

# Assessing the Impact of Organisational Practices on Organisational Performance

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**Purpose:** the main theme of this research is to investigate the impact of organisational practices on organisational performance at the University of Sindh. In this connection there is a significant and positive impact of organisational practice on organisational performance. **Research methods:** the quantitative research techniques are applied such as descriptive analysis, reliability analysis and regression analysis. It shows how sampling was selected and how the questionnaire was designed. It proved results scientifically. **Findings:** this research explored that organisational practice (internal communication, high performance work systems and information technology and recruitment and selection) are contributing 9.90%, 24%, 42%, and 22.30% individually and their collective contribution is 68.30%. Further, all hypotheses are accepted by the results. **Implications:** this study will be helpful for academic researchers and practitioners, management and employees in how internal communication, high performance work systems and information technology lead towards improving organisational performance. **Limitations:** this research is specified to the University of Sindh and a limited number of sampling was used to understand the impact of independent construction dependent variable. **Values:** this research provides how organisational practices are worthwhile to forecast organisational performance and will lead organisations to create image in market.

**Keywords:** *Internal Communication, High Performance Work Systems, Information Technology, Organisational Practices and Organisational Performance.*



## 1.1 Introduction

This study focuses on assessing the impact of organisational practices on organisational performance. In fact, organisational performance seems to be the main objective of each organisation. Organisational practices are broader aspects of an organisation and this term was used by Sheila (2019) where it is said these are the behaviours and action of employees within an organisation, they are internal and external. Internal practices include the inner workings of an organisation, such as interaction, relationship and accomplishment whereas, external practices are those activates which support organisations in how to interact with outside activities or forces. Organisational practices are very close to the core culture of an organisation. In this study it was seen how high performance work systems, information technology, internal communication and recruitment and selection are leading organisational performance. These practices are working for organisational success.

Sibnda, (2015) stated that it is necessary for an organisation to pay attention to IT and both internal and external strategy. This will support an organisation in creating an image in the market. Further, Yates (2006) said internal communication also has an essence of organisational stability.

No doubt organisational practices are numerous in numbers but limited practices were part of it. Even recruitment and selection are essential part of organizational practices. In this connection, Opatha (2018) said organizational practices are the process of organisation to attract suitable people that meet the criteria of an organisation and help in accomplishing organizational goals, through the qualification and expertise of candidates. With a proper recruitment system and internal communication setup, the latest information technology within universities will be used then HPW system can be established. As Rondy (2017) explained, HPWS is a practical activity that suggests ahow to create difference in an employee's perception during the interaction of leaders and employees in an organisation. Acharya (2015) ascribed a team as a group of employees having skills for a common purpose and that group is accountable for it. However, team effectiveness leads an organisation to get ISO Certification and portrait good image in society. These arguments compel us to understand the real picture of the performance of universities in light of the above organisational practices.

## 1.2 Problem Statement

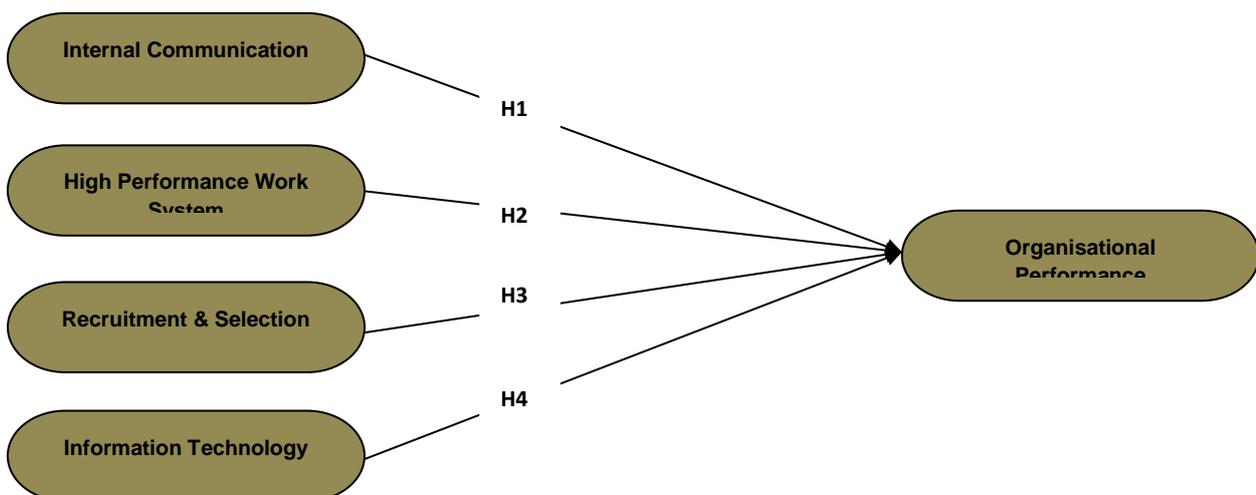
For many years in developing and developed countries the impact of organisational practices on organisational performance has been a researchable debate. Muhammad Habib (2017) said organisational practices have a significant impact on organisational performance. On the other side in Sindh Pakistan there are insufficient studies. That's why this study was carried out. This study assessed the impact of organisational practices (HPWS, R&S, IC and IT) on organisational performance at all general universities in Sindh Pakistan. Although it was

accepted that organisation practices are positively associated with organisation performance (Jarif, 2016), there is a need to explore it in a different context such as team effectiveness. Even though organisational practices are day by day losing many things such as market, customers and partners and their service delivery provision, in this area it seems to be worse.

### 1.3 RESEARCH OBJECTIVES

- To find out the impact of organisational practices on organisational performance at the General Universities of Sindh.
- To investigate the highest contributing factor of organisational practices in prediction of organisational performance at the General Universities of Sindh.
- To explore the relationship among HPWS, R&S, IC and IT at the General Universities of Sindh.

- **Research Model**



### 1.4 Hypotheses

H1. There is positive and significant impact of internal communications on organisational performance

H2. There is negative and insignificant impact of work systems on organisational performance.

H3. There is negative and of insignificant impact on recruitment and selection on organisational performance.

H4. There is positive and significant impact of information technology on organisational performance.

## 2.1 Literature Review

It helps to support the researcher to support the results through evidence. Organisational practices are bulk in quantity. Only a few organizational practices are taken in the research process these may be either internal or external organisational practices. They have a very close connection with HR practices and organisation environmental factors. No doubt, many scholars have worked on these determinants individually in different contexts and organisational performance. For example, internal communication is used to fulfill many of the organisation's commitments. Internal communication is used in various ways to simplify organisational procedures and improve employee performance (Low Kean Hau, 2018; Temitayo, 2016 and Osei- Mainoo Solomon, 2015). Information technology has completely changed the world. It has brought earth-shaking changes to the world (Ebrahim Chirani, 2013; Peter Appiahene, 2019 and Samson M. Lausa 2016). Recruitment and selection will change organisational growth and affect organisational performance (Akuamoah Worlanyo, 2016; Saviour Ntiamoah, 2014; Marta Kanyemba, 2015). High performance work systems are significantly associated with organisational performance (Dayarathna, 2018; Gyeonghwan Lee, 2017 & Lenwhin Arendese, 2015).

### 2.1.1 High Performance Work System and Organisational Performance

The term "high performance" means a system or provision that is applied on human resources to understand performance configurations that have "low" performance (Powell, 2014). People are the most important asset of every organisation; in this regard human resource management (HRM) emphasises the importance of people in achieving organisational performance (OP). Research on the manufacturing and service industries shows that management systems that encourage commitment and capacity can achieve maximum productivity, quality, and cost savings. Obviously, the high performance work systems (HPWS) are some of the key components that can help organisations achieve optimal performance (Opatha, 2018). In addition, the contribution of HPWS performance is discussed the most in the literature. Therefore, this study provides convincing evidence of the relationship between HPWS and organisational performance in the context of service delivery. Therefore, the following hypothesis is put forward: HPWS is positively correlated with the performance of employee services in Pakistan's service industry (Nadeem, 2019). In today's world, the workplace requires a high degree of flexibility to meet the challenges of service delivery. Thus, this study concluded that HPWS is the main factor in performance. HPWS creates an environment where employees feel highly resilient (Nadeem, 2019).



### **2.1.2 Information Technology and Organisational Performance**

The summary of Dr Revenio et al (2017) showed that most of the equipment and IT equipment used in the university contained desktop computers, and desktop computers are used by 76.7% of employees and on other side only 3% of employees used laptops permanently. Further research results explicated that laptops and desktops are used at 3.85%, followed by mobile devices and tablets at 3.52% and the rest are using intranets, CRM, HR systems and they are performing fairly with software and Office 365. This is a clear signal that the teacher has not yet come into contact with the existing systems and procedures that can speed up the workflow that has been accepted by many professions today (Dr Revenio et al, 2017).

Companies are using information technology to improve organisational performance. In the past three decades, this application has grown at an alarming rate, and with the advent of modern IT technology, companies have increased IT costs. Pakistan is consuming billions of rupees for induction of information technology especially in banking and manufacturing companies (Zafarullah, 2009) .

Organisations rely on IT levels such as those that have big data and analysis systems. However, not all organisations can benefit from such IT investments and will have different responses to IT value. Competitive organisations must formalise in order to use IT tools correctly and develop unique skills to benefit from IT investments (Chegus, 2018).

### **2.1.3 Internal Communication and Organisational Performance**

Communication is a very important and vital element in an organisation. It is necessary to establish a cooperative relationship between staff and enable the organisation to work effectively. The flow of information and communication within an organisation affects employee performance and decision-making. Therefore, research on internal communication that affects employee performance is critical to achieving organisational goals (Titang, 2013).

First, all information properly communicate and inform employees internally, and then establish a consensus among the employees on the organizational goals, values and guidelines. Internal communication is essential to keep employees aware of company plans in a timely manner, establish authority and trust, to deal with rumours, and to promote clear communication between different departments.

Internal communication is essential for organisational performance, successful change management, employee communication and employee well-being to introduce new jobs, create dissatisfied employees, and create redundancy (Ruck, 2020).



Internal communication is essential in maintaining competitiveness in today's world. The internal connection between the company and the board of directors constitutes the basis for effective work, thus effectively winning the market. Internal communication is a prerequisite for work management. Critical resources play a role in the communication, cooperation and coordination of activities through better personnel management. Communication is a two-way process involving simultaneous understanding. A broader understanding of communication involves monitoring, explaining, sharing, and gaining insights. SUM communication has been removed from the communication process. If you adopt inefficient communication process, it will increase frustration, it will increase inefficient communication of activities, goals and strategies. Internal communication is the key to working effectively at all levels, especially in financial institutions such as private commercial banks, where the focus is on recipients and feedback.

Internal communication is essential to the successful operation of the entire organisation and different departments. Attention should be paid to fostering and promoting the value of internal communication to prevent misunderstanding of the consequences. Internal communication aims to respond to the organisation's culture to promote the organisation's productive growth in many areas. Internal communication is used to fulfill many of the organisation's commitments. Internal communication is used in various ways to simplify organisational procedures and improve employee performance, thereby increasing the satisfaction of different stakeholders. Internal communication enhances the goods and services provided by the organisation and raises customers' awareness of the quality assurance commitments at all levels of the organisation. Effective internal communication enables customers to provide excellent services to meet their expectations and establish a good company image. The main agenda of internal communication is to provide customers and clients with appropriate information to meet their needs and provide employees with the skills to build an efficient workforce to serve the organisation. Company executives use internal communication procedures to achieve company goals and agendas to complete tasks on time. Internal communication is essential for monitoring the ethics and behaviour of loyal employees (Habib, 2016).

#### **2.1.4 Recruitment & Selection and Organisational Performance**

In modern times, recruitment and selection methods have become a challenge for developing countries. As the number of qualified applicants continues to increase, the organisation faces employee challenges. Knowledge-based workplaces have a high demand for qualified employees. Although the number of university graduates has increased, the labour market is still very competitive. This section focuses on the factors that affect the recruitment process and labour market organisation performance choices, which pose challenges for employers. Given this fact, attracting qualified, skilled and experienced volunteers is more important and necessary. According to this description, the strategic performance of human resources will change organisational growth and affect organisational performance. Finally, the best service

starts with high efficiency of the recruitment and selection process (Muna et al, 2020; Aqua, 2015). Research on the impact of recruitment and selection criteria on organisational performance has shown that recruitment and selection criteria have a significant impact on organisational performance.

### 3 Research methods

A quantitative research approach is applied here where results are given in statistics form. Random sampling is used to acquire responses from participants where all were given an equal chance to participate in the research. A questionnaire was comprised of 48 questions where seven questions were demographic and 41 were related to variables. It was 5-point Likert scale. After factor loading, 6 questions were eliminated due to overlapping and having negative results. Descriptive analysis, reliability analysis, multiple regression and Pearson correlation techniques are also used in the research. Further, in Table 1 some methodology statistics is given.

**Table 1.**

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Number of questions in questionnaire	48
Number of questionnaires distributed	500
Not returned questionnaires	111
Questionnaire used	389
Response rate	77.80%

Total population	General university of Sindh	Shah Abdul Latif University, Khairpur University of Sindh, Jamshoro University of Karachi Shaheed Benazir Bhutto University Nawab shah
Sample size	Krejcie & Morgan, 1970	

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### Results

Table 2 represents the demographic information of employees working at management level, teaching level and auxiliary level. Total employees who participated in the research were 389. Their statistics are given below.

**Table 2.**

<b>Title</b>	<b>Option</b>	<b>Frequency</b>	<b>Percent</b>
<b>Age</b>	19 -25	69	17.7
	25-35	93	23.9
	35-45	181	46.5
	Above 45	46	11.8
	Total	389	100.0
<b>Gender</b>	Male	343	88.2
	Female	46	11.8
	Total	389	100.0
<b>Marital Status</b>	Single	34	8.7
	Married	308	79.2
	Not to say	47	12.1
<b>Qualification</b>	Total	389	100.0
	Bachelor	34	8.7
	Masters	177	45.5
	MPhil	105	27.0
	PhD	73	18.8
<b>Religion</b>	Total	389	100.0
	Muslim	383	98.5
	Non-Muslim	6	1.5
<b>Total Work Experience</b>	Total	389	100.0
	1-5 years	69	17.7
	6-10 years	139	35.7
	11-15 years	135	34.7
	more than 15 years	46	11.8
<b>Working in</b>	Administration	139	35.7
	Teaching	181	46.5
	Auxiliary staff	69	17.7
	Total	389	100.0

Table 3 shows the results of mean, standard deviation, and reliability. For reliability analysis Cronbach alpha was used that shows the thickness of data, given by respondents in shape of responses. Where total questions were 35 excluding demographics, the result of reliability lies between 0-1 and 7 or 7> is applicable so all variables have alpha value is 8>. It helps us show how responses are suitable for research to measure the impact of organisational practices on organisational performance at the general universities in Sindh Pakistan.

**Table 3. Reliability Statistics**

Name of Variable	Mean	Std. Deviation	Cronbach's Alpha	N of Items
Internal Communication	.048	.958	.871	7
High Performance Work System	.079	.984	.922	6
Recruitment & Selection	-.010	.988	.867	7
Organisational Performance	-.030	.992	.895	8
Information Technology	.036	.997	.868	7
Organisational Practices	.153	2.498		
Total questionnaire reliability			.849	35

Table 4 shows the results of model summary, it shows how much model is fit with responses of participants in context of model. It shows impact of Information Technology, Internal Communication, High Performance Work System, and Recruitment & Selection on organisational performance. In this connection, the results suggested that this fitness is 50.70% as shown adjusted R<sup>2</sup>. The remaining gap can be covered by adding more variables or questions.

**Table 4. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.715 <sup>a</sup>	.512	.507	.69679986

a. Predictors: (Constant), Information Technology, Internal Communication, High Performance Work System, Recruitment & Selection

Table 5 is shows the analysis of variance. It is always necessary to perceive the variance between independent variables and dependent variables. So here Information Technology, Internal Communication, High Performance Work System, Recruitment & Selection are independent variables and Organisational Performance is the dependent variable. If there is no variance it means research is not possible. However, the table 4 is representing that there is significant variance between groups.

**Table 5. ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	195.417	4	48.854	100.620	.000 <sup>b</sup>
	Residual	186.444	384	.486		
	Total	381.861	388			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Information Technology, Internal Communication, High Performance Work System, Recruitment & Selection

Table 6 is showing the coefficient results where the contribution of each independent variable is highlighted. It suggested Information Technology, Internal Communication, High Performance Work System, Recruitment & Selection either contributed positively or negatively, significantly or insignificantly. So here all constructs are contributing positively and significantly as shown in Table 6. internal communication contributes 9.90%, High Performance Work System contributed 24%, Recruitment and Selection 42% and Information Technology 22.30%. All independent variables suggested that they have a positive and significant impact on organisational performance. This research illuminated that if organisational performance is needed to increase, universities must induct new dynamics of Information Technology, Internal Communication, High Performance Work System, Recruitment & Selection.

**Table 6. Coefficients<sup>a</sup>**

Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	-.058	.036			.102		
Internal Communication	.102	.037	.099	2.761	.006	.997	1.003
High Performance Work System	.248	.039	.246	6.325	.000	.838	1.193
Recruitment & Selection	.431	.043	.429	10.07	.000	.701	1.426
Information Technology	.222	.041	.223	5.446	.000	.761	1.315

a. Dependent Variable: Organisational Performance

These are the cumulated results of organisational practices and organisational performance. All constructs are computed through SPSS version 25<sup>th</sup> as to design Information Technology, Internal Communication, High Performance Work System, and Recruitment & Selection as

organisational practices. Even these are suggested by Dr Sheila (2018) in her project on organisational culture.

Here, in Table 7, fitness is 46.50%

**Table 7. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.683 <sup>a</sup>	.467	.465	.72544881

a. Predictors: (Constant), Organisational Practices

In Table 8 the variance is significant between organisational practices and organisational performance.

**Table 8. ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	178.192	1	178.192	338.590	.000 <sup>b</sup>
	Residual	203.669	387	.526		
	Total	381.861	388			

a. Dependent Variable: Organisational Performance  
b. Predictors: (Constant), Organisational Practices

In Table 9 the contribution of organisational practices is 68.30 and it is significant as shown in the beta column and sig. column.

**Table 9. Coefficients<sup>a</sup>**

Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.072	.037			
	Organisational Practices	.271	.015	.683	18.401	.000

a. Dependent Variable: Organisational Performance

#### **4 Discussion and Conclusion**

This research investigated the impact of organisational practices on organisational performance in all general universities of Sindh Pakistan and concluded that internal communication with management and employees is a sign of sustainable organisational performance and other achievements. Good care is not enough, but employee awareness and participation will greatly improve organisational performance. In this regard, Internal Communication has a positive and significant impact on organisational practices in all general universities of Sindh Pakistan. The contribution of Internal Communication is 9.9% and the significance level is .006 So, H1 is accepted.

Despite the many challenges, it was found that university recruitment and selection methods have proven effective in employee selection, although much work needs to be done to improve it. The recruitment and selection of employees determines the performance of the organisation to a large extent and is very important for the organisation to achieve its goals. Recruitment & Selection has a positive and significant impact on organisational practices in all general universities of Sindh Pakistan. The contribution of High-Performance Work System is 42.90% and the significance level is .000, H3 is accepted. It also called for strict compliance with recruitment and selection procedures to ensure that the university has adequate staffing, such as academic qualifications. Even Recruitment & Selection is the most contributing factor in enhancing organisational performance.

In addition, this study also shows that high performance work systems can strongly predict organisational performance. However, high performance work systems can have a significant and positive impact on the performance of the organisation. High performance work systems encourage employees to create new ideas, share understanding with each other, and change organisational tasks. High Performance Work System has a positive and significant impact on organisational practices in all general universities of Sindh Pakistan. The contribution of High Performance Work System is 24.60% and the significance level is .000, H2 is supported.

Research shows that Information Technology has a positive impact on organisational performance. However, information technology is not widely used in many public universities and various organisational fields. It is recommended to train IT personnel to improve organisational performance and reduce human error, speed and accuracy. Information Technology has a positive and significant impact on organisational practices in all general universities of Sindh Pakistan. The contribution of Information Technology is 22.30% and the significance level is .000.

Today, successful employees are those who understand the needs of the organisation and have the courage to improve management. Because in the current difficult economic situation, they are responsible for guiding limited resources to obtain organisational goals,



and their task is to implement the country's development plan. As a factor in creating a competitive advantage, information technology (IT) may cast a shadow over the goals of universities and change the way universities behave. Finally, it is said Organisational Practices impact positively and significantly on organisational performance. H5 is also accepted

## 5 Recommendations

- This study is conducted in the general universities of Sindh and it was quantitative in its approach. Future studies should be qualitative and applied in different fields.
- Management should install internal communication systems through information technology to speed up work, avoid human error and to enhance organisational performance.
- Management should focus on ability enhancing initiatives such as better work system and the procedure of recruitment and selection.
- This study is cross sectional in nature and needs to be extended to include longitudinal data in the future.
- This study carried out team effectiveness as a mediator and future researchers are needed to use more variables as mediators.

**Implications:** this study goes to ensure how academic researchers and practitioners, management and employees are dealing with internal communication, high performance work systems and information technology in universities and in other organisations so as to move towards organisational growth and to improve organisational performance.

**Limitations:** due to limited time and budget constraints this study is limited to the general university of Sindh and sampling was also confined as to understand the impact of organisational practices on organisational performance. Only few components are taken as independent constructs from previous literature.



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