

A Study on the Impact of Recruitment and Selection Processes on Employee Hiring Performance

OPEN ACCESS

Manuscript ID:
MGT-2024-12048797

Volume: 12

Issue: 4

Month: April

Year: 2025

P-ISSN: 2321-4643

E-ISSN: 2581-9402

Received: 24.02.2025

Accepted: 28.03.2025

Published Online: 01.04.2025

Citation:

Jyothika, Dasini, and R. Sankar Ganesh. "A Study on the Impact of Recruitment and Selection Processes on Employee Hiring Performance." *Shanlax International Journal of Management*, vol. 12, no. 4, 2025, pp. 39-46.

DOI:

<https://doi.org/10.34293/management.v12i4.8797>



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Dasini Jyothika


Department of Management Studies

Vel Tech Rangarajan Dr. Sagunthala R&D Institute of Science and Technology, Chennai, India

R. Sankar Ganesh

Associate Professor, Department of Management Studies

Vel Tech Rangarajan Dr. Sagunthala R&D Institute of Science and Technology, Chennai, India

 <https://orcid.org/0009-0000-5231-0076>

Abstract

This study examines the impact of recruitment and selection processes on employee hiring performance within organizations. The objective was to evaluate existing recruitment and selection policies, identify associated challenges, and propose strategies to enhance human resource planning and development. Data was collected through questionnaires administered to 120 organizational staff members. The findings revealed that common recruitment methods include public job advertisements, employment agencies, and campus recruitment. However, the study also highlighted several challenges such as lack of transparency, limited reach, and inefficiencies in candidate evaluation. It was recommended that organizations ensure fairness and consistency throughout the recruitment process and conduct regular performance appraisals to enhance employee development. An effective and fair recruitment system not only leads to higher job satisfaction and motivation among employees but also strengthens the organization's competitive edge in the industry.

Keywords: Recruitment and Selection, Organisation Performance, Employee Performance

Introduction

Acquiring and retaining high-quality talent is critical to an organization's success. As the job market becomes increasingly competitive and the available skills grow more diverse, recruiters need to be more selective in their choices, since poor recruiting decisions can produce long-term negative effects, among them high training and development costs to minimize the incidence of poor performance and high turnover which, in turn, impact staff morale, the production of high quality goods and services and the retention of organizational memory. At worst, the organization can fail to achieve its objectives thereby losing its competitive edge and its share of the market. Human resource department plays a crucial role in this process. The backbone of any successful company is the HR department, and without a talented group of people to hire, culture, and inform employees, the company is doomed for failure.

Human resource is most valuable assets in the organization. Profitability of the organization depends on its utilization. If there utilization is done properly will make profit otherwise it will make loss. To procure right man at right place in right time, some information regarding job and job doer is highly essential. This information is obtained through job analysis, job description and job specification. Without these recruitment will be unsuccessful.

A well planned and well managed recruitment will result in high quality applicants for the company. The recruitment process should inform qualified individuals about employment opportunities, create a positive image of the company, provide enough information of the jobs so that applicants can make comparison with their qualifications and interests and generate enthusiasm among the best candidates so that they will apply for vacant positions.

What distinguishes a successful company from unsuccessful one is the quality of manpower. The role of management is to optimize the use of resource available to it. The role of HR is to incorporate the planning and control of manpower resource into the corporate level plans so that all resources are used together in the best possible combination.

Managing people at work and control of human activities in employment is a function that must be performed in all societies. It is essential in every type of employment for every occupation and every type of employed manpower. Manpower management is essential in government as well as private employment under socialism or communism in small business and in large.

Recruitment is a process which provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. Successful recruitment begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expended to attract and retain such talent.

Selection is a process of hiring the best among the pool of candidates available.

‘Right person for the right job’ is the basic principle in recruitment and selection. Every organization should give attention to the selection of its manpower, especially its managers. The operative manpower is equally important and essential for the orderly working of an enterprise. Every business organization/unit needs manpower for carrying different business activities smoothly and efficiently and for this recruitment and selection of suitable

candidates is essential. Human resource management in an organization will not be possible if unsuitable persons are selected and employment in a business unit.

Background of the Study

An employee is an individual who works in an organization and employing a good employee will definitely impact positively to the organization. Recruitment and selection is the process of identifying the need for a job, defining the requirements of the position and the job holder, advertising the position and choosing the most appropriate person for the job. In addition, the process of Recruitment and Selection in Human Resource Management (HRM) refers to locating and encouraging the potential applicants so as to pick one who has relevant qualifications and skills to fit for a job role in the organization. Both these processes (Recruitment and selection) play a very significant role in finding the Best Fit of Employee for the organization. Concisely, it will be good to note that both activities, (Recruitment and Selection) are integrated to each other because as soon as recruitment stops, the selection process begins immediately and immensely. Thus, in order to employ the best suitable candidates and avoid fallacious conclusions, most HR practitioners employ the use of recruitment and selection process in order to achieve the best optimum result.

Relationship between Recruitment, Selection and Organizational Performance

The effective recruitment and selection of employees is a fundamental HRM activity, one that if managed well can have a significant impact on organizational performance as well as lead to a more positive organizational image, recruitment and Selection are vital processes for a successful organization, having the right staff can improve and sustain organizational performance. Also, effective recruitment and selection is central and crucial to the successful functioning of the organization as it depends on finding people with the necessary skills, expertise and qualifications to deliver the organizations strategic objectives and the ability to make a positive contribution to the values and aims of the organization (Sisson).

On the other hand, better recruitment and selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. In addition, the effectiveness of an organizations selection system can influence bottom-line business outcomes, such as productivity and financial performance. Hence, investing in the development of a comprehensive and valid selection system is money well spent (Torrington and Hall).

(Pilbeam and Corbridge) provide a useful overview of potential positive and negative aspects noting that: The recruitment and selection of employees is fundamental to the functioning of an organization, and there are compelling reasons for getting it right. Inappropriate selection decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual-recruit and can be distressing for managers who have to deal with unsuitable employees. Recruiting and selection is very important for the survival of every organization but that does not end there, new recruits need to be developed and appraised from time to time in order for them to be abreast with new trends and challenges. When employees are developed it help increase their performance and help sustain the growth of organizations.

Review of Literature

Recruitment and selection are vital functions of human resource management for any type of business organization. These are terms that refer to the process of attracting and choosing candidates for employment. The quality of the human resource the firm has heavily depends on the effectiveness of these two functions (Gamage). Recruiting and selecting the wrong candidates who are not capable come with a huge negative cost which businesses cannot afford. Thus, the overall aim of recruitment and selection within the organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization, at minimal cost (Ofori and Aryeetey). As explained by (Opatha) recruitment is the process of finding and attracting suitably qualified people to apply for job

vacancies in the organization. It is a set of activities an organization uses to attract job candidates who have the needed abilities and attitudes. Recruitment is the process of generating a pool of qualified applicants for organizational job vacancies. For (Ofori and Aryeetey) recruitment is the process of generating a pool of competent individuals to apply for employment within an organization. Evidence has shown that larger corporations are more likely than smaller organizations in implementing sophisticated recruitment processes (Bacon and Hoque) with majority of smaller organizations relying on referrals and advertising as their recruitment practices of choice (Barber et al.).

The general purpose of recruitment according to (Gamage) is to provide the organization with a pool of potentially qualified job candidates. The quality of human resource in an organization highly depends on the quality of applicants attracted because organization is going to select employees from those who were attracted. In the same vein, (Henry and Temtime) construed recruitment as the entry point of manpower into an organization and the path an organization must follow from there on in order to make sure that they have attracted the right individuals for their culture and vibes so that the overall strategic goals are achieved .

On the other hand, selection is the process of making the choice of the most suitable applicant from the pool of applicants recruited to fill the relevant job vacancy (Opatha). Selection is the process by which specific instruments are engaged to choose from the pool of individuals most suitable for the job available (Ofori and Aryeetey). Selection involves the use of one or more methods to assess applicant's suitability in order to make the correct selection decision and can be alternatively seen as a process of rejection as it rejects a number of applicants and select only a few applicants to fill the vacancy. Thus, selection function may be a negative function rather than a positive function (Gamage). According to Gamage, the objectives of selection function are to get the right person to the right job, establish and maintain a good image as a good employer, and maintain the selection process as cost effective as possible. Selection is an extremely important aspect to consider for businesses due to a number of reasons.

Often the performance of businesses relates directly to the people working within it, meaning the right people need to be hired to ensure organizational success (Henry and Temtime). Selecting the right applicant can be a difficult task, but at the end of the day, the organization's reputation is held by the people it employs (Henry and Temtime).

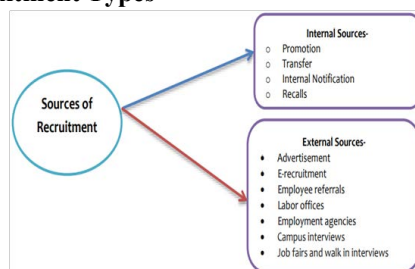
In all, (Sinha and Thaly) noted that there is a variety of recruitment approaches (e.g. employee referral, campus recruitment, advertising, recruitment agencies/consultants, job sites/portals, company websites, social media etc.); and most organizations will use a combination of two or more of these as part of a recruitment process or to deliver their overall recruitment strategy. However, which recruiting channels should be used depends on the job position, on the company's employer brand, on the resources the company has on its recruiting team, on how much recruiting budget the company has, etc. The recruiting experience of each company is different and the best way to figure out what works best is to analyze metrics based on the past recruiting efforts, not the efforts of everybody else. Once the company has its recruiting metrics solution in place, it is time to start using the recruiting channels that the company thinks will work for it (Sinha and Thaly).

Objectives

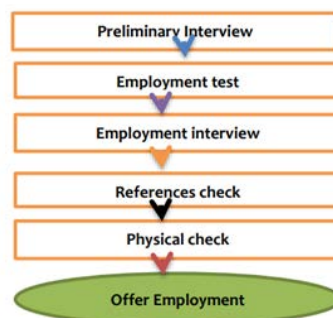
- To evaluate the effectiveness of different recruitment channels on the speed and quality of candidate selection.
- To investigate the role of technology, such as AI and applicant tracking systems, in improving selection efficiency.
- To examine current recruitment practices to identify strategies that reduce hiring time while maintaining candidate quality.
- To study the impact of a strong employer brand in attracting better candidates and improving the selection process.
- To compare the costs of various recruitment methods and their effect on overall selection efficiency.

Conceptual Framework

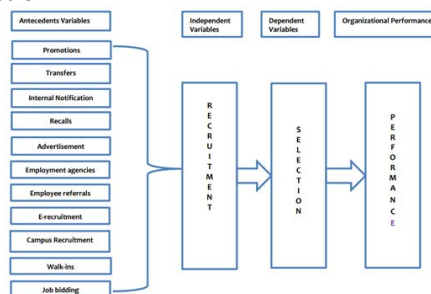
Recruitment Types



Selection Process



Conceptual Framework of Recruitment and Selection



Explanation

The recruitment and selection processes are not equally exclusive, but occur in a structure. Basically at first recruitment then selection, where recruitment process is end and selection process is start. The best assets of the organization are employees. So every employer needs to undertake recruitment by creating a pool of applicants, which mainly leads to the selection of qualified people to work in the organization. In this model different variables are considered as independent, dependent and outcome. Basically there are two types of recruitment sources internal and external. The internal and external

sources are transfer, promotion, and extension of services, advertisement, and employment agencies, employee referrals, e-recruitment, labor office, campus recruitment, walks-ins, radio television, job bidding. Here recruitment is considered as independent variable because the recruitment process depends on antecedents' variables. Recruitment depends on antecedents variables whereas the selection is dependent variable which responds to the independent variables. Selection follows the recruitment which includes initial screening, interview, employment test, reference check, medical examination, job offer. After completing the proper recruitment and selection procedures then it leads to achieve organizational performance that is outcome variable of this model. The objective of this model is to establish relationship between recruitment, selection and organizational performance.

Statement of the Problem

In recent years, there has been an increase in the rate of business failure, closure and at best low productivity and in many cases; it was due to low level of organizational performance. To explain the situation, various factors have been looked into including competitive strategy in an organization. Despite the conflict between the stakeholders and the employee, the personnel crucial roles to play in ensuring the resolution of impending conflicts between the management and the employees for the achievement of goals and objectives of the organization. Innovative recruitment strategies, including the use of artificial intelligence, gamified assessments, and data-driven approaches, have the potential to enhance the effectiveness of employee selection. However, organizations often struggle to assess the actual impact of these methods on key metrics such as time-to-hire, cost-per-hire, candidate quality, satisfaction, and retention rates.

This study seeks to explore how innovative recruitment strategies influence employee selection efficiency, providing actionable insights into optimizing recruitment practices to align with organizational goals. It will also address gaps in understanding the qualitative experiences of candidates and hiring managers with these methods, enabling a holistic evaluation of their effectiveness.

Research Methodology

Research methodology is a method to solve the research problem systematically. It involves gathering data, use of statistical techniques, interpretations and drawing conclusions about research data. Keeping in view the objectives of the study, data is collected from different sources. The purpose of this section is to describe the methodology carried out to complete the work. The methodology plays a dominant role in any research work. The effectiveness of any research work depends upon the correctness and effectiveness of the research methodology.

Data Collection

The primary data is collected by using primary methods such as questionnaires, interviews, observations etc. For this study questionnaires are used to collect primary data from the employees of the industries. We know relatively little on a systematic basis about how or why organizations choose to use different combinations of these strategies, though some of the results reported in the study of recruitment and selection in large firms offers some pointers that are worthy of further exploratory research, particularly among small and medium sized organizations. Nowadays employees suggest that personality tests are now being routinely used for some occupations in 19 per cent of workplaces, and performance tests are being used in Recruitment and selection in 46% of workplaces. Personality testing seems to be concentrated in larger workplaces and used upon professional, managerial, and sales staff; and performance testing concentrated again in larger workplaces but used for professional and administrative staff. Among the sample of large employers the overall relative ranking of importance of different skill/suitability Assessment methods was as follows: Interview, Work experience, Performance/competency test, Qualifications, Assessment center and Personality/aptitude test

Data Presentation and Analysis

This section (Data analysis) helps in the interpretation of data and helps take a decision or answer the research question. This is done and achieved by using various Data processing tools. Before talking about the full-fledged data analysis

process and diving into the details of individual methods, this chapter demonstrates analyzing real-world data. However, the researcher used questionnaire as an instrument for the collection of data. A total number of one hundred (100) copies of questionnaires were distributed to staff of Organisations but only sixty (60) were collected back.

Table 1 Recruitment and Selection Process has a Significant Impact on Hiring Candidates for a Job

Decision	No. of Respondents	Percentage (%)
Yes	60	100
No	-	-
Total	60	100

The above table 1, response from respondent interviewed shows that 100% of the respondent agrees that Recruitment and selection process has a significant impact on hiring candidates for a job in any organisation.

Table 2 Recruitment and Selection Process has no Significant Impact on Hiring Candidates for a Job

Decision	No. of respondents	Percentage (%)
Yes	6	10
No	54	90
Total	60	100

From the above table 2, shows that 54 of them representing 90% agreed that Recruitment and selection process has a significant impact on hiring candidates for a job, while only 6 of them representing 10% claimed that Recruitment and selection process has no significant impact on hiring candidates for a job.

Testing Hypothesis

The study set out the following hypothesis H_0 : Recruitment and selection process has significant impact on hiring candidates for a job. The hypothesis is drawn up because of the significance of Recruitment and selection process in hiring of workers in an organization.

Table 2 also clearly shows that the staff do not agree that Recruitment and selection process does not have significant impact on hiring candidates for a job

but instead Table 1 clearly shows that Recruitment and selection process has a significant impact on hiring candidates for a job. From the above tables we see that Recruitment and selection process has significant impact on hiring candidates for a job and as such it has significantly assisted the companies in hiring the right people for the job.

Correlation Analysis Between Recruitment Dimensions and Hiring Performance Factors Hypotheses

H_0 (Null Hypothesis): There is no significant correlation among the variables; S1: Evaluation of Recruitment Strategies, S2: Comparing Efficiency, S3: Recruitment Experience, and S4: Employee Satisfaction and Retention.

H_1 (Alternative Hypothesis): There is a significant correlation among the variables – S1, S2, S3, and S4.

Correlations					
		S1	S2	S3	S4
S1	Pearson Correlation	1	.745**	.702**	.608**
	Sig. (2-tailed)		.000	.000	.000
	N	120	120	120	120
S2	Pearson Correlation	.745**	1	.710**	.598**
	Sig. (2-tailed)	.000		.000	.000
	N	120	120	120	120
S3	Pearson Correlation	.702**	.710**	1	.785**
	Sig. (2-tailed)	.000	.000		.000
	N	120	120	120	120
S4	Pearson Correlation	.608**	.598**	.785**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	120	120	120	120

** Correlation is significant at the 0.01 level (2-tailed)

The correlation analysis shows that S1 (recruitment strategy) is strongly related to S2 (efficiency) at $r=0.745$, and to S3 (experience) at $r=0.702$, while moderately related to S4 (satisfaction/retention) at $r=0.608$. The strongest link is between S3 and S4 at $r=0.785$, showing that a good recruitment experience greatly improves employee satisfaction and retention. A very strong correlation

exists between recruitment experience and employee satisfaction, highlighting its critical role in retention. Overall, the results confirm that effective recruitment processes significantly enhance hiring performance and employee outcomes.

Results

The results of the study confirm that the recruitment and selection process plays a crucial role in hiring candidates, as evidenced by the 100% agreement in Table 1. A strong majority of respondents (90%) disagreed with the idea that recruitment and selection have no significant impact, reinforcing the importance of an effective hiring strategy. The hypothesis (H_0) is validated, indicating that organizations benefit from structured recruitment and selection practices in securing qualified employees.

Furthermore, a well-defined recruitment process ensures that organizations attract and retain top talent, reducing employee turnover and improving job satisfaction. By implementing innovative selection techniques, companies can align their workforce with strategic goals, leading to enhanced productivity and competitive advantage. The study underscores that organizations with efficient hiring frameworks experience improved employee performance, higher engagement levels, and a more motivated workforce. These insights highlight the essential role of recruitment and selection in ensuring that organizations acquire skilled and competent employees for long-term growth and sustainability.

Implication of the Findings

The research work has observed that recruiting and selection process leads to better company results, improves and increases productivity in a company or organization and will foremost increase quality of products and services. Recruitment and selection process helps in choosing the most appropriate person for the job and undertaking this process is one of the main objectives of management. Therefore, the success of a company is guaranteed only with the best employees and this is greatly achieved through recruitment and selection process.

A well-structured recruitment and selection process directly impacts employee performance,

job satisfaction, and retention rates. Companies that invest in modern selection methods, such as competency-based assessments and structured interviews, ensure that they hire candidates who align with their long-term strategic goals. Additionally, organizations with an efficient hiring framework experience reduced hiring costs and lower employee turnover, leading to significant cost savings.

Moreover, the findings emphasize that recruitment and selection are not just HR functions but strategic initiatives that contribute to business success. Hiring the right talent enhances innovation, fosters a positive work culture, and increases overall company competitiveness. The study highlights the importance of continuously improving recruitment strategies to adapt to evolving workforce trends and organizational needs. Therefore, companies that prioritize a comprehensive selection process gain a competitive advantage in attracting and retaining skilled professionals, ensuring long-term business sustainability and success.

Conclusion and Suggestions

This study reaffirms that recruitment and selection are foundational functions of Human Resource Management, playing a crucial role in determining the quality and performance of an organization's workforce. The research findings establish a clear and significant link between effective recruitment practices and successful hiring outcomes, demonstrating that organizations with structured and strategic recruitment approaches are more likely to attract competent, motivated, and well-aligned candidates.

The validation of the hypothesis supports the conclusion that a well-defined recruitment and selection framework not only reduces hiring costs and employee turnover but also enhances job satisfaction, workforce engagement, and overall organizational productivity. Organizations that invest in innovative, objective-driven recruitment strategies gain a sustainable competitive advantage in a dynamic and talent-driven business environment.

However, the study also faces certain limitations. The data collection was limited to a specific sample size and geographical scope, which may restrict the generalizability of the findings. Additionally,

while the study incorporated correlation analysis, more advanced statistical methods (e.g., regression analysis or structural equation modeling) could provide deeper insights into causal relationships.

Future research should explore the long-term impact of recruitment strategies on employee performance and retention across various industries and regions. Further studies could also examine how emerging technologies such as AI-driven recruitment tools, employer branding, and candidate experience platforms influence hiring outcomes.

In conclusion, recruitment and selection should not be viewed as administrative tasks but as strategic drivers of organizational success. By continuously refining these processes and aligning them with evolving business goals, organizations can attract, hire, and retain top talent—ultimately achieving sustained growth and operational excellence.

In order to achieve organizational success, a company must hire the right employees because with the right employees fitted in their respective positions, the company will move faster and achieve its targeted objective goals.

Selecting the right employee helps increase the effectiveness of a business. Therefore, organizations should always employ correct recruitment and selection processes in order to attract the best workforce for their organization as this will lead to effective growth and development of the organization.

References

- Bacon, Nicolas, and Kim Hoque. "HRM in the SME Sector: Valuable Employees and Coercive Networks." *The International Journal of Human Resource Management*, vol. 16, no. 11, 2005.
- Barber, Alison E., et al. "A Tale of Two Job Markets: Organizational Size and Its Effects on Hiring Practices and Job Search Behavior." *Personnel Psychology*, vol. 52, no. 4, 1999, pp. 841-68.
- Gamage, Aruna S. "Recruitment and Selection Practices in Manufacturing SMEs in Japan: An Analysis of the Link with Business Performance." *Ruhuna Journal of Management and Finance*, vol. 1, no. 1, 2014.
- Ganesh, R. Sankar. "Theoretical Development in the Field of Human Resources Management: Issues and Challenges for the Future." *Indian Journal of Applied Research*, vol. 14, no. 5, 2024, pp. 60-61.
- Govindasamy, P., et al. "Redefining the Performance Management using Emotional Artificial Intelligence." *International Conference on Applied Intelligence and Sustainable Computing*, 2023.
- Henry, and Zelealem Temtime. *Recruitment and Selection Practices in SMEs: Empirical Evidence from a Developing Country Perspective*. 2009.
- Ofori, Dan, and Majoreen Aryeetey. "Recruitment and Selection Practices in Small and Medium Enterprises: Perspectives from Ghana." *International Journal of Business Administration*, vol. 2, no. 3, 2011, pp. 45-60.
- Pilbeam, Stephen, and Marjorie Corbridge. *People Resourcing: Contemporary HRM in Practice*. Prentice Hall, 2006.
- Sinha, Vinita, and Priya Thaly. "A Review on Changing Trend of Recruitment Practice to Enhance the Quality of Hiring in Global Organizations." *Management*, vol. 18, 2013, pp. 141-56.
- Sisson, Keith. *Personnel Management: A Comprehensive Guide to Theory and Practice in Britain*. Wiley, 1994.
- Torrington, Derek, and Laura Hall. *Human Resource Management*. Prentice Hall, 1998.

Author Details

Dasini Jyothika, Department of Management Studies, Vel Tech Rangarajan Dr. Sagunthala R&D Institute of Science and Technology, Chennai, India, **Email ID:** vtp4080@veltech.edu.in

R. Sankar Ganesh, Associate Professor, Department of Management Studies, Vel Tech Rangarajan Dr. Sagunthala R&D Institute of Science and Technology, Chennai, India