# Exploring the Impact of Recruitment and Selection on Organizational Performance

Ahmad Ali[1], Rafid Ullah[2], Shumaila Hashim[3], M. Zulqarnain Safdar[4], Tufail Nawaz[5]

*Abstract*
*The success of an organization depends on the recruiting and selection process, which involves selecting and hiring the best-qualified employees based on their abilities, experience, and skills. The study aimed to determine how hiring and firing practices affected organizational performance at higher education institutions (HEIs) in Southern KP, Pakistan. The study aimed to ascertain the effects of recruitment and selection on organizational performance at higher education institutions (HEIs) in KP's southern areas. In the south region of Khyber Pakhtunkhwa (KP), 330 respondents were chosen by stratified random sampling from public and private HEIs. The respondents (teachers), who filled out a closed-ended questionnaire, provided the information. The validity and reliability of the findings were investigated using SPSS. The results demonstrate that all hypotheses are accepted. The relationship between these factors was estimated and tested using simple linear regression. The study's conclusions showed that hiring and selecting employees directly impacted an organization's success. HEIs should focus on recruiting and hiring qualified staff to ensure that their performance meets the expectations of their clients. These findings will help HEIs, the government, and other stakeholders increase an organization's effectiveness. Finally, some exciting recommendations are given for HEI policymakers. The researchers also make some suggestions for additional research projects based on the current study's findings.*
**Keywords:** Recruitment & Selection, Organizational Performance, Faculty Members & HEIs.

## Introduction

Recruitment and selection are crucial for every successful organization since they increase and maintain organizational effectiveness. According to Asan and Soyer (2022) and several other researchers including Asif, (2021), two examples of the types of outcomes that can be influenced by the selection system utilized by an organization are agility and financial performance. The hiring and selection of new employees are the primary responsibility of the human resources department in any organization's daily operations. Additionally, the hiring procedure is where a company can improve its capacity to successfully compete in the market (Verma et al., 2022). The hiring process involves many steps that take time and resources, starting with identifying candidates. The next step is to arrange, prepare for, and perform interviews (Harris et al., 2022). Therefore, it is believed that recruitment and selection are the procedures via which organizations look for, meet, and get interested in potential appointees before deciding whether or not it would be appropriate for them to hire any of them (Lundvall, 2022; Rajabpour et al., 2022). The words "recruitment" and "selection" relate to two distinct

---

[1] *Department of Business Administration, Gomal University, Dera Ismail Khan, KP, Pakistan.*
[2] *Department of Business Management, Karakoram International University, GB, Pakistan.*
[3] *Department of Business Administration, Gomal University, Dera Ismail Khan, KP, Pakistan.*
[4] *Department of Business Administration, Gomal University, Dera Ismail Khan, KP, Pakistan.*
[5] *Department of Business Administration, Gomal University, Dera Ismail Khan, KP, Pakistan.*

stages of the hiring and recruiting process, the two components that together make up the complete process (Subramanian & Suresh, 2022).

Recruitment is locating candidates interested in work and persuading them to submit job applications within the organization (Hommel et al., 2022). In contrast, "selection process" refers to the methods used to screen applicants and choose the most qualified ones for open positions. Additionally, the organization's primary goal in hiring is to persuade a more significant proportion of prospective employees to submit their applications, and the recruitment process's primary goal is to find the most qualified candidates for any position within the organization (Dianti et al., 2022). The hiring process immediately follows the recruitment phase and entails final assessments, selecting decisions, and conveying decision-making and employment processes. By contacting "suitable" consumers who fit the position, recruiting is viewed by experts as a "positive approach to generating an abundance of possibilities" (Ghani et al., 2022). However, he added that once these people are discovered, they can start hiring the right workers (Li et al., 2022). It entails gathering, analyzing, and measuring information about potential employees for particular positions. The research's contribution is to assist the company in finding a diverse group of candidates to choose the best-qualified applicant for the post. The primary objective of the hiring procedure is to hasten the selection stage (Azizah et al., 2022). Since more robust hiring and selection procedures lead to better organizational results, businesses utilize these procedures to raise the likelihood of employing people with the necessary skills and abilities to fill the desired function. According to Terpstra and Rozell (1993), good recruitment techniques and successful selection are crucial for pursuing goals and achieving improved organizational performance. They serve as the foundation for an effective organization. It is the primary responsibility of the concerned organization to address the need through recruitment and selection when the organization feels the need for human resources. When the job analysis is completed, it confirms the need for additional human resources to meet organizational demands. The choice of competent and knowledgeable employees aids in improving organizational performance, which, in turn, helps the concerned organization achieve its goals. According to Zottoli and Wanous (2000), recruitment is the most effective among the deserving human resource management techniques because it helps organizations meet their needs for human resources. Appropriate selection through efficient policies, strategies, and techniques aids organizations in achieving their long-term goals above required standards.

Following are the research questions of the current study.

RQ1. Is there any relationship between recruitment and selection and organizational performance in HEIs' of KP, Pakistan?

RQ2. Is there any impact of recruitment and selection on organizational performance in HEIs' of KP, Pakistan?

**Research Objectives**

To make the study logical and methodological, the researcher framed the following objectives for the present study:

1. To examine the association of recruitment and selection with organizational performance in HEIs' of KP, Pakistan.

2. To check the impact of recruitment and selection on organizational performance in HEIs' of KP, Pakistan.

## Literature Review
### Recruitment and Selection

Employers have a higher chance of finding and keeping happy workers when hiring and selecting people properly. How effectively a company manages its employment process can

impact corporate outcomes like productivity and financial performance (Dixson et al., 2023). Consequently, it makes sense to spend money developing a thorough screening procedure. The best applicants must be chosen for available positions at a company in order to "improve and sustain organizational performance" (Kooli & Abadli, 2022). "The processes and activities used to lawfully acquire an adequate number of competent employees at the proper time and place so that those involved and the organization can choose those who are in the best possible both in terms of long-term purposes," according to (Han et al., 2022).

In other words, when a business posts a job opening, it builds a pool of candidates from whom it can choose the best candidate. Effective recruitment is built on employment strategies and projections (Kwok, 2022). Organizations evaluate their future needs, the talent that is readily available both inside and outside the organization, as well as the existing and potential assets that might be built to attract and retain such people, and then divest from those that are no longer necessary in this step of the recruitment process (Soleimani et al., 2022). Success in the process also depends on a company's techniques for finding and choosing the best people to join its expanding staff (Kaewnaknaew et al., 2022). Many businesses require minimal education and work experience to fill entry-level positions. Junior executive, technological, and senior administrative positions in middle management are commonly filled inside an organization (Molina et al., 2022; Ore & Sposato, 2022). Executive positions have historically been the center of the competition for scarce, exceptional people who are frequently hired from outside sources. Most organizations use both tactics to recruit employees at all levels successfully. According to Mirhosseini et al. (20223), recruitment is the method of bringing in a significant collection of experienced people to make a final selection. Because of this, successful companies spend much money developing rigorous selection processes. In the short- and medium-term a company's performance and survival depend heavily on organizational resourcing tactics like recruiting and selection (Cohen, 2022). Recruitment and selection are crucial human resource management for every business structure. These words and phrases describe how job applicants are attracted and chosen. The effectiveness of these two jobs significantly impacts how well the company manages its human resources (Gamage, 2014). Businesses need help to absorb the significant negative costs of choosing and hiring unskilled candidates, and as a result, finding as many people of the correct caliber as feasible while keeping expenses to a minimum is the overall objective of employing and selecting workers inside an organization (Ofori & Aryeetey, 2011).

**Organizational Performance**

The single success factor that defines an organization's long-term survival and development, performance, considerably impacts organizational success. Organizations must focus on performances from numerous dimensions to ensure the effective presentation of the efforts to pursue organizational strategic objectives (Delery & Gupta, 2018). Mehmood, Awais, Afzal, and Khalid (2017) contend that an organization's success depends on creating successful, long-lasting strategies that put the needs of workers and the organization first. Employees must actively participate in the company's development since they put forth the effort and can fully attain the planned goals. Organizations must maintain their competitiveness by implementing the intended strategies for their welfare and well-being to encourage their employees' confidence and motivate them toward their aims. Performance is an organization's defining attribute since it emphasizes employee efforts to pursue organizational objectives successfully. Since employee performance is a direct indicator of an organization's performance, those businesses that manage employee performance will also pursue management of overall business performance (Adeyemi et al., 2015). *Performance* is a crucial phenomenon that supports the appropriate organization's laws and regulations while assisting organizations in achieving their strategic values. According to Ekwoaba, Ikeije, and Ufoma (2015),

organizations also ensure that organizational activities run smoothly by focusing on areas where performance is lacking and where performance improvements are possible. As a result, in long-term competitive settings, performance is the primary phenomenon directly associated with organizational success. Organizational performance is at the top of the list of organizational priorities. Strong performances are the key to an organization's long-term success. In order to achieve their strategic positions both inside and outside of the organization, organizations must, therefore, concentrate more on the management of internal performance (Ntiamoah, 2014). Organizations that can effectively and efficiently manage their performances thrive in today's competitive environments. Therefore, organizational performance is the culmination of an organization's efforts to pursue its goals and is created when these efforts are put together (Khan et al., 2011). The organization's performance will directly affect its ranking because better performances will propel it toward more tremendous success. In contrast, poorer and ineffective performances will propel them towards meager status in fiercely competitive environments.

**Recruitment & Selection and Organizational Performance**
The hiring procedure and the performance of firms have a positive and mathematically significant relationship based on the data we have (Junior et al., 2022). (Judge & Kammeryer-Mueller, 2023) made a connection between a company's performance and the caliber of its hiring process, for instance. Many researchers, including (Awan et al., 2023 McGregor et al., 2022; Mukhuty et al., 2022), have discovered a favorable correlation between the strategies used to hire and promote employees and their subsequent work performance. Others have shown a similar link between better company performance and an efficient hiring procedure (Castro, 2022). People are hired through promotions or other channels, potential employees are screened through exams and interviews, candidates are picked based on the results of the assessments and consultations, and candidates are hired to ensure they can successfully perform their new tasks. According to studies (AlHamad et al., 2022; Kucherov & Tsybova, 2022) correlating hiring practices with organizational effectiveness, this is the case. (Muisyo et al., 2022) Assert that hiring practices that produce a vast pool of qualified candidates may considerably affect the degree and nature of new hires' competencies. Additionally, recruitment and selection play a crucial and vital part in ensuring the person's performance and successful organizational outcomes. According to a widespread belief, individual selection happens to replace departing employees or hire more people and place highly competent and devoted individuals in the appropriate positions (Price & McGillis, 2014). The researchers listed below demonstrate the link between organizational effectiveness and the hiring process. Mahmood et al. (2016) examined the impact of recruiting and firing procedures on Tanzania's public water utility's effectiveness. The study results (Greiner, 2015; Javed & Basheer, 2017) specify a significant correlation between the organizational performance of public water utilities and the hiring and selection of personnel. In line with the research conducted by Bratton and Gold (2017), recruiting is a process that develops a pool of qualified individuals to apply for business positions. The selection process is viewed as a program in which managers and other participants use specific methods and instruments to identify candidates—individuals or groups of candidates—who are more likely to succeed in meeting job requirements, legal requirements, and management targets and goals. Nevertheless, certain non-specialists and line managers frequently decide on hiring and selecting new employees (Basheer et al., 2018). The execution of critical strategies like total quality management and supply chain management, as well as the performance of strategic business units, are all factors that have an impact on an organization's performance (Helmreich & Merritt, 2017), as are numerous other factors that present a systemic risk to the company (Shin & Konrad, 2017). Therefore, the following

connection between recruiting and selection processes and organizational success is hypothesized in the current study.

**H1:** Recruitment and selection are significantly positively related to the organizational performance among HEIs, KP, and Pakistan faculty members.

**H2:** Recruitment and selection impact organizational performance among HEIs, KP, and Pakistan faculty members.

**Figure 1 Conceptual Framework**
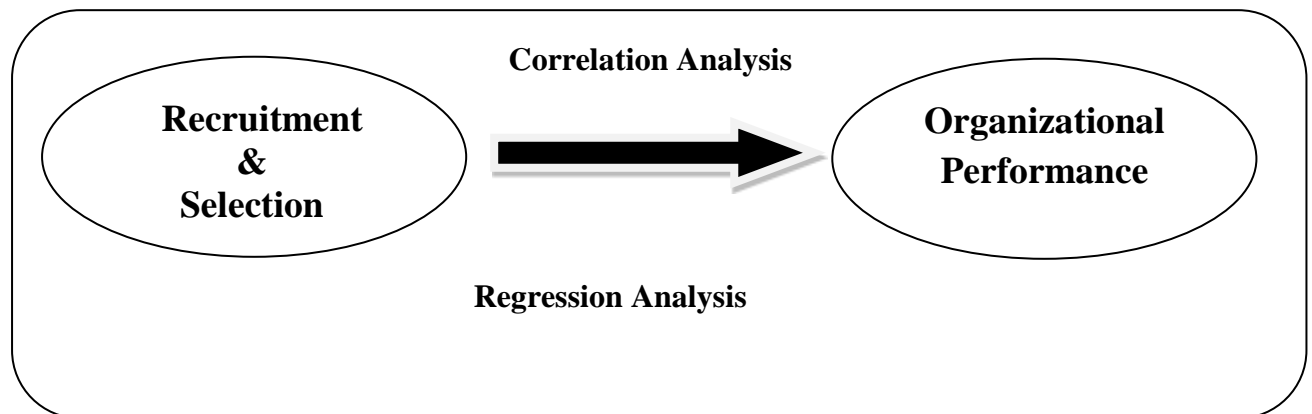


## Methods and Procedures

### Study Population and Sample
Faculty members working in various public and private sector universities of KP, Pakistan, comprise the target population of the present study. Three thousand one hundred twelve faculty members worked in different positions during data collection. Three hundred thirty faculty members were surveyed using stratified sampling random sampling.

### Instrument and Measures
A questionnaire having Likert-type scales was used as a data collection instrument. Measures were adopted from existing literature. Organizational performance was measured through a scale Delaney and Huselid (1996) developed, having 24 items. In contrast, recruitment and selection were measured through a scale developed by Dyer and Reeves (1995) with six things.

## Data collection
Academic Faculty from all KP universities, which are public and private, were represented in the study's sample. HEC statistics showed that all KP universities employed 3112 academic members. Three hundred thirty faculty members' data were collected using a stratified random sampling strategy.

There are two sections to the survey. The first portion of the segment covered demographic information about the respondent, whereas the second section focused on measuring variables.

Table 1 displays the respondents' demographics.

**Table 1 Respondents Profile**

| Characteristics | Frequency | Percentages % |
|---|---|---|
| **Gender** | | |
| Male | 259 | 78.5 |
| Female | 70 | 21.2 |
| **Age** | | |
| 25-35 | 139 | 42.1 |
| 36-45 | 164 | 49.7 |
| 46-55 | 19 | 5.8 |
| 56 < above | 08 | 2.4 |
| **Qualification** | | |
| Graduation | 29 | 6.8 |
| MPhil/MS | 155 | 47.0 |
| PhD | 142 | 43 |
| Post-Doc | 04 | 1.2 |
| **Position** | | |
| Lecturer | 207 | 62.7 |
| Assistant Professor | 106 | 32.1 |
| Associate Professor | 06 | 1.8 |
| Professor | 11 | 3.3 |
| **University** | | |
| Public | 272 | 82.4 |
| Private | 58 | 17.6 |
| **Length of Service** | | |
| 1-10 years | 239 | 72.4 |
| 11-20 | 75 | 22.7 |
| 21-30 | 11 | 3.3 |
| 31-40 | 05 | 1.5 |

**Data Analysis**

Scale reliability, correlation and regression statistical tools were employed for data analyses to get empirical results for present study. Results are presented in table 2, as under:

**Table 2 Descriptive, Reliability and Correlation Matrix**

| Variable | N | Mean | SD | Cronbach's Alpha | Recruitment & Selection | Organizational Performance |
|---|---|---|---|---|---|---|
| Recruitment & Selection | 330 | 4.987 | 1.02347 | 0.896 | 1 | .498** |
| Organizational Performance | 330 | 4.543 | 1.45894 | 0.867 | .498** | 1 |

Table 2 shows the current study constructs' descriptive, reliability, and correlation results. Results revealed that recruitment & selection is positively associated with organizational performance ($\beta$=498, $p$=.000) among HEIs KP faculty members. Pakistan. Hence, hypothesis 1 (H1) is accepted.

## Regression Analysis

A linear regression statistical tool was employed to test hypothesis 2 (H2) developed for the current study. Results are presented in Table 3, as follows:

**Table 3 Regression Analysis**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .698ᵃ | .487 | .485 | .80005 | .487 | 294.335 | 1 | 310 | .000 |

a. Predictors: (Constant), RS

**Coefficients**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.557 | .160 | | 15.952 | .000 |
| | RS | .542 | .032 | .698 | 17.156 | .000 |

**Dependent Variable: OP**

Results in the above table revealed that recruitment & selection explain almost 48% (R2=.485) variation in organizational performance in the current study context. Table 3 also shows that the overall model employed for calculating the impact of recruitment & selection on organizational performance is significant (Sig0.00). Hence, hypothesis 2 (H2) is also accepted.

## Discussions

The findings of this study confirm earlier results in the literature that the recruitment and selection processes significantly impact organizational performance. Dixson (2023) noted that the effectiveness of a company's hiring procedure may affect the corporate outcomes of the firm or organization. Kooli & Abadli (2022) made a similar observation, noting the importance of selecting suitable candidates for an organization's available roles to enhance and maintain organizational success. According to Cohen (2022), corporate resource strategies like recruiting and selection are crucial to a company's extended- and short-term survival and performance. According to Gamage (2014), hiring decisions depend on recruiting and selection processes, which also impact employee attitudes and behavior. If effectively built, it will identify suitable candidates and match them suitably to the post. Using the correct selection tool will increase the likelihood that the best candidate will be chosen to fill a position. When the best candidates are selected for the role, productivity increases. According to Terpstra and Rozell's findings in 1993, effective hiring practices, the validity of selection tests, and the application of formal selection procedures all contribute to organizational performance and financial success. The results of this study also concur with prior studies published in 2022, 2022, 2022, and 2023 by Kwok, Soleimani et al., Kaewnaknaew et al., Ore & Sposato, and Mirhosseini et al.

## Conclusion

The goal of recruitment & selection is to match a candidate's qualifications with the obligations and benefits of a particular position. For this reason, top-performing companies invest a lot of resources and time into developing the best selection processes available. Recruitment and selection procedures are essential for human resource management and are very important in

determining an organization's performance. The investigation's findings indicate that for organizations to have the largest workforce feasible, recruiting & selection are of the utmost importance.

## Recommendation

These recommendations are meant to make this policy more effective.
1.      The human resources department should review personnel to encourage employees to offer their best and enhance employee performance. By doing this, people will constantly look for ways to improve their performance.
2.      Staff must regularly attend recurrent training sessions to stay current with the ever-changing industry.

## Future Recommendation

The researcher advises that candidates' views towards recruiting and selecting practices be investigated before and after the hiring decisions are made to compare the attitudes of successful and failed candidates before they are notified of what will happen. The study might be expanded if the remaining higher education institutions (HEIs) in Pakistan that weren't included in this analysis are included.

## References

- AlHamad, A., Alshurideh, M., Alomari, K., Kurdi, B., Alzoubi, H., Hamouche, S., & Al-Hawary, S. (2022). The effect of electronic human resources management on organizational health of telecommunications companies in Jordan. *International Journal of Data and Network Science*, 6(2), 429–438.
- Asan, U., & Soyer, A. (2022). A Weighted Bonferroni-OWA Operator Based Cumulative Belief Degree Approach to Personnel Selection Based on Automated Video Interview Assessment Data. *Mathematics,* 10(9), 1582.
- Awan, F. H., Dunnan, L., Jamil, K., & Gul, R. F. (2023). Stimulating environmental performance via green human resource management, green transformational leadership, and green innovation: A mediation-moderation model. *Environmental Science and Pollution Research*, 30(2), 2958–2976.
- Azizah, Z., Mariya, S., Gistituati, N., & Ananda, A. (2022). Comparison Of Teacher Recruitment And Development In Indonesia And England. *International Journal Of Humanities Education and Social Sciences (IJHESS)*, 1(6).
- Basheer, M. F., KhorramI, A. A. A., & Hassan, S. G. (2018). Patronage factors of islamic banking system in Pakistan. *Academy of Accounting and Financial Studies Journal,* 22, 1-9.
- Bratton, J., & Gold, J. (2017). Human resource management: theory and practice: Palgrave.
- Castro, A. J. (2022). Tensions between what principals know and do: The role of labor market conditions on teacher recruitment and hiring. *Leadership and Policy in Schools*, 21(4), 756–779.
- Cohen, L. (2022). *Regional elites in Socialist Yugoslavia: Changing patterns of recruitment and composition. In Leadership Selection and Patron–Client Relations in the USSR and Yugoslavia* pp, 98–136. Routledge.
- Delery, J., & Gupta, N. (2018). "Human resource management practices and organizational effectiveness: internal fit matters". *Journal of Organizational Effectiveness: People and Performance,* 3(2), pp. 139-163.
- Dianti, J., Tisminetzky, M., Ferreyro, B. L., Englesakis, M., Del Sorbo, L., Sud, S., Talmor, D., Ball, L., Meade, M., & Hodgson, C. (2022). Association of PEEP and Lung Recruitment Selection Strategies with Mortality in Acute Respiratory Distress Syndrome: *A Systematic*

*Review and Network Meta-Analysis. American Journal of Respiratory and Critical Care Medicine*.

- Dixson, A. C., Dawson, T. R., Di Vizio, D., & Weaver, A. M. (2023). Context-specific regulation of extracellular vesicle biogenesis and cargo selection. *Nature Reviews Molecular Cell Biology,* 1–23.
- Ekwoaba, J. O., Ikeije, U. U, & Ufoma, N., (2015). The impact of recruitment and selection criteria on organizational performance. *Global Journal of Human Resource Management,* 3(2), 22-33.
- Employees' Engagement in Financial Sector of Islamabad [PhD Dissertation, Preston University, Kohat, Islamabad Campus.]. Islamabad.
- Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics: *Sage Publications Sage CA*: Los Angeles, CA.
- Gamage, A. S. (2014). Recruitment and selection practices in manufacturing SMEs in Japan: An analysis of the link with business performance. *Ruhuna Journal of Management and Finance*, 1(1), 37-52
- George, D., & Mallery, P. (2010*). SPSS for Windows step by step. A simple study guide and reference (10. Baskı)*. GEN, Boston, MA: Pearson Education, Inc, 10.
- Ghani, B., Zada, M., Memon, K. R., Ullah, R., Khattak, A., Han, H., Ariza-Montes, A., & Araya- Castillo, L. (2022). Challenges and strategies for employee retention in the hospitality industry: A review. *Sustainability*, 14(5), 2885
- Greiner, B. (2015). Subject pool recruitment procedures: organizing experiments with ORSEE. *Journal of the Economic Science Association*, 1(1), 114-125.
- Hair, J., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2014). *Pearson new international edition. Multivariate data analysis.* Seventh Edition. Pearson Education Limited Harlow, Essex.
- Han, Y., Gulanowski, D., & Sears, G. J. (2022). International student graduates' workforce integration: A systematic review. *International Journal of Intercultural Relations*, 86, 163–189.
- Harris, T. B., Jacobs, N. N., Fuqua, C. F., Lyness, J. M., Smith, P. O., Poll-Hunter, N. I., Piggott, C., & Monroe, A. D. (2022). Advancing equity in academic medicine through holistic review for faculty recruitment and retention. *Academic Medicine*, 97(5), 631–634.
- Helmreich, R. L., & Merritt, A. C. (2017). *Culture at work in aviation and medicine: National, organizational and professional influences*: Routledge.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the academy of marketing science*, 43(1), 115-135.
- Hommel, B. E., Ruppel, R., & Zacher, H. (2022). Assessment of cognitive flexibility in personnel selection: Validity and acceptance of a gamified version of the Wisconsin Card Sorting Test. *International Journal of Selection and Assessment*, 30(1), 126–144.
- Javed, M. A., & Basheer, M. F. (2017). Impact of external factors on bank profitability. EPRA. *International Journal of Research and Development*, 2(5), 1-11.
- Judge, T., & Kammeryer-Mueller, J. D. (2023). Staffing organizations. (No Title).
- Junior, C. de S. R., Moreira, M. Â. L., & dos Santos, M. (2022). Selection of interns for startups: An approach based on the AHP-TOPSIS-2N method and the 3DM computational platform. *Procedia Computer Science*, 199, 984–991.
- Kaewnaknaew, C., Siripipatthanakul, S., Phayaphrom, B., & Limna, P. (2022). Modelling of talent management on construction companies' performance: A model of business analytics in Bangkok. *International Journal of Behavioral Analytics*, 2(1).

- Khan, R.A.G., Khan, F.A., & Khan, M.A. (2011). Impact of training and development on organizational performance. *Global journal of management and business research*, 11(7).
- Kooli, C., & Abadli, R. (2022). Could education quality audit enhance human resources management processes of the higher education institutions? *Vision,* 26(4), 482–490.
- Kucherov, D., & Tsybova, V. (2022). The contribution of e-recruitment practices to e-recruitment outcomes in Russian companies. *Measuring Business Excellence*, 26(3), 366–377.
- Kwok, L. (2022). Labor shortage: A critical reflection and a call for industry-academia collaboration. *International Journal of Contemporary Hospitality Management*, ahead-ofprint.
- Liu, H., Chu, H., Huang, Q., & Chen, X. (2016). Enhancing the flow experience of consumers in China through interpersonal interaction in social commerce. *Computers in Human Behavior*, 58, 306-314.
- Lundvall, H. (2022). Artificial Intelligence in Recruitment: Opportunities and Challenges of Implementing Artificial Intelligence in today's Recruitment Processes. Uppsala University. *Uptech STS,* 30(1).
- Mahmood, A., Hussan, S. G., Sarfraz, M., Abdullah, M. I., & Basheer, M. F. (2016). Rewards Satisfaction, Perception about Social Status and Commitment of Nurses in Pakistan. *European Online Journal of Natural and Social Sciences*, 5(4), pp. 1049-1061.
- McGregor, M., Pruysers, S., Goodman, N., & Spicer, Z. (2022). Survey recruitment messages and reported turnout–an experimental study. *Journal of Elections, Public Opinion and Parties*, 32(2), 322–338.
- Mehmood, M., Awais, M., Afzal, M., & Khalid, U. (2017). The Impact of Human Resource Management Practices on Organizational Performance. *International Journal of Engineering and Information Systems*, Vol. 1 Issue 9, 165-178.
- Mirhosseini, S.-A., Tajik, L., & Bahrampour Pasha, A. (2023). Policies of  English language teacher recruitment in Iran and a glimpse of their implementation. Pedagogy, *Culture & Society*, 31(1), 37–55.
- Molina, R. I. R., Sukier, H. B., Castro, L. C. M., & Raby, N. D. L. (2022). People management model from a sustainable approach: *Theories and reflections. Procedia Computer Science,* 198, 596–601.
- Muisyo, P. K., Qin, S., Ho, T. H., & Julius, M. M. (2022). The effect of green HRM practices on green competitive advantage of manufacturing firms. *Journal of Manufacturing Technology Management*, 33(1), 22–40.
- Mukhuty, S., Upadhyay, A., & Rothwell, H. (2022). Strategic sustainable development of Industry 4.0 through the lens of social responsibility: The role of human resource practices. *Business Strategy and the Environment*, 31(5), 2068–2081.
- Ntiamoah, E. B. (2014). An investigation into recruitment and selection practices and organizational performance. *International Journal of Economics, Commerce, and Management*. 2 (11): 1-11
- Ofori, D., & Aryeetey, M. (2011). Recruitment and selection practices in small and medium enterprises. *International Journal of Business Administration*, 2(3):45-60.
- Ore, O., & Sposato, M. (2022). Opportunities and risks of artificial intelligence in recruitment and selection. *International Journal of Organizational Analysis*, 30(6), 1771–1782.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of applied psychology*, 88(5), 879.
- Price, S. L., & McGillis Hall, L. (2014). The history of nurse imagery and the implications for recruitment: a discussion paper. *Journal of advanced nursing*, 70(7), 1502-1509

- Rajabpour, E., Fathi, M. R., & Torabi, M. (2022). Analysis of factors affecting the implementation of green human resource management using a hybrid fuzzy AHP and type-2 fuzzy DEMA proach. *Environmental Science and Pollution Research*, 29(32), 48720–48735.
- Shin, D., & Konrad, A. M. (2017). Causality between high-performance work systems and organizational performance. *Journal of management*, 43(4), 973-997.
- Soleimani, M., Intezari, A., & Pauleen, D. J. (2022). Mitigating cognitive biases in developing AIassisted recruitment systems: A knowledge-sharing approach. *International Journal of Knowledge Management* (IJKM), 18(1), 1–18.
- Subramanian, N., & Suresh, M. (2022). Assessment framework for agile HRM practices. *Global Journal of Flexible Systems Management*, 23(1), 135–149.
- Terpstra, E. D., & Rozell, J. E. (1993). The relationship of staffing practices to organizational level measures of performance. *Personnel Psychology*, 46(1). 27–48
- Tidwell, J., Yudien, M., Rutledge, H., Terhune, K. P., LaFemina, J., & Aarons, C. B. (2022). Reshaping residency recruitment: Achieving alignment between applicants and programs in surgery. *Journal of Surgical Education*.
- Verma, P., Kumar, V., Mittal, A., Gupta, P., & Hsu, S. C. (2022). Addressing strategic human resource management practices for TQM: The case of an Indian tire manufacturing company. *The TQM Journal*, 34(1), 29–69.
- Wright, P. M., Gardner, T. M., Moynihan, L. M., & Allen, M. R. (2005). The relationship between HR Practices and firm performance: Examining causal order. *Personnel Psychology*, 58(2), 409-47.
- Zottoli, M. A. & Wanous, J. P. (2000). Recruitment source research: Current status and future directions. *Human Resource Management Review*, 10 (4), pp. 353-382.