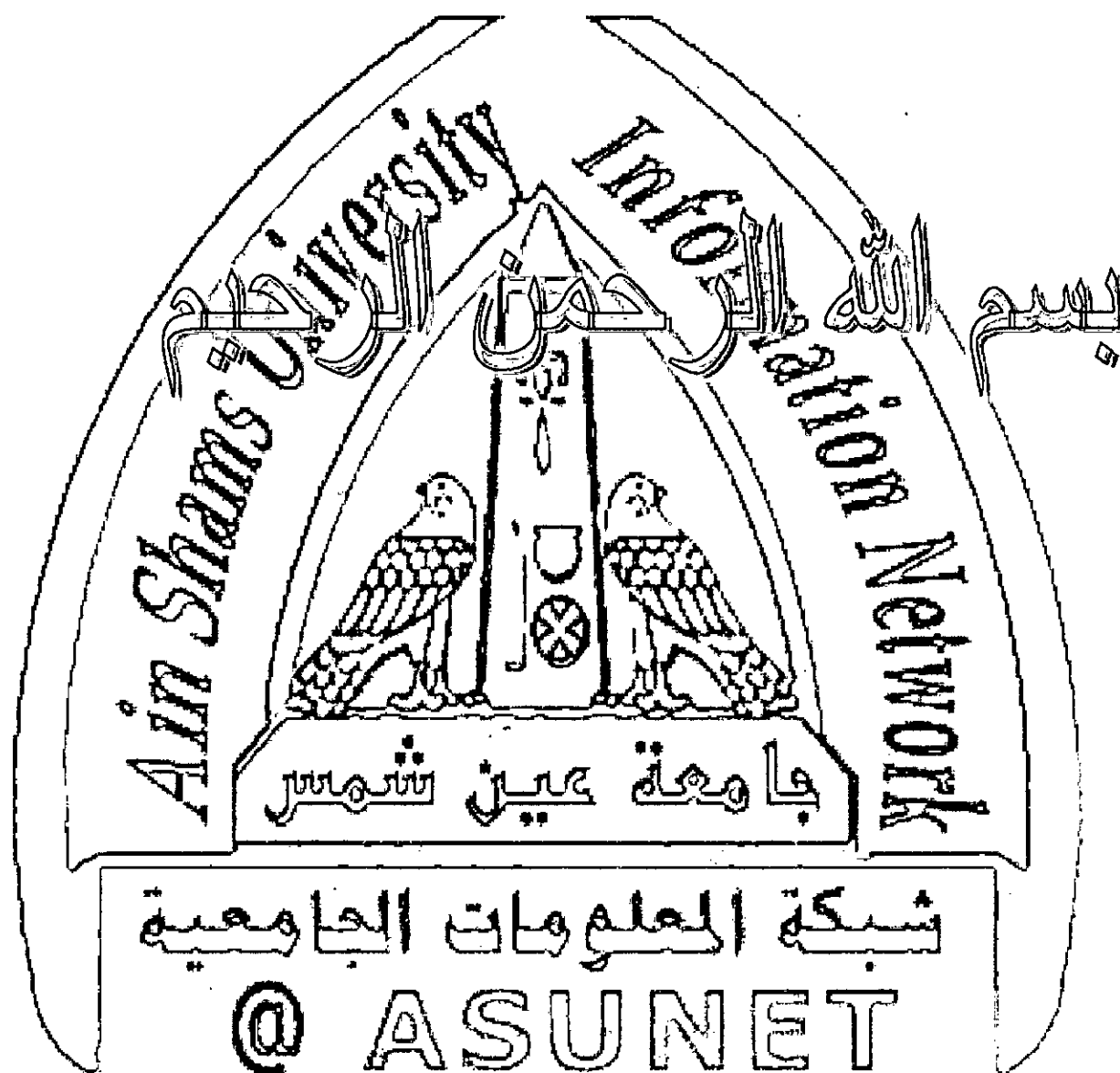




شبكة المعلومات الجامعية





شبكة المعلومات الجامعية

جامعة عين شمس

التوثيق الالكتروني والميكروفيلم

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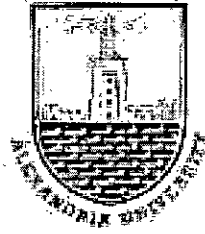
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ALEXANDRIA UNIVERSITY
FACULTY OF COMMERCE
EMBA PROGRAM

EMBA
Executive

*The relationship between academic performance at the
university level and job performance during the first two
years of employment*

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W L E S

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Finally, I would like to dedicate all my progress to the spirit of my late mother (God rest her soul) for all her continuous support & encouragement throughout my whole life...

Thank you all,

Sherif Mossad Abd Elfatah

Abstract:

Recruitment, as a human resource management function, is one of the activities that affect the performance of any organization. While it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement, it is taking a long time for any organization to identify and implement new, effective hiring strategies... Some of the strategies that organizations can and do employ to ensure the existence of the best possible pool of qualified applicants from which they can fill vacancies as and when required. . . .

This paper discusses one of the most important aspects that had a direct impact on the recruitment process. It is noticed that university grades of fresh graduates' play an important role in the recruitment process of many companies. Those companies go after the university grade as a primary indicator and may be a sole indicator for the future performance of the person. This phenomenon appears clearly in some companies. Practically speaking, if the fresh graduate "candidate" is not acquiring at least "Good" as a university grade, he / she will be refused from the selection by document phase in the recruitment process. Hence, we can expect that the performance of this newly joined candidate will increase as his university grade increases.

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Chapter One – Introduction

1.1 Introduction:

Acquiring and retaining high-quality talent is critical to any organization's success, as the job market becomes increasingly competitive and the available skills grow more diverse. Recruiters need to be more selective in their choices. Since poor recruiting decisions can produce long-term negative effects, among them high training and development costs. To minimize the incidence of poor performance and high turnover which, in turn, affect staff morale, the production of high quality goods and services and the retention of organizational memory, companies should pay great attention in all its processes. At worst, the organization can fail to achieve its objective thereby losing its competitive edge and its share of the market.

Traditionally, organizations have had little need to worry about market share and increasing competition since they operated in a monopolistic environment. But in recent time, the emphasis on New Management approaches has forced organizations to pay closer attention to their product / service delivery as consumers have begun to expect and demand more for their pounds. No longer are citizens content to grumble about poorly-produced goods, services, the under-qualified and untrained employees who provide them. Organizations must seek all possible avenues for improving their output and providing the satisfaction their clients require and deserve.

The provision of high-quality goods and services begins with the recruitment process. Recruitment was described as "the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests" (Randall, 1987). Then, recruiting was described as "Process of attracting appropriate applicants for an organization's jobs" (J. Rachman, 1996). Finally, Recruitment was described as "the process of generating a pool of qualified candidates for a particular job; the first step in the hiring process" (Gomez-Mejia, 2004). In other words, the recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies.

Successful recruitment begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future

job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expanded to attract and retain such talent.

Also related to the success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources.

Organizations seeking recruits for base-level entry positions often require minimum qualifications and experience. These applicants are usually recent high college or university / technical college graduates many of whom have not yet made clear decisions about future careers or are contemplating engaging in advanced academic activity.

1.2 Study Overview:

This study was established to explore the topic of "The relationship between academic performance at the university level and job performance during the first two years of employment" with particular relevance to younger employees. This study will be conducted in one of the largest industrial companies in the Middle East "Al Ezz Dekheila Steel Company – Alexandria" and it is expected to be generalized on many sectors to assess its reliability and validity especially in the banking sector.

The collection of information will involve some main activities – performance evaluation records of employees for two consecutive years as well as managers' comments on the performance of those employees. It will involve focus groups (approximately 10 participants) and/or interviews attached with some questionnaire. As the focus group will investigate the research topic and associated issues, it is decided to offer questionnaires only to those who had participated in the groups. This helped to ensure that participant responses were focused on the research topic.

The focus groups / interviews and questionnaires were conducted in June 2009. One of the focus group was conducted in a nice place outside the company borders, in order to take participants away from their regular workplace for a period of time and to allow

them to participate without distractions and the other one was conducted within the company borders.

The research revealed a number of directions for further studies and which will be outlined in the conclusion and recommendations.

1.3 Study Question:

The study question was developed by considering the trend found in some big companies seeking to employ qualified employees, particularly those acquiring high university grades.

The study question is as follows:

Is the university grade a good predictor of employee future performance?

1.4 Research Methodology:

The subject of this research is employee's job performance in a big company compared to their academic performance. The study was exploratory, as the issue has not been widely investigated to date. As the research topic is of a subjective nature, the questions generally explored dimensions of the topic.

- The data collection will be from:
 1. Employee's company records (Ages – University Grades – Specializations – Joining dates).
 2. Performance Evaluation records of employees for two consecutive years.
 3. There will be some interviews with employees under study.
 4. Managers' comments on the performance of those employees under study.
 5. Human Resources development plans concerning employees under study.
 6. Finally conducting a focus group (involving approx. 10 participants).

- The data will be analyzed so as to examine the understanding of the topic to explore issues, trends and future implications.

1.5 Research Limitations:

- The short time frame of this research.
- Although the subject of the research will be conducted in one of the largest industrial companies in the private sector, there may be some limitations in terms of its applicability in a broader context.
- This study should be given more emphasizes, it should be generalized and conducted on more companies in both private and public sectors in the near future to validate and confirm its outcomes, results and conclusions.

Chapter Two – Literature Review