

## Factors Affecting the Recruitment and Selection Strategies on Employee Performance: An Empirical Investigation

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### Abstract

The methods used for recruitment and selection have a significant impact on how well workers perform in general within a business. Several factors can significantly impact the effectiveness of these strategies and, in turn, influence employee performance. Firstly, the job market and competition for talent greatly influence recruitment and selection strategies. In a competitive market, organizations may face challenges in attracting and hiring top-notch candidates, leading to potential compromises in the selection process. Employee performance is directly impacted by the calibre of candidates chosen since those with the necessary abilities, information, and attitude are more likely to succeed in their positions. Secondly, the organisation's employer brand and reputation play a vital role in attracting potential candidates. A positive employer brand helps in attracting a pool of high-quality applicants, increasing the chances of selecting top performers. The organization's reputation for fair and unbiased selection processes also affects employee performance by ensuring that individuals feel valued and motivated within the workplace. Moreover, the effectiveness of recruitment and selection strategies is influenced by the alignment between job requirements and the skills and competencies of the selected candidates. If there is a mismatch, employees may struggle to meet job expectations, resulting in subpar performance. Lastly, the recruitment and selection process itself, including the use of screening tools, interviews, and assessments, can impact employee performance. Thorough and well-designed selection processes help identify individuals who are the best fit for the organization and the specific role, leading to higher levels of performance.

*Keywords: Recruitment, Selection Strategies, Employee Performance, Job Market, Employer Brand, Job Requirements, Selection Process*

## **Introduction**

Recruitment and selection strategies are critical elements that significantly impact the performance of employees within an organization. Several factors contribute to the effectiveness of these strategies, ultimately influencing employee performance. One key factor is the dynamics of the job market and the level of competition for talent. In a highly competitive market, organizations often face challenges in attracting and hiring top-notch candidates. This could lead to compromises in the selection process as organizations may feel compelled to settle for candidates who may not possess the ideal qualifications or fit for the role. Consequently, the quality of candidates selected can directly impact employee performance. When organizations are able to attract individuals with the right skills, knowledge, and attitude, they are more likely to excel in their roles and contribute positively to the organization's overall performance.

The organization's employer brand and reputation also play a crucial role in shaping recruitment and selection strategies and, in turn, influencing employee performance. A strong employer brand aids in drawing in a pool of qualified candidates. Candidates are drawn to organizations that are perceived as desirable places to work, where their skills and contributions are valued and recognized. Organizations with a strong employer brand tend to have a competitive advantage in the talent market, as they can attract top performers who align with their values and vision. Furthermore, a positive reputation for fair and unbiased selection processes is vital. When candidates perceive that selection processes are conducted with integrity, transparency, and without bias, it enhances their confidence in the organization and fosters a sense of trust. Increased motivation, involvement, and dedication result from these great experiences, and improved performance is the end result.

The alignment between job requirements and the skills and competencies of selected candidates is another critical factor that impacts employee performance. A well-designed recruitment and selection process should focus on assessing candidates' suitability for the specific role and the organization. When there is a strong alignment between job requirements and the capabilities of the selected candidates, it increases the likelihood of success. Conversely, a mismatch between job requirements and candidate skills can result in employees struggling to meet expectations, leading to underperformance and reduced productivity. Organizations need to invest time and effort in identifying the key competencies required for each role and designing selection methods

that effectively evaluate candidates' potential to meet those requirements. By ensuring a strong fit between job requirements and candidate skills, organizations can enhance employee performance and contribute to their long-term success.

## **Literature Review**

Research examined how management support influenced the connections between worker performance and selection and hiring, education and growth, pay, assessments of performance, and succession planning. The results showed that recruiting and selection, development and training, performance review, and succession planning were all highly and favourably predictive of employee performance. The correlations between training and development and worker output together with salary and employee performance were moderated by management support. Additionally presented are research limitations and ideas for future studies. (Ismail et. al., 2019). Another article investigates the impact of hiring, choosing, and employee competency on the output of outsourced workers in outsourcing sectors. Results indicated a good and considerable influence on employee performance from the recruitment, selection, and competency processes. (Soelton, 2018).

Research examines the recruiting and selection processes, with internal and external ways of recruitment being distinguished. It was found that there is a strong correlation between hiring and selection practices that are based on merit and organizational performance, that effective hiring and selection practices are crucial for preserving organizational commitment, and that carefully thought-out hiring and selection practices enhance organizational performance. Unqualified people may be chosen as a result of poor hiring and selection processes. (Mustapha et. al., 2013). Another paper investigates the relationship between worker productivity and human resource management techniques in Malaysian private institutions. According to the findings of the study, networking behaviour did not regulate the links between recruitment and selection practices and employee performance in any way. These findings ought to help organizations by offering guidance on how to manage staff at private institutions in Malaysia. (Amin & Mahmood, 2020).

Research found that when an organization hires people based on the suggestions of the host community rather than using recruiting agencies or internal employee recommendations, the

resulting workforce is less dedicated and less productive than when the organization hires people based on the recommendations of the host community and its own employees. (Oaya et. al., 2017). Another paper studied the Malaysian Skills Institute's (MSI) employee performance in relation to HRM practices. The data was analyzed using SPSS after a questionnaire was created and sent to 40 respondents. The study's findings demonstrated a strong relationship between employee performance and recruitment, selection, and compensation, and the article offered suggestions for enhancing these processes. (Alqudah et. al., 2014).

Research results demonstrate that the five provided hypotheses are accepted, indicating that there is a substantial relationship between the Recruitment System and Employee Performance, as well as between Job Design and Employee Performance. (Yusuf, 2020). Another article looked at how Jordanian Public University's organizational performance was impacted by HRM practices and other factors. According to the data, there is a significant connection between the flourishing of university organizations and the processes of recruiting, selecting, training, and development. The report offered suggestions for how to enhance HRM procedures. (Saifalislam et. al., 2014).

Research demonstrates that selection considerably influences recruitment, which in turn influences performance significantly. Recruitment, however, indirectly influences performance through the selection process. (Yullyanti, 2011). According to the findings of another research, employee motivation, training and development, performance evaluation systems, career development systems, extrinsic rewards, and intrinsic rewards, all have a strong positive relationship with perceived performance. According to the findings of hierarchical regression analysis, employer motivation acts as a mediator linking post-selection human resources management practices and impressions of organizational performance. If Islamic bank management wants to attain the maximum level of performance, they ought to devote special consideration to tailored training programmes, merit-based performance rating systems, the construction of advancing career paths, and performance-based management of extrinsic and intrinsic incentives. When developing HRM policy, employee motivation should be given the utmost consideration. (Dar et. al., 2014).

Research was conducted in the Democratic Republic of Timor Leste (RDTL), in fourteen ministries and one national staff organization. It looked at how hiring, selection, and organizational culture affected employee performance, particularly at the National Personnel

Agency and 14 Ministries. The study, which started in September 2018, found that while carefully planned recruiting could not significantly impact work performance directly or through organizational culture, it might significantly influence job performance through mediated selection. Additionally, excellent selection practices and well-planned hiring could boost worker performance. (Santos et. al., 2020). In another paper, In order to increase employee performance, the researcher suggests the application, implementation, and sensitization of thoughtful recruitment and selection practices that are specific to the health industry. The researcher suggested doing the study in both public and private institutions so that the results may be generalized and used in a wider context. (Makhamara, 2016).

**Objective**

To measure the factors affecting the recruitment and selection strategies on employee performance

**Methodology**

This research is a descriptive type that collected data from 173 participants, including employees from various departments and levels within the organization to ensure representation across different job roles and responsibilities. The data were analyzed using a checklist question, which required respondents to answer with either a "Yes" or a "No" for each question.

**Data Analysis and Interpretations**

**Table 1 Factors Affecting the Recruitment and Selection Strategies on Employee Performance**

SL No.	Factors Affecting the Recruitment and Selection Strategies on Employee Performance	Yes	% Yes	No	% No	Total
1	The accuracy and clarity of job descriptions and specifications play a crucial role in attracting and selecting suitable candidates.	131	75.72	42	24.28	173
2	Choosing the right recruitment sources	144	83.24	29	16.76	173

	can help target the desired pool of talent and improve the chances of selecting high-performing individuals.					
3	Effective assessment methods increase the likelihood of selecting candidates who can perform well in their roles.	159	91.91	14	8.09	173
4	A positive employer brand can attract top talent, whereas a negative reputation may deter qualified candidates from applying.	151	87.28	22	12.72	173
5	Inclusive practices during recruitment and selection promote a fair and equitable work environment, fostering higher employee performance.	157	90.75	16	9.25	173
6	Prolonged or delayed processes can lead to frustration among candidates and potential loss of top talent to competitors.	135	78.03	38	21.97	173
7	Employees who see a clear path for growth and development within the organization are more likely to be engaged and motivated to perform well.	162	93.64	11	6.36	173
8	Regular feedback to candidates and an ongoing evaluation of recruitment and selection strategies are essential for improving employee performance.	147	84.97	26	15.03	173

Table 1 shows the factors affecting the recruitment and selection strategies on employee performance. It was found that around 93.6% respondents accept that employees who see a clear path for growth and development within the organization are more likely to be engaged and motivated to perform well. Additionally, effective assessment methods increase the likelihood of

selecting candidates who can perform well in their roles (91.9%). Moreover, inclusive practices during recruitment and selection promote a fair and equitable work environment, fostering higher employee performance (90.7%). A positive employer brand can attract top talent, whereas a negative reputation may deter qualified candidates from applying (87.2%). Furthermore, regular feedback to candidates and an ongoing evaluation of recruitment and selection strategies are essential for improving employee performance (84.9%). In addition, choosing the right recruitment sources can help target the desired pool of talent and improve the chances of selecting high-performing individuals (83.2%). However, prolonged or delayed processes can lead to frustration among candidates and potential loss of top talent to competitors (78.0%). Lastly, the accuracy and clarity of job descriptions and specifications play a crucial role in attracting and selecting suitable candidates (75.7%).

## **Conclusion**

In conclusion, it is essential for businesses to implement efficient recruitment and selection procedures if they wish to improve the performance of their employees and achieve overall success. It is necessary to give considerable consideration to both the planning and execution of these strategies since the elements that influence them are complex and interrelated. Organisations face difficulties in finding and employing the best people because of the dynamic nature of the labour market and the intense rivalry for talent. Employee performance is directly impacted by the capacity to discover and secure personnel with the appropriate skills, knowledge, and attitude. This is because individuals with these characteristics are more likely to excel in their roles and positively contribute to the organization. In addition, the employer brand and reputation of the company are extremely important factors to consider when trying to recruit high-quality applications. Candidates have the opportunity to feel valued and motivated in an environment that is created by a positive employer brand, which is built on a solid reputation for fair and unbiased selection processes. This environment leads to improved employee performance. In addition to this, it is extremely important that the skills and capabilities of the selected candidates coincide with the criteria of the job. By investing in the design of comprehensive selection processes that evaluate candidates' fitness for the specific post and the organization, organizations may ensure that candidates have a strong fit for the organization, which in turn fosters high levels of employee performance. Organisations are able to establish

comprehensive recruitment and selection strategies that attract top people, generate good employee experiences, and align talents with job requirements when they understand and address the aspects listed above. In the end, these initiatives lead to long-term success by driving employee performance, enhancing organizational productivity, and enhancing overall productivity.

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