



Relationship Of Recruitment And Selection Practice With The Performance Of K12 CBSE Schools

Abstract

Attracting and selecting the competent faculty is an essential function of school management. This paper is written to study the relationship of recruitment and selection and the performance of CBSE affiliated K12 schools in Punjab. Objectives of the study are (a). To study recruitment and selection procedure of K-12 Schools in Punjab. (b). To study relationship of recruitment and selection practices with schools performance. To achieve the above framed objectives data was collected from K12 schools. To select teaching staff stratified random sampling is used and purposive sampling is used to select the Principals. Sample size of 52 respondents from above mentioned region were selected and questionnaire was administered. Obtained data was interpreted through descriptive and inferential statistics. Findings reveal that most of the schools have adequate recruitment and selection policy. Furthermore, there exist significant relationship between both the variables. Study recommends that with appropriate recruitment and selection policy, school can attract elite aspirants thereby reducing the labour turnover resulting in high performance.

Key words: HR practices, Recruitment, Selection, Teachers, K12 Schools, Schools Performance.

1. INTRODUCTION

Since last decade organisations are focusing on building their human capital resources as they are most treasured assets. Recruitment & selection of competent and efficient human capital does not happen by waging but through a systematised rigorous recruitment drill (Peretomode and Premotomede, 2001). Every organisation need to have coherent workforce replacement strategy. Need for recruitment may arise due to retirement, illness, promotion, voluntary exit, termination or transfer of existing manpower. In service industry, hospitality business is very high end, it's not just about the sale of goods, because having an edge

over product does not guarantee firm's success in this industry, as service sector targets combination of physiology and psychology of their customer (Ofobruku 2013).

In context of HR, the war for talent acquisition has advanced by monstrous proportions. Karia, Omari, Mwanaongoro & Ondieki (2016), found that recruitment & selection process would have negative impact on organisational performance if policies are not fair and there is no openness in the recruitment process. Moreover, if right candidate is not appointed just due to political interference results would be disastrous. Around the globe Human resource issues are looked upon as a pivot to every initiative in educational policies. No denying the fact that in education industry student's performance is a burning concern, funnelling funds, and of course quality in education, but since last few years the factors which bother the most are recruiting, hiring, employee engagement, appraisal and development of the faculty. With HR issues escalating in education system of late it is being realised that HR challenges have to be tackled in totality. For a short while, academicians had been researching and discussing regarding individual components — like manpower development program — but lately during 90s Human Resource Managers started brainstorming how to knit all the HR functions together for teaching profession (Fullan & Mascall, 2000).

Recruitment and selection practices are chief components. For yielding best organizational outcomes efficient recruitment and selection strategies need to be framed, (Naveen & Raju, 2014). Indian Education System is divided at two levels School and University (college). Teachers are the public faces of an organization. Schools performance, goodwill and branding prominently depends upon the quality of the faculty. Competent faculty will add value to the students which in turn would attract more admissions thereby making benefit to the school. This study maintains that more qualified teachers higher the students strength of the school. In this study there is 1 Independent Variable & 1 Dependent Variable. Independent Variable is Recruitment & Selection (Talent Acquisition) and Dependent Variable is Organizational Performance.

Recruitment: Recruitment is a like a heart of human resource management. It is the first step of appointment process. Recruitment with context to this study means the entire process of approaching the candidates, shortlisting the right fit, selecting the best and appointing right teacher at right place. Recruitment strategy is effective if it resolves five main issues: "Who should be appointed?", "From where to be appointed?", "What should be the recruitment channel?" "Where to be appointed?" and "When to be recruited?" (Box & Purcell, 2008). During recruitment process every employer has sole objective to accumulate reservoir of probable candidates who could be reached out immediately as and when the vacancy arises. (Beardwell and Claydon, 2004; Rogelberg, 2006).

Selection: The process of finalizing the apt candidate possessing the skill sets and qualifications required to close the position is known as selection. Selection criteria is a characteristic which a candidate must possess to successfully perform his work. Effective recruitment and selection procedure is a key to ensure that efficient workforce is becoming part of the team. (Naveen & Raju, 2014).

Organizational Performance: For the purpose of this study **Organizational Performance** means increase in enrolment, increase in strength of faculty and development of infrastructure. This is indispensable variable as growth & progress of any institution is determined only by performance.

Literature Review

For an effective research to be accomplished it is primitive to critically analyse already available general literature and specific studies for actual planning and execution of research projects. The review of prevailing literature plays linchpin role to find out research gaps, set up hypothesis and to prepare conceptual framework for new research.

F.W.TYLOR was the pioneer to introduce the scientific principles of management in 1911. Ever since then, century has passed in exploring new and more sophisticated methods of workforce management. Extensive literature review has been done ranging from 2001 till 2017.

Human resource management (HRM) deals with practices & policies related to human capital with special emphasis on workforce planning, recruitment & selection, employees development, performance management system, engagement, retention, safety and motivation (Dessler, 2007, p. 4). HRM refers to gamut of activities that influence employees' attitude towards work & organisation, behavior at workstation and work performance (Noe, Hollenbeck, Gerhart, & Wright, 2007, p. 5). In present study we have shortlisted HR practice such as recruitment and selection which were used in the Fombrun, Tichy, and Devana Model of HRM. This model states that above mentioned HR variables have direct effect on organization's performance. The study of Zaraket & Halawi (2017) on Lebanese banks has discovered direct positive relationship between HRM practices and mediating variables that influence organizational performance.

(Hofemann et al., 2012) was of opinion that recruitment is an act to be able to place right person possessing right set of skills at right time to right work. Employees are dynamic and complex rather than being a simple static asset. This is the only resource which appreciates over time as they acquire new knowledge, their efficiency and competencies will grow. Dim, & Akpunonu (2017) in their study recommended that Hospital management should be "left in the hands of professionally experienced health personnel to charge with the responsibility of recruiting qualified medical personnel. Researchers in their studies have observed that there exists relationship between recruitment-selection and organizational performance (Croucher, 2008; Ntiamoah et al., 2014; Mustapha, Ilesanmi, & Aremu, 2013; Saifalislam, Osman, & AlQudah 2014; Kanu 2015).

In his study The Importance of Talent and Intellectual capital, **ROSIN (2015)** stated that recruitment has been a fundamental function of HR, ever since dawn of ages. As per this article attracting right talent is no way less than attaining share in a competitive market. **Ofobruku, Iheabunike C.(2013)** in their study of hospitality business concluded that recruitment definitely have significant impact on the performance of hotels, therefore, sound recruitment practices yields superior performance in this industry, it is proven fact that efficient

recruitment practice are positively correlated with the performance of hospitality business. Recruitment and selection are prominent functions of HRMPs. Strong relationship is recorded among recruitment, selection procedures applied for selection which has significant impact on the organisations profit (Hausdorf and Duncan, 2004). Moreover, it is the mean to explore the sources of finding the potential candidates to fill the vacancies. (Jain and Saakshi, 2005).

(Michaels et al., 2001) states Globalisation has created a talent war all over the world, therefore, to gain competitive edge over the competitors recruiting quality employees using selective hiring decision is imperative. HR professionals have to make rigorous efforts to search competent candidates who can contribute to organization's growth; however, they need to formulate new and efficient recruiting and selection strategies that serve to be key differentiator in organisations success. (Ryan and Tippins, 2004).

Measurement of performance is an age old concept. It is considered vital for the managers of not-for-profit organizations (Schuster, 1997; Berman & West, 1998). Normally, effectiveness (achievement of objectives), efficiency (adequate usage of resources), employees and customers satisfaction, innovation, service and product quality, and retention of human capital are factors attributed to organisational performance (Delaney & Huselid, 1996; Dyer & Reeves, 1995; Guest, 2002; Katou & Budhwar, 2007).

Barnard (1938) viewed organizational effectiveness as the adequately accomplishing firms objectives, whereas efficiency is defined as appropriate utilization of scarce resources to attain goals. Barnard is of opinion that organization is effective and efficient if it can survive in this competitive scenario. Venkatraman & Ramanujam (1986) proposed that organizational effectiveness has three primary parameters: (1) Operational performance, (2) financial performance, and (3) the influence on stakeholders.

Concept of organizational performance is constantly changing over the years. In the '50s organizational performance was measured by the capacity of an organizations to achieve its social objectives (Georgopoulos & Tannenbaum, 1957: p. 535). Later in the 60s and 70s, the ability to utilize and exploit the scarce resources optimally became the measure of organizational performance (Yuchtman & Seashore, 1967: p. 379). The years 80s and 90s emphasis shifted to effectiveness and efficiency (Lusthaus & Adrien, 1998 after Campbell, 1970). Eventually, profit generation became key indicator of performance measurement. As the time progressed, financial indicators were the sole measures of organisational performance. Since late '80s, researchers & consulting firms stressed on non-financial indicators.

Objectives

The core purpose of recruitment and selection function of HRM is to do head hunting of talent, select them and fit them at appropriate place so as to stimulate institutional performance. Purpose of this paper is to:

- 1. To investigate existing recruitment and selection procedure and policy of schools in Punjab.**
- 2. To study relationship of recruitment and selection practices with K12 schools performance.**

Methodology

To achieve above proposed objectives of study Research methodology is outlined below:

- **Conceptual Framework**

On the basis of extensive literature review, a conceptual research framework is presented in figure 1. This model is empirically tested. Recruitment and selection is an independent variable and Organisational performance is taken as dependent variable.

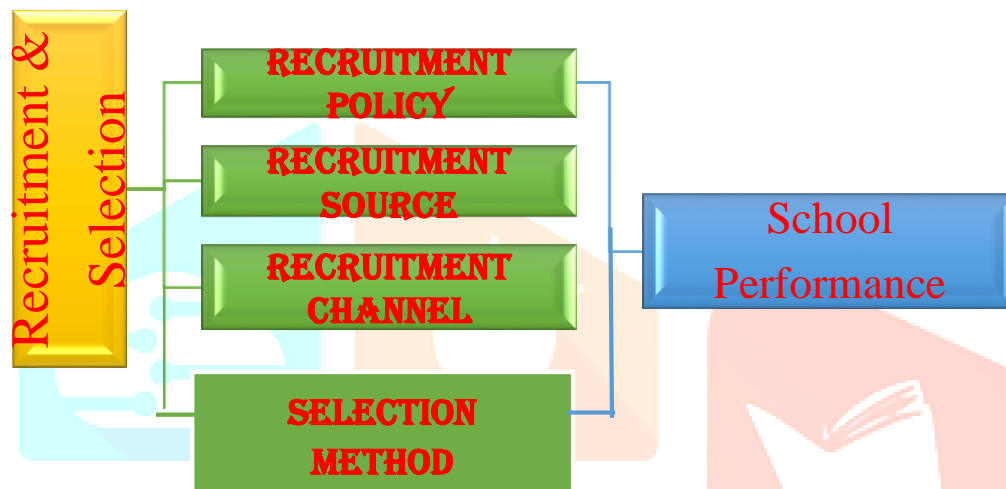


Figure 1 Conceptual framework

- **Research design**

It is a plan and strategy to investigate the probable solution to the research questions under consideration. Since, the purpose of the study is to develop new insight so descriptive cum exploratory research method is used. After going through various theories and literature review, on this study quantitative research is best fit. According to Creswell (2008), quantitative approach is preferred when the “researcher seeks to establish the overall tendency of responses from individuals and to note how this tendency varies among people” (p. 51). A Descriptive research & correlation design are used for this study. Correlation study established relationship between human resource planning and organisational performance. Descriptive study was used to describe the existing HR Practices in K-12 schools.

Myers (2009) defined that if the purpose is to develop new insight of the concept then exploratory method is the best technique of research. Moreover this is the most apt scheme when in-depth study is to be carried out for the topic for which less research has been conducted.

- **Population & sample size**

CBSE is the largest K-12 education providing autonomous body in the country. Punjab is divided into 3 regions Doaba, Majha & Malwa having 22 districts in totality. Our study contains 52 samples. Questionnaires were administered electronically through email to 105 respondents out of which 83 respondents replied. 31 incomplete responses were weeded out. This exercise took 2 months. Year of establishment & strength is the criteria for selecting institution from private segment.

- **Sampling Method**

In this study we have employed both probability and non-probability sampling techniques. Stratified sampling and population proportional sampling (PPS) is also applied. Stratified sampling is used for the selection of the private school. A population proportionate sampling (PPS) technique was used for equal sample distribution of schools. Simple random technique was used to find 2 employees representation. Zikmund (2003) advocates this sampling technique when data to be collected by the researcher is purely as per his discretion. Researcher will select the respondents who can assist in his study.

- **Data Collection Technique**

Data collection is done through self-structured questionnaire. Data is qualitative in nature. For this study, we have taken the support of Questionnaire technique. Verburg (1998) developed and tested this technique to assess Human Resource Management Inventory. The questionnaire asks workforce which include teachers and principals to share information on an array of HRM practices in the domain of recruitment & selection and organizational performance on 5 point likert scale ranging from 5=Strongly agree, Agree, Neutral, Disagree & Strongly disagree=1. The questionnaire consists of 24 statements. Questionnaire has two sections: respondent's personal background is checked by the 1st part. Whereas 2nd section seeks information from respondents about dependent and independent variables.

- **Statistical tools**

SPSS software is used for data analysis. Through SPSS, frequencies, descriptive analysis, reliability and validity of the scale is measured. Cronbach's Alpha is used for checking reliability and validity of the questionnaire. Shapiro-Wilk test of Normality for Independent Variables and Normality test for Dependent Variable is conducted. Correlation Analysis has been performed to assess the relationship of recruitment & selection and school performance. Various studies conducted in the past used same techniques to examine relationship between organizational performance indicators and different practices of HRD (Baloch et al., 2010; Qureshi et al., 2006; Shahzad et al., 2008; Tessema.).

Reliability and Validity

As per Maxwell (1992) reliability measures the consistency of the result over time and also ensures the accuracy of population mentioned in the study. To ensure the internal consistency of all the scale items Cronbach's Alpha reliability test has been conducted as presented in Table 3. The determined value of Cronbach's Alpha for all the 14 statements including both variables is 0.710 which is very close to 0.7 hence is accepted. Before forwarding the questionnaire to the respondents it was discussed with the principals and industry experts. A pilot test with 8 respondents was also conducted which is excluded from the sample of this study.

Table 1 Reliability Statistics.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.710	.738	14

Statistical Analysis & Findings

This study principally, evaluated the linear relationship and also investigated the degree of relationship between recruitment and selection and the performance of K12 schools in Punjab. Descriptive statistics and correlation are the statistical tools used for analysis in this paper.

Table 2 Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid MALE	17	32.7	32.7	32.7
FEMALE	35	67.3	67.3	100.0
TOTAL	52	100.0	100.0	

(Source: Compiled from primary data)

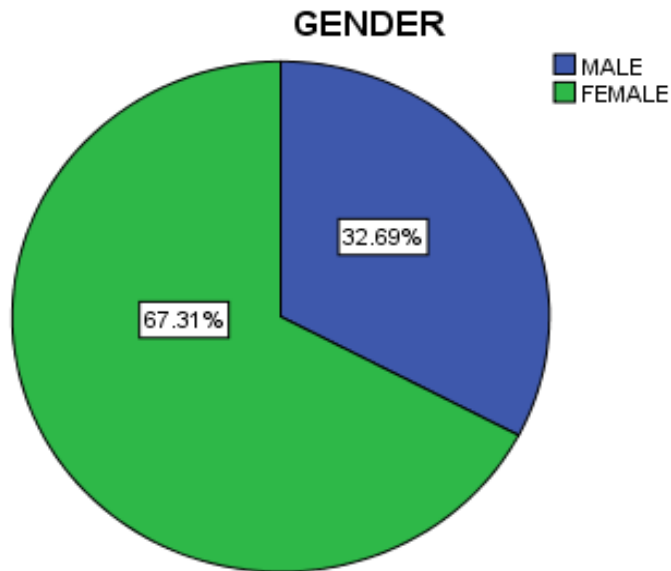


Figure 2 Gender

Table 2 shows the demographic information of the respondents. Total 52 respondents participated in the study comprising of 32.7 % male and 67.3 % female.

Table 3 Profile

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Principal	20	38.5	38.5	38.5
	Teacher	32	61.5	61.5	100.0
	Total	52	100.0	100.0	

(Source: Compiled from primary data)

DESIGNATION OF CANDIDATE

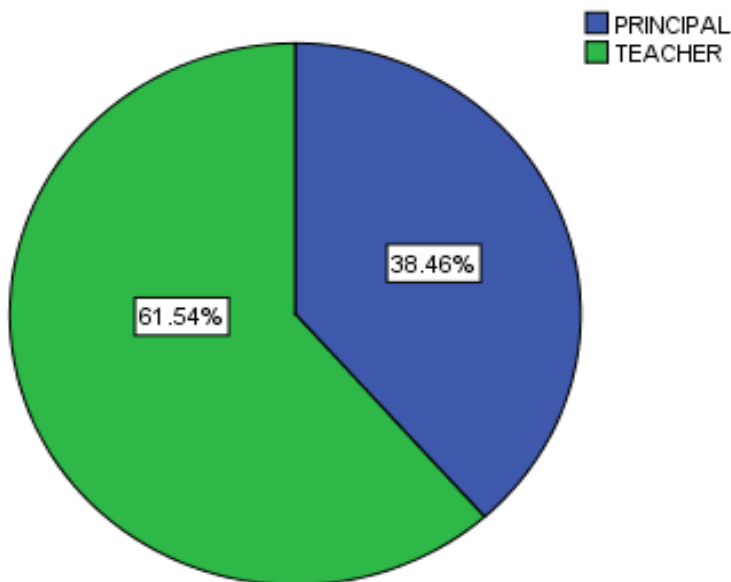


Figure 3: Profile of the respondents

As far as profile of candidate is concerned, Table 3 reveals the profile of workforce which comprises of principal and the teachers. In present study 20 Principals (38.5%) and 32 teachers (61.5%) participated.

Table 4: EXPERIENCE OF CANDIDATE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 years	19	36.5	36.5	36.5
	5-10 years	12	23.1	23.1	59.6
	10-15 years	21	40.4	40.4	100.0
	Total	52	100.0	100.0	

(Source: Compiled from primary data)

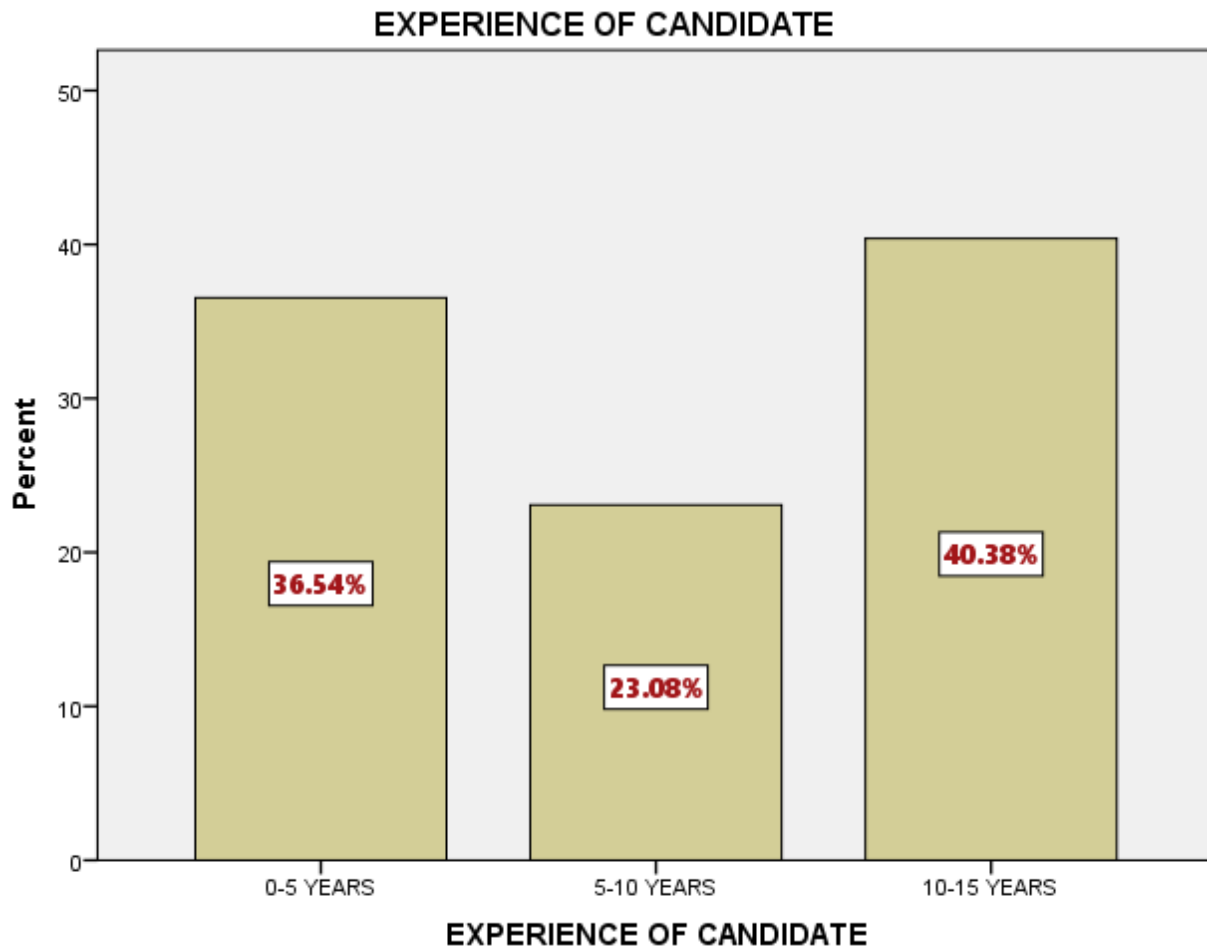


Figure 4: Experience of the candidates

Table 4 depicts the years of experience from 0-5 years were 36.5%, from 5-10 years were 23.1%. Finally, respondents' with more than 10 years of experience were 44.4%.

Table 5: Location of the school

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rural	16	30.8	30.8	30.8
	Semi Urban	15	28.8	28.8	59.6
	Urban	21	40.4	40.4	100.0
	Total	52	100.0	100.0	

(Source: Compiled from primary data)

The location of the schools are presented in table 5, statistics reveal that majority of the respondents are from urban areas 40.4%, followed by 30.8 % rural and remaining 28.8% are from semi urban.

Table 6: Descriptive statistics

	N	Mean	Standard Deviation
Recruitment & Selection is core HR function	52	4.02	.754
Organization has clear policy	52	4.25	.860
External source is popular channel of recruitment	52	3.63	.950
Internal source is popular channel of recruitment	52	3.54	.851
Walk in is the main source of recruitment	52	3.67	.879
Reference by existing employees Is popular source	52	3.23	1.078
Advertisement is the main source of recruitment	52	4.15	.872
Consultancy is the main source	52	3.21	.848
Interview is used as a method of selection	52	4.44	.502
Written Test is used as a method of selection	52	4.02	.896
Psychometric is method of selection	52	3.35	1.008
Demonstration is conducted for selection	52	4.38	.690
Year on year total strength of faculty is rising	52	4.25	.556
Students enrolment is rising	52	4.40	.569
Infrastructure & assets are increasing	52	4.33	.585
Valid N (Listwise)			

(Source: Compiled from primary data)

Table 6 displays the detailed summary of mean and standard deviation of chief variables in the study. After analyzing the data, it can be inferred that recruitment and selection is a core function of Human resource management in schools with a mean value of 4.02. Majority of the respondents agree that their organization has a clear policy on recruitment and selection which shows mean value of 4.25. Findings of this paper highlight that external source is more reliable with mean value of 3.63 as compare to internal source of recruitment with 3.54 as a mean value. With regard to the channel of recruitment data supports that advertisement source is most preferred by K12 schools for appointment of teachers and principals having mean value of 4.15. Final stage of the process is selection. To finalise the best fit for the organization, figures state that mean 4.44 vehemently recommend the tool of interview followed by demonstration method to select the candidates having 4.38 mean. With regard to the schools operational performance mean value of students enrolment is highest as compare to other variables showing mean 4.40. This is similar to the study conducted by (Karia, Omaria, Mwanaongoro & Ondieki, 2016) highlighting the fact that poor and faulty recruitment and selection process has adversely impacted on performance of the Public water utilities at Tanzania.

TABLE 7 Correlation analysis

RS	OP	ES	IS	WI	RE	AD	CS	I	W	PS	D	FS	SE	AC
RS	--													
OP	.597**	--												
ES	.475**	.186	--											
IS	.224	.155	.183	--										
WI	.039	-.149	.324*	.029	--									
RE	.260	-.106	.256	.289*	.309*	--								
AD	.353*	.340*	.377*	.406**	.041	.003	--							
CS	.178	-.128	.341*	.114	.279*	.289*	.141	--						
I	-.023	-.034	.058	.029	.290*	-.084	.155	.191	--					
W	-.059	.019	.054	.007	.282*	.016	.096	.227	.417**	--				
PS	-.009	-.238	.155	.064	-.180	.069	-.084	.073	-.115	.340*	--			
D	.249	.264	.159	.495**	.179	.195	.128	.026	.065	.051	.059	--		
FS	.082	.072	.139	.198	.211	-.033	.000	.052	.369**	.108	.053	.409**	--	
SE	.119	.150	.097	.165	.230	-.155	-.009	-.018	.392**	.100	-.078	.495**	.790**	--
AC	.163	.419**	.149	.115	.136	-.153	.092	-.103	.433**	.137	.004	.217	.649**	.597**

N=52

Note: ** Correlation is statistically significant at .01 level.

* Correlation is statistically significant at .05 level.

Table 7 reflects the correlation analysis and how variables impact each other. The relationship between constructs of various variables has been analysed through Pearson's correlation coefficient. The standards are set between -1.00 to +1.00, in this study none of the value was observed more than 0.80, hence there is no issue of multicollinearity. A Pearson's product moment correlation was conducted to examine the relationship between various recruitment & selection parameters and organizational performance measures of K 12 schools. Correlation analysis was executed to determine pair wise relationship between dependent variable FS, SE, AC and independent variable RS. Anyango, Okibo, Muya (2018) in their study conducted on University also had same observation that recruitment and selection criteria significantly effects the organization performance, therefore, every firm must frame vivid policies which will give them an extra edge over their competitors.

Present study shows positive association of Recruitment and selection function with recruitment policy having $r(52) = +0.597$, $p < 0.01$. Sound recruitment policy enhances the credibility of recruitment and selection function of the institution. Results signify positive relationship between external source of recruitment with recruitment and selection function at $r(52) = +0.475$, $p < 0.01$. Most of the schools in Punjab rely on external source as compare to internal source where very weak association is noticed $r = +0.224$. Relationship between advertisement as a channel of recruitment with recruitment & selection function is slightly positive showing $r(52) = +0.353$. Advertisement as an external source is preferred channel for inviting applications. The findings highlight the association of external source of recruitment positively correlated with the advertisement channel $r(52) = +0.377$, followed by consultancy $r = +0.341$ and then walk in $r = +0.324$.

Very strong positive influence with $r(52) = +0.790$, $p < 0.01$ is recorded for increase in faculty on students enrolment. This clearly indicates that due to effective recruitment & selection policy at a place efficient people are attracted and appointed thereby stimulating the student's enrolment pace. Very good positive impact of faculty increase on asset creation with $r(52) = +0.649$, $p < 0.01$. Students enrolment is also positively related with asset creation showing $r(52) = +0.597$, $p < 0.01$. This makes it very clear that higher the students more would be need to create assets. This justify the fact that to cater to rising pupils strength more teachers have to be recruited which ultimately lead to asset creation to accommodate increased strength of students and instructors. Ekwoaba, Ikeje & Ufoma (2015) in their study stated that higher the transparency in recruitment and selection procedure, better the organizational performance would be. Huseild (1995) and Gamage (2014) also strongly agree that recruitment and selection influences firms performance as they have determined how one is hired, effects employee behaviour and attitude. Adequately structured recruitment and selection practices enables the firm to build up a reservoir of gifted and proficient employees that act as a crusader to and accomplish the goals of an entity thereby accelerating productivity. Ekwoaba *et al.*, (2015), notices recruitment and selection process must be taken up as a specialized task. Progress of any entity especially in service industry largely depends on the quality of the human capital (Ezeali & Eziagu, 2010).

Discussion & Implication

The results of the study shows positive association between recruitment & selection and organizational performance. The findings give an insight to the principal and the management that clear recruitment policies help in attracting best talent. The outcome of the research demonstrates strong direct and positive correlation between the increase in the students enrolment and teachers appointment. The results are in tandem with existing literature of Huseild (1995) which establishes same fact that attracting and appointing procedure has direct relationship with organisations performance. This indicates towards relationship between HRM policies and institutions growth. Transparent and fair recruitment policy fascinates elite human resource towards an institution, thereby, giving ample opportunity to the school management to appoint the best person. Gamage (2014) noted the same fact Recruitment and selection policies determine who is hired, if efficiently done then institution gets right fit. Transparency and straight forward recruitment process would minimize the labour turnover issue. Intellectual faculty would add value to the students which would improve their results and consequently goodwill of the educational institution would be strengthened. Results of descriptive statistics supported by correlation analysis establish strong indirect relationship between recruitment & selection system of faculty with asset creation. Findings of Rauf (2007) are similar to this study strengthening the fact that there is strong relationship between recruitment, selection, organization performance and profits. Higher the students strength in an institution, more would be the requirement of tangible assets. It is proved through results that recruitment & selection is prominent function of HRM. Data reveals that the schools of Punjab rely more on external source of recruitment as compare to internal source. Further, out of various channels

walk in is most preferred in the Punjab State whereas advertisement is ranked second choice of the recruiters followed by reference from existing employees. Analysis shows that consultancy is least preferred channel of recruitment in the State.

Results highlight that Interview of the candidate is pre-dominant method of selection, associated with demonstration which is strongly advocated by majority of the respondents. Organisation can also opt for psychometric tests to select the teachers as there is positive association. To finalise the best fit out of the talent pool even written test can be administered, but this is least resorted method of selection in K12 schools. Alike remarks are observed by Ekwoaba, Ikeje, and Ufoma (2015) in their study to determine the current recruitment and selection practices at Fidelity Bank, Nigeria. The research also sought to determine the impact of recruitment and selection on organizational performance at fidelity bank plc, Lagos. It highlights that the recruitment and selection criteria have a substantial effect on firms performance ($X_2= 35.723$; $df = 3$; $p<0.05$). The study further revealed that greater the recruitment and selection is focused, higher will be the organizational performance ($X_2= 20.007$; $df = 4$; $p<0.05$). Consequently, it can be summed up that the ability of a firm to recruit and select staff determines how well it can perform in the nail biting education market.

This paper will have many managerial and academic implications. Firstly, present study will extend the existing literature of the HRM practices followed in schools, which would be beneficial for the future researchers. Secondly, it would be an eye opener for the school management who still do not appreciate the role of workforce in enhancing institutional performance. Finally, the findings of this paper will serve as a benchmark for the educational institutions to understand the relevance of framing effective recruitment and selection policy to stimulate the performance of school.

Limitations

The present study is confined to only CBSE affiliated K-12 Schools. Due to paucity of time sample size is kept small. Chances of bias cannot be ignored. Study concentrates only on one function of HRM. Moreover, only one dimension of organizational performance i.e financial is taken into consideration.

Recommendations for Future Research

This is a novel research which will provide new insight to the K-12 institutions to tackle major HR issue of recruitment & selection. Sample size could be increased. This study can be extended to rest parts of the country. The scope of the study could cover other functions of Human Resource Management. Researchers can do comparative study on the same function with respect to Government and Private schools. Its scope could be extended by adding analytics dimension in decision making process. This paper could provide direction for further research to develop new insight what are the probable reasons for

workforce turnover and how it could be minimized. Research could be extended to Institutes of Higher Studies like Professional Colleges and Universities.

Summary

To conclude, management of K12 schools must have transparent succession plan. There is no gain saying that clear recruitment and selection policy will definitely enhance organizational performance. Recruitment and selection is not only core rather first and foremost function of HRM. Innumerable studies support the fact that all the leading institutions are gaining competitive advantage over their rivals by attracting competent workforce that positively impact the organizational performance. In this era of razor edge competition, the task to attract good candidates would become easy with adequate recruitment and selection procedure. Furthermore, existing workforce reposes faith in the HRM practices. School Administration should judiciously integrate external source with the internal depending upon the level of employee and category of teacher to be appointed. In addition to traditional channels of recruitment young administrators are looking towards currently prevalent options like social media for head hunting. Selection procedure should be fair and free from bias. It is needless to mention that faculty appointed through such a rigorous channel would undoubtedly be an asset. Consequently, there would be value addition to the students and school strength would increase resulting in higher revenue and ROI to the management. This would induce the management to invest more in tangible assets thereby leading to asset creation. Lastly, and ironically, this study has established positive relationship between recruitment-selection procedure and policies with institutional performance. Similar recommendations had been provided by Djabatay (2012) in his study to universities. They must follow just and concrete recruitment process by hiring skilled workforce to attain competitive edge in the market and ensure heightened organizational performance.

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