



THE EFFECTS OF EMPLOYEE RECRUITMENT AND
SELECTION PROCESS ON ORGANISATIONAL
PERFORMANCE: A SYSTEMATIC LITERATURE REVIEW
AND META-ANALYSIS

JUDE KISANG ASONGWE
Master of Science in Engineering Management

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Thesis Abstract

This study was designed to explore the effects of employee recruitment and selection process on organisational performance. The fulcrum and nexus of all business activities hinge on a robust management of its recruitment and selection practices which is sacrosanct to organisational development. A systematic literature review and meta-analysis methodology were adopted for this research by synthesizing a compendium of scientific evidence on recruitment and selection practices. With the application of qualitative and quantitative data analysis techniques, findings were made from 1,428 peer-reviewed journal articles. Stratified and purposive random sampling strategies formed the basis for scrutinising and retrieving appropriate journal articles. Exploratory case study and descriptive research designs constituted the main research paradigms. The study found a significant relationship and a strong positive correlation between recruitment and selection practices and organizational performance. It is recommended that the use of modern technology in the recruitment and selection process will ensure business effectiveness and efficiency. Furthermore, the implementation of a social media strategy ensures the accessibility of a large pool of talents to choose from. Constantly monitoring the business environment and adherence to regulatory proscriptions and ethical standards is sacrosanct to an effective talent acquisition process. Manual handling of the recruitment and selection process showed vulnerabilities to bribery and corrupt practices, unlike the computerised and digital process which reduces bias and discriminatory practices. The study concluded thus: recruitment and selection is significantly correlated to organisational performance. The study also recognises the challenges faced by organisations in the employment process such as government regulations, managing large volumes of applications, and competition. A further study on the impact of recruitment and selection strategy on organisational performance is vital to close the gaps identified.

Keywords: Human Resource Planning, Job Analysis, Job Description, Person Specification, Recruitment Method, Job Advertisement, Screening and Shortlisting, Job Interviews, Organizational Performance.

Dedication

This thesis is dedicated to my parents for their magnanimity and support throughout my studies.

Acknowledgments

First and foremost, I ebulliently express my utter approbation to God Almighty who has been omnipotent, omnipresent, and omniscient in my academic Journey at Aston University. I wish to acknowledge my supervisor Mr. David Carpenter who has been quintessential to this project. In a very special way, I wish to thank all the lecturers in the Engineering Management Department at Aston University for efficaciously performing their duties, thus giving me a solid foundation in the various modules that served as a springboard in my thesis. Finally, it is a pleasure to commend Aston University for the quality of its learning resources and the entire educational process from 2021 to 2022 which has resulted in a positive outcome for this project.

Declaration

I, Jude Kisang Asongwe, do declare that this dissertation entitled "The effects of the recruitment and selection process on organizational Performance: A Systematic Literature Review and Meta-Analysis" is authentic and has been undertaken by me for the award of an MSc. Degree in Engineering Management. This study was completed under the supervision of Mr. David Carpenter, Department of Engineering and Physical Sciences, Aston University. I certify that, to the best of my knowledge, this dissertation does not infringe on anyone's copyright nor violate any proprietary rights.

Jude Kisang Asongwe

06th January 2023

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List of Abbreviations

Abbreviation	Meaning
HR	Human Resource
HRM	Human Resource Management
HRP	Human Resource Plan
PESTEL	Political, Economic, Social, Technological, Ecological, Legal
PRISM	Preferred Reporting Items for Systematic Reviews & Meta-Analysis
ProQ	ProQuest
PS	Person Specification
R and S	Recruitment and Selection
RBV	Resource Based View
SPSS	Statistical Product and Service Solutions
SS	Semantic Scholar
SSL	Screening and Selection
SWOT	Strengths, Weaknesses, Opportunities and Threats
VRIN	Valuable, Rare, Imperfectly imitable, Non-Substitutable

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CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1 Introduction

This study investigated the impact of the recruitment and selection process on organisational performance. Plethora of scholars such as Dessler, (2020); Beardwell and Thompson, (2017); Noe et al, (2019); Hall et al, (2017); Collings, Wood and Szamosi, (2018) have underscored the indispensability of human capital to the growth of organisations. Dessler, (2020); Beardwell & Thompson, (2017); and Armstrong, (2021) posited that the contributions of the human resource to business development are fathomed to be quintessentially strategic in every facet of an organisation's quest for business invincibility. Proponents of human resource management like Armstrong & Taylor, (2014); Malik, (2018); Torrington, (2014); Dessler, (2018) and Noe, (2022) reiterated the significance of human resource to organisations based on studies conducted on human resource management. Research evidence by Murat and Isaac, (2019); Kanu, (2015); Adaoma and Onuoha, (2022); on the effect of recruitment and selection on organisational performance corroborates the value of human capital to business survival. Nankervis et al, (2020) highlighted that one of most significant human resource developments in contemporary times is the importance placed on the human resources as without their positive contribution to the organisation, ignominious business failure abounds. As indicated by Ekwoaba, Ikeije and Ufoma, (2015), the attributes of human resources when harnessed and

managed effectively can be of considerable advantage to the attainment of an organisation's ultimate goal. Armstrong, (2021) in his research on human resource management mentioned that employment practices are the fulcrum on which all organisational functions operate as without the right staff, selected using the right methods, none of the other functions will run smoothly. Murat and Isaac, (2019) pointed out that recruitment and selection is the cornerstone of organisations and thus play a pivotally vital role in accentuating their success given the skills, knowledge, competencies, and credentials of the human resources. Akin to this development is the assertion by Bratton et al (2021) that the human resource is one of the most valued assets of an organisation given its contribution to strategic business management and development. The nexus of this research was on the strategies and criteria adopted in staff acquisition and its ramifications on business profitability and survival. Ezeali and Esiagu, (2010) stated in their research on human resource management that organisations that do not follow the recruitment and selection process are most likely to witness a decline in operational performance. Studies by Hamza et al, (2021) indicated that the recruitment and selection process ensure that organisations acquire the competent human resources necessary to attain their business objectives. Hamza et al, (2021) further mentioned in his research that failure to follow the recruitment and selection process can negatively affect the achievement of business objectives. According to Torrington, (2014); Sanghi,

(2017), recruitment and selection have become of critical value given the need to attract individuals on a timely basis, in sufficient numbers and with appropriate qualifications to meet up with organisational objectives. Therefore, this study was designed to examine the effect of recruitment and selection process on organisational performance using the systematic literature review and meta-analysis as the methodological approach and design. Meta-Analysis is the examination of data from a variety of independent studies of the same subject to determine the overall trends, while systematic literature review identifies, selects, and critically appraises research in order to answer a clearly formulated question.

To achieve the objective of this research, the researcher hypothesized that (Ho) recruitment and selection process have no significant effect on organisation's performance and alternatively

(H1) recruitment and selection have significant effect on organisation's performance.

1.2 Justification and motivation for the topic selection

The dearth of a comprehensive systematic literature review and meta-analysis on the impact of recruitment and selection on organisational performance justifies this research. This study was necessary based on the need for cogency of information on the effect of the recruitment and selection process on organisational performance. Foot, Hook, and Jenkins, (2011); Dessler, (2020) postulated that the employment process is sacrosanct to the

accomplishment of business objectives, thus according to him, every organisation depends on manpower to enable the achievement of their business goals.

1.3 Contextual Background of Study

As stated by Lussier and Hendon (2019), recruitment and selection can play an essential role in organisational effectiveness and efficiency if workers are acquired with the relevant competencies. Malik (2018) asserted that recruitment and selection also has an important role to play in ensuring worker performance and positive organisational outcomes. In concordance to this, Armstrong, and Taylor (2020) opined that the hiring of workers occurs not just to replace departing employees or add to a workforce, but rather but rather aims to put in place workers who can perform at a higher level and demonstrate commitment. Wright and Ulrich (2017) corroborated that recruitment and selection forms a core part of the central activities underlying human resource management. According to Armstrong, (2021), the effective and efficient management of the recruitment and selection process is the responsibility and priority of the human resource management in collaboration with other business departments and managerial hierarchy. Brewster et al. (2016) emphasised the need to carefully manage the employment process given the critical role it plays in organisational performance. As noted by Taylor and Woodhams (2022), sometimes employment decisions are wrongfully taken, thereby jeopardising

organisational performance. Nankervis et al. (2019) stated that the Human Resource Department has the task of making employment decisions with collaboration from other departments and managerial levels. According to Armstrong (2021), for the Human Resource Management (HRM) function to remain relevant, there must be consistently good levels of teamwork, plus ongoing cooperation, and consultation between line managers, top management, and the human resource manager.

1.4 Statement of the Problem

Murat and Isaac, (2019) noted in his research on human resource management and employee performance that having the wrong employees performing the wrong job can be tantamount to business failures due to low staff motivation and engagement, high staff turnover, high rate of absenteeism, poor customer service, and poor quality of products. Based on studies in the recruitment and selection process conducted by Lussier (2018); Brewster et al (2016); Torrington (2014); Story, Ulrich and Wright (2019), designing the recruitment and selection process to feature human resource planning, job analysis, job description, person specification, recruitment method, job advertisement, screening and shortlisting, job interviews, final selection and onboarding is a catalyst for success even though it is often poorly implemented and taken for granted by organisations. Murat and Isaac, (2019) posited that there is high propensity of eventual business closure or liquidation because of non-application of the recruitment and selection

process. Anwar and Abdullah, (2021) propounded that hiring a new employee often carries an element of risk and hiring incompetent workers can lead to poor business performance. Torrington et al, (2020) affirmed that organisations sometimes circumvent the recruitment and selection process due to mismanagement, business pressures and lack of resources. Armstrong, (2021) hypothesized that failure to follow the recruitment and selection procedure can lead to an unfavourable business performance such as low productivity, low sales, poor quality, lack of motivation and fall in profits. According to Lussier and Hendon (2017), businesses rely on their employees to be successful, so hiring the right people is crucial to the achievement of the organisational mission and vision. This study, therefore, focuses on the effects of the recruitment and selection process on organisational performance. Bratton et al (2021) spotlighted that the recruitment and selection criteria including the strategies applied in staff acquisition are great determinants of business success or failure.

1.5 Research Questions

The main research question

What is the effect of recruitment and selection process on organisational performance?

The following sub questions have been designed to enable the achievement of the main research question.

Sub Research Questions

- What is the effect of Human Resource Planning on organisational performance?
- What is the effect of Job Analysis on organisational performance?
- What is the impact of Job Description on organisational performance?
- What is the impact of person specification on organisational performance?
- What is the effect of Job Interviews on organisational performance?

1.6 Research Objectives

The Main Research Objective

To assess the effect of the recruitment and selection process on organisational performance.

The following sub objectives have been designed to enable the achievement of the main research objective.

Sub Research Objectives

- To examine the effect of human resource planning on organisational performance
- To assess the impact of job analysis on organisational performance
- To evaluate the effect of job description on organisational performance
- To analyse the repercussion of person specification on organisational performance

- To discuss the consequences of job interviews on organisational performance.

1.7 Significance and Implications of study

The study will serve as a guide, reference material and clarion call for future research through the research gaps identified. As noted by Stredwick (2005), organisations worldwide are under tremendous pressure to continuously boost their performance. Armstrong, (2022) The survival of organisations in the midst of globalisation and competitive pressures, depends on the fathomability and application of the recruitment and selection process. Collings and Szamosi (2018) opinionated that human capital has become one of the most valued resources that organisations can nurture to obtain strategic and competitive advantage.

1.8 Scope of study

This study was focused on the recruitment and selection process and its effect on organisational performance. Conceptually, the study specifically targeted human resource planning, job analysis, job description, person specification and job interviews as the variables for the study. Geographically, the research was not limited to one geographical area, but it targeted a plethora of journal articles from different regions and countries to ensure the methodological approach had a more critical and comparative study.

1.9 Limitation and Delimitation of Study

Access to some databases for information was highly restricted. However, the researcher delimited this limitation by creating authentication credentials to gain access. A wide variety of databases were used to get publications such as Scopus, Emerald, Science Direct and Google Scholar.

1.10 Definition of Key Terms

Armstrong (2020) defined recruitment as the creation of a pool of candidates from which to choose from the most qualified applicants for the job, while selection according to Dessler (2020) is the procedure to choose the competent candidates from the list of candidates. Torrington et al. (2020) explained that organisational performance comprises the actual output or results of an organisation as measured against intended outputs.

1.11 The Research Process

Preliminary research was carried out to identify the research area and topic. This led to the design of the research questions, objectives, and hypothesis. A thematic and systematic literature review was then carried out based on conceptual, theoretical, and empirical framework. Subsequently, the research methodology consisting of the study design, methods of data collection and analysis were established. Finally, the findings of this study were presented, while conclusions and recommendations made. The research process was iterative because the researcher had to go forward

and backwards to make some adjustments and refine the topic, research questions, and objectives.

1.12 Organisation of study

The study was organised into five chapters.

Chapter One: Introduction and Background,

Chapter Two: Literature Review,

Chapter Three: Research Methodology,

Chapter Four: Research Findings and Discussions and finally

Chapter Five: Conclusions and Recommendation.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction to the Literature Review

This literature review is focused on the effects of recruitment and selection process on organisational performance. The literature review was aimed at examining existing literature, theories and evidence on recruitment and selection and organisational performance so as to identify gaps in knowledge and areas for further research. It also enabled the appraisal of the literature from the theoretical, conceptual, and empirical perspectives. Armstrong & Taylor (2020) and Torrington et al. (2020) stated that the recruitment and selection process is of paramount importance to organisational success. Mondy and Martocchio (2016), Noe et al, (2015), Malik, (2018), Collings, Wood and Szamosi, (2018) and Raymond (2016) posited that recruitment is the creation of a pool of talents from which to choose from the most qualified candidates, while selection is screening and choosing of the candidates that meet up with the recruitment criteria. The literature review consisted of three main areas: Theoretical framework, conceptual framework, and empirical literature. The theoretical framework analysed the underpinning theories of recruitment and selection and organisational performance namely; the human capital, resource-based view, equity, social cognitive, goal and control theories; while the conceptual framework critically analysed the recruitment and selection concepts such as human resource planning, job analysis, job description, person specification and job interviews, and the empirical

literature examined primary research conducted in recruitment and selection. This literature review concluded by examining areas of controversies, agreements, lessons learnt, the gaps in knowledge and areas for further studies. The researcher's own critical evaluation and discussion of the content was done. Furthermore, it placed this research within the context of existing literature making a case for further studies.

2.2 Summary of the Literature Review

This literature review consists of three main parts:

The **theoretical framework** embodies the theories of Recruitment and Selection such as Human Capital, Resource Based View, and Equity theories as well as Theories of Performance which includes Social Cognitive, Goal and Control Theories. The **conceptual framework** composes of two main concepts: that is recruitment and selection. Recruitment concepts are: Human Resource Planning, Job Analysis, Job Description, Person Specification and Recruitment Method. The selection concepts are made up of Pre-screening of applications where the curriculum vitae, application forms, as well as references and background checks are done before and job interviews. **Empirical review** critically examines primary research conducted on recruitment and selection and organisational performance. The analysis of the literature takes into perspective the

- Gaps in Knowledge and areas for further studies
- Strengths and weaknesses in the research

- Significance of the study
- Areas of agreements and disagreements
- Criticisms, merits, and demerits
- Challenges and limitations
- Lessons learnt

2.3 Journal Articles and Publications used in this Literature Review

This section clearly outlined the types of sources that were used in the literature review. The study used a total of 50 journal articles and publications from several sources such as google scholar, science direct, Scopus, semantic scholar, and emerald. These publications were focused on the effect of recruitment and selection process on organisational performance. Below is a table that shows the authors, articles and participants that constituted the research.

Theme	Author	Participants in the study
These studies focus on the recruitment and selection process and organisational performance	Selease, 2018	130
	Karia et al, 2016	417
	Ekwoaba, Ikeje and Ufodiana, 2015	130
	Murat and Isaac, 2019	185
	Harky, 2018	363
	Daniel, 2018	3
	Daniel, 2019	2
	Hamza et al, 2021	220
Variables such as human resource planning, Job analysis, Job description, Person specification, and Job Interviews	Anyango, Walter and Muya, 2018	226
	Edeh and Dialoke, 2020	15
	Afzal et al, 2013	160
	Khan, 2010	150
	Mehmood et al, 2017	90
	Kawani, 2018	71

were analysed by these research studies.	Al-Qudah et al, 2014	166
	Al-Hawary, Al-Hawary and Nusair, 2017	350
	Suthar, Chakravarthi and Pradhan, 2014	417
	Hendri, Abdul and Muhamad, 2019	73
	Al-dalahmeh et al, 2018	429
	Nurahman et al, 2021	274
	Ongwesa, Geoffrey and Ngacho, 2019	211
	Hanafi, Bahri, and Majid, 2019	183
	Austine et al, 2021	200
	Farouk et al, 2016	168
	Pahos and Galanaki, 2018	1254
	Osemeke, 2012	80
	Wenjing and Jose, 2021	180
	Bans-Akutey, Abdullahi and Afriyie, 2021	311
	Adaoma and Onuoha, 2022	106
	Kanu, 2015	59
	Sami et al, 2012	250
	Muslim et al, 2014	300
	Chytiri, Filippaios and Chytiris, 2018	33
	Aboramadan et al, 2019	237
	Salihu et al, 2019	181
	Nazlina et al, 2018	321
	Jang-Ho and Khan-pyo, 2013	245
	Almansoori et al, 2021	524
	BaniMelhem et al, 2018	18
	Rohan, Madhumita and Kanta, 2007	105
	Uju and Rawan, 2021	277
	Abomeh and Blessing, 2013	12
	Arta and Enver, 2020	100
	Otoo, 2018	600
	Kanu, 2015	59
	Matimbwa, Ayugi and Ndekwa, 2018	100
	Sheeba and Latha, 2019	75
Ongori and Vasco, 2021	248	
	Lepisto and Ihantola, 2017	17
	Katou and Budhwar, 2010	178

2.4 Types of sources used in the literature review

This research used primary research and secondary research data that were collected within the last 15 years using quantitative and qualitative techniques and data collection strategies like interviews, questionnaires, observations, focus group discussions.

2.5 Scope of the Literature Review

This section explains what was included and not included in this literature review. The study included journal articles and publications for the past 15 years, that is from 2009 to 2023 in order to obtain the most recent findings on the topic. These publications were peer reviewed journals of high standards. Papers prior to 2009 were rejected.

2.6 Theoretical Framework

Torrington et al. (2020) mentioned that the human capital, resource-based view, and equity theories form the foundation and basis on which the recruitment and selection process and organisational performance depend on.

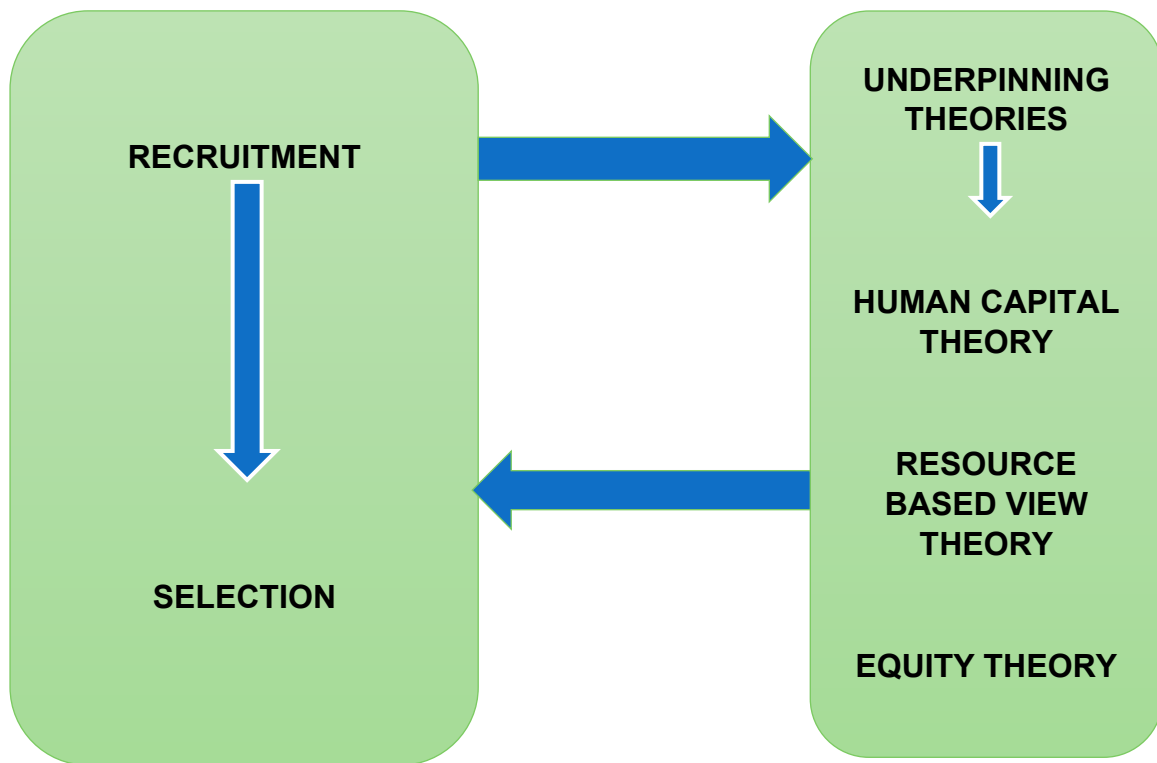


Figure 1: Theoretical Framework
Source: Creswell and Creswell, 2017

2.6.1 Recruitment and Selection Theories

2.6.1.1 The Human Capital Theory

According to Boxall and Purcell (2022), the Human Capital theory places emphasis on the need for organisations to develop the skills and competencies of their human resources to enable more productivity. In addition, Bratton et al. (2021) and Armstrong (2020) propound that this theory enables organisations to put employee development as a priority. According to Snell and Morris (2018), organisations will benefit financially from human capital development because no organisation can survive without its human resources. Lussier & Hendon (2019) highlight the significance of this theory

given the need to develop, empower, and motivate staff to perform more. Torrington et al. (2020) and Armstrong (2000) agreed that investing in employee development will benefit the organization. Hook & Jenkins, (2019) recognised the importance of human resources as the most valued resource in the development and survival of businesses.

2.6.1.2 Resource Based View Theory (RBV)

Murat and Isaac, (2019) stated that according to the resource-based view theory, sustainable competitive advantage is attainable when firms have a human resource pool that cannot be imitated or substituted by rivals. Noe (2019) postulated that; firms should regularly assess their human resources to ensure that they have competent workforce to guarantee a sustained competitive advantage. Catano et al, (2010) said the backbone of an organisation is the quality of personnel and the quality of their working relationships. Boxall, (2012) noted that identifying what is most valuable and protecting it with “barriers of imitation” is the pivot and fulcrum of the resource-based thinking. Boxall, (2012) reveals that businesses that recruit and select exceptional workers have the propensity to generate more human capital advantage. But he nonetheless highlighted that a difference should be established between human capital advantage and human process advantage. The former results from recruiting and selecting people with competitively valuable knowledge and skills, much of it tacit. The latter, however, stems from the establishment of difficult to imitate, highly evolved processes within the

firm, such as cross departmental cooperation and executive development. Human resource management systems are necessary for firms to gain competitive advantage. Sparrow et al, (2002) posits that, technology and capital can be acquired by businesses at any time for a particular cost and price, however, it is difficult to acquire a pool of highly qualified and motivated employees. Thus, companies need to be cautious with the recruitment and selection process they apply. Boxall and Purcell, (2008) asserted that organisations should consider recruitment and selection as a key too to the attainment of their overall business objectives. According to Boxall and Purcell (2008), new employees can easily adapt to the environment and learn new things, thus he further stated that having the right candidates will reduce cost of training for the organisation. Catano et al (2010) emphasised that employers should endeavour to hire applicants who possess the competencies required to successfully perform the job most effectively. To him, recruitment and selection process should produce the best and most qualified candidates which will ensure competitive advantage and the achievement of the mission and vision of the business.

2.6.1.3 The Equity Theory

Banfield and Royles (2018) posit that employees are more motivated to perform if they are treated equally when compared to their colleagues in terms of pay, working conditions, and benefits. This was corroborated by Mathis, Jackson, and Valentine, (2015) and Dickmann, (2021), who highlighted that

the theory seeks to strike a balance between employees' input and output in a workplace. Bailey et al. (2018) concludes that employees are more concerned about equitable rewards and benefits, especially when compared with those of their colleagues. He further states that for organisations to maintain a peaceful relationship with their employees, treating employees equally in terms of pay, working conditions, and benefits is significant. This theory is aimed at creating a good working environment free of discrimination. Thus, it is a morale boosting and uplifting theory to be used by organisations to encourage employee motivation and boost their morale (Armstrong, 2020). Organisations will also benefit from high employee engagement and more performance via the application of this theory (Nieto, 2017). Despite the significance of the theory, more research is needed to understand the effect of equity on organisational performance.

2.6.2 Organisational Performance Theories

Katou, (2017) highlighted that organisational performance is the analysis of the outcome of an organisation against the standard in terms of profitability, productivity, Employee engagement, and customer satisfaction. Mohammad et al, (2021) indicated that it measures how well the business is faring after assessing its input and output. Danlami, (2011) emphasized that ensuring the motivation, engagement, satisfaction, and morale of employees is crucial to company survival. Sani, (2012) stated that organizational performance

depends on the effectiveness and efficiency of the recruitment and selection process.

2.6.2.1 Social Cognitive Theory

According to Sunday, Olaniyi, and Mary, (2015); this theory is based on the central concept of self-efficacy. This suggests that what people believe they can do or cannot do vehemently impacts their performance. He went further to state that, by developing and strengthening positive self-belief in employees, it is therefore a very crucial performance management objective.

2.6.2.2 Goal Theory

This theory was developed by Latham and Locke (2006) and it highlights four mechanisms that links goals to performance outcomes: According to this theory, Sunday, Olaniyi and Mary, (2019) propounded that goals direct the attention to priorities, they stimulate effort, they challenge people to bring their knowledge and skills to increase their possibilities of success and finally, the more challenging the goal, the more people will draw on their full repertoire of skills. Sunday, Olaniyi, and Mary, (2015) through this theory underpinned the significance of setting and agreeing objectives which performance can be measured and managed. According to Hall (2017) goals inform individuals to achieve particular levels of performance in order for them to direct and evaluate their actions, while performance feedback permit the individuals to track how well he or she has been faring in relation to the goal so that, if

necessary, adjustments in effort, direction or possibly task strategies can be made. Goal theory concurs with the agreement of objectives, feedback, and review aspect of performance measurement.

2.6.2.3 Control Theory

This theory concentrates its attention on feedback as a means of shaping behaviour Sunday, Olaniyi, and Mary, 2015). According to studies by Sunday, Olaniyi, and Mary, (2015), as people receive feedback on their behaviour, they appreciate the discrepancy between what they are doing and what they are expected to do and take corrective action to overcome. Feedback is recognised as a crucial part of the performance management processes.

2.7 Conceptual Framework

This framework examined the recruitment and selection strategy with regards to human resource planning, job analysis, job description, person specification, job advertisement and job interviews. The conceptual framework below explains the impact that the recruitment and selection process can have on employee motivation, engagement and employee turnover thus affecting the overall profitability of the business. The conceptual framework below also explains the main concepts under study. There are the independent variables made up of human resource planning, job analysis, person specification, job description and job interview. The dependent variables are the organisational performance metrics constituting profitability, employee retention, employee

motivation and engagement and customer satisfaction. The independent variables determine the nature and scope of the dependent variables.

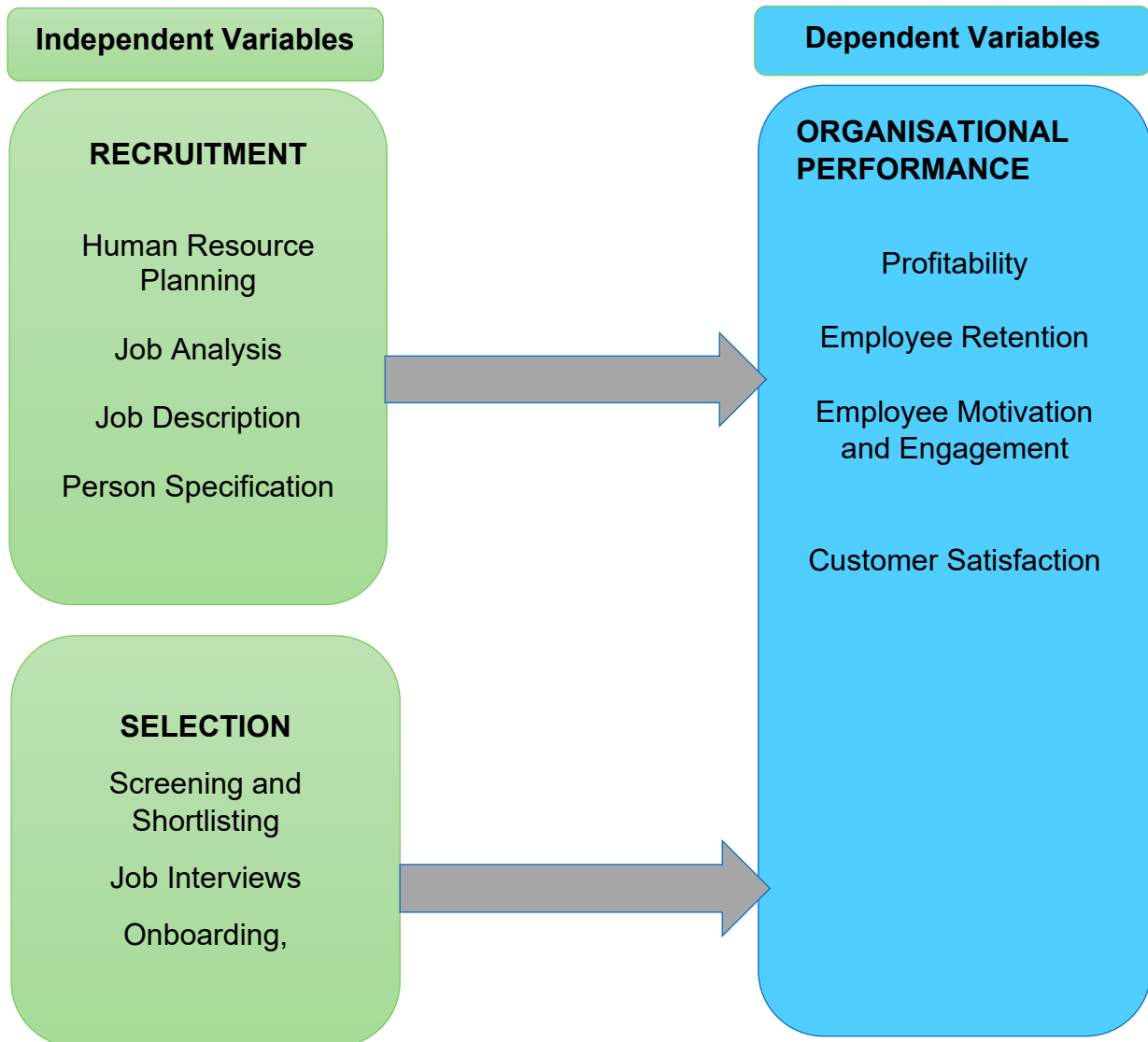


Figure 2: Conceptual Framework
Source Karim et al, (2021); Karim, Choudhury, and Latif, (2019).

2.7.1 The concept of Recruitment and Selection

Recruitment, according to Torrington et al. (2020) and Armstrong & Taylor (2020), is the establishment of a pool of candidates from which to select the appropriate candidates that meet the job requirements. As Armstrong (2020) opined, selection is the process of using screening mechanisms such as interviews to get qualified candidates. Syed and Kamer (2017) stated that recruitment is the process of generating a pool of applicants to apply for employment in an organization, while selection is the process of screening and choosing the candidates that meet the job requirements. Mathis et al. (2016); described recruitment and selection as a human resource management function that critically affects the attainment of organisational goals. From the perspective of Torrington et al. (2020); Armstrong & Taylor (2020); Syed and Kamer (2017); Mathis et al. (2016); and Armstrong (2020), there is general acceptability and convergence on the definition of recruitment and selection which is focused on generating pool of applicants and choosing the qualified candidates from the pool. Marchington et al., (2016); Brewster et al., (2016); and Vanka et al., (2020) postulated that recruitment and selection are necessary due to retirement, redeployment, promotion, demotion, and dismissals. Noe et al, (2019); Bauer et al. (2018); Sparrow, (2010); Timming, (2019) posited that it is essential to establish the recruitment and selection objectives, policy, strategy, and criteria prior to the employment process in order to ensure clarity, unity of command, unity of purpose, and a sense of

direction. Steward and Brown, (2019; Armstrong (2021); Dessler, (2014) and DeCenzo, (2016) suggested that the pool of applicants is established after the organisation has used the internal and external methods of job advertisement. Internally, Stone, Cox, and Gavin, (2020) noted that the organisation can advertise the vacancy using job boards, internal memos, staff notice boards, company emails, and staff intranet. According to Boxall and Purcell, (2022) job can be advertised externally, via social networking sites, television, newspapers, radio, recruitment agencies and consultants, job centres, fairs, and exhibitions. Holm, (2012) emphasized that among all these methods of electronic recruitment is seen as the most effective and efficient in terms of cost minimisation, accessibility, response rate, time factor, and exposure to customers. Torrington et al (2020) pointed out that external methods like television, radio, newspapers are costly and ineffective in reaching targeted customers. Snell, Bohlander, and Bohlander, (2010) opined that recruitment methods are very important because they provide a structure for finding and hiring quality candidates. Lussier and Hendon, (2017) and Bratton et al., (2021) said the advantage of internal method of job advertisement is the possibility of acquiring employees who are already used to the culture of the organisation. They went further to state that this method of recruitment is fast and cost less resources since the employee might already be experienced in the position needed thus less time and resources needed for training and development. Armstrong, (2020) noted that external recruitment exposes the company to a

plethora of talent pools to choose from, thus giving it a competitive edge. As Mathis et al., (2016) puts it, the disadvantage with the external method of recruitment is the cost and time involved in sourcing candidates for the job. According to DeCenzo, Robbins, and Verhulst, (2016) and Jacoby-Senghor et al; (2019), using internal and external recruitment methods increases the talent pool. The recruitment and selection process which is the pivot of this research has been outlined as follows, based on Armstrong, (2021); Stewart and Brown (2019) and Mello (2014).

Step 1: Human Resource Planning, policy, and strategy

Step 2: Design and Implementation of job analysis

Step 3: Design of Job Description

Step 4: Design of Person Specification

Step 5: Job Advertisement and Recruitment method

Step 6: Screening and Shortlisting of candidates

Step 7: Interviews

Step 8: Final Selection

Step 9: Onboarding activities

To build and sustain competitive advantage as well as positioning the business in a favourable light, the implementation of an organisations employment system is imperative. Greer, (2021) opined that not every organisation implements the recruitment and selection process effectively and efficiently. Scholars such as Armstrong (2021), and Torrington et al (2020)

have underscored the important role played by the human resources in recruitment and selection. According to them, they have to ensure not only recruitment and selection but employee motivation, training and development and compensation management as indicated in the following diagram.

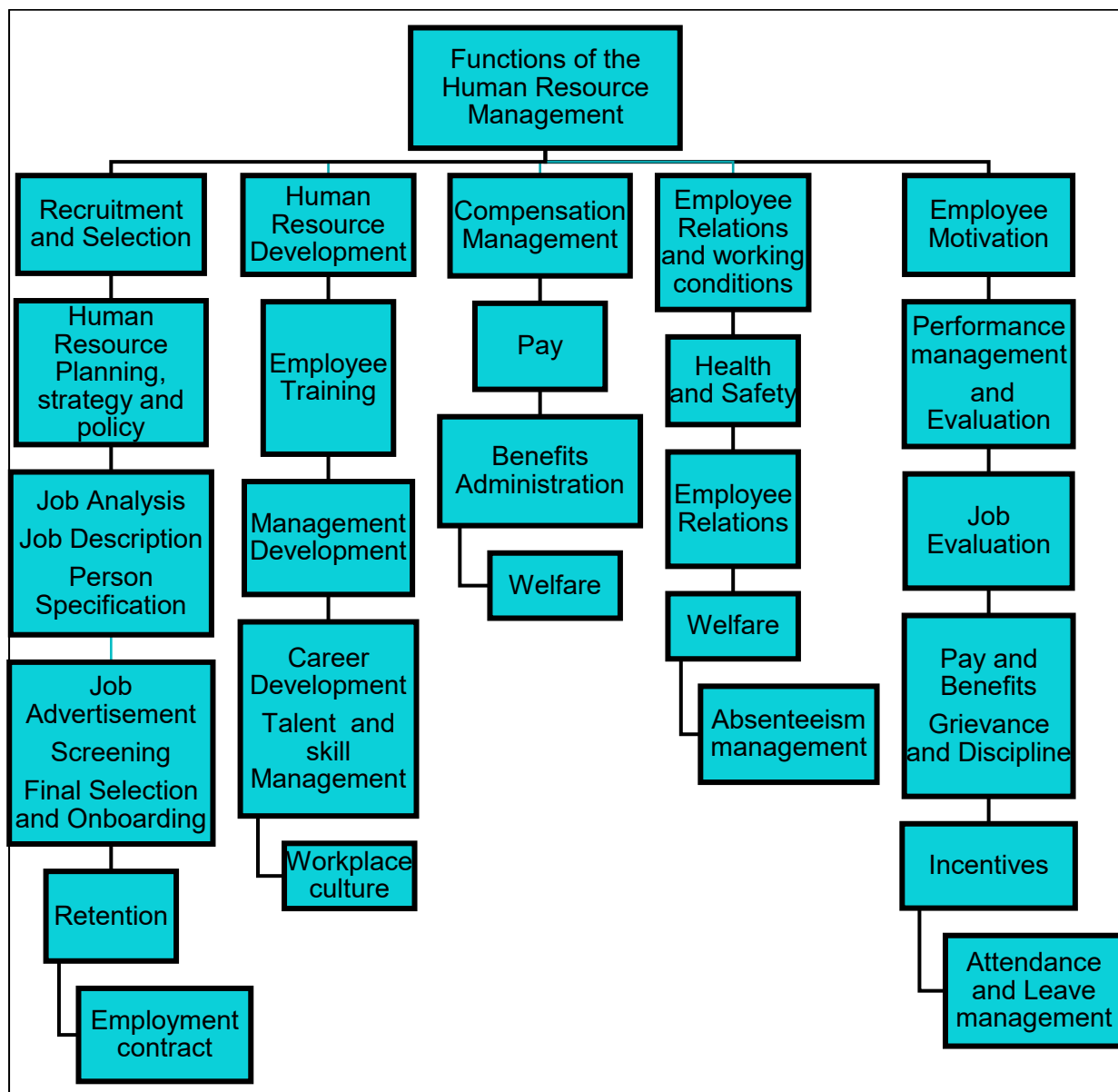


Figure 3: Functions of the Human Resource Management
Source: Armstrong, (2021)

2.7.1.1 Human Resource Planning (HRP)

Greer (2020) and Armstrong (2020) opine that HRP is the design of an organization's overall blueprint for staff acquisition. Torrington et al. (2020); Stewart and Brown (2019) stated that the purpose of HRP is to ensure organisations recruit and select the right workers only when needed to minimise wastage of organisational resources. HRP helps predict the need for current and future human resource needs while strategizing for the future and enables the organisation to better manage its resources (Verhulst and DeCenzo, 2021). The HRP is also vitally significant in job design and the management of human resources (Bratton and Gold, 2012; Lussier and Hendon, 2019). The shortcomings of a HRP lie in its inability to accurately predict future contingencies due to environmental dynamism (Thompson and Beardwell, 2017). HRP faces several challenges, such as government policies and legislation (Stone, 2011). Despite the unanimity on the significance of HRP to organisational performance, more research on the implications of HRP on organisational performance is essential (Nankervis et al., 2019). Organizations have been criticised for having the HRP but not implementing it (Bernadin and Russell, 2006).

2.7.1.2 Job Analysis

Job analysis is the process of gathering and critically analysing information regarding the content, human resource requirements, and context in which the jobs are performed (Stone, Cox, and Gavin, 2020). Armstrong (2020) and

Bratton et al. (2021) postulated that job analysis is important in the design of a job description and person specification. They further highlighted that it benefits both the employer and the employee. For the employer, it helps with its human resource strategy, financial planning, compensation, and performance appraisals (Torrington et al. (2020). For the employee, it helps with improvement in working conditions, motivational incentives, training, and development (Armstrong and Taylor, 2020). The major challenge and limitation that can arise with the job analysis is miscommunication and lack of collaboration due to bureaucracy, which can cause delays (Armstrong, 2021; Greer, 2021; and Thompson and Beardwell, 2017). Despite this, Boxall, and Purcell (2022); Torrington et al., (2020); and Greer, (2021) opined that job analysis is significant to organisational performance. The job analysis's limitation is its inability to adapt to environmental changes. More studies are needed on the value of job analysis in organisational performance.

2.7.1.3 Job Description

Bratton and Gold (2021) and Armstrong (2020) postulated that a job description is a document that contains the job duties, responsibilities, terms, and conditions of the job. Hall, Taylor, and Torrington (2017) opined that a job description serves as a basis for job interviews, employee orientation, employee performance, training and development, performance appraisals, motivation, and pay determination. Stone, Cox, and Gavin (2020); Dessler (2013) all agree that a job description is crucial to organisational performance.

As stated by Beardwell and Claydon (2007), the limitation of a job description can be complexity and confusion given the different job roles of employees.

2.7.1.4 Person Specification

A person specification is a document that details and specifies the job attributes and competencies expected from applicants (Mathis et al., 2016). Boxall and Purcell (2022) opined that a person specification guides the organisation in its selection strategy, pay determination, performance appraisal, and reward strategy. Steward and Brown (2019) highlight that a person specification has its limitations and controversy due to its inability to be flexible and meet up with environmental contingencies. Armstrong (2020) mentioned that the design of a person specification is sometimes characterised by discriminatory tendencies. Steward and Brown (2019) prescribed regular updating and monitoring of the person specification document as essential.

2.7.1.5 Job Interviews

Bratton et al. (2021); DeCenzo, Robbins and Verhulst, (2016) all propounded that the job interviews take place after the job have been advertised and initial screening and shortlisting done. As postulated by Robbins, and Verhulst, (2016), initial applications are screened based on the curriculum vitae, application blanks, experience, references, and qualification checks, while some employers do background and criminal records checks. Armstrong, (2020) opined that these screening measures are all necessary to enable the

shortlisted candidates to be highlighted for the interview stage of the recruitment and selection process. Boxall and Purcell, (2022) explained that a job interview is a conversation between the potential employee and the employer as a means of validating and getting confirmation and further explanation regarding the job application, which is fundamental in triangulating and corroborating facts from the interviewee. Storey, Ulrich, and Wright, (2019) affirmed that after interviews have been conducted, successful candidates move to the next stage of the recruitment and selection process by doing medical examination, physical examination, drugs test, written tests, or examination, and in some cases the use of assessment centres. Boxall and Purcell, (2022) confirmed that depending on the nature and type of job, a medical examination and drugs test may be done. After all the scrutiny, Torrington et al., (2020) establishes that the final list of successful candidates is produced thus giving way for onboarding activities. Cantoni and Mangia (2018) suggested that ethical challenges regarding information security, data protection, privacy, and confidentiality may be of concern with job interviews. Torrington et al., (2020) mentioned that job interviews are faced with challenges such as bias, dishonesty, inconsistencies, inaccuracies, interview fatigue, prejudice, and can be time-consuming. Azmi, (2019) opined that there is controversy and a lack of knowledge about the efficacy of different job interview techniques on organisational performance, such as telephone interviews, face-to-face interviews, online interviews, and video interviews.

2.7.2 Challenges of recruitment and selection

Nankervis et al., (2019) pointed out that Recruitment and selection faces several challenges, such as government policies and legislation. More research is needed to understand the implications of government policies and legislations on organisational performance is essential. Beardwell and Thompson (2017) suggested that another challenge faced by recruitment and selection is the poor design of human resource plan, and failure to properly do job analysis, job description and person specification. Furthermore, he mentioned bribery and corrupt practices which are sometimes common during the recruitment and selection process. As highlighted by Nankervis et al., (2019) favouritism, discriminatory practices, and non-respect of equal opportunity policy are some of the challenges. He noted that not all organisations are financially and technologically capable of managing the entire recruitment and selection process.

2.7.3 Importance of Recruitment and Selection

Djabatey, (2012); Mathis et al, (2016); Armstrong and Taylor (2020) propounded that recruitment and Selection is one of the most important business activities underpinning the ability to achieve organisational goals especially its bottom-line. Noe et al (2015); indicated that no organisation can survive without engaging in recruitment and selection activities. Jalloh, Habib and Turay, (2015) intimated that the achievement of organisational strategic goals can only by ascertained with the help of competent workforce whose

services are solicited and retained via the recruitment and selection process. Abbas, Shah, and Othman, (2021) suggested that in this era of globalisation, human resource is a kingpin and thus plays a pivotal role in business strategic development. He further mentioned that it is imperative and incumbent on the human resource management with the prerogative to coordinate the entire staff acquisition process under the stewardship of the organisation's strategies, missions, and objectives. As suggested by Daly (2012); Lussier and Hendon, (2019); Bauer et al, (2020), organisational performance is unequivocally dependable on qualified employees of the organisation.

2.7.4 Relationship between recruitment and selection and organisational performance

Several scholars such as Armstrong (2021); Boxall and Purcell (2022); Torrington et al (2020) have highlighted the strong links between recruitment and selection and organisational performance. Torrington et al. (2020) stated that the purpose of recruitment and selection is to ensure that organisations have human resources in the right quantity, quality, and at the right time necessary to achieve organisational objectives. As opined by Armstrong and Taylor (2020), hiring enables organisations to meet their commercial obligations. Snell and Morris (2018) further mentioned that employing the wrong candidates can have negative repercussions on organisational performance and sustainability. Armstrong (2020) emphasised that as organisations need to flourish and be competitive, employers must be able to

ethically propound recruitment and selection. Nankervis et al. (2019) said the success of a business is directly linked to the performance of its workforce. By the same token, Armstrong, and Taylor (2020) noted that failure to implement the standard recruitment and selection procedure will result in underperformance and underachievement. As stated by Torrington et al. (2020), it is vital that organisations select people with the competencies essential for continued organisational prosperity. As Boxall and Purcell (2022), postulated, the entire recruitment and selection process serves the whole organization rather than just one department. Bratton et al, (2021) pointed out that the overall purpose recruitment and selection process is to ensure business performance in terms of profitability, customer satisfaction, employee engagement, and motivation.

2.7.5 Recent Developments in recruitment and selection

As suggested by Bjekic and Berber, (2017), the concept of working from home due to the influence of demographic factors, childcare issues, work-life-balance, and health concerns have intensified the need for distance working. Bjekic and Berber, (2017), further noted that most organisations now encouraged work from home especially during the COVID-19 pandemic. He went further by stating that the development of new technology, social media, internet, artificial intelligence; recruitment and selection now take place remotely in big organisations. Bjekic and Berber, (2017), mentioned that some SMEs are beginning to do distance job interviews, and with large

organisations, robots and artificial intelligence operate the entire recruitment and selection system.

2.8 Empirical Framework

Karia et al, (2016), Ayango, Walter and Muya, (2018), Adedapo, (2020) emphasised the value of effective and efficient application of the recruitment and selection procedure to the success of organisations. This was corroborated by the work of Daniel (2019); Abomeh, (2013); Gamage, (2014) who reiterated the role of recruitment and selection process to organisational performance as crucial.

2.9 Conclusion of the Literature Review

The literatures concluded that recruitment and selection process have a significant repercussion on organisational performance based on the empirical research.

2.9.1 Gaps in Research and areas of further studies

The following gaps in research have been identified in this study

This section analysis the areas that is missing in this literature review and explore avenues for further research to close the gap in knowledge.

- According to Boohene, (2011); Amin et al, (2013); Farouk et al, (2016); Damini et al, (2019); Kanu, (2015); Lepak and Snell, (2002), more studies will be necessary to ensure the testing of other variables such as training and development, employee motivation and engagement on

organisational performance. It is also necessary to compare private and public sector, SME, and large multinational organisations the methods and practices of recruitment and selection and how it impacts their performance. They emphasised that more inquiry into how to design recruitment and selection practices that would work for different demographic groups in terms of age, ethnicity/race, gender, and parenthood will be appreciated.

- Anderson, (2011); Sylva and Mol, (2009) said research should revisit the concept of digital divide between different demographic groups in the society. Future research could explore the extent of adverse impact of online assessment, recruitment, and selection on different demographic groups.
- Ployhart et al, (2017); Ryan and Ployhart, (2014); Duggan et al., (2019) all noted that despite the large volume of recruitment and selection literature, more research is needed to address the effect of the political, social, technological, environmental, and legal factors on the recruitment and selection process and its impact on organisational performance. They further mentioned that investigation could also explore whether the predictive validities of commonly used selection methods differ for remote working vis-à-vis office-based working and if so, what underlying mechanism can explain such differences.

- Berry et al, (2011); Bobko and Roth, (2013); Ployhart et al, (2017) said future research on recruitment and selection must address various demographic challenges related with ageing, diversity, work-life balance, working from home and gender. They propounded that explanatory factor on demographic differences with regards to recruitment and selection amidst globalisation needs to be investigated.
- Sackett, Lievens et al, (2017) highlighted that another concern which is highly solicited is the lack of behavioural data for measuring both predictors and criteria at multiple levels. In this light, Sackett, Lievens et al, (2017) emphasised that carrying out more research on personality traits, workplace, and leaders' behaviour in understanding their efforts towards the recruitment and selection process is sacrosanct.
- Cohen et al, (2011) said longitudinal approach will be the best fit to measure significant changes in the examined variables overtime. Organisational factors such as leadership and culture need to be examined as might enhance the predictive relevance of the results. He indicated that specific individual differences and their interplay in relation to how they shape different recruitment stages needs further study. Thus, the influence of personal characteristics in the job decision making process and the impact of individual attributes on job analysis, job description and person specification on employee engagement and motivation needs thorough investigation.

2.9.2 Areas of agreement and Recommendations

From the Literature Review, the various authors such as Mondy and Martocchio, (2016); Beardwell and Thompson, (2017); Lussier, (2018); Noe et al, (2015); Malik, (2018); Torrington, (2014); all supported the fact that recruitment and selection does have an influence on organisational performance. They propounded and highly encouraged the recruitment and selection process to be fully applied for a successful organisational outcome. Dessler, (2020) opined that the more effectively organisations carry out the recruitment and selection process the more they acquire competent human resources. Collings and Szamosi, (2018); postulated that recruitment and selection cost money and time, thus the process should be done smoothly, effectively, and efficiently in order to achieve organisational objectives.

CHAPTER THREE: RESEARCH METHODOLOGY

The main objective of this research is to analyse the effect of recruitment and selection process on organisational performance. This section describes and critically analysis the research design, methodology, strategy, and method of data analysis applied in the study.

3.1 Study Area

This study was focused on the effect of the recruitment and selection processes on organisational performance. Journals and publications considered for this study came from 40 countries in 5 regions as follows:

10 countries in Africa, 14 in Asia, 8 in Europe, 5 from the Middle East, 2 from North America and finally 1 from Australia. All these could be found in the Appendix with a detailed analysis. The study area was significant in this research as it enabled the researcher to have concrete, contextual, and in-depth knowledge, and a better understanding of the research objectives. The different regions had varied approaches to the employment process, which led to a comprehensive analysis highlighting the research gaps and areas for further studies. The study area enabled the researcher to do a comparative analysis and to draw lessons from other regions. All these helped in achieving the research objectives. The researcher targeted journals from several countries and regions to have a regional balance and to do a critical analysis while drawing an objective conclusion. This also enabled the researcher to answer the research questions and objectives.

The journals came mostly from emerging nations. The reason is that these nations are experiencing growth in their economies, thus the need to examine the challenges and implications of recruitment and selection in these growing economies, which are heavily reliant on human resources due to low technological advancement.

3.2 Population of study

141,764 research publications and journal articles on recruitment and selection were considered for this study. 1428 were selected based on their appropriateness in terms of use of language, methodology, year of publication, peer review, and quality of database and journals. The publications came from Google scholar, Science Direct, Web of Science, Scopus, Academia, Emerald Insight, Semantic Scholar, Routledge, and Wiley Online Library. Respondents came from 32 different countries across five continents. The following statistic on Appendix describes the population as reported in some of the original studies sampled.

3.3 Research Method and Design

This study adopted mainly the qualitative research method with the use of the systematic literature review approach. Systematic Literature Review method was considered appropriate for this study given the need to synthesize several studies. An amalgamation of qualitative and quantitative research techniques was applied to summarise, analyse, critically review, and draw conclusions from the journals used for this study. With the

quantitative method, correlation research design was used to examine the relationship between recruitment and selection and organisational performance. The quantitative method led to statistical testing and confirmation of the original research conducted. The quantitative method was selected because of its appropriateness in enhancing generalisation, and greater objectivity. The justification and motivation for the choice of the research method lies in its ability to synthesise and appraise research from plethora of journal articles carried out about the topic to identify key learnings, gaps in knowledge and areas for further studies. Descriptive, causal, and exploratory research designs were also adopted by examining research papers and articles on recruitment and selection and organisational performance. With the descriptive research design, it facilitated the description of the phenomena under study to have a robust critical perspective. The inductive and deductive research philosophies and approaches were applied by making specific observations, recognising patterns, and drawing a general conclusion. Qualitative and Quantitative techniques were utilised in the analysis of data. Qualitatively, data was organised via synthesis, transcriptions and analysis of findings was later accomplished using NVivo software while for the quantitative research, descriptive statistics such as measures of centra tendencies; mean, mode, media, standard deviation was applied to confirm multiple results. Furthermore, inferential statistics was used with the aid of Analysis of

Variance (ANOVA). Regression analysis was also used in this research which enabled the researcher to do a comparative study and test the relationship and degree of influence of the two categorical variables; that is recruitment and selection process and dependent variables. Pearson and Spearman correlation analysis, chi squared tests and Cronbach alpha were all used in this research to complement, triangulate, and confirm results of past studies on recruitment and selection and organisational performance. The use of computational techniques and tools such as Microsoft Excel, SPSS, and by using correlational and regression analysis tools led to the avoidance of personal bias thus giving reliability of results. This was done by entering data into the application without manipulation or alteration, ensuring accuracy of information, and using the software to generate automated results based on the data. Qualitative method was applied by summarising the findings according to themes and categorising them, thereby bringing out related ideas and grouping them according to the themes. Experimental research was also a feature of the journals studied in that hypothesis needed to be tested and proven to either reject the null hypothesis or accept the alternative hypothesis. Secondary data also came from existing primary data and literature reviews on past studies in the subject area. A Systematic Literature Review (SLR) was adopted as the research design to collect, organise, analyse, and present the data from the

various studies conducted. The diagram below describes the SLR process adopted before the review.

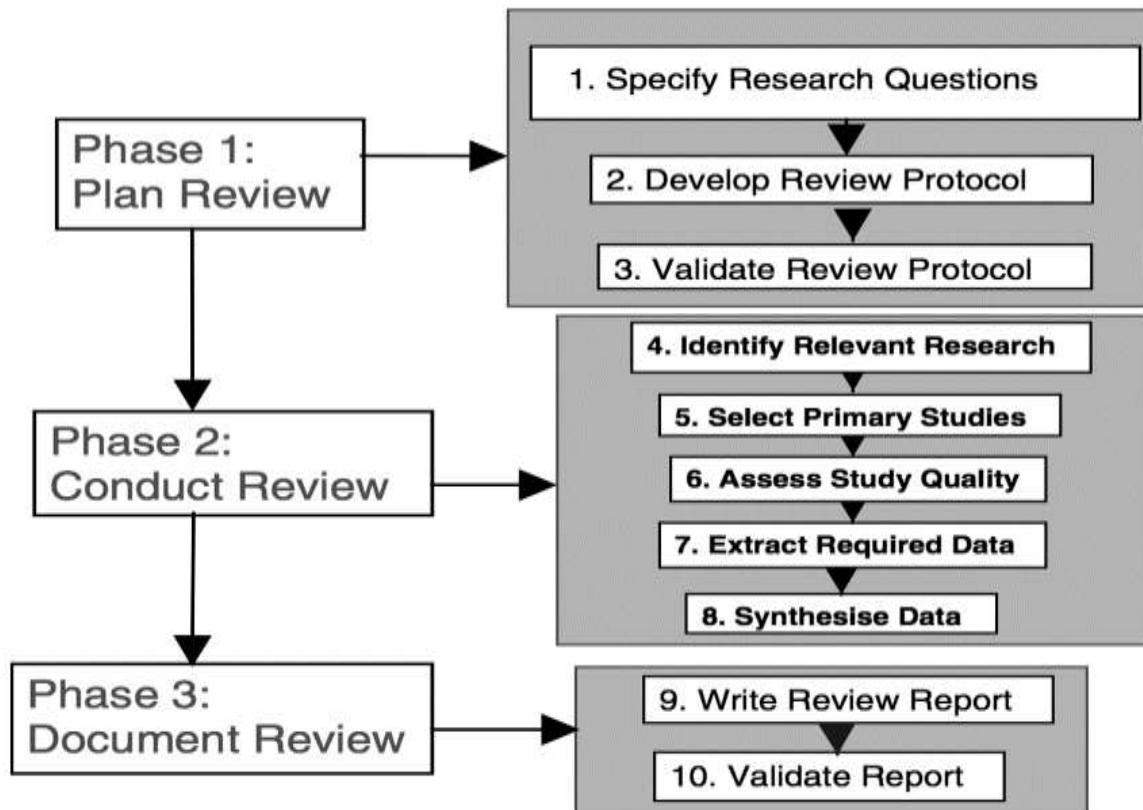


Figure 4: Systematic Literature Review Process
 Source: Kraus, Breier and Dasí-Rodríguez, (2020); Lame, (2019).

Furthermore, the application of causal research design facilitated the investigation of the effect of the recruitment and selection process on organisational performance. Causal research design is the study of the cause-and-effect relationship. A descriptive research design was adopted to enable the researcher to analyse the demographic components of the study, while the correlational research design helped the researcher to establish the degree of significance and relation between the two categorical variables in this research. It further facilitated the collection, organisation,

understanding, summarising, and reporting of the findings. The studies by Brako et al. (2014), Abomeh and Blessing, (2013); Sulaimon, Hassan and Ebhohon, (2021); Harky, (2018), and Wardlaw, (2019) were all reflective and indicative of these methods and designs. Research conducted by These journals were selected based on the selection criteria. For example, they are the most recent publications (within 15 years), written in English, and the main methodology applied was quantitative methods using primary data to collect original and first-hand information. Selase, (2018); Sunday, Olaniyi, and Mary, (2015); Anyango, Walters and Muya, (2018); Ekwoaba, Ikeije and Ufoma, (2015); Karia et al, (2016); Agyei, (2016); Fathmath, Azam, and Ahmad, (2021); Osemeke, (2012); Wangui, and Felistus, (2021); Kanu, (2015); Baku and Aladelusi, (2017); Afriyie, Blankson and Osumanu, (2013); all conducted primary studies using quantitative methods of data collection and analysis thereby upholding the integrity and quality of the research. The research carried out were descriptive, correlation and causal in nature. Data analysis methods and techniques included, descriptive statistics, ANOVA, Linear regression, correlation test, chi square test, and measures of central tendency. Furthermore, they were peer-reviewed journals published in well-recognized journals and databases such as Science Direct, Google Scholar, Scopus, Research Gate, Academia, and Web of Science. Correlational analysis was relevant because it analysed the degree of association between two categorical variables, that is, recruitment and selection and

organisational performance. The Chi Square test, Pearson, and Spearman correlational statistics were initially used in journals and publications. The researcher used the findings from these results to draw conclusions on the research objectives. Inferential and descriptive statistics were utilised to understand the causal relationship, which examines the cause-and-effect linkage while analysing and presenting the findings from the study.

3.4 Research philosophy and Approach

The purpose of this study was to investigate the effects of the recruitment and selection process on organisational performance. From the assessment of the journals and publications used in this study, the inductive, deductive, and interpretive research paradigms were applied in these studies. Inductive research was focused on gathering published data which used interviews, questionnaires, observations, focus groups, and surveys to understand the effect of recruitment and selection on organisational performance to create new knowledge. The deductive philosophy was also applied to test the theory and accept or reject the null or alternative hypothesis. The interpretive research approach was a feature of this research since the researcher needed to interpret descriptive data and quantitative results as well as draw conclusions based on the findings. These research philosophies, approaches, and paradigms of both the original researchers and the current researchers were deemed necessary and satisfactory in attempting to answer the research questions and objectives. The application of these

research philosophies and approaches was in line with the studies on recruitment and selection and their effects on organisational performance by Fathmath, Azam, and Ahmad (2021); Katou and Budhwar (2007); and Jawaad et al. (2019). These publications are a sample of a cross-section of publications under this study.

3.5 Research Hypothesis

This study was aimed at understanding the effect of recruitment and selection process on organisational performance. Based on the research objectives and questions, the following research hypotheses were highlighted.

H0: The recruitment and selection process have no significant effect on organisational performance.

H1: The recruitment and selection processes have significant effect on organisational performance.

3.6 Sampling Method, Procedure and Strategy

The researcher applied the probability and non-probability sampling techniques in this study. Probability sampling used simple random sampling, stratified, and clustered sampling. While the non-probability sampling constituted purposive and quota sampling. These sampling techniques were used to select 1428 journals and publications in relation to the research objectives. The intention was to identify and select only those papers that met the selection criteria set by the secondary researcher. These sampling

strategies were characterised by objectivity, precision, fairness, and representativeness. The papers were put into categories according to the various research objectives. A purposive sampling technique was applied to select the papers that met the criteria after thorough screening based on their structure, content, abstract, findings, methodology, quality, language, and year of publication. Purposive sampling has the advantages of low margin of error, more variation, saves time, is more reliable, objective, and provides an opportunity to create generalisations from the data. Purposive sampling enabled the researcher to gain detailed and expert knowledge about recruitment and selection. Through the purposive sampling technique, journal articles were selected based on merit, with well-defined selection criteria and with clear objectives rather than by luck or chance. This technique enabled the secondary researcher to clearly identify and select the appropriate journal articles for the study. After purposively sampling the publications, stratified sampling was implemented to put the publications according to regions, countries, and later random sampling was applied to ensure the attainment of the research objectives. The secondary researcher purposively selected 1673 but needed 1428. Therefore, after purposive and stratified sampling, the secondary researcher randomly selected 1428 which means that 245 journal articles were eliminated at this stage. Random numbers were generated using computer software from 1 to 1673. Names and codes were used, and the computer automatically did the random

selection using the lottery method. Quota sampling was implemented to get just the number of journal articles needed in each category. The secondary researcher randomly selected the targeted sample for the study (1428). These were systematically done to ensure representativeness.

- Purposive sampling was first done to select 1673 journal articles for this study.
- Stratified sampling was later done to categorise these journal articles according to regions, countries, and cities.
- Cluster Sampling enabled the researcher to categorise the journals according to industry, year of publication, and sectors.
- Quota sampling was done to ensure equitable representation in each category
- Random Sampling was later applied to randomly pick the journal articles from the list of publications that have been sampled and stratified categorically.

At this stage, all the journals selected were appropriate for the study, but the secondary researcher needed to randomly select the sample size needed for the research rather than selecting all the journals. This was done by categorising the publications according to research objectives. From the publications, the opinions of employees, management, customers, and business owners were sampled to get primary data regarding the research objectives. The aim was to ensure equal representation. From the studies of

Mahmood, Iqbal and Sahu, (2014); Selase, (2018); Karia et al, (2016), It should be noted that the original research adopted the simple random, purposive, stratified random, quota sampling techniques to get a proportion of the population for primary data acquisition.

3.7 Research Protocol

This systematic literature review research on the effect of the recruitment and selection process on organisational performance followed the PRISMA research guidelines. According to Liberati et al. (2009), the Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA) is a 27-item checklist used to improve transparency in systematic reviews. This research covered all the aspects of the 27 PRISMA prescriptions with respect to the title, abstract, introduction, methods, results, discussion, and funding. The PRISMA was applied to ensure reliability, validity, consistency, and quality of the entire research process. A systematic review protocol describes the rationale, hypotheses, and planned methods of the review.

3.7.1 Database, Search result and Statistics

The following journal articles were considered for this research, but after applying the inclusion and exclusion criteria, several journal articles were excluded for ineligibility, duplications, and not conforming to the standard quality required. The following table gives a summary of journal articles that came from Google scholar, research gate, Emerald, Science Direct, Scopus, amongst others.

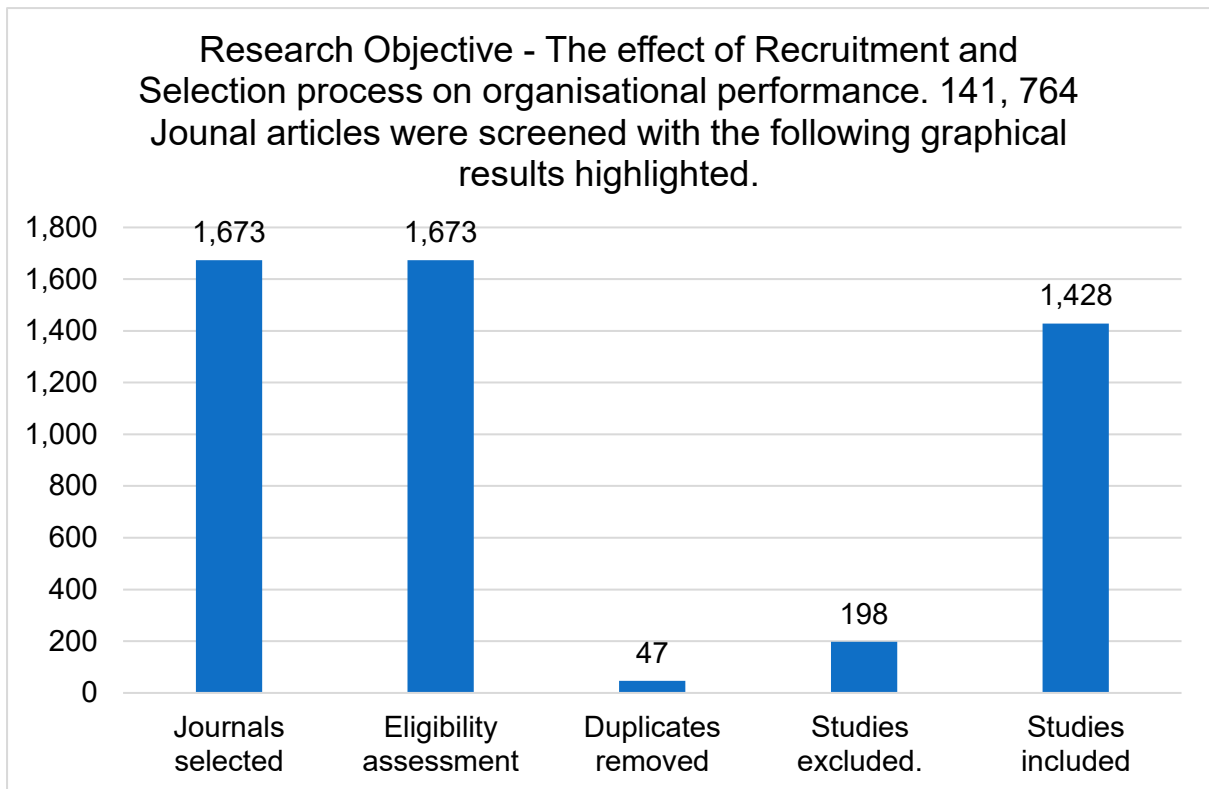


Figure 5: Database search results and statistics
 Source: Google Scholar, Science Direct, Scopus, Emerald

Database	Total Journal Articles Searched	Total Journal Articles Selected
Google Scholar	4,472	222
Research Gate	1200	110
Emerald Insight	6000	93
Science Direct	3000	8
Scopus	3253	94
Academia Publishing	499	20
ProQuest	3,154	438
Semantic Scholar	8,159	563
Web of science	4,400	67
Jstor	2720	4

Ebsco	0	0
IEEE Access	0	0
Springer – Link	21551	0
Elsevier	2891	0
Sabinet African Journals	4941	7
SAGE Journals	4126	4
Bookboon	/	/
Wiley Online Library	629	15
Routledge – Taylor and Francis Group	0	0
SSRN	2	1
SAGE Publications	37	0
Tandfonline.com	70737	15

Table 1: Database search result and statistics
Source: Jstor, Ebsco, IEEE Access, Springer Link, 2022

3.7.2 Selected Journals and Publications for the study

The following diagrams depict the journals that were used to get the journal articles for this study. These journals were deemed appropriate for the study as they provided high-quality articles for it. The journals highlighted below came from databases such as Google Scholar, Science Direct, Routledge (Taylor and Francis), EBSCO, Semantic Scholar, Research Gate, Web of Science, SCOPUS, and Wiley Online Library. A total of 1,673 research articles were considered for this study. After due diligence in terms of screening of the publications according to the set criteria, due process and

care were carried out, leading to the adoption of 1428 publications that met the inclusion criteria.

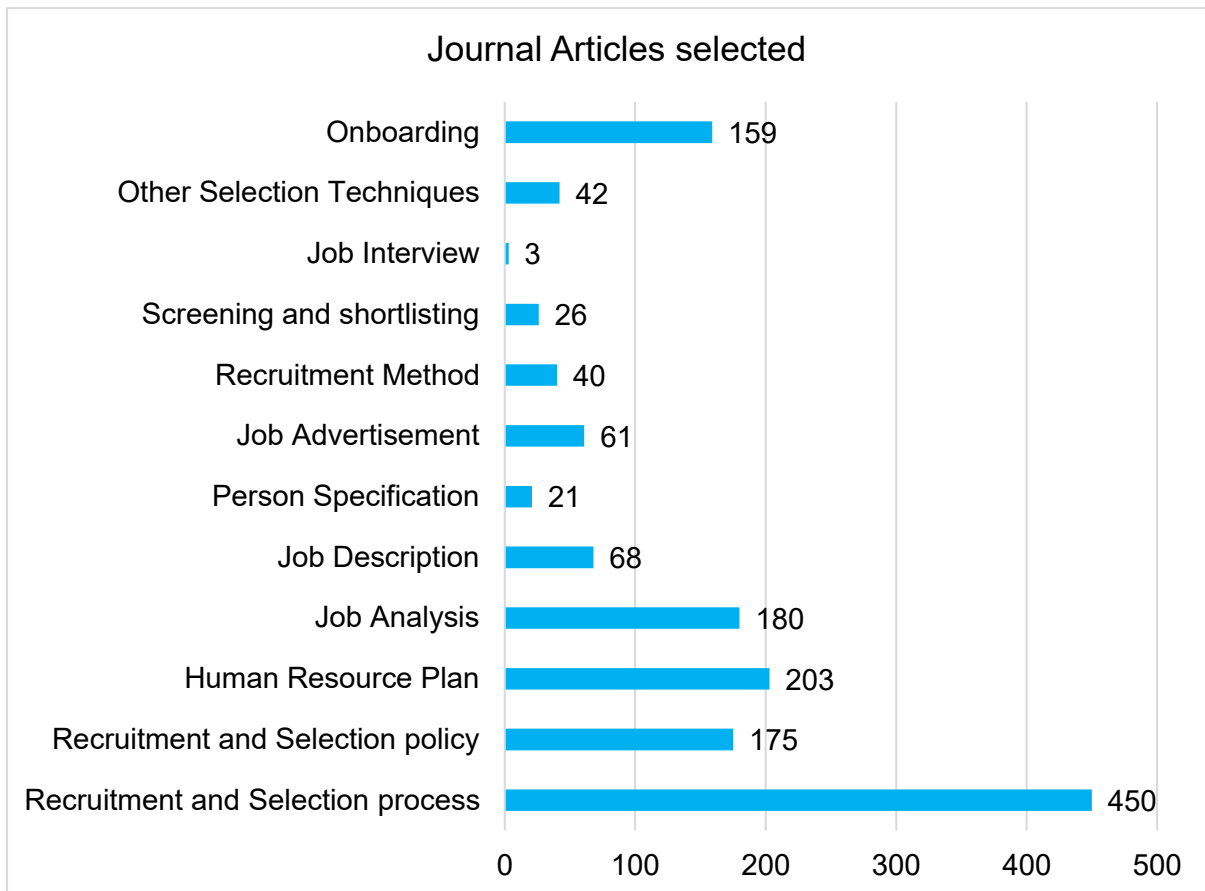


Figure 6: Selected Journals and Publications for the Study
 Source: Google Scholar, Science Direct, Springer Link, Web of Science, 2022

The journals highlighted below came from databases such as Google Scholar, Science Direct, Routledge (Taylor and Francis), EBSCO, Semantic Scholar, Research Gate, Web of Science, SCOPUS, and Wiley Online Library. A total of 1,673 research articles were considered for this study. After due diligence in terms of screening of the publications according to the set criteria, due process and care were carried out, leading to the adoption of 1428 publications that met the inclusion criteria.

3.7.3 Screening and Selection process of the papers

Papers were screened against the inclusion and exclusion criteria and research objectives set by the researcher. According to the inclusion criteria, the papers had to be in English language and published within the last 15 years. Furthermore, the articles must be peer reviewed, and quantitative methods should be the main approach to data collection using primary instruments such as interviews, questionnaires, and surveys. Articles originally selected were screened based on their abstract, introduction, findings, and conclusions. The research objectives were taken into consideration while screening these papers for quality, and whether they meet the inclusion and exclusion criteria set by the researcher.

3.7.4 Inclusion and Exclusion criteria

Research journals, articles, and papers were included or excluded from the study depending on the inclusion and exclusion criteria. The papers should be in English. They should also be empirical studies within the scope of the article's focus. Furthermore, the papers should be within the last 15 years and need to be peer reviewed. Intellectual ability should be present in the papers. This can be proven by the methodological process and its application. The level of intellectual ability is indicated by peer reviewing the journal and accepting it to be published in high-quality, high-impact, and standard journals. The inclusion criteria also determine the kind of papers the researcher is interested in; that is, journals, articles, conference papers, and

published theses. The methodology applied in the study was also an aspect of scrutiny. The researcher mostly selected papers that to a greater extent utilised quantitative method in getting data. Papers were screened to ensure they follow the scientific protocol and prescriptions for high-quality research.

3.7.5 Search Terms (Keywords)

Publications were searched using a variety of search criteria such as keywords, abstracts, titles, year of publication, and category. Journal articles came from Google Scholar, Science Direct, Academia, Emerald Insight, Research Gate, and Scopus. The following keywords were used in obtaining the appropriate journals for this study: recruitment and selection process, recruitment and selection policy, human resource planning, job analysis, job description, person specification, job advertisement, job interviews, and organisational performance.

3.7.6 Search Criteria and strategy

Journals and articles were searched based on the research objectives of the study as well as the inclusion and exclusion criteria. Journals were rejected if they failed to meet the inclusion and exclusion criteria. Keywords were used to search the journals. Boolean search commands, technique, and strategies such as "AND" "OR" and "NOT" were used to get specific journals.

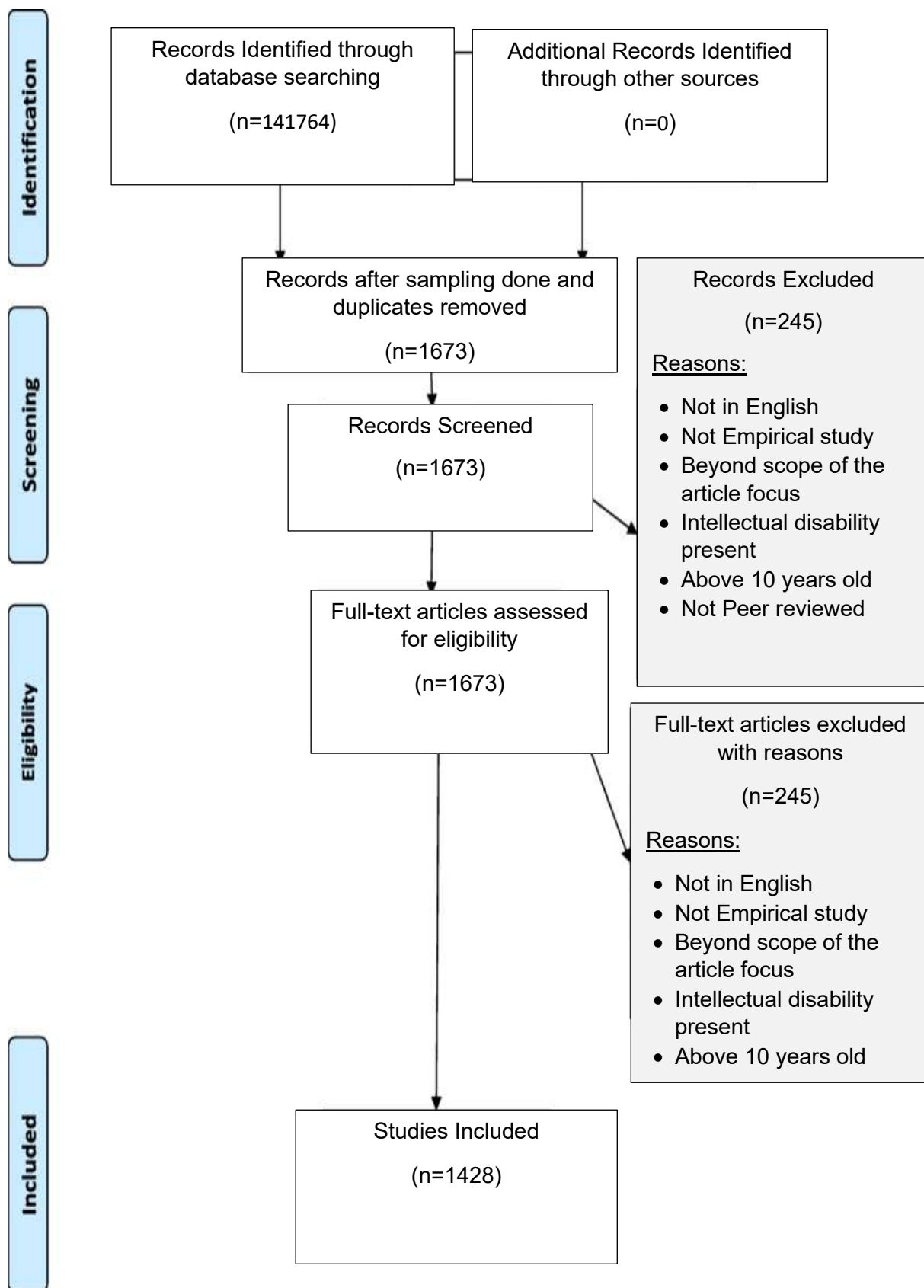


Figure 7: Search Criteria and Strategy
Source: Google Scholar, Science Direct, 2022

3.8 Conceptualisation and Operationalisation

A conceptual and operational framework have been designed below based on the research topic, questions, and objectives.

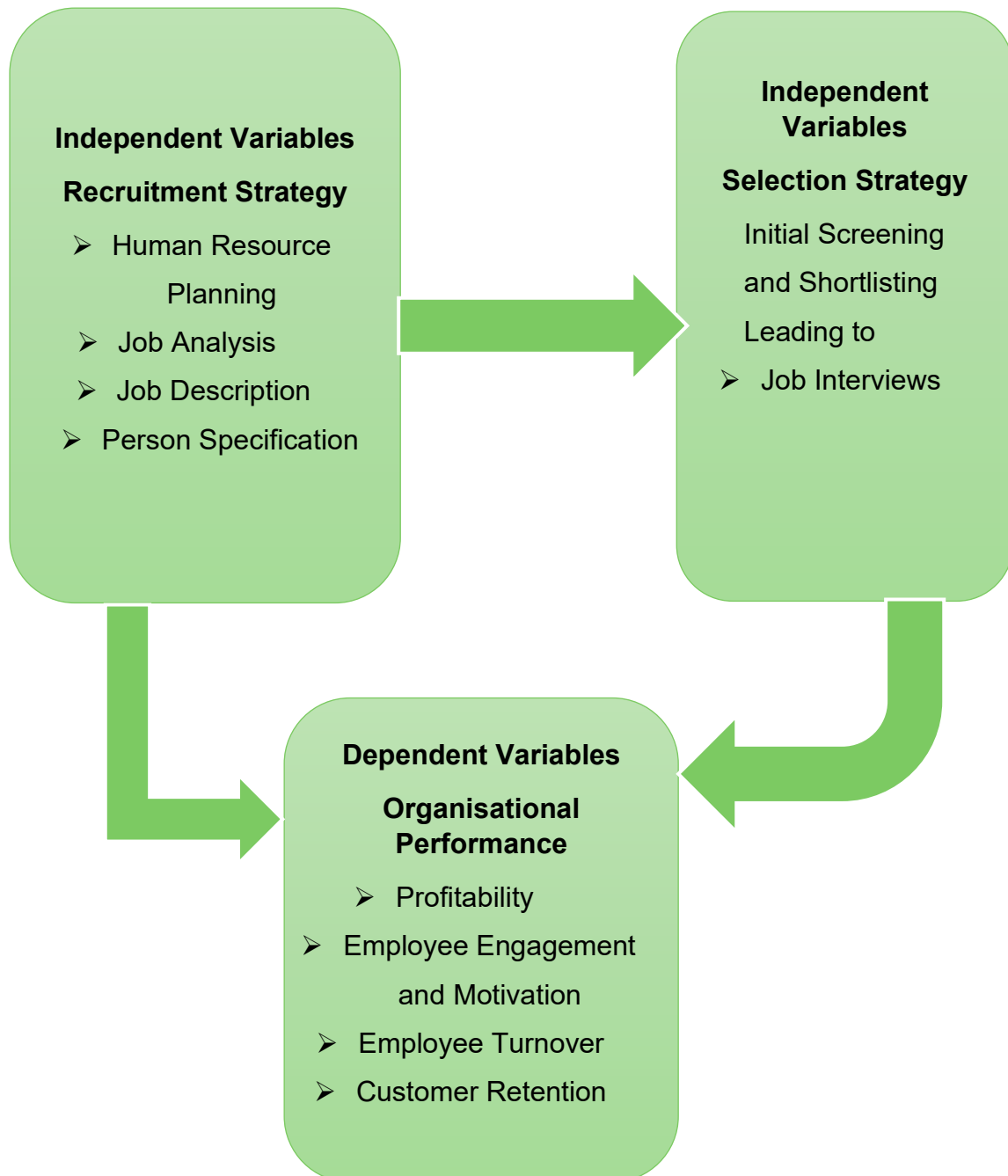


Figure 8: Conceptualisation and Operationalisation model
Source: Karim et al, (2021); Karim, Choudhury, and Latif, (2019).

3.8.1 Conceptualisation of study

This study the effect of recruitment and selection process on organisational performance. There are two main concepts in this study. Recruitment and selection and organisational performance with both having an impact and relationship with each other. The study analysis and establishes if a correlation exists between these two categorical variables.

3.8.2 Operationalisation of study

The Independent variables constitutes recruitment and selection: Recruitment embodies Human Resource Planning, job analysis, job description, person specification, while selection is made up of job interviews which is done after preliminary evaluations of curriculum vitae, application forms, references, and background checks. The dependent variable is organisational performance and features profitability, customer retention, employee satisfaction and motivation. The independent variables affect the dependent variables. For a positive organisational performance to be assured, the business must ensure a successful implementation of its recruitment and selection strategy.

3.9 Data Collection Strategy

To realise the objectives of this research, 1428 peer-reviewed journals on recruitment and selection for the past fifteen years were collected from databases such as google scholar, science direct, Scopus and semantic scholar to answer the research questions.

3.10 Data Presentation and Analysis

Data was analysed using quantitative and qualitative techniques to correlate the results of the research and draw conclusions based on the findings. The SPSS and Microsoft Excel software enabled the quantitative analysis of the results. It facilitated the answering of the research questions and achieved the research objectives. The secondary researcher revisited the quantitative techniques applied in the original research and ensured its reliability, validity, and significance by retesting it using regression analysis, inferential statistics, chi-square testing, spearman, Pearson correlation analysis, ANOVA, and measures of central tendency. The results were presented using tables, figures, charts, and narratives. The researcher extrapolated quantitative data from the various publications under study to analyse them quantitatively and qualitatively to draw valid conclusions based on the research objectives under study. Qualitatively, the researcher began by first extracting, downloading, and saving all the necessary journals and publications for this study. Afterwards, the researcher grouped the journals according to the various research objectives and themes. The researcher then critically examined the entire research process, including the abstract, research methodology used, data analysis techniques, and finally the findings, conclusion, and recommendations. Based on these features, it enabled the researcher to make a sound judgement regarding the research objectives and questions. Qualitatively, the secondary researcher grouped the

publications into themes according to the research objectives. The opinions, views, suggestions, and statements from the research were summarised and put according to the thematic approach. The qualitative analysis was done with the help of NVivo software. This software was effective and efficient and thus ensured quality, consistency, reliability, and trustworthiness.

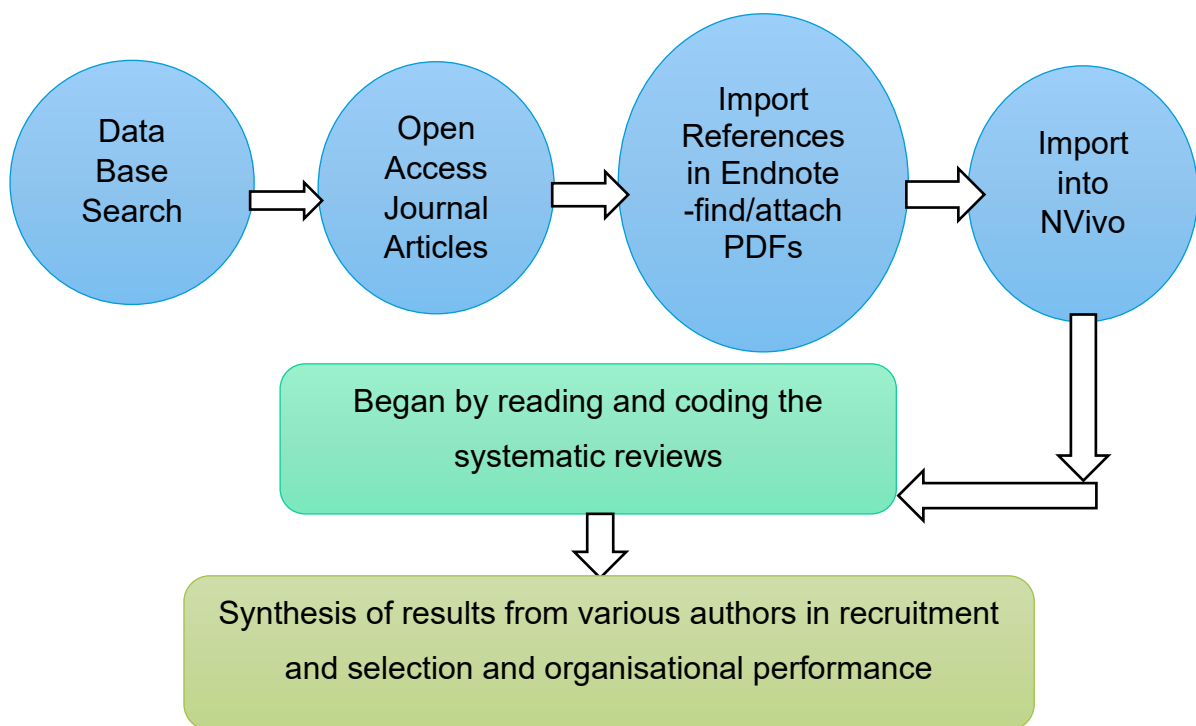


Figure 9: Data Analysis Procedure and Method
Source: Jose, 2017

3.10.1 Descriptive Statistics

The journals were examined in terms of their demographic composition, such as age, gender, income, occupation, marital status, culture, and geographic location. Mean, mode, media, and standard deviation were used to describe the findings. This was critical in analysing the effect of these characteristics on employee and organisational performance. From the research study and

based on the analysis of the demographic data using descriptive statistics, it was found that most respondents were male (58.8%), and most research participants (44.4%) were aged between 25 and 40. Additionally, most respondents (40.6%) had some undergraduate educational level. The principal respondents for this research were employees, management, from public and private institutions.

No	Items	Scales	Frequency	Percent
1	Age	18-29	37	61.7
		30-39	20	33.3
		40-49	3	5.0
2	Gender	Male	43	71.7
		Female	17	28.3
3	High School	4	6.7	11.1
	Diploma	5	8.3	13.8
	Bachelor	38	23.38	38.97
	Master	12	20.0	33.3
	Other	1	1.7	2.83

Table 2: Demographic Analysis of Respondents
Source: Kahya, (2007)

3.10.2 Presentation of Data, Analysis, and Interpretation

This section presents data and interpretations regarding the research questions highlighted below.

3.10.2.1 Research Question One:

What is the effect of human resource planning on organisational performance

The following diagram shows a comparative data of correlation statistics of human resource planning vis-à-vis other facets of the recruitment and selection process. These have been thoroughly analysed in the research findings section.

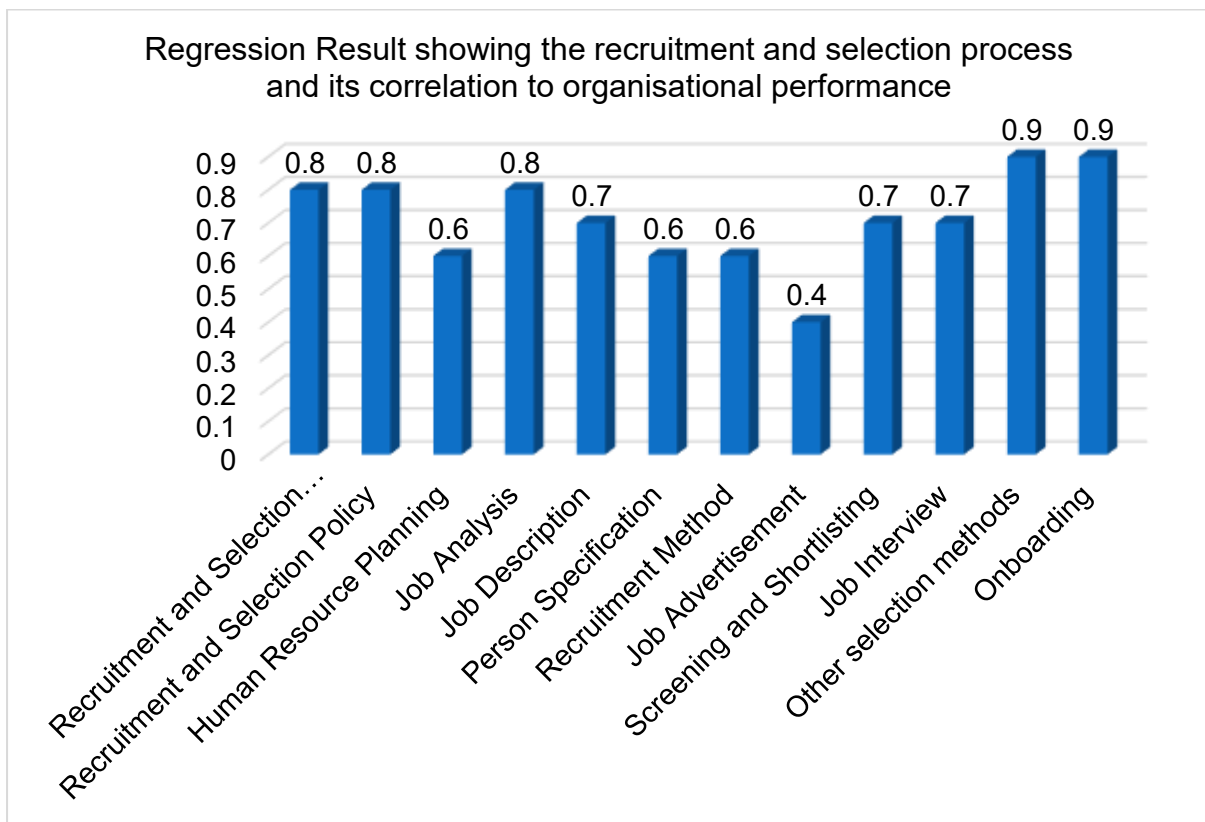


Figure 10: Correlation Statistics
Source: Ekwoaba, Ikeije and Ufoma, (2015)

The diagram below shows the mean result of the effectiveness of recruitment practices. The mean depicts the effectiveness of the medium. Thus, the higher mean shows more effectiveness of the recruitment method. It shows which recruitment method is more preferable. Based on this result, the human resource department can identify planning needs in terms of budgetary allocation for the most preferred choice. The effect of human resource planning on organisational performance has been detailed in the research findings section.

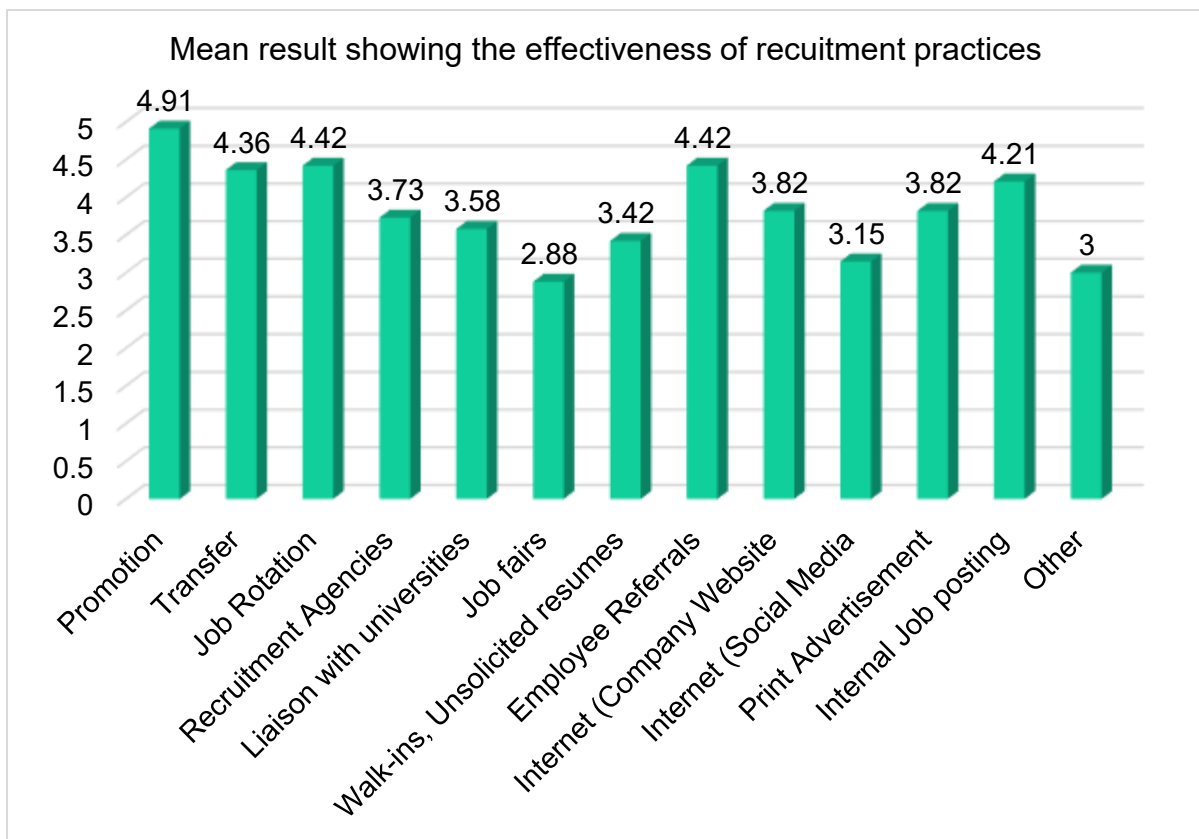


Figure 11: Mean result showing the effectiveness of recruitment practices
 Source: Chytiri, Filippaios and Chytiris, (2018)

3.10.2.2 Research Question Two:

What is the effect of Job Analysis on organisational performance?

Statistics regarding the job analysis and its effect on organisational performance has been presented on the diagram below. Job Analysis a score of 0.84 when compared to the other recruitment criteria. Job interview was the highest at 0.92.

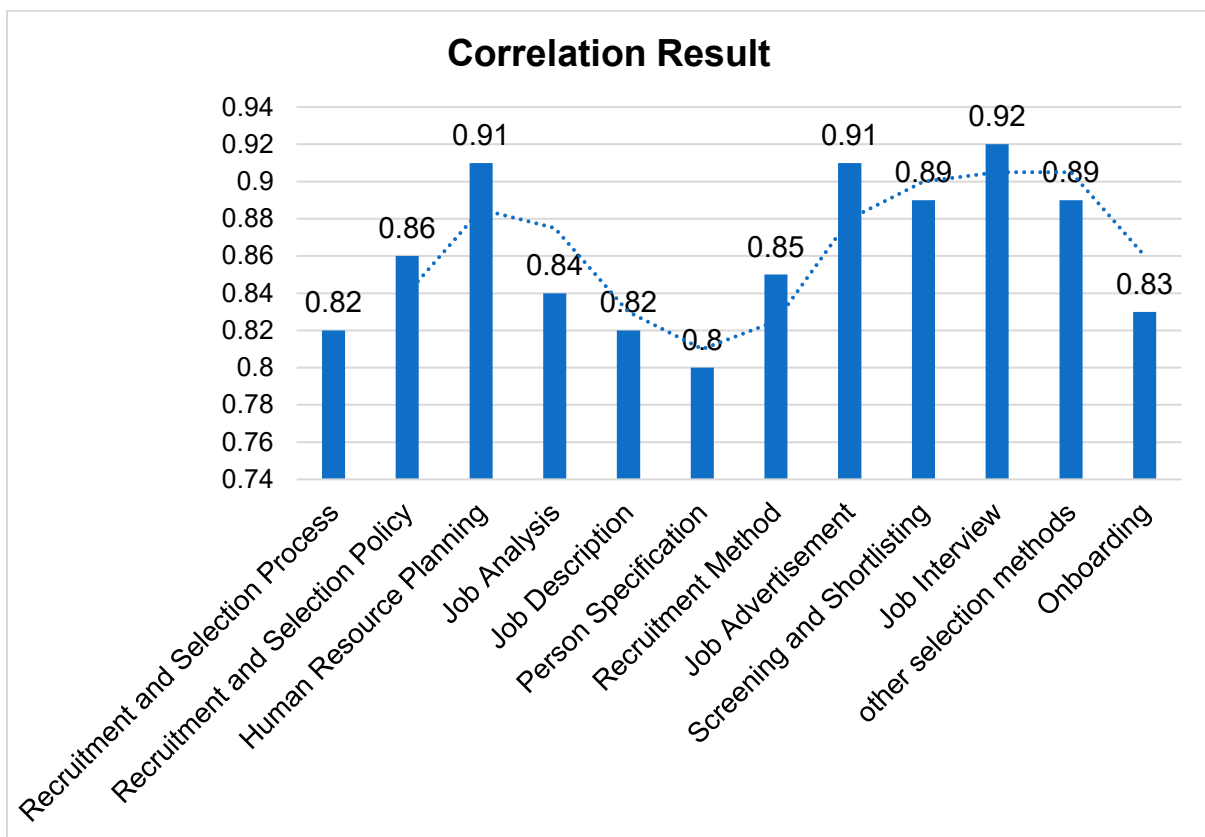


Figure 12: Correlation Analysis
Sources: Brako et al, (2014); Chand and Katou, (2007).

3.10.2.3 Research Question Three:

What is the effect of Job Description on organisational performance?

The following diagram gives the regression statistics of job description when compared to other facets of the recruitment and selection process. Job description had a regression result of 0.7 while the lowest was job advertisement with onboarding having the highest regression score. All these have been analysed in the research findings.

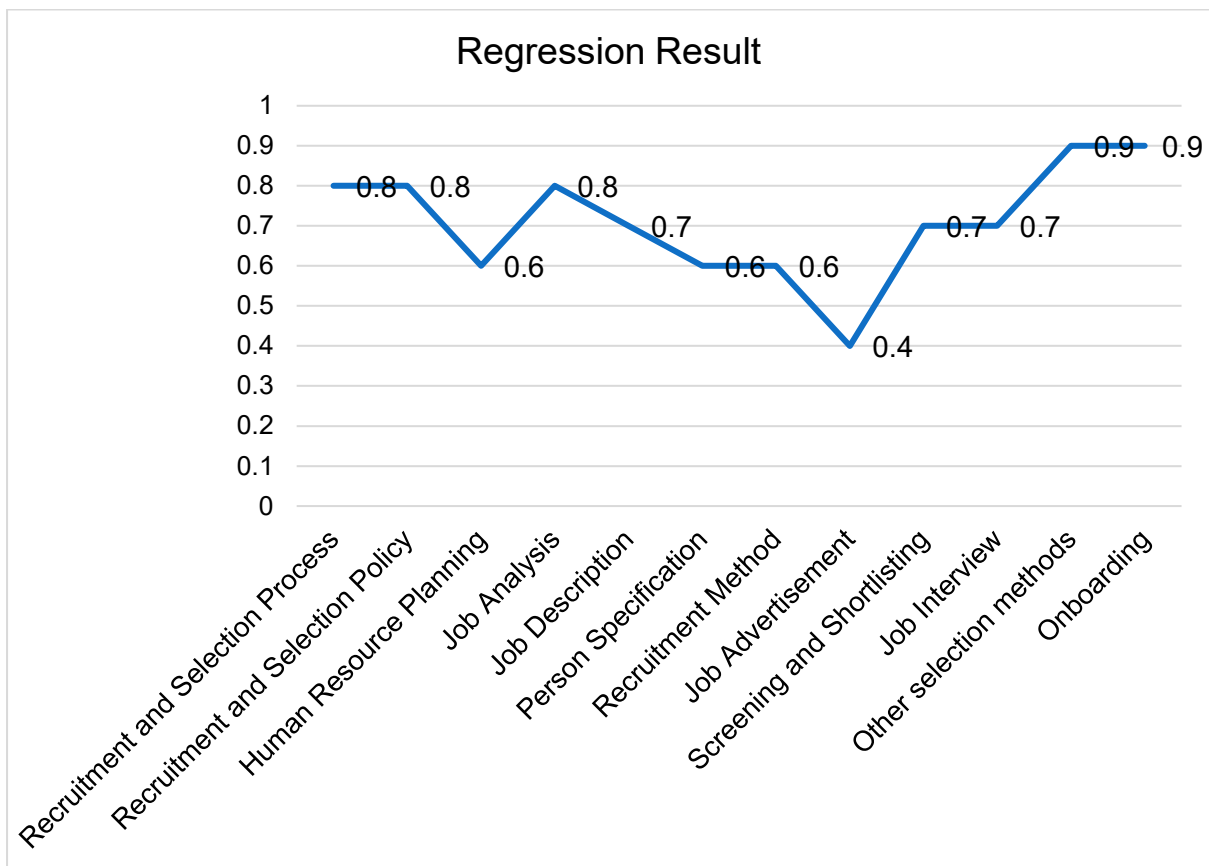


Figure 13: Regression Result
Chand and Katou, (2007); Ekwoaba, Ikeije and Ufoma, (2015)

3.10.2.4 Research Question Four:

What is the effect of Person specification on organisational performance?

The statistics below show a sample of person specification attributes in relation to job and organisational performance. It indicates the person specifications most critical to the recruitment and selection process. The statistics shows job related skills and education levels are highest in terms of person specification factors most important in recruitment and selection.

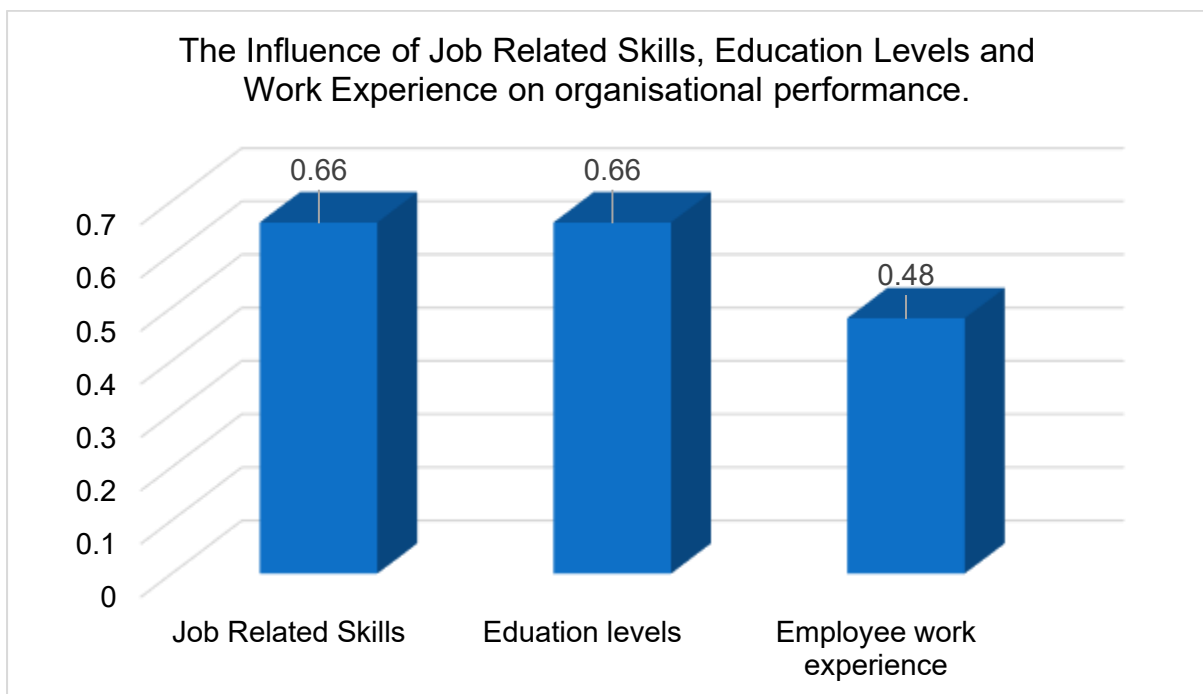


Figure 14: Skills, Education, Work Experience and Organisational Performance
Source: Matimbwa, Ayugi and Ndekwa, (2018)

3.10.2.5 Research Question Five:

What is the effect of job interview on organisational performance?

The diagram below shows the effectiveness of the methods used in choosing the most appropriate and qualified job applicant for the vacant position. Job Interview as a method has been benchmarked with other selection criteria to have a more comparative and critical analysis. The statistics can be seen on the diagram below. This has been analysed in the research findings section. Interview as a method has a mean of 6.21 which is the highest when compared to the other selection methods.

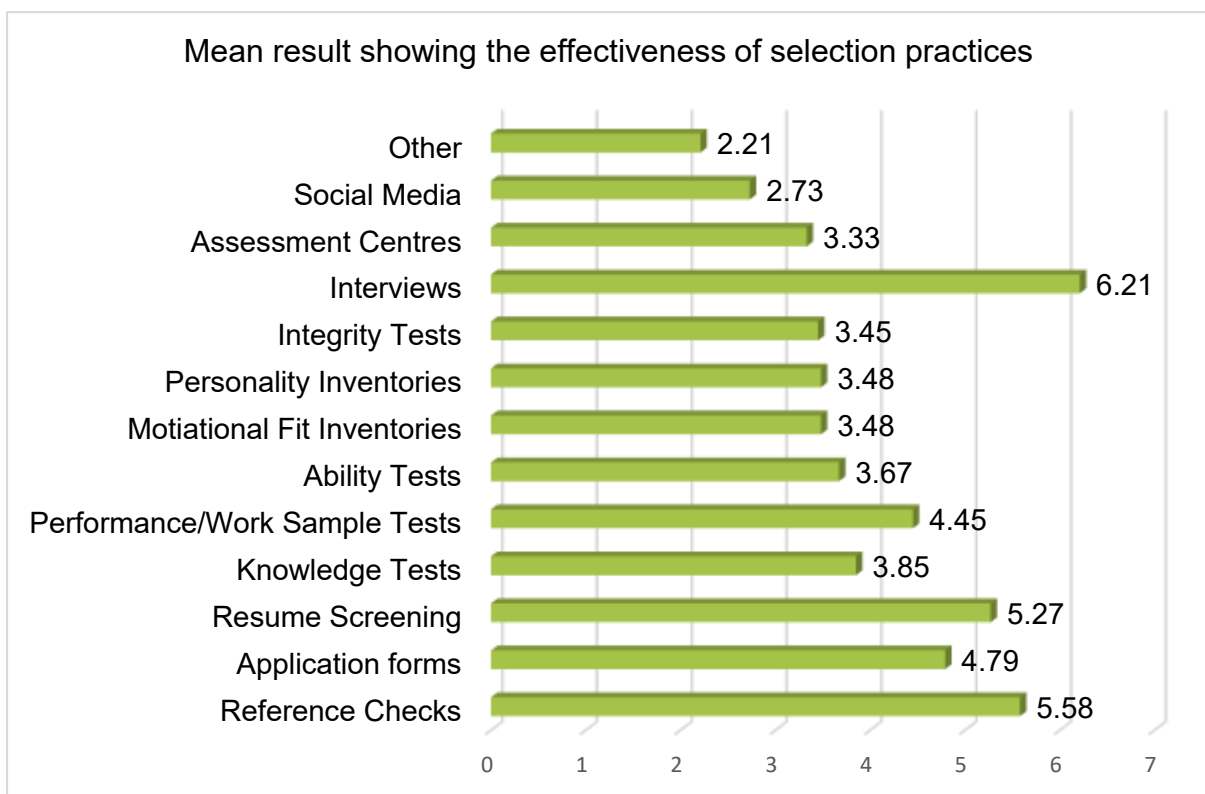


Figure 15: Mean result showing the effectiveness of selection practices
Source: Chytiri, Filippaios and Chytiris, (2018)

3.10.2.6 Research Hypothesis 1:

Recruitment and selection process have no significant impact on organisational performance

The null hypothesis was rejected based on a series of studies conducted on recruitment and selection and organisational performance.

3.10.2.7 Research Hypothesis 2:

Recruitment and Selection process have significant impact on organisational performance

The alternative hypothesis which agrees that recruitment and selection have a significant impact on organisational performance in several research studied was accepted on the bases of empirical findings.

3.11 Statistics

3.11.1 Inferential Statistics

To draw a conclusion on the hypothesis, inferential statistics were extracted from the journals. Inferential statistics made use of hypothesis testing, confidence intervals and regression analysis. ANOVA result indicated a strong positive connection and significant impact of recruitment and selection process and organisational performance. Thus, if the recruitment and selection process is objective in terms of transparency, equal opportunity, ethics, competencies and polices, then the performance of organisations will increase. Inferential statistics enable the researcher to use hypothesis

testing via the chi-square test to make inferences, conclusions, and generalise results to the general population. It is used to assess the relationship between two categorical variables. The Z-test, T-test, and linear regression are all analytical tools used in inferential statistics.

3.11.2 Correlation Analysis

The correlation analysis was used to measure the strength of association or correlation between two categorical variables.

3.11.3 Regression Analysis

The regression analysis was done to find out the cause-and-effect relationship between recruitment and selection on organisational performance. A regression analysis was performed between the dependent and independent constructs.

3.11.4 Measures of Central Tendency

The research illustrates the central tendency characteristics such as the mean, mode, and median, which all indicate a strong positive correlation between recruitment and selection and organisational performance.

3.11.5 Analysis of Variance

The analysis of the variance points to the fact that the two categorical variables are significantly related. There exists a very strong relationship between recruitment and selection and organisational performance.

3.12 Ethical Consideration

The research process was conducted following strict ethical guiding principles. Databases were accessed with the permission of the organisation involved. Usernames and passwords with authentication were granted by the database administrator and provider before getting access to vital information. The database and resource providers had to confirm that I was studying at Aston University before accessing essential information. Consequently, the researcher registered and got access codes before accessing these sites for research documents. The researcher ensured the principles of capacity, information, and voluntariness were obtained prior to conducting the research. All three elements must be satisfied for consent to be given. Data obtained from databases and publications was treated strictly for academic purposes, and the researcher respected the consent, privacy, and confidentiality of the organisations and individuals involved in the research.

CHAPTER FOUR: RESEARCH FINDINGS & DISCUSSION

4.1 Research Findings and Discussion

This section presents the details of the research findings on recruitment and selection and organisational performance. The research findings have been categorised according to the research objectives. Studies carried out on the effect of recruitment and selection process on organisational performance by Selase, (2018); Sunday, Olaniyi, and Mary, (2015); Anyango, Walters and Muya, (2018) Karia et al, (2016); Fathmath, Azam, and Ahmad, (2021); Osemeke, (2012); Agyei, (2016); Wangui, and Felistus, (2021); Kanu, (2015) ; Baku and Aladelusi, (2017) ; Afriyie, Blankson and Osumanu, (2013), found out that recruitment and selection is significantly related to organisational performance. This was corroborated by Mahmood, Iqbal and Sahu, (2014); Mwitwa and Kinemo, (2018); Katou and Budhwar (2007); and Jawaad et al. (2019) who posited that recruitment and selection significantly influences organisational performance. A Plethora of authors such as Otoo, Assuming & Agyei, (2018) ; Jalloh, Habib & Turay, (2015); Karim et al, (2021) ; Kepha et al, 2012 ; Muna, et al, (2020) ; Tomcikova, (2016) ; Keerthana, (2022) ; Kanyemba, Iwu and Allen-Ile, (2015) ; Ahsan and Manag, (2018) ; Aliyu, (2021) ; Alemayehu and Deressa, (2019) ; Shah, (2011) ; Absar, Nimalathasan and Jilani, (2019) ; Rana and Malik, (2017) ; and Akuamoah et al, (2016) established the existence of a strong positive correlation between the application of the recruitment and selection process

and organisational performance. Rahmany, (2018); Alsabbah and Ibrahim, (2013); Hamza et al., (2021); Azlan et al., (2009). Qudah, Osman, and Qudah (2014); Uggerslev et al., (2021); Klotz et al., (2013); Ekwoaba, Ikeije, and Ufoma (2015) said that recruitment and selection and organisational performance were statistically significant meaning that the more objective and effective the recruitment and selection practice is carried out, the better the organisational performance and vice versa. The research shows a positive nexus between recruitment and selection and organisational performance. Findings shows that if the employment process is effectively and efficiently practiced, there will be high production capacity. Rahmany, (2018); Ekwoaba, Ikeije and Ufoma, (2015); Ukpabi et al, (2021); Qudah, Osman and Qudah, (2014); Karia et al, (2016); Hamza et al, 2021; Otoo, Assuming and Agye, (2018) confirmed in their research that recruitment and selection process is highly significant and impactful on organisational performance. Brako et al,(2014); Abomeh and Blessing, (2013); Nahayo, (2019); Chukwu and Igwe, (2012); Kidagisa and Mukanzi, (2021); Yadav Singh, (2021); Harky, (2018); Setyawati, Setianingsih and Udin, (2019); Mokaya, Mukhweso and Njuguna, (2013); Hameed and Mohamed, (2016); Anyango, Walter and Muya, (2018); Vanaja and Chandrasekar, (2013); Yadav et al, 2021; Wardlaw, (2019); Brako et al, (2014); Naveen and Raju, (2014); Dhabuwala and Pitroda, (2021) all postulated that the adoption of the recruitment and selection process constituting human resource planning,

job analysis, job description, person specification, job advertisement, recruitment method, shortlisting, job interviews, final selection and onboarding were seen to be very important and positively correlated to organisational performance. As stated by Ahmed, (2014); Najafi al, 2011; Sopiah, (2016); Katou and Budhwar, (2012); Kumar, (2014); Indradevi, (2012); Brefo-Manuh et al, (2017); Iqbal et al, (2019), organisations that robustly apply the recruitment and selection procedure, can be assured of improved business performance. According to Eliphas, Mulongo and Razia, (2017); Daniel and Ibrahim, (2019); Chahar, (2020); Kihama and Wainaina, (2019); Ahmed et al, (2010); Ishaq, Iqbal and Zaheer, (2009); Abbas, (2014); Shaharyar et al, (2014); Al-Habsi and Madbouly, (2021); Singh, Sharma, and Cheema, (2011); Singh and Rana, (2013); Jabeen, (2011), Job satisfaction, employee motivation, employee reward, performance appraisal, training and development were all seen to have a mediating effect on employee performance and the overall organisational performance. Matimbwa, Ayugi and Ndekwa, (2018) postulated that adequate work-related skills positively influence employee performance as employee skills enhance their problem-solving skills, renders employees proactive, facilitates quality and accuracy in the work executed. Research results by Matimbwa, Ayugi and Ndekwa, (2018) also indicated that work experience and education levels had a significant influence on organisational performance. Work related experience was positively and significantly linked to employee performance as it leads

to employee innovativeness, quality service provision, prompt execution of tasks, the ability of the employee to work with greater autonomy and improved creativity. According to the research by Matimbwa, Ayugi and Ndekwa, (2018), there is also a positive significant relationship between employees' academic qualifications and their work performance as their academic qualification enhances mastery and quality of work, the ability to work under minimal supervision, operation of advanced technology, responsiveness in receiving constructive feedback thus enabling organisations to gain a competitive advantage. Otoo, (2018) noted that employee competences was seen to play a key mediating role between HRM practices and organisational performance. Chytiri, Filippaios and Chytiris, (2018) mentioned that the findings of this research enhanced industry understanding of the use and effectiveness of recruitment and selection methods and thus indicate the necessity for businesses to re-examine their recruitment and selection methods and adopt more contemporary strategies in their mix. The recruitment methods considered to be more impactful are promotion, transfer, job rotation, employee referrals and job posting (Mean 4.91 max in a point likert scale). Selection methods scored higher (mean up to 6.21) in their effectiveness. The selection methods considered to be more effective are interviews, reference checks, application forms, resume screening and work samples. Thus, findings show more effectiveness in

selection methods than recruitment methods though all are vital facets of the employment process.

4.1.1 Research Question One

What is the effect of Human Resource Planning (HRP) on organisational performance

Findings from Nkomo, (2022); Anyadike and Nkechi, (2013); Srivastav and Arora, (2021); Anyim, Ekwoaba and Anthony, (2012); Teryima and Abubakar, (2018); Disanayaka and Bandara, (2020); Tantua and Victoria, (2020); Aroosiya and Ali, (2014); Al-Hamed, (2016); Zareen, suggests that human resource planning is one of the most influential ingredients in organisational performance. Razzaq and Mujtaba, (2013) highlighted that HRP generates job analysis, job description and person specification thus it establishes and sets the scene for the next recruitment and selection activities such as job advertisement, recruitment method and job interviews. Revelations from the study shows that organisation designed a human resource plan prior to the employment process. Zia-ur-Rehman, et al, (2014) said that the aim of a HRP is to ensure equitability in human resource demand and supply and also to ensure efficient and effective use of resources.

4.1.2 Research Question Two

What is the effect of Job Analysis on organisational performance

There was a clear link between job analysis and organisational performance based on the following studies by Suthar, Chakravarthi and Pradhan, (2014);

Ele et al, (2019); Evelyne, Kilika and Muathe, (2018); Senen, Masharyono and Edisa, (2020); Sharif and Karim, (2017); Bedanta, (2020); Rao and Deepthi, (2019); Augustine et al, (2021); Augustine et al, (2019); Augustine, Linus, and John, (2020); Edien, (2015); Anyakoha, (2019). This research found out that when job analysis is being carried out, it enabled the design of job description and person specifications thus ensuring the effective and efficient allocation of resources, performance appraisal, management of pay, rewards and welfare. Furthermore, job analysis was a tool that enabled employee motivation, engagement, and determination of career development path. This was found to be significant and correlated to organisational development.

4.1.3 Research Question Three

What is the effect of Job Description on organisational performance?

Findings from Raju, and Banerjee, (2017) shows a strong positive correlation between job description and organisational performance. Job description enables the effective and efficient allocation of resources, performance appraisal, management of pay, rewards and welfare. Furthermore, job description was seen to be crucial to employee motivation, engagement, and development. This was found to be significant and having a strong connection to organisational development.

4.1.4 Research Question Four

What is the effect of Person Specification on organisational performance

Just like HRP, Job analysis and Job description, the person specification documents as posited by Manneh and Adesopo, (2022); Oaya et al, (2017) Carboneli et al, (2020); Adaoma and Onuoha, (2022); Babalola, Oyeniyi and Adeyemi, (2015) were seen to be highly significant and having a tremendous influence on organisational performance as it clearly specified the qualities, qualifications and overall criteria of the persons being sought after by the organisation.

4.1.5 Research Question Five

What is the effect of Job Interviews on organisational performance?

Empirical findings from Ogbu, Ewelike and Udeh, (2019); Yusuf and Dada, (2016); Abdulrahamon, Toyin and Adeola, (2018); Uppal, Mishra, and Vohra, (2014); Manneh and Adesopo, (2022); Butali and Njoroge, (2020) showed the validity of job interviews to organisational performance. Job interviews was significantly linked to business performance because having the competent employees acquired through proper job interviews and screening techniques will result in a qualified work force thus contributing positively to the development of the business.

4.1.6 The Main Research Question

What is the effect of recruitment and selection process on organisational performance?

Several researchers have epitomised the cogency of recruitment and selection process on organisational performance. According to Eruvwe and Omekwu, (2020); Ogbu, Ewelike and Udeh, 2019; Yusuf and Dada, 2016; Abdulrahamon, Toyin and Adeola, 2018; Uppal, Mishra, and Vohra, 2014; Manneh and Adesopo, 2022; Butali and Njoroge, (2020), the pivot of an organisation success depends on a sound management of the recruitment and selection process to ensure its efficiency and effectiveness.

4.2 Technology in Recruitment and Selection

Findings in the study by Hamza et al, (2021) revealed that the use of technology, social media, artificial intelligence, and decision-making software led to more efficiency and effectiveness in the recruitment and selection process.

4.3 The application of recruitment and selection strategy

Findings by Ayentimi and Burgess, (2017) shows that recruitment techniques focus more on newspaper adverts, employee referrals, walk-ins, headhunting, recruitment agencies, social media, and the internet. Ayentimi and Burgess, (2017) realised that the most popular amongst these methods were social media, newspapers, internal methods, and employee referrals. According to Yusuf and Dada, (2016); Abdulrahamon, Toyin and Adeola,

(2018); Uppal, Mishra, and Vohra, (2014), application screening and selection techniques adopted by most organisations were: interviews, screening of Curriculum Vitae and application forms, reference, and background checks. From the perspectives of Manneh and Adesopo, (2022); Butali and Njoroge, (2020), these methods form the selection strategies and furthermore, medical, and physical examinations were applied in cases where the job entails more human endeavours.

4.4 Strengths in the Research

The findings cut across many cultures, regions, countries, sectors, and organisations. There is global representation in the research findings thus the results are more generalisable. The research criteria were valid, reliable, and enabled only journals of the highest quality to be used in this research thus giving a reliable result. The research had a mixture of qualitative and quantitative research methodologies, tools, and strategy.

This enabled the researcher to have a balanced view and opinion regarding the research objectives. Furthermore, using journals with different research methodologies helped in research triangulation and this improved the overall quality of the research.

4.5 Weaknesses, Challenges and Limitations in the research

Findings reveal that there exists corruption in the employment process despite policies and procedures in place to avoid this. Some companies are in flagrant violation of the recruitment and selection process. The recruitment

and selection process sometimes is characterised by subjective judgement but treating job applicants in a professional and positive manner is more likely to give them a positive view of the organisation and how it has dealt with the applicant and application. The recruitment and selection process is an opportunity for the organisation to present itself in a positive light.

4.6 Conclusion on the Findings

To guarantee success, organisations should engage in employee training and development, motivation, career growth and development. Showing equal opportunity, fairness, and the management of diversity in the recruitment and selection process is vital for employee morale. Furthermore, success cannot be achieved without monitoring the environmental factors: namely political, economic, socio-cultural, technological, ecological and legal factors and adapting the organisation to meet up with the latest changes.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The study was designed to establish the effect of the recruitment and selection process on organizational performance. Based on empirical findings on recruitment and selection and organisational performance, conclusions are obvious that recruitment and selection have a significantly great impact on organisational performance. There was a strong positive correlation between recruitment and selection activities and the performance of organisations. Several researchers have come up with evidence-based research that confirm the link between recruitment and selection and organisational performance. Based on primary and quantitative research done by Ekwoaba, Ikeije, and Ufoma, (2015); Aziz (2017); Rahmany, (2018); Ukpabi et al, (2021); Qudah, Osman and Qudah, (2014); Alsabbah and Ibrahim, (2013); Hamza et al, (2021); Azlan et al, 2009; Singh et al, (2017); Karia et al, (2016); Matolo et al, (2019); Otoo, Assuming & Agyei, (2018); Jalloh, Habib & Turay, (2015); Sangchai, Duangkaew, & Jermsittiparsert, (2019); Adebola and Kehinde, (2017); Murat, & Isaac, (2019); Gamage, (2014); Oztas et al, (2015); Santos et al, (2020); Sunday, Olaniyi, and Mary, (2022); Suwanto and Subyantoro, (2019); Tabouli, Habtoor and Nashief, (2016); Vermeeren et al, (2014); Sendogdu, Kocabacak and Guven, (2013); Kokkaew et al, (2022); Bhoganadam and Rao, (2014); Fathmath, Azam and Ahmad, (2021); Saddam and Mansor, (2015); Amin, Ismail and Selemani,

(2013); Anwar and Abdullah, (2021); Mudashiru, Ilesanmi and Aremu, (2011); Orumwense and Mwakipsile, (2002), the study concluded that recruitment and selection process have a strong positive correlation with organisational performance. Organisation should boost employee skills and morale by offering training and development, career growth opportunities and engagement strategies. Recruitment and selection is essential for the sustainability and development of a business thus it should be practiced ethically and rigorously to get the best employees who can help the business attain its objectives. As organisations venture into recruitment and selection activities, it is of vitality to monitor and respect government policies and regulations regarding the labour market to be relevant. Human Resources are vital for organisational productivity, competitiveness, and growth; thus, it is sacrosanct to strictly follow the recruitment and selection process to ensure the effectiveness and efficiency of the process. Organisational performance is a function of recruitment and selection process. This implies that a non-application of the recruitment process will lead to poor business performance.

5.1.1 Research Question One

What is the effect of Human Resource Planning on organisational performance?

Based on the findings of the research by Aslam, Khan, and Sharif, (2020); Selase, (2018); Igbokwe-Ibeto, Justine and Florence, (2015); Hazra, Sengupta, and Ghosh, (2013); Chelimo and Ouma, (2017); Alkalha et al,

(2012); Iradukunda Pacifique and D'Silva, (2021); Ekwoaba, Ikeije and Ufoma, (2015); Suji and Marandi, (2021).; Otoo, Assuming and Agyei, (2018); Anyango, Walter and Muya, (2018); Alshurideh, (2012), it could therefore be concluded that Human Resource Planning have a significant relationship with organisational performance. This means that if human resource planning is done organisational performance is likely to be positively affected and when it's not done, then organisational performance will drop.

5.1.2 Research Question Two

What is the effect of Job Analysis on organisational performance?

There is a clear link between job analysis and organisational performance. The more organisations do job analysis, the more they have a positive outcome in terms of business performance. This was in concordance with the research work of Nkomo, (2022); Anyadike and Nkechi, (2013); Srivastav and Arora, (2021); Anyim, Ekwoaba and Anthony, (2012); Teryima and Abubakar, (2018)

5.1.3 Research Question Three

What is the effect of Job Description on organisational performance?

It has been established through research conducted by Disanayaka and Bandara, (2020); Tantua and Victoria, (2020); Aroosiya and Ali, (2014); Ziaur-Rehman, et al, (2014); Al-Hamed, (2016); Zareen, Razzaq and Mujtaba, (2013), that job description significantly affects organisational performance.

5.1.4 Research Question Four

What is the effect of Person Specification on organisational performance?

It could be concluded based on research findings by Anas Ghazi Alam Edien, (2015); Suthar, Chakravarthi and Pradhan, (2014); Ele et al, (2019); Evelyne, Kilika and Muathe, (2018); Senen, Masharyono and Edisa, (2020); Sharif and Karim, (2017); Bedanta, (2020); Rao and Deepthi, (2019); Augustine et al, (2021); Augustine et al, (2019); Augustine, Linus, and John, (2020); Edien, (2015); Anyakoha, (2019), that person specification is significantly linked with organisational performance.

5.1.5 Research Question Five

What is the effect of Job Interviews on organisational performance?

There is an obvious conclusion based on empirical findings by Raju, and Banerjee, (2017); Manneh and Adesopo, (2022); Oaya et al, (2017); Carboneli et al, (2020); Adaoma and Onuoha, (2022); Babalola, Oyeniya and Adeyemi, (2015); Daniel, (2019); Nguti and Mose, (2021); Alabi et al, (2015); and Alateyah, (2019) that job interviews play a key role in organisational performance by ensuring that the right candidates gets selected based on merits and competence.

5.1.6 The Main Research Question

What is the effect of recruitment and selection process on organisational performance?

A plethora of researchers have underscored the validity and significance of recruitment and selection process on organisational performance. They emphasised that for organisations to perform better, they need to follow the recruitment and selection process. Thus, it can be vehemently concluded from the works of Shakir & Hussain, (2015); Rahman, Rodriguez-Serrano, and Hughes, (2020); Huang and Cappelli, (2010); Dodokh and Al-Maaitah, (2019); Eruvwe and Omekwu, (2020); Ogbu, Ewelike and Udeh, 2019; Yusuf and Dada, 2016; Abdulrahamon, Toyin and Adeola, 2018; Uppal, Mishra, and Vohra, 2014; Manneh and Adesopo, 2022; Butali and Njoroge, (2020), that, recruitment, and selection process play a massive role in shaping the destiny, survival, sustainability, and performance of organisations in the short, medium to long term.

5.2 Recommendations

It is highly recommended that the human resource department which is in charge of recruitment and selection activities work hand in hand with other departments and managerial levels of the organisation to ensure a smooth recruitment and selection process. The diagram below shows the different levels of management, command, and control within an organisation

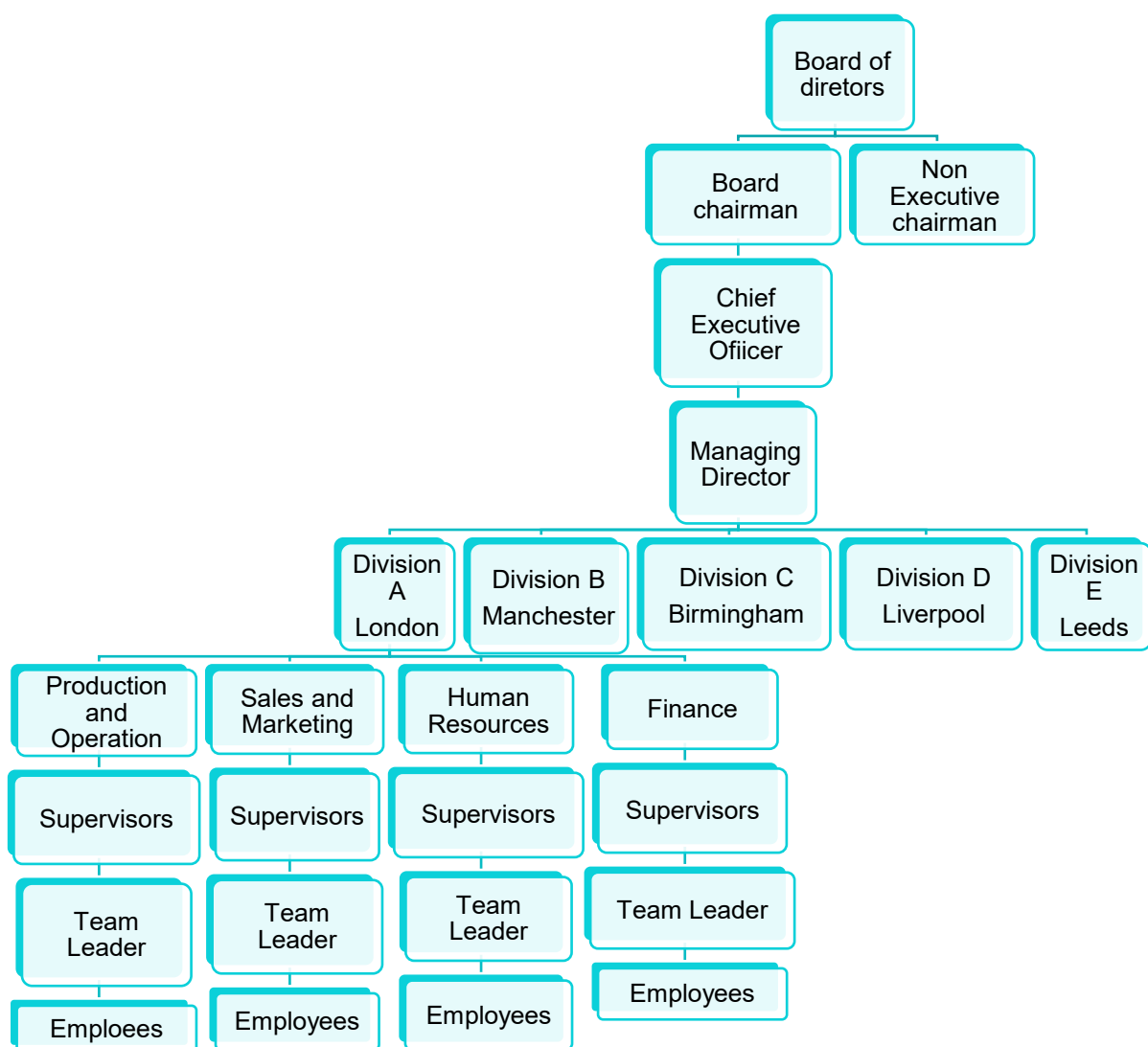


Figure 16: Levels of Management
Source: Mullins, 2016

5.2.1 Stakeholders

The researcher strongly recommends the findings of this research to the various stakeholders such as organisations, management, entrepreneurs, policy makers, government institutions, researchers, academics, scholars, recruiters, employment agencies, job seekers, job applicants, recruitment consultants and specialists. This researcher if implemented, will enable stakeholders to maximise the value of their organisations, empower their employees, boost staff morale and be the leading business. This researcher will help to shape current and future human resource policies. Furthermore, it will be a repository for knowledge on recruitment and selection which will be valuable and a key source of reference for employees, entrepreneurs, management, and recruiters. Recruitment and selection is often taken for granted, thus this document will be like a compass to redirect stakeholders on the best practices in recruitment and selection.

5.2.2 Recommendation for Further Studies

Further studies are highly solicited in the following areas of recruitment and selection: The influence of social media in the employment process and its role in organisational performance. It is also significant to research further on the impact of artificial intelligence and automated systems in the employment process.

5.2.3 Recommendation for continuous development and change

Continuous professional training and development of the workforce is vital to keep up to date with the necessary skills due to the fast change in this modern age. Businesses can apply latest technological tools, automation, and artificial intelligence to eliminate bias and boost efficiency and effectiveness.

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APPENDICES

Appendix 1: Thesis Plan

The Budget, Contingency planning, risk analysis and all measures have been factored into the planning. The detailed schedule can be seen on the following figure. The diagram indicates the various activities involved in bringing the research to a successful end from the point of design of the research proposal to the final submission of the project. The dates indicated on the figure denotes the due date of execution of the various activities.

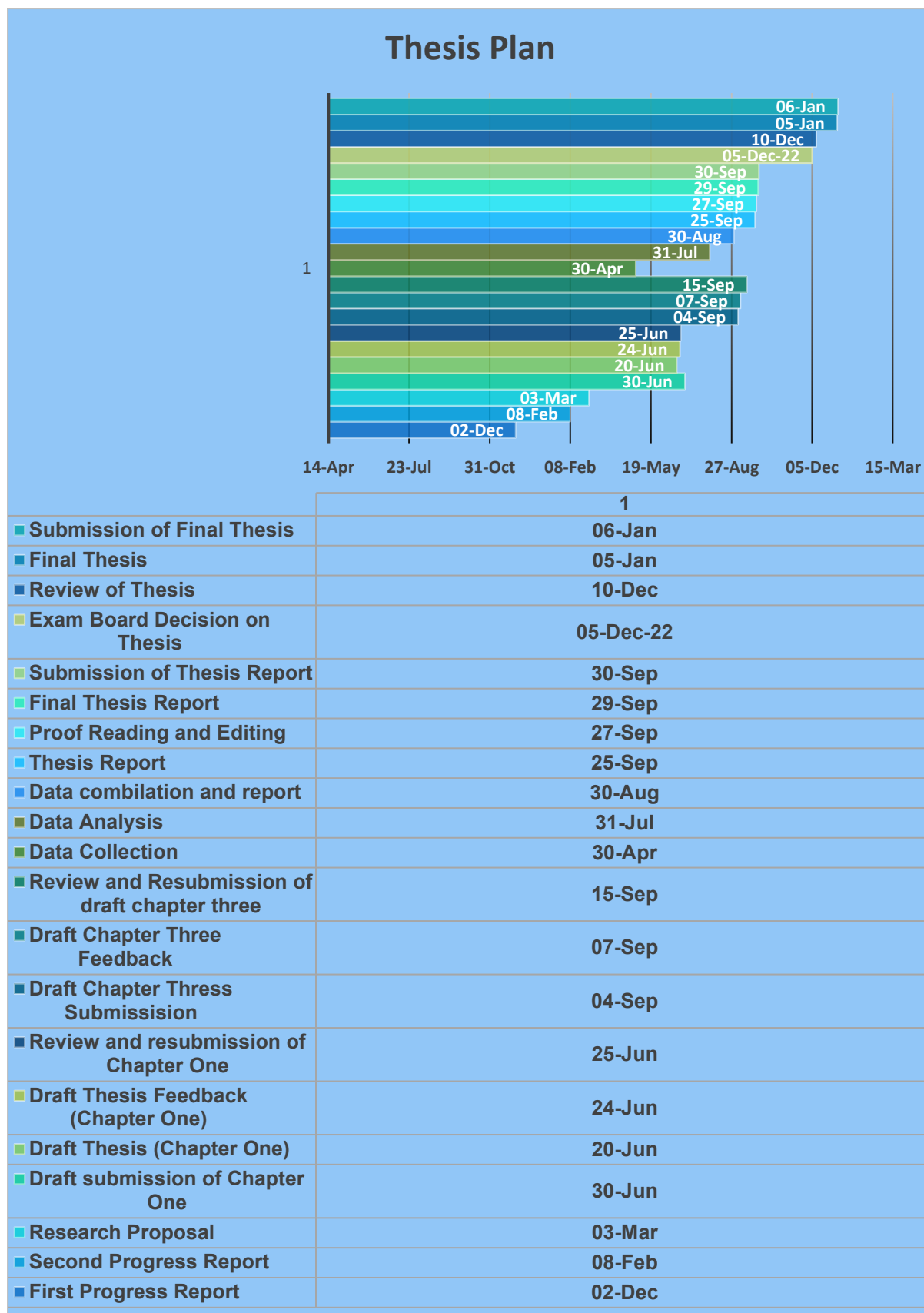


Figure 17: Thesis Plan
 Source: Ranjit, 2014; Thomas, 2021; Deb et al, 2019

Appendix 2: Research Area Critical Analysis

Themes	Publications/ Journals	Region & Number of countries
Recruitment and selection process	484	Asia, 10 Africa, 7 Europe, 2 North America, 1 Middle East 3 Australia, 1
Recruitment and Selection Policy	191	Asia, 2 Africa, 4 Middle East 3
Human Resource Planning	270	North America 1 Africa 1 Europe 1 Asia 3 Middle East, 1
Job Analysis	222	Asia, 4 Africa, 3 North America, 1 Middle East 1
Job Description	83	Asia, 1 Africa Europe
Person Specification	23	Asia, 4 Africa, 5 Europe, 3 Middle East, 2 North America, 2
Job advertisement	70	Asia, 1

		Africa North America, 1
Recruitment Method	46	North America, 1 Africa, 5 Asia Middle East, 1
Screening and Shortlisting	30	Middle East, 1 Africa, 3 Asia, 3 North America, 1
Job Interviews	3	Africa, 4 Asia, 3
Other selection methods	52	Africa, 5 North America, 1 Asia, 4 Europe, 3
Employment contracts, Onboarding, Performance Appraisal and Reward	199	Asia, 4 Middle East, 2 Europe, 1 Africa, 5

Table 3: Research Area Critical Analysis

Sources: Odunayo (2019); Taylor and Woodhams (2022); Bibi (2019)

Appendix 3: Sampling Strategy

Author	Theme	Sample Frame	Sample Size	Sampling method
Afriyie, Blankson and Osumanu, 2013	Effectiveness of recruitment and selection practices and the impact on overall organisational outcome.	501	200	Stratified and Simple Random method
Fathmath, Azam, and Ahmad, 2021		/	418	Stratified Sampling technique
Selase, 2018	The effect of recruitment and selection process on organisational performance	/	130	Simple Random Sampling
Anyango, Walters and Muya, 2018		233	151	Stratified Random Sampling
Ekwoaba, Ikeije and Ufoma, 2015		/	130	Simple Random Sampling
Karia et al, 2016		1355	417	Simple Random, Stratified and Purposive Sampling
Agyei, 2016		/	500	Simple Random, Convenient Sampling

Gamage, 2014		436	144	Purposive sampling
Osemeke, 2012		1078	80	Simple Random Sampling
Wangui, and Felistus, 2021	Impact of Human Resource Management	/	440	Stratified Random Sampling
Kanu, 2015	Practices on organisational performance (Growth in profits, sales, improved profitability)	/	59	Simple Random and Purposive Sampling technique
Baku and Aladelusi, 2017	Recruitment and selection procedure and their relative effectiveness on employees' performance	1179	100	Stratified and Simple Random sampling

Table 4: Sampling Strategy

Sources: Afriyie, Blankson and Osumanu, (2013); Fathmath, Azam, and Ahmad, (2021); Selase, (2018); Anyango, Walters and Muya, 2018.

Appendix 4: Journal Articles and Publications used in the Literature Review

- Rahmany, 2018
- Hamza et al, 2021
- Ukpabi et al, 2021
- Qudah, Osman and Qudah, 2014
- Alsabbah and Ibrahim, 2013
- Hamza et al, 2021
- Azlan et al, 2009
- Singh et al, 2017
- Karia et al, 2016
- Matolo et al, 2019
- Otoo, Assuming & Agyei, 2018
- Jalloh, Habib & Turay, 2015
- Sangchai, Duangkaew, & Jermittiparsert, 2019
- Adebola and Kehinde, 2017
- Murat, & Isaac, 2019
- Gamage, 2014
- Oztas et al, 2015
- Santos et al, 2020
- Sunday, Olaniyi, and Mary, 2022

- Suwanto and Subyantoro, 2019.
- Tabouli, Habtoor and Nashief, 2016
- Vermeeren et al, 2014
- Sendogdu, Kocabacak and Guven, 2013
- Kokkaew et al, 2022
- Bhoganadam and Rao, 2014
- Fathmath, Azam and Ahmad, 2021
- Saddam and Mansor, 2015
- Amin, Ismail and Selemani, 2013
- Anwar and Abdullah, 2021
- Mudashiru, Ilesanmi and Aremu, 2011
- Aslam, Khan, and Sharif, 2020
- Selase, 2018
- Igbokwe-Ibeto, Justine and Florence, 2015
- Hazra, Sengupta, and Ghosh, 2013

<ul style="list-style-type: none">➤ Chelimo and Ouma, 2017➤ Alkalha et al, 2012➤ Iradukunda Pacifique and D'Silva, 2021➤ Ekwoaba, Ikeije and Ufoma, 2015➤ Suji and Marandi, 2021.	<ul style="list-style-type: none">➤ Anyango, Walter and Muya, 2018➤ Alshurideh, 2012
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Table 5: Journal Articles and Publications used in the Literature Review

Source: Rahmany, 2018, Hamza et al, 2021, Ukpabi et al, 2021, Qudah, Osman and Qudah, 2014, Alsabbah and Ibrahim, 2013