



Internal Recruitment and Its Impact on Improving Employees' Job Performance : A Field Study on a Sample of Employees at the University of M'sila

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Received: 09/12/2025

Accepted:25/03/2026

Published: 14/06/2026

Abstract

This research aims to identify the extent to which internal recruitment affects the improvement of employees' job performance at the University of M'sila, by examining the relationship between internal recruitment practices and the level of performance efficiency within the university.

The research employed a descriptive-analytical design in order to fulfill its research objectives, as this approach is deemed appropriate for examining such phenomena. Primary data were gathered through a structured questionnaire administered to a selected sample of university staff members. Out of the 90 questionnaires that were initially distributed, 87 were returned in a valid form suitable for statistical analysis, yielding a response rate of 96.66%. The collected data were subsequently coded, processed, and analyzed using the Statistical Package for the Social Sciences (SPSS).

The results of the research revealed a statistically significant relationship between internal recruitment and job performance effectiveness, confirming the positive role of internal recruitment policies in enhancing human resource efficiency and improving the level of performance within the university institution. In light of these findings, the research recommended adopting objective criteria for promotion and incentives, in addition to linking training and development programs to performance evaluation results, in order to strengthen organizational performance and achieve greater effectiveness within the university under study.

Keywords : Recruitment ; Internal Recruitment ; Public Employee ; Employees' Job Performance.



Introduction

The public service plays a key role in organizing societal life and ensuring the provision of public services in a way that aligns with the public interest. It further serves as an indicator of the effectiveness of public institutions and administrative structures, as well as the overall quality of their performance. The level of citizen satisfaction is closely linked to how efficiently these bodies operate and the competence of their human resources. Accordingly, recruitment procedures are not carried out in a random manner, but are governed by clear legal and regulatory provisions that ensure transparency and fairness.

To ensure improved performance, public administrations and institutions rely on continuous employee evaluation to identify strengths and weaknesses, while working to develop competencies and enhance professional efficiency. Internal recruitment, in this context, contributes to the optimal utilization of available human resources, expands opportunities for promotion, and ensures alignment between employees' capabilities and job requirements. This, in turn, supports the improvement of performance levels and enhances the overall effectiveness of administrative operations.

Based on this framework, the current study aims to investigate how internal recruitment is linked to employees' job performance, with a particular focus on its contribution to better utilization of human competencies and the enhancement of performance standard. The study further assesses the extent to which internal recruitment practices can improve the effectiveness of job performance within the University of M'sila.

I. Research Methodology

1. Research Problem

The research problem is expressed through the following central question :
- **How does internal recruitment influence the enhancement of employees' job performance at the University of M'sila ?**

The following sub-questions are derived from the main research question :

- Is there a statistically significant correlation between internal recruitment and employees' job performance at the University of M'sila ?
- Is there a statistically significant effect of internal recruitment on employees' job performance at the University of M'sila ?

2. Research Hypotheses

To respond to the main research problem, the study sets out the following primary hypothesis :

- Internal recruitment contributes to activating and improving the job performance of employees at the University of M'sila.

The following two sub-hypotheses are derived from the main research hypothesis :

- There is a statistically significant correlation between internal recruitment and employees' job performance at the University of M'sila.
- There is a statistically significant effect of internal recruitment on employees' job performance at the University of M'sila.



3. Significance of the Study

The significance of this research is outlined in the following points :

- This study aims to provide a knowledge contribution that helps decision-makers understand the factors that contribute to improving employees' job performance when implementing the internal recruitment system within the studied institution.
- It also seeks to address the gaps identified in previous literature by clarifying the role of internal recruitment in enhancing job performance effectiveness, thereby enriching the research body related to this topic within the studied institution.

4. Research Objectives:

This research seeks to achieve a set of the following objectives::

- This research aims to study the impact of internal recruitment on employees' performance by analyzing the nature of the relationship between them and its effect within the studied institution.
- Providing an in-depth analysis of the current state of implementing internal recruitment practices and how they are applied within the studied institution.
- Focusing on evaluating employees' job performance levels and measuring their efficiency within the organizational context.
- Examining the extent of internal recruitment's contribution to achieving the institution's objectives and its role in improving the quality of job performance.
- Attempting to bridge the gap between theoretical and practical aspects by integrating scientific principles into organizational reality.
- Drawing conclusions and transforming them into practical and applicable recommendations.

II. The Theoretical Framework of the Research :

1. The Concept of Internal Recruitment

This section presents the concept of recruitment, along with an explanation of the public employee, then moves on to address internal recruitment and its various types, as it is considered one of the fundamental mechanisms in human resource management. It also considers introducing the concept of recruitment as a necessary step before discussing internal recruitment.

1.1 Definition of Recruitment

Recruitment is a strategic activity that supports organizations in maintaining an effective workforce capable of achieving organizational objectives. Through this process, companies evaluate their labor requirements, identify the competencies needed for different jobs, and plan hiring activities according to operational demands. In addition, recruitment focuses on reaching and encouraging skilled job seekers to apply for vacancies, which helps organizations strengthen their human capital and improve overall performance (Syed Iradat & Muzafar, 2021, p. 47).

Recruitment can be viewed as an organized activity aimed at identifying and encouraging suitable candidates to apply for available employment opportunities. This process may



involve searching for talent both within the institution and from external sources to ensure that vacant roles are filled with individuals who possess the necessary expertise, qualifications, and abilities required for effective job performance.

1.2 Definition of Internal Recruitment

"Internal recruitment is a method used by organizations to fill job openings by making use of their existing workforce. Instead of hiring externally, the organization may assign employees to new roles through promotion or internal transfer based on their suitability for the position. When a vacancy arises, it is first shared within the organization through internal communication channels such as notices or official announcements. Employees who are interested may then be considered based on their experience, skills, and overall performance records. Management reviews available employee information to identify individuals whose capabilities align with the requirements of the vacant job.

This approach emphasizes developing and utilizing internal talent before seeking candidates from outside the organization, ensuring that existing human resources are given priority in staffing decisions." (Peretti, 2007, p. 77).

1.3 Public Employee

The jurist *Waline* defines a public employee as:

"Any person who contributes to the management of a public service administered directly, is appointed to a permanent position, and occupies a rank within the framework of the public administration" (Shtnawi, 2003, p. 414).

1.4 Internal recruitment methods:

Different approaches can be used when organizations rely on internal staffing, and these are generally considered the key categories of internal recruitment:

Elevation to a higher position :

"Promotion refers to any change affecting an employee's legal status that results in advancement and distinction among peers. It involves assigning an employee to a higher-level position than their current one in terms of authority, responsibility, and status" (Sila, 2022, pp. 93–94).

□ Job Transfer :

Job transfer consists of moving an employee from one position to another at the same administrative level, either within the same administrative unit or to another unit. This transfer may occur at the employee's request or based on the needs and decisions of the organization's management (Ben Miri & Felaq, 2020, p. 551).

□ Former Employees :

This refers to rehiring individuals who have previously worked within the organization, particularly those who express a desire to return. This approach enhances employees' sense of loyalty and organizational belonging, while also increasing overall job satisfaction (Wahiba & Hajira, 2015, p. 89).



Public institutions may re-employ such individuals to fill vacant positions, especially those who possess the required qualifications and competencies. Another method sometimes adopted by public institutions is the recruitment of employees' offspring.

1.5 Advantages of Internal Recruitment

Organizations tend to favor internal recruitment for several key reasons (Alexandra, 2025, pp. 6–7):

- Employers have a better understanding of their current employees compared to external candidates, which facilitates the evaluation of their skills and past performance and reduces the risk of incorrect selection. Moreover, internal employees often possess prior knowledge of the job and organizational culture, enabling faster and less costly adaptation.
- Internal recruitment allows organizations to rely on employees who already have substantial experience within the institution and are likely to have acquired essential skills through on-the-job learning. It may be costly for the organization to find external candidates capable of surpassing current employees who possess such institution-specific knowledge.
- Internal candidates are familiar with the organization's culture, characteristics, and systems. This familiarity constitutes a significant advantage when filling vacancies with internal candidates, as it
 - Enables them to learn and perform tasks more efficiently than external recruits.
 - Promotion serves as a strong motivational tool for employees, as their efforts are likely to be rewarded with career advancement. This increases internal candidates' motivation. When internal recruitment is based on promotion rather than hiring external candidates, employee motivation tends to rise. Conversely, failure to fill positions through promotion may negatively affect the motivation of lower-level employees, reducing their commitment and increasing employee turnover rates.

2. The Concept of Job Performance

Describes how well an employee fulfills the responsibilities assigned to them within a workplace. It reflects the degree of effectiveness and accuracy in completing tasks and can be understood through different indicators such as productivity levels, consistency of results, work quality, level of initiative, and conduct on the job.

When employees perform well, they contribute positively to organizational success by improving efficiency and helping achieve planned goals. In contrast, unsatisfactory performance can slow down work processes, reduce output quality, and ultimately affect the organization's ability to reach its objectives. (Fadli Agus & Wang, 2023, p. 151).

2.1 Definition of Job Performance

" It refers to a type of behavior in the work environment that is directed toward achieving a specific goal, and it cannot be explained solely by the individual's internal factors. Rather, this behavior is shaped through the interaction between personal influences and the external



conditions and environment in which the individual operates, resulting in balanced and goal-oriented job behavior" (Arfis, 2018, p. 480).

"Job performance can be understood as the overall contribution an employee makes through their work, including how effectively tasks are completed, the amount of output produced, and the degree of consistency maintained over time. It is a key indicator that reflects how well an organization is functioning and achieving its objectives. In addition, it represents an essential element for sustaining organizational operations and supporting long-term growth and improvement" (Khaliza & Peng, 2024, p. 303).

"Performance at work can also be understood as the collection of actions an employee undertakes to support the organization's objectives, which can be evaluated based on how much they contribute to the organization's overall efficiency. This includes activities such as improving personal knowledge and skills, effectively resolving challenges encountered in the workplace, and actively taking part in decision-making and organizational processes." (Felipe Eduardo & Elizabeth Emperatriz, 2025, p. 21).

"The concept of job performance is fundamentally associated with two key terms: **effectiveness**, which indicates the degree of goal achievement, and **efficiency**, which reflects the resources used to achieve those goals" (Samira & Hanane, 2023, p. 139).

2.2 Importance of Job Performance

Job performance plays a crucial role in the success of any organization, and its significance can be illustrated through several key points : (Meriem, 2018, p. 481)

- It is a fundamental element in any production or service process aimed at achieving organizational objectives ;
- It constitutes the primary driving force of the production process due to its direct linkage to the human element.;
- It contributes to transforming resources into higher-value products or services ;
- It reflects employees' efficiency and the extent to which their abilities and skills are effectively utilized ;
- It serves as importé indicator of an organization's success, stability, and sustainability ;
- It directly influences organizational development and progression through different growth stages ;
- Its importance extends beyond the organization to encompass broader economic and social development.

III. The Applied Framework of the Research :

1. The Research Sample and Analytical Tools :

1.1 Sample of the Research :

The research focused on administrative personnel at Mohamed Boudiaf University in M'sila. Out of 90 distributed questionnaires, 87 were returned fully completed and considered valid for analysis, which corresponds to a response rate of 96.67%.



1.2 Data Collection Tool:

A questionnaire was used for data collection, designed based on prior research and the study's theoretical framework, and is divided into two sections :

- **Part One** : This section gathers information about the participants' personal and work-related background, including their gender, educational qualifications, job title, and length of employment.
- **Part Two**: This section examines the key areas of the questionnaire and is divided into two parts. The first part addresses internal staffing and consists of 10 statements, while the second part deals with job performance and contains 11 statements..

A Likert scale with five points was used to measure internal employment and job performance.

1.3 Statistical Method Used in the research:

To confirm the questionnaire's validity and reliability and to evaluate the study's hypotheses, the Statistical Package for the Social Sciences (SPSS) was applied to carry out various statistical analyses, including:

- The study sample's responses across the research dimensions were analyzed using frequencies, percentages, mean values, standard deviations, and the t-test.
- Cronbach's alpha was applied to check the reliability of each section of the questionnaire, as well as the overall reliability of the instrument.
- To explore relationships and develop a regression model, the correlation coefficient, coefficient of determination, and one-way ANOVA were employed.
- Additionally, the Kolmogorov–Smirnov test was conducted to verify whether the data distribution was normal, particularly when the sample size exceeded 50 participants.

1.4 Assessment of the Validity and Reliability of the Research Instrument:

1.4.1 Assessment of the Questionnaire Validity :

Cronbach's alpha coefficient was applied to examine the internal consistency of the questionnaire. With a reliability value of 0.60, the instrument demonstrates an acceptable degree of reliability, making it appropriate for use in statistical analyses.

2.4.1 Questionnaire Validity Assessment :

Cronbach's alpha was applied to check the questionnaire's internal consistency. The reliability score of 0.60 demonstrates a satisfactory level, confirming that the instrument is appropriate for use in analysis.

Table (01): Reliability Analysis of the Questionnaire Using Cronbach's Alpha for the First and Second Dimensions

No.	Dimension	Number of Items	Cronbach's Alpha
1	Internal Employment	10	0.676
2	Job Performance	11	0.724

Source : Output from the SPSS Software



Table (01) shows that the study variables demonstrated acceptable internal consistency, with reliability coefficients exceeding 65%, indicating that the questionnaire items were sufficiently consistent and appropriate for measuring the study variables.

1.5 Distribution Normality Test :

The Kolmogorov–Smirnov test was applied to assess data normality. As all p-values were higher than 0.05, the dataset was found to be normally distributed, allowing the use of parametric statistical analyses.

2. Demographic characteristics of the research sample members :

The analysis results for the first section of the questionnaire are summarized below, focusing on the demographic profile of the research sample :

2.1 Distribution of the research sample according to the gender variable :

Table (02) summarizes the results of the research sample distribution by gender.

Table No. (02) : Distribution of the research sample according to the gender variable

Category	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Male	30	34.5%	34.5%	34.5%
Female	57	65.5%	65.5%	100%
Total	87	100%	100%	100%

Source : Output from the SPSS Software

The results of the descriptive analysis reveal a clear predominance of female employees in the research sample, who account for 65.5%, while males constitute 34.5%. This distribution is consistent with the staffing pattern observed in the university’s administrative hierarchy.

2.2 Sample distribution by educational qualification :

Table (03) shows the distribution of the research sample by educational level.

Table (03): Distribution of the research sample by educational level

Category	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Average	1	1.1%	1.1%	1.1%
Secondary	33	%37.9	%37.9	39.1%
University	53	%60.9	%60.9	100%
Total	87	%100	%100	•

Source : Output from the SPSS Software

Table (03) shows that most of the sample is university-educated (60.9%), followed by secondary education (37.9%), with a very small proportion at the intermediate level (1.1%). Overall, the sample is highly educated

2.3 Distribution of the research sample according to occupation :

Table (04) shows the distribution of the research sample by occupation.

**Table (04): Distribution of the research sample according to the occupation**

Job Position	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Administrators	28	32.2%	32.2%	32.2%
Administrative Assistants	9	10.3%	10.3%	42.5%
Administrative Staff	13	14.9%	14.9%	57.5%
Clerks	12	13.8%	13.8%	71.3%
Accountants	6	6.9%	6.9%	78.2%
Technicians and Engineers	12	13.8%	13.8%	92%
Library Staff	7	8%	8%	100%
Total	87	100%	100%	•

Source : Output from the SPSS Software

Table (04) shows seven job categories, with administrators ranking highest (32.2%), followed by administrative staff (14.9%). Clerks and technicians/engineers each account for 13.8%, library staff 8%, and accountants the lowest (6.9%).

The results indicate that most members of the sample hold the position of administrative officer. This can be explained by the university's recruitment policy, which includes annual external competitions as well as internal competitions exclusively directed at its staff, leading to a higher representation of this category.

2.4 Distribution of the research sample according to years of experience :

Table (05) summarizes the findings on how the study sample is distributed by years of experience.

Table (05): Distribution of the research sample according to years of experience

Category	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Less than 5 years	14	16.1%	16.1%	16.1%
6 to 10 years	19	21.8%	21.8%	37.9%
11 to 15 years	32	36.8%	36.8%	74.7%
16 to 20 years	22	25.3%	25.3%	100%
Total	87	100%	100%	•

Source : Output from the SPSS Software

Table (05) shows that most respondents have 11–15 years of experience (36.8%), followed by 16–20 years (25.3%) and 6–10 years (21.8%), while those with less than 5 years represent the lowest proportion (16.1%).



The results show that most of the sample has over 11 years of experience (62.1%), indicating a generally experienced group with accumulated professional expertise.

3. Analysis and interpretation of the study sample's responses regarding the first dimension:

This section of the study examines the views of administrative staff at Mohamed Boudiaf University of M'sila regarding internal recruitment, using frequencies, means, and standard deviations to describe their responses, as well as a one-sample t-test to determine the statistical significance of differences at the specified significance level.

Table (06) presents the t-test results and mean values in one table to facilitate analysis and shows the study sample's attitudes toward internal recruitment

Table (06): Respondents' attitudes toward the internal recruitment mechanism

No.	Statements	N	Mean	Std. Deviation	T	Sig. (2-tailed)
01	Those responsible for internal recruitment possess the required qualifications to properly perform their duties.	87	2.94	1.214	22.611	0.00
02	Internal recruitment policy contributes to motivating employees.	87	2.56	1.217	19.643	0.00
03	The university schedules internal recruitment processes within the annual human resource management plan.	87	3.48	0.998	32.537	0.00
04	Internal recruitment ensures placing the right person in the right position.	87	2.40	1.262	17.758	0.00
05	Professional tests measure the skills required of candidates.	87	2.75	1.193	21.475	0.00
06	Promotions based on favoritism negatively affect employees' performance.	87	3.69	1.315	26.179	0.00
07	The university determines its human resource needs through internal promotion.	87	3.20	1.010	29.518	0.00
08	Promotion based on professional examinations is considered the most important criterion for promotion.	87	3.25	1.222	24.827	0.00
09	University employees benefit automatically from discretionary promotion criteria.	87	2.77	1.128	22.908	0.00
10	Obtaining a higher academic qualification after employment is considered a strong justification for promotion by the university.	87	3.75	1.260	27.749	0.00



Source : Output from the SPSS Software

As for the overall weighted mean of all questionnaire items, it is presented in the following table :

Table (07) : Overall weighted mean of all questionnaire items for the first dimension

	N	Mean	Std. Deviation	T	Sig. (2-tailed)
First Axis : Internal Recruitment	87	3.344	0.88	35.438	0.000
Valid N (listwise)	87				

Source : Output from the SPSS Software

The results of Table (07) indicate general support for the “internal recruitment” dimension, with a t-value of 35.438 and a significance level of 0.000, showing statistically significant differences. The mean score was 3.344, reflecting a positive trend, while the standard deviation of 0.88 indicates relatively consistent responses.

The findings indicate that internal recruitment practices positively influence employee engagement and performance. Statement (10) ranked highest (M = 3.75), followed by (6) (M = 3.69) and (3) (M = 3.48). Other items showed moderate to low agreement, with most results being statistically significant at the 0.05 level, confirming the reliability of the findings

4. Analysis and interpretation of the study sample’s responses related to the items of the second dimension:

This section analyzes the views of administrative staff at Mohamed Boudiaf University of M’sila regarding employees’ job performance using frequencies, means, and standard deviations, and applies a one-sample t-test to test statistical significance at the chosen level.

The t-test results and mean scores were summarized in one table (Table 08) to facilitate clearer analysis and interpretation of the study sample’s responses regarding internal recruitment

Table (08): The opinions of the research sample regarding employees’ job performance.

No.	Statements	N	Mean	Standard Deviation	t	Sig. (two-tailed)
11	The regulations and rules adopted by the university contribute to the development of employee performance.	87	2.62	1.154	21.186	0.00
12	Monitoring attendance and departure times is necessary to achieve effective performance.	87	2.83	1.331	19.811	0.00
13	The university provides training programs and courses for its employees.	87	2.95	1.337	20.603	0.00
14	The internal recruitment system contributes to	87	3.03	1.125	25.153	0.00



No.	Statements	N	Mean	Standard Deviation	t	Sig. (two-tailed)
	improving employee performance.					
15	Employees show commitment to work even outside official working hours.	87	2.89	1.271	21.178	0.00
16	There is an effective system for evaluating employee performance at the university.	87	2.23	0.911	22.826	0.00
17	Evaluation results are used to improve employee performance.	87	2.60	1.105	21.937	0.00
18	There is a match between the position held and the qualifications acquired by the employee.	87	2.51	1.190	19.643	0.00
19	University officials pay attention to employees' suggestions.	87	2.28	1.053	20.157	0.00
20	There is continuous coordination between the various administrative units within the university.	87	2.62	1.154	21.186	0.00
21	Limited promotion opportunities and lack of benefit from promotion are a reason for poor employee performance.	87	3.34	1.122	31.523	0.00

Source : Output from the SPSS Software

As for the overall weighted mean of all questionnaire items, it is presented in Table (09) :

Table (09): Weighted Overall Mean for All Questionnaire Items in the Second Dimension

Dimension	N	Mean	Standard Deviation	t	Sig. (two-tailed)
Second Dimension : Employee Job Performance	87	3.20	0.812	36.814	0.00
N valid (listwise)	87				

Source : Output from the SPSS Software

Table (09) shows a positive perception of employees' job performance, with a significant t-test result ($t = 36.814$, $Sig = 0.00 < 0.05$). The mean (3.20) indicates agreement, while the standard deviation (0.812) reflects low variation in responses.

These findings can be explained by the university's commitment to achieving effective performance through controlling performance indicators, which contributes to increasing productivity, enhancing employees' creativity and innovation, and reinforcing discipline and respect for regulations



5. Testing the Research Hypotheses: "Internal recruitment contributes to activating and improving the job performance of employees at the University of M'sila".

To test the main research hypothesis, which states that internal recruitment contributes to activating and improving employees' job performance at the University of M'sila, two sub-hypotheses were examined. A simple linear regression model was used to test the first sub-hypothesis, while ANOVA and the coefficient of determination were used to test the second sub-hypothesis.

5.1 Testing the First Sub-Hypothesis :

✓ **Testing the first sub-hypothesis :** "There is a statistically significant correlation between internal recruitment and the job performance of employees at the University of M'sila."

To test the validity of the aforementioned hypothesis, the correlation coefficient was calculated between internal recruitment as an independent variable and the employees' job performance as a dependent variable. The results obtained are presented in Table (10).

Table (10): Correlation coefficient between the two variables

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	A	Std. Error	Beta		
(Constant)	1,938	0,316		6,142	0,00
First Dimension : Internal Recruitment	0,379	0,091	0,411	4,158	0,00

Source : Output from the SPSS Software

The statistical results indicate that the significance value (Sig. = 0.00) is lower than 0.05, which implies that both coefficients are statistically significant, reflecting a good quality level of the model. Considering employee job performance as (Y) and internal recruitment as (X), the estimated correlation between the two variables confirms the validity of the first sub-hypothesis, as shown in the table presented :

$$Y=0.379X+1.938 \quad Y = 0.379 X + 1.938$$

The results indicate the presence of a statistically significant correlation between internal recruitment and the job performance of employees at the University of M'sila.

5.2 Testing the Second Sub-Hypothesis :

✓ **Testing the second sub-hypothesis :** "There is a statistically significant effect relationship between internal recruitment and the job performance of employees at the University of M'sila."

The R-squared value shows that internal recruitment accounts for a relatively small share of job performance variation (16.9%), while most of the variation (83.1%) is linked to other unobserved factors, as presented in Table (11):



Table (11): Coefficient of Determination

Model	R	Coefficient of determination (R ²)	Adjusted R ²	Standard Error of the Estimate
1	0.411a	0.169	0.159	0.74501

Source : Output from the SPSS Software

Based on the Analysis of Variance (ANOVA) table, it is observed that the calculated significance level is lower than the predetermined significance level (Sig = 0.00), which indicates a statistically significant effect of internal recruitment on the job performance of employees at the University of M’sila, as shown in Table (12)

Table (12): ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9,598	1	9,598	17,292	0,000 ^b
	Residual	47,178	85	0,555		
	Total	56,776	86			

a. Dependent Variable : Second Dimension – Employee Job Performance

b. Predicted Values : (Constant) First Dimension – Internal Recruitment

Source : Output from the SPSS Software

Based on the results presented in Table (12), the second sub-hypothesis was accepted, confirming the existence of a statistically significant effect relationship between internal recruitment and employees’ job performance ; consequently, the null hypothesis was rejected. The findings also indicate that internal recruitment significantly contributes to improving employee performance at the university.

6. Conclusion

The main findings of the study can be summarized in the following points :

- Internal recruitment at the university is included in the annual human resource management plan and is implemented by qualified staff according to the established rules and regulations, which enhances job performance.
- The internal recruitment policy at the University of M’sila is not sufficiently motivating and does not ensure placing the right person in the right position according to their qualifications and abilities.
- Employees demonstrate attention to time management in performing their tasks, including outside official working hours when necessary.
- Promoting employees who have higher academic qualifications is necessary to align positions with their credentials.
- The university relies on professional examinations as a primary criterion for promotion, highlighting the technical skills required for administrative roles.



- Nepotism and the limited number of available positions negatively affect overall performance and reduce employee effectiveness.
- The university organizes training programs to develop innovation and administrative efficiency.
- There is continuous coordination between the administrative structures within the university.
- Officials do not pay sufficient attention to employees' suggestions.
- Performance evaluation helps the university identify training needs to improve weaknesses and enhance strengths.
- The majority of respondents believe that the university lacks an effective system for performance evaluation.
- The study revealed that attention is given to internal recruitment patterns through promotion, which enhances job performance.
- The results showed that internal recruitment is significantly associated with employees' job performance at the University of M'sila and has a noticeable positive influence on it.
- The overall findings support the main hypothesis, showing that adopting internal recruitment strategies helps the university better address its staffing needs and contributes to more effective job performance. This approach is also associated with higher productivity levels and improved employee morale.

Based on the study outcomes, it is possible to suggest several practical recommendations for the university under investigation, as outlined below:

- Activate the incentive system in a way that directs rewards to deserving employees to improve performance and increase competition.
- Place employees in positions that match their qualifications and experience to ensure psychological stability and maximize their contributions
- Establish an effective performance evaluation system to measure employee efforts and link the results to promotions and incentives.
- Reduce nepotism and favoritism in promotions and promote fairness to enhance performance levels.
- Link training and development programs to the outcomes of performance evaluations.
- Promote a culture of performance evaluation among employees as a tool to improve performance and address weaknesses.
- Prioritize employees' suggestions to enhance their performance and increase institutional effectiveness.

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