policies of attraction and appointment. Their study revealed that, higher bodies are those who appoint employees and the university lack a stable policies to put clear prerequisites for appointment when selecting those who will occupy higher positions in that university. Chavare (2000) suggested a uniform for recruitment in Western Maharashtra, where advertisement should be given in Mahari newspapers, vocational education staff commission should be formed and vocational education based training should be arranged.

The results of the analysis on batik industry in Solo city, Indonesia indicated that the recruitment, retention, and labor relations effect on employee performance (Sutanto et al. 2016). Recruitment and selection variables influence significantly on the placement of employees and likewise employee placement influence significantly on the performance of employees of PT Sriwijaya Air Jakarta. However, only recruitment variable had significantly influence on employee performance (Sarinah et al. 2016). The use of recruitment agency and internal employee recommendation in the recruitment/selection process in three selected manufacturing companies of the in Nigeria enables organization to recruit committed and productive employees through the influence of host community leads to organizational efficiency (Oaya et al. 2017). Recruitment has a positive and significant effect on performance by  $t_{count} > t_{table}$  ( $5.705 > 1.996$ ) at the significance level of  $0.000 < 0.05$  in Jakarta (Fitri et al. 2021). The results at PT Green Glovers Indonesia in Klaten, showed that recruitment has no effect on performance; selection and placement affect performance; recruitment affects selection and that selection affects placement (Suwanto et al. 2019). Recruitment positively and significantly effect on the performance of employees in the manufacturing company (Setiawan et al. 2020). The correlation between employee performance and recruitment and selection were highly significant at 0.374 ( $P=0.000$ ) in research institutes in Kenya (Kepha et al. 2014).

Ethical issues in recruitment and selection in two public universities in Nyeri County in Kenya had positive and statistically significant effect on employee performance with discrimination being ranked the most unethical practice in recruitment and selection (Sarah, et al. 2018). The majority of participants at telecommunication companies in Erbil- Kurdistan believed that selection methods used including application forms, assessment centers, psychometric tests, interviews, CV data, references, group interview are important (Hamzaet al. 2021). In the hospitality industry in Ogun State, Nigeria, there is correlation between recruitment and selection and employee's performance were highly significant. There is a relationship between recruitment and employee's performance (Bako et al. 2017).

Soelton et al. (2018), indicated that recruitment process, selection process and competence have the positive and significant impact on employee performance of outsourcing industries. The obtained result in industry base in Jeddah, Saudi Arabia, highlighted that small or medium scale organizations needs to focus on defining the recruitment and selection process in details for right candidate, for the right work at the right place can be hired. This leads employee satisfies their job, increasing the motivation to perform better and benefiting the organization in gaining competitive edge (Bakhashwan et al 2021). The findings of the research in Nigeria showed a positive relationship between talent management practices in higher learning and employee performance (Praise et al. 2020). The findings of the study among employee of Fujairah National Group of UAE, show that employee commitment is a key factor which affects the relationship between recruitment process and organizational performance (Alnsaari et al. 2019).

---

## 8- Theoretical framework

Human resource management (HRM) denotes to the philosophies; policies; procedures; and practices relating to managing an employees (Sims, 2002). The four key dimensions to HRM include commitment; flexibility; quality; and integration. Human resource management operates through human resource systems that bring together in a coherent way human resource philosophies describing the overarching values and guiding principles adopted in managing people. HRM has many definitions among which is that it is a strategic and coherent approach to the management of an organization's most valued assets, the people working there, who individually and collectively contribute to the achievement of its objectives (Armstrong, 2006). HRM is also defined as a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques (Storey, 1995). HRM is further defined as activities designed to provide for and coordinate the human resources of an organization. HRM includes anything and everything associated with the management of employment relationships in the firm (Boxall & Purcell, 2000).

Job design includes systematic; behavioral; and environmental elements. A variety of important reasons that support conducting job analyses in the workplace. These include recruitment, candidate selection, employee training and development, performance management, organizational management and planning. Job analysis has four typical components, a description of the work activity (WA) or tasks involved in doing the job; the knowledge, skills, and abilities (KSA) or competencies necessary to perform the job; data on the range of job performance; and the characteristics of the workplace. The data contained in these four components provide the basis for drafting the job description, which should provide an integrated narrative picture of the job and what is required to fill that job successfully.

A job description is the documentation of the results of that analysis. The end-product of a job analysis is a job description, a written statement that describes: the important tasks that need to be performed to successfully hold this job; the requirements necessary to perform these tasks; the levels of job performance that can be expected at various levels of experience and expertise; and those characteristics of the work setting that impact work performance. Job analysis is a systematic process for collecting and analyzing information about a job. The collection of data on job-oriented behavior, such as job tasks and work procedures; more abstract worker-oriented behavior such as decision making, supervision, and information processing; methods of evaluating performance; job context (such as working conditions and type of compensation systems; and personnel requirements such as skills, physical ability, and personality traits. This definition of job analysis focuses on the systematic collection of data on the observable job behaviors of employees and what is accomplished by these behaviors and what technologies are required to do so.

There are many definitions of recruitment. However, all contain common elements: the focus on the attraction, identification and retention of staff. The two terms are often treated as one term, but there are differences. Some recruitment focuses on the identification and selection of individuals from a pool of applicants external to the organization, even as, selection is focused on internal applicants. For others recruitment is about the identification and attraction of competent applicants and ends when an application is made. Recruitment is taken to mean the attraction of capable candidates to a vacancy, whilst selection concerns the assessment and identification of the suitability of such applicants from this pool. Recruitment seeks to attract, obtain, and retain the quantity and quality of human resources the organization needs to achieve the strategic goals, and also have significant impacts upon the composition of the workforce, the ultimate fit of employees with the organization's needs and culture, and upon long-range employment stability. The effective use of recruitment and selection policies and practices may also improve the commitment and performance of employees and reduce their absenteeism and turnover rates, etc.

The main purposes of recruitment should be to determine the organization's present and future recruitment needs in conjunction with human resource planning and job analysis; increase the pool of qualified job applicants at minimum cost to the organization; help increase the success rate of the (subsequent) selection process by reducing the number of obviously under-qualified or over-qualified job applicants; A specific strategy may help an organization to identify how the employees will be recruited, where they will come from, and when they should be recruited. Numerous methods are available for helping the recruiters decide how to find job applicants.

Internal recruitment process has the benefits of that, it allows management to observe and assess the abilities of employees accurately given the accrued knowledge gathered over the employment relationship; it improves the morale, commitment, and job security of employees through promotion-from-within, transfers, or job rotations; it is an inexpensive way of resourcing labor as compared to external recruitment.

Selection is the process of choosing from a group of applicants of the best individuals suited for a particular position. Human resource specialists should consider the past behavior of an individual and collect as much reliable and valid data as is economically feasible to select the best applicants. In the selection process, the information is repeatable and consistent (Reliable) data and how well employees will perform their jobs (valid) are very significant issues. Furthermore, the primary objectives of selection are to ensure that candidates receive adequate information about both the job and the organization to enable them to decide if they really want the job; to help organizations make decisions about individuals whose characteristics (including work related values and attitudes) most closely match the requirements of vacancies to be filled. To ensure that candidates feel they have been considerably and fairly treated during the selection process.

---

## 9. Research methods and sources of data

Analytical and descriptive methods were applied. Secondary data included documents review relevant to the study available on scientific sites, while primary data included a questionnaire consisting of two parts:

- a- Part one: is general information about the interviewees included sex; age; academic qualification; years of experience; and academic status.
- b- Part two: represents the scale phrases which measure all the elements of job design and recruitment; in addition to the dependent variable under study which is staff's performance. The scale contains 25 clauses to be analyzed according to the five graded Likert scale which consists of five levels: completely agree (C.A); agree (A); neutral (N); disagree (D.A); completely disagree (C.D.A) as shown by table (1).

**Table 1: The clauses of the independent variables and the dependent variable**

Independent variables	Clauses	C.A	A	N	D.A	C.D.A
<b>job design</b>						
	4-1- Career requirements are changed annually based on job requirements					
	4-2- The faculty depends on standards in careers design					
	4-3- The faculty endeavors to enhance work by adding new duties to careers					
	4-4- The faculty works to expand work horizontally by adding new duties					
<b>recruitment</b>						
	2-1- The faculty identifies interviewing and tests in recruitment of Staff members					
	2-2- The selection of Staff members according to appropriate standards leads to effective performance					
	2-3- The faculty uses HRM offices to fill its job vacancies					
	2-4- The faculty works to get optimum qualifications and competencies found in the market					
	2-5- Selection of staff members comes through a number of committees					
	2-6- The faculty uses competence standard in staff members selection					
	2-7- The faculty uses various methods in selection of applicants for jobs					
<b>Depended variable: teaching staffs' performance</b>		C.A	A	N	D.A	C.D.A
	Staff members wish and ready to work outside the work hours if there is a necessity					
	A staff member has sufficient readiness to bear complete responsibility					
	Staff members do their duties with efficiency and effectiveness					
	Staff members are competent to sole the work's problems					
	A Staff member puts a plan for his work so as to avoid spontaneous or swift works					
	Your department achieves its objectives in a time less than expected					
	Your department achieves its objectives with a fewer number of Staff members that the required					
	Staff members seek for better ways of work and does nor confine to preceding ways					
	Staff members can deal with the work pressures					
	Staff members do not ignore problems but take early actions to solve them temporarily, however not completely					
	Staff members at your department work to achieve the scheduled objectives in the proper time					
	your department still achieving the faculty's objectives within the budget					
	your department achieved its financial objectives in the previous year					
	your department achieved the specified roles determined by the budget					

## 10- Target population, sample size; sampling techniques; and validity and reliability of instruments

The target population is the teaching staff members of faculty of education, University of Khartoum. Their number is 200 distributed within the four categories of Lecturer, Assistant Professor, Associate Professor, and Full Professor.

In order to make the sample representative, accurate, and precise which are required for valid conclusion and generalization to the population, when probability sampling procedures are used, was the one developed by Research Division of the National Education Association in the United States (Kpolovie, 2011) which pointed that when the size of the population of a research is known, the random sampling procedures are to be applied in drawing the sample, the minimum sample size can be computed with the formula (Kpolovie, 2011):

$$S = \frac{x^2 NP (1-P)}{a^2 (N-1) + x^2 P (1-P)}$$

S= sample size;  $x^2$  = chi-square table value for one degree of freedom at the desired level of confidence; N= population size; P=population proportion, assumed to be 0.5 as it provides maximum sample size; a= level of significance, usually 0.05 at which decision errors (type 1 and type 2) are reduced to barely minimum. This formula was reduced to:

$$S = \frac{N}{1 + N (a)^2}$$

S= sample size; N= population size; a= level of significance, which 0.05

The applying of this formula was as follows:

$S = 200 / 1 + 200 (0.0025)$ ;  $S = 200 / 0.5025$ ;  $S = 398.0099$  which were approximated to: 40 subjects. These 40 subjects were selected from the total number of the population by using table of random numbers. Forty (40) questionnaire forms were distributed to the required target groups, and they were fully retrieved (100%). These 40 subjects were interviewed after being selected by using table of random numbers.

Measurement of validity and reliability of instruments was done by applying the square root of alpha Lekronbakh (table 2). Calculation of correlation transactions and the results of the internal consistency of the scale vertebrae have highlighted that there is an internal consistency above the average. The total correlation laboratory ( $\text{Alpha} = 0.89$ ).

**Table 2: Paragraph connection transactions with the total degree (internal consistency) (N =40)**

Variable 1	clause	link	Variable 2	clause	link	Variable 3	clause	link	clause	link	clause	link
Job design	1	.48	recruitment	5	.21	employees' performance	12	.31	17	.47	22	.46
	2	.58		6	.32		13	.12	18	.58	23	.45
	3	.48		7	.51		14	.35	19	.57	24	.50
	4	.28		8	.57		20	.63	19	.27	25	.57
				9	.72		21	.47	20	.37	26	.49
				10	.59							
				11	.56							

## 11-Data analysis methods

SPSS was used to do statistical analysis of the study's data and the techniques used were;

- 1- Descriptive analysis of the personal (general) characteristics of the study sample subjects.
- 2- Validity and reliability: it has a standard degree comes from the entered data and it confirms the correctness of the data (when the number exceeds 1.05 – 3.00 it means presence of validity and reliability. It can be converted to a percent).
- 3- The t- test was applied to the two variables (the two samples), and the relation between the two variable X and Y was done (Correlation to identify the extent of the influence of rewarding and performance appraisal of with teaching staffs performance).
- 4- Simple regression formula was used:  $Y = B + X$  (Regression to identify the extent of the influence of rewarding and performance appraisal on teaching staff's performance, and the confidence level of 0.05 was determined.
- 5- Residuals were calculated to all residuals of sample errors.
- 6- The relationship formula R was calculated; the R2 coefficient of determination (explanation) was calculated for the relationship between the two variables; the pull – up test on the bar: the possible alternatives in the test as well as the vertical jump test of stability were determined.

## 12- Results and discussion

### 12.1. Statistical description of the sample

The general characteristics of respondents (subjects) are shown by table 3. The majority of the sample is males which could be referred to the gap created since the introduction of modern education in Sudan which was almost completely males biased. In recent decades, however, this situation was almost reversed to females who, for example, constituted 64.30% of the total number of students admitted in governmental universities in Sudan compared to 35.80% for males (Alredaisy, 2021). In the academic year 2013/2014 the number of female staff members in faculties of education in governmental universities exceeded the number of males by 4.41% (Alredaisy, 2021).

The age of the respondents by percent as less 2.5% for those aged 20 yrs; and 32.5% for the age group of 20- 28 yrs; and 17.5% for the age group of 30- 39 yrs; and 15% for those aged 40- 49 yrs; while those who are 50 yrs and more were 32.5%. The mid- age two groups of 30-39 and 40-49 constitute 31% of the respondents which equals those who aged more than 50 years and to those aged between 20-28 yrs. The age of respondents distributed evenly among the age groups of the staff members in the faculty of education which means a continuation of recruitment and replacement of staff members at time of retirement which is at the age of sixty five years.

The academic qualifications are Bachelor Degree (7.5%); and Masters Degree (35%) and PhD and (57.5%). This corresponds with the distribution of the respondents by age groups where those aged 40- 49 yrs were 15% and those who aged 50 yrs and more were 32.5%. The adding of these two percent gives 49.5% which is close to 57.5% who hold PhD. The academic qualifications of the respondents correspond with the distribution of the respondents by age groups.

The years of experience of the respondents specifically vary where 2.5% have 5 yrs; and 45% have 5-10 yrs; and 15% have 11-15 yrs; and 7.5% have 16-20 yrs of experience. These percents indicate to the prevalence of those who have 5-10 years of experience which exceeded other distributions and skewed on others. The years of experience is an indication to a lesser respondents who have long years of experience, and actually they are close to retirement. The academic status of the respondents distributed unevenly. The academic status of the respondents distribute as Lecturer (25%); Assistant Professor (45%); Associate Professor (22.5%); and Full Professor (7.5%). The status of Assistant Professor conforms to the statistics of the distribution of the respondents within the age groups and years of experience. The academic status of Assistant Professor conforms to the distribution of the respondents by age groups and years of experience.

**Table 3: General characteristic of the study sample**

Characteristic	Classification	Frequency	Percent
Sex	Male	29	72.5
	female	11	27.5
	Total	40	%100
Age Structure	less than 20	1	2.5
	20-29	13	32.5
	30-39	7	17.5
	40-49	6	15.0
	50 and	13	32.5
	Total	40	%100
Academic Qualification	Bachelor Degree	3	7.5
	Masters Degree	14	35.0
	PhD	23	57.5
	Total	40	%100
Years of Experience	5 yrs	1	2.5
	5-10 yrs	18	45.0
	11-15 yrs	6	15.0
	16-20 yrs	3	7.5
	Total	40	%100
Academic Status	Lecturer	10	25.0
	Assistant Professor	18	45.0
	Associate Professor	9	22.5
	Full Professor	3	7.5
	Total	40	%100

## 12.2. Statistical testing of the hypotheses:-

### 12.2.2. Testing of the first hypothesis: "there is statistically significant influence of job design on the performance of teaching staff in the faculty of education, university of Khartoum".

Table (4) depicted respectively the values of the regression; residual; P; and R; as 1.487; 14.513; 0.846, and 0.333. The coefficient of determination R<sup>2</sup> was (0.111). The values of variance analysis (F statistic), which can be defined through the explanatory power of the model as a whole is of high significance where F - test ( $P < 0.0001$ ). This confirms the high explanatory power of the multiple linear regression models from the statistical point of view. This enable for a conclusion that, the independent variables (the pull-up test on the bar) was significant statistically, according to the t test (at a significant level  $P \leq 0.05$ ), while (vital capacity test) was almost significant (at a significant level  $P \leq 0.05$ ), but the independent variable (vertical jump test of stability) was not significant. There was a significant effect in the multiple regression models, according to the t-test, which proves the fifth hypothesis that there, is: "an influence of job design and analysis on the performance of employees (teaching staff in the faculty of education, university of Khartoum)".

**Table 4: Statistical analysis of the influence of job design and analysis on performance of the teaching staff in the faculty of education**

Model	Regression	Residua	F	R	R Square	T.Test	Sig.
1-Career requirements are changed annually based on job requirements	1.487	14.513	.846	.333(a)	.111	6.031	.000
2-The faculty depends on standards in careers design						-.337	.738
3-The faculty endeavors to enhance work by adding new duties to careers						-1.684	.101
4-The faculty works to expand work horizontally by adding new duties						1.062	.296

The positive statistically significant influence of job design on staff's performance in the faculty of education, university of Khartoum agrees with the results of majority of the reviewed previous studies outlined here, as for example, those done by Wood et al. (2012); Tims et al. (2013). Ali et al. (2014); Aroosiya et al. (2013); Aroosiya et al. (2013); Kariuki et al. (2015); and Siengthai et al. (2016). Psychological perception; performance maximization; job enlargement; and employee satisfaction are some facets of the positivity of this relationship between job design and staff's performance in the faculty of education-University of Khartoum. However, this research partially disagrees with Mensah-Bonsu's study (2012).

**12.2.1. Testing of The second hypothesis: "there is statistically significant influence of recruitment on the performance of teaching staff in the faculty of education, university of Khartoum".**

In table (5) the values of regression and residual were 4.033 and 11.967 consecutively, while the values of P and amounted to 1.540 and 0.502 respectively. The coefficient of determination "R<sup>2</sup>" was 0.252. The analysis of variance (F test) was ( $P < 0.0001$ ). Table (4.) shows a high significance of the F test ( $P < 0.0001$ ) which confirms the high explanatory power of the multiple linear regression models from the statistical point of view. The explanatory power of the model through the F statistic (table 4) could enable one to conclude that the independent variables (the pull-up test on the bar) were statistically significant, according to the t test (at a significant level  $P \leq 0.05$ ), while (vital capacity test) was almost significant (at a significant level  $P \leq 0.05$ ), but the independent variable (vertical jump test of stability) was not significant.

The significant effect in the multiple regression models, according to the t-test, indicates to a strong relationship between recruitment, attraction and human resource management which proves the second hypothesis that: "there is statistically significant influence of the attraction and recruitment on the performance of teaching staff in the faculty of education, university of Khartoum".

**Table 5: Statistical analysis of the influence of recruitment on performance of the teaching staff in the faculty of education**

Model	Regression	Residual	F	R	R Square	T.Test	Sig.
1- The faculty identifies interviewing and tests in recruitment of staff members	4.033	11.967	1.540	.502(a)	.252	9.383	.000
2- The selection of Staff members according to appropriate standards leads to effective performance						.450	.655
3- The faculty uses HRM offices to fill its job vacancies						.593	.557
4-The faculty works to get optimum qualifications and competencies found in the market						-1.254	.219
5- Selection of staff members comes through a number of committees						-.647	.522
6-The faculty uses competence standard in staff members s selection						-1.654	.108
7-The faculty uses various methods in selection of applicants for jobs						-.037	.971

The positive statistically significant influence of recruitment on staff's performance in the faculty of education, agrees with almost all the results of the reviewed previous studies as for example, of (Sutanto et al. 2016); (Arifin et al.2020); Chavare (2000; Sarinah et al. 2016); (Oaya et al. 2017); (Setiawan et al. 2020). The facets of employee commitment, productivity and the quality of work; policies of attraction; advertisement; and internal employee



recommendation; selection methods; assessment centers; psychometric tests; interviews; and selection process and competence are essentials of recruitment. However, it partially disagrees with Suwanto et al. (2019) study.

### 12.3 Ranking the influence of rewarding and performance appraisal

Ranking of both independent variables of job design and attraction by using coefficient of determination R square (R<sup>2</sup>) shown by tables 4 and 5, ranks recruitment first with a value of 0.252 (25.2%) and job design second with a value of 0.111(11.1%). This means that, recruitment is more influential than job design. The reason for that might be supported by the facts that good recruitment program can provide a positive influence to increasing employee commitment, productivity and the quality of work including performance (Sutanto et al. 2016). Also, Recruitment positively effect on performance and competence, and there are indicators of recruitment planning in imperfect recruitment (Arifin et al.2020); and that recruitment is a very important within the various practices of human resource development such as, selection, placement, induction, training and development, career planning, and future role of managers (Gupa, 1998).

## 13-Conclusions

This study performs an analysis of the influence of job design and recruitment on staff's performance in the faculty of education, university of Khartoum. The results suggest that, there are statistically significant influences of job design and recruitment on the staffs' performance in that faculty where recruitment is more influential than job design on teaching staff's performance. Recruitment depends on Identification of interviewing and tests; selection of staff members according to appropriate standards; getting of optimum qualifications; and selection through committees; which have significantly reflected on teaching staffs' performance. Recruitment and job design have different standards and are used as a basic tools to determine the staff members' performance. Information about career requirements are updated annually; use of standards in career design; enhancing work by adding new duties to careers; and expanding work horizontally are major facets applied here. There are positive impacts of these two independent variable on staff members which would affect the academic achievement of students, scientific research production, and community service by staff members of the faculty of education, university of Khartoum. Future strategies in the University of Khartoum could use potential opportunities of job design and recruitment for staff development and promotion. Yet, this research did not include all aspects of job design and recruitment and that could be addressed in future research.

## References

- Abid, A.M., Sarwar, A. et al. 2013. Effects of job design on employee satisfaction: a study of fertilizer companies listed in Lahore Stock Exchange. *European journal of business and management* 5 (19): 1-7.
- Ali, N. Rehman, M.Z. 2014. Impact of job design on employee performance, mediating role of job satisfaction: a study of FMCG's sector in Pakistan. *Internatio journal of business and management* 9 (2),70.
- Alnassari, O., Yusoff, R.M.B.D., Ismail, F. 2019. The mediating effect of employee commitment on recruitment process towards organizational performance in UAE organization. *Management science letters* 9 (1): 169-182.
- Alredaisy, Samir Mohamed Ali. 2021. The Reality of Sudanese Faculties of education in the period 1994-2018. *Kordofan Journal for educational and humanities studies* 2(3): 9-24. Sudan.
- Arifin, A.H., Raza, H. et al. 2020. The influence of recruitment and career development towards employee performance: a mediating role of competence. *Journal of talent development and excellence* 12 (1): 1040-1055.
- Armstrong, M. 2006. *A handbook of human resource management practice*. Kogan Page Publishers.
- Aroosiya, MACF., Ali., MHM. H. 2013. Impact of job design on employees' performance: with special reference to school teachers in the Kalmunai zone. Faculty of management and commerce, South Eastern University of Sri Lanka. [ir.lib.seu.ac.lk](http://ir.lib.seu.ac.lk)
- Bakhashwan, S.A., Javed, U.2021.The impact of recruitment and selection practices on employee performance. *PaIArch's journal of archeology of Egypt/Egyptology* 18 (14):251-260.
- Bako, Y.A., Aladelusi, K.B. 2017. Recruitment and selection procedures and their relative effect on employee;s performance in the hospitality industry in Ogun State. *International journal of the guild of contemporary academic researchers* 2 (2): 55-62.
- Boxall P., Purcell, J. 2000. Strategic human resource management: where have we come from and where should we be go? *International journal of management reviews* 2 (2): 183-203.
- Fitri, R.L., Handaru, A.W., Yohana, C. 2021. The effect of recruitment, selection, and placement on employee performance. *The international journal of social sciences world* 3(2): 90-97.
- Hamza, P.A., Osman, B.J. et al. 2021. Recruitment and selection: the relationship between recruitment and selection with organizational performance. *International journal of engineering, business and management* 5 (3): -1-13.

- Kariuki, N., Makori, M. 2015. Role of job design on employee performance in private universities in Kenya: a case of Presbyterian university of east Africa. *The strategic journal of business and change management* 2 (60): 365-385.
- Kepha, O., Mukulu, E., Waititu, G.A. 2014. The influence of recruitment and selection on the performance of employees in research institutes in Kenya. *International journal of science and research* 3 (5): 132-138.
- Kpolovie, P.J.2011. *Statistical techniques for advanced research*. Springfield Publishers, Ltd. New Owerri, Imo State, Nigeria.
- Lawler, E.E. 1969. Effects of task factors on job satisfaction and behavior: a symposium: III. Job design and employee motivation. *Personnel psychology* 22 (4): 426-435.
- Li, Y,M Guo, W. et al. 2021. Fostering employee-customer identification: the impact of relational job design. *International journal of hospitality management* 94, 102832.
- Mensah-Bonsu, NAA. 2021. The effect of job design on employee motivation and job performance: a case study of GT and GCB. [Dspace.knust.edu.gh](https://dspace.knust.edu.gh)
- Oaya, Z.C.T., Ogbu, J., Remilekun, G. 2017.impact of recruitment and selection strategy on employees' performance: a study of three selected manufacturing companies in Nigeria. *International journal of innovation and economic development* 3 (3): 32-42.
- Okolo, D. 2018. An exploration of the relationship between techno stress, employee engagement and job design from the Nigerian banking employees' perspective. *Management dynamics in knowledge economy* 6 (4): 511-531.
- Praise, A.S., Kan. J.M. 2020. Talent management practices in institutions: impact of recruitment and culture on employee performance. *Journal of international business and management* 3 (3): 01-14.
- Raub, S.P. 2018. Perceived insider status and job design predict job attitudes and work performance of restaurant employees. *Journal of hospitality and tourism research* 42 (6): 880-903.
- Sarah, M., Sang, A., Ngure, S.W. 2018. Ethical issues in recruitment, selection and employee performance in public universities in Nyre County, Kenya. *International journal of business and social science*.<https://41.89.227.156:8080/xmlui/handle/123456789/734>.
- Sarinah, S., Gultom, r.s., Thabab, A.A. 2016. The effect of recruitment and employee selection on employee placement and its impact towards employee performance at TP Sriwijaya Air. *Jurnal manajemen transportasi and logistic (JMT Translog)* 3 (1): 101-110.
- Setiawan, N., Wakhyuni, E. et al. 2020. Recruitment analysis on employee performance with variable control as mediating on manufacturing industry. *Ilomata international journal of management* 1 (3): 102-111.
- Siengthai, S., Ngarm, P.P. 2016. The interaction effect of job satisfaction on employee performance. *Evidence-based HRM* 4 (2): 162-180.
- Sims, R.R.2002. *Organizational success through effective human resources management*. Greenwood publishing group.
- Soelton, M., Ahdiansyah, F. 2018. Toward the best model in recruitment process and employee competence in outsourcing industries. *Jurnal Ekonomi* 23 (2).<https://doi.org/10.24912/je.v23i2.371>.
- Storey, J.1995. Is HRM catching on? *International journal of manpower* 16 (4): 3-10.
- Suri, S.2016. Repercussions of job design on employee motivation and performance. *International journal in management and social science* 4 (12):271-278.
- Surina, N.W. 2015. Analysis the effect of job design and compensation toward employee satisfaction of pt. Bni tbk, manado. *Jurnal berkala ilmiah efisiensi* 15(4): 344-353.
- Sutanto, E.M., Kurniawan, M. 2016. The impact of recruitment, employee retention and labor relations to employee performance on batik industry in Solo city, Indonesia. *International journal of business and society* 17 (2): 375-390.
- Suwarto, F.X., Subyantoro, A. 2019. The effect of recruitment, selection and placement on employee performance. *International journal of computer network and communications security* 7 (7): 126-134.
- Tims, M., Baker, A.B. 2013. Job design and employee engagement. *Employee engagement in theory and practice*, 145-162. [Taylorfrancis.com](https://www.taylorfrancis.com)
- Wood, S., Veldhoven, M.V. et al. 2012. Enriched job design, high involvement and organizational performance: the mediating roles of job satisfaction and well-being. *Human relations* 65 (4): 419-445.
- Zareen, M., Razzaq, K., Mujtaba, B.G. 2013. Job design and employee performance: the moderating role of employee psychological perception. *European journal of business management* 5 (5): 46-55.