

EFFECTIVE RECRUITMENT PROCESS AND ORGANISATIONAL PERFORMANCE – AN ANALYSIS

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Abstract *Effective and efficient organisations are not built merely on investment and return. But they are made upon the quality of the workforce and its commitment to the organisational objectives. Investments are also necessary to attract, train and retain superior human capital. Human Resources (HR) constitute the most valuable asset in any organisation with a developmental perspective. Recruitment is defined as a process of searching for prospective employees and stimulating them to apply for the job. Organisational performance is the product of the individual contribution of the employees through the impact of leadership competency and organisational culture. The potential success of a business enterprise depends on its organisational performance which means its ability to effectively implement to achieve the strategic organisational objectives. It is a known fact that talented employees are the backbone for the success of any organisation. They have the capability to plan the emerging environment in the right perspective and as such new business opportunities could be explored well. There is a direct and positive relationship between effective recruitment process and higher organisational performance in the form of productivity, customer satisfaction, profitability and corporate reputation.*

Keywords *Effective Recruitment Process, Organisational Performance, Customer Satisfaction, Employee Satisfaction, Strategic Decision Making, Corporate Reputation, Effective Selection*

INTRODUCTION OF THE STUDY

Recruitment and selection are the core functions of Human Resource Management in an organisation. Human beings are the source of all productive endeavours in an enterprise. Organisational functions depend on the effort of individual members. If the effort and energy of every single individual are coordinated and directed towards the realisation of the organisational objectives, the synergy so achieved would be well ingrained in the sum of individual effort. An organisation is really a basic form of assemblage of human beings bonding together for mutual benefits. Consequently and inevitably, an enterprise is made or unmade by the quality and behaviour of its people. The distinguishing factor of an organisation is undoubtedly, the ability of its human resources to face up to challenges and utilise its vast potential to deliver required results. It is a known fact that the effective utility of all other resources such as land, capital or equipment depends on the capability of human resources. This view of human resource management is developmental in its core content. Based on the perception that human beings are the central resource in any organisation and in any society, it concerns itself with growth and betterment of employees towards higher levels of capacity, productivity and satisfaction (Rajan & Sanitha, 2018).

Effective and efficient organisations are not built merely on investment and return. But they are made upon the

quality of the workforce and its commitment to the organisational objectives. Investments are also necessary to attract, train and retain superior human capital. Human Resources (HR) constitute the most valuable asset in any organisation with a developmental perspective. It is a fact that the relative performances of economies, industries and corporate enterprises are critically linked to quality of human contribution. Even the achievements from the intervention of superior technology in any field are closely linked to its interface with human factor with high skills and viable attitude. The impact of globalisation has changed the organisational environment in all walks of life including business. The power of computers and telecommunication tools with the amazing role of technology, the entire society has converted into a knowledge economy. The twin impact of globalisation and information technology have resulted a fundamental change in the design of human resources activity.

Human resource management is a process of bringing people and organisations together so that the objectives and targets of each other can be met. The role of managers in the area of human resource is shifting from that of a controller and screener to the role of a planner and change agent. HR leaders are the new corporate heroes today. The game in the human resources playground has come with a new shape, new principles and techniques. So it is not possible to show a good activity report whether financial or operating, unless the relationship with the team is in order. Over the years,

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highly skilled and knowledge based jobs are on the increase while low skilled jobs are on declining. Thus it becomes necessary for future skill mapping through appropriate HRM interventions.

The present day trends in managing people in the dynamic business scenario reflects that Attracting, Managing, Developing, Nurturing talent and Retaining people have emerged to be the single most critical issue. The success of a business units rests on the creative human capital placed in a flexible platform. The criticality of the labour market is reflected through the availability of employees with required talents. The new avatar of talent is the knowledge professionals that is who should be innovative, business savvy and quick on the updating (Robert, 2017). Those individuals usually have an instinctive ability to network as well as possessing unbridled ambition. They are propelled by an urge to do experiment and scan new avenues of creativity. These knowledge professionals have the capability to gravitate to an organisation that is flexible and robust in performance. They look for organisation with good value system and its ability to provide challenging work environment especially with latest technology. This has led to organisations proactively taking measures on three aspects. They create an organisational ambience where talent can bloom. The organisation usually put in place systems that help unleash the potential of partner employees. And thirdly, the company build a reward and recognition mechanism that provides value for people. In this context it is necessary to look into various definitions of human resource management.

OBJECTIVES

The core objective of the study is to construct a conceptual model for establishing the relationship between Effective Recruitment Process and Organisational Performance. It is a fact that if the recruitment process is effective definitely right persons will be recruited and posted them in right position and the result is better organisational performance.

METHODOLOGY

Being a conceptual analysis secondary data is used throughout the study. The secondary data are collected from various sources such as Text Books, Research Articles, Government Reports and Publications from both online and offline sources.

RECRUITMENT AND ITS COMPONENTS

In today's highly complex and challenging situation, the

choice of right employees has definitely a far reaching implication within the organisational environment. A rigorous and effective recruitment process is a much needed one as a critical function of human resource management. The recruitment process becomes more critical because this is the first stage for identifying a person suitability to become a part of the organisation. If the process of recruitment is defective in any way that will definitely affect the organisation as a whole when an unwarranted person is being placed. And the recruitment process become more challenging also. The recruitment process should be designed in such a way that it should be attractable to the qualified and talented candidates. Otherwise right persons could not be found for the right positions in the organisation. Identification of suitable sources for recruitment is another problem. Image of the company and internal organisation policy for recruitment often act as constraints in the recruitment process. The job description and specification should be prepared with the real requirement of the positions otherwise the company will suffer in the long run with personnel who have lacking the required capability level (The Work Foundation, 2013). Maynooth (2006) in human resource management reveal that high employee turnover faced by many organisations is due to the effect of the liberalisation policy and various other reasons. Changes in the job requirements is another reason (Falcone, 2012). High level of expectation from the part of the employees and a new learning environment created in the organisations are also created concern to the recruitment process (Kneeland, 2005). Organisations demand high level of performance and innovative outlook to face the competition are also created challenges to the recruitment process. As a result it is the responsibility of the top management to build and maintain an effective human organisation in order to undertake the issues posed by the challenging environment. The recruitment and selection process should have the inbuilt capability to provide a competitive workforce for the organisation.

Recruitment is defined by Mahbub (2020) as a “process of searching for prospective employees and stimulating them to apply for the job”. Usmani (2020) put as “recruiting is the process of generating a pool of qualified applicants for organisational jobs”. Allen (2007) put as “recruiting is that set of activities that an organisation uses to attract candidate who have the abilities and attitude needed to help the organisation achieve its objectives”.

There are two sources of recruitment. They are internal and external sources. Both sources are utilised by the organisations to fill the vacant positions. Initially higher job positions are filled from internal sources while most of the lower job positions are opened to external sources. Specialists and highly talented employees required for emerging areas are often recruited from outside or external sources. The usual external sources are Employment Exchange and

Agencies, Advertisement, College and University centres. Walk-in recruitment is another method usually followed for temporary and casual work. Trade and Job Fest are conducted for recruiting new people for the organisation. Deputation from other organisations are also considered for filling the vacancies.

Once a number of application have been received the next step is to screen the candidates for final selection. Screening is the process of limiting the number of applicants to a manageable level who have sufficient qualifications and competencies to get selected. Screening is done through the elimination of ineligible candidates by scrutiny of the application. Conducting preliminary test and screening interviews are also part of the screening process.

Selection is “the process by which an organisation chooses from a list of screened applicants who best need the selection criteria for the position available” (Hardini et al., 2019). The fundamental objective of selection is to acquire such persons who are most likely to meet the enterprises’ standards of performance. The employee satisfaction in the matter of his needs and wants as well as his growth and development as a member of the organisation are a part of the objectives. There are five steps in the selection process. They are Interview, Group Discussion, Reference check, Physical examination and Placements (Stoilkovska, 2015).

The interview is a process where the applicant is given an opportunity to personally present and provide his credentials for evaluating by the interview board. There are different types of interviews on the basis of the nature, purpose, type and size of organisation. Interview can be classified in to five as regards the nature is concerned. They are Structured interview, Unstructured interview, Stress interview and Depth interview. Group Discussion is often used as a method of assessing candidates for rating their various skills, knowledge, attitude and emotions. Observing judges are employed to assess the performance of each participant in the process of group discussion. It is considered as a method used to forecast future performance of selected candidates Reference check is used after the in-depth interview and before formal appointment to verify the character and conduct of the selected candidates. The certificate issued by the previous organisations usually contain such information as dates of employment, job responsibilities and title, candidates’ job performance, attitudes and reasons for termination. Physical examination is usually done in the final stage before the appointment. When the select list of candidates have been finalised, it is a usual procedure to put each candidate through a physical examination. The scope and rigorousness of the physical examination depend upon the nature and requirement of the job.

ORGANISATIONAL PERFORMANCE

The concept of organisational performance is based up on the idea that an organisation is voluntary association of productive assets including human, physical and capital resources for the purpose of achieving some shared objectives (Tim Hannagan, 2015). The essence of performance is the creation of value. The value created by the use of assets in the direction of the organisational objectives and the result is the outcome of the organisational performance.

The potential success of a business enterprise depends on its organisational performance which means its ability to effectively implement to achieve the strategic organisational objectives (Syed, 2012). Sang (2005) defines organisational performance as the performance of a company as compared to its goals and objectives, Mastrandla et al. (2014) says the effectiveness of an organisation consist in the efficiency of its individual employees and when the performance of all the employees put together is the organisational performance which is seen as a function of leadership. In particular employee performance could be managed by manipulating the factors on which it depends. And also the performance of the employees is influenced by their age seniority and personal goals. The efficiency of the organisational performance is a product of the organisational climate also. And the key factors that contribute to the organisational performance that lead organisational competency. Wood (2016) conducted a study on organisational performance and leadership competency. The study reveals that the success of an organisation depend on competency of its leaders and the organisational culture those leaders creates. The believes and values of leaders in the organisation will always influence its performance. And also noted that leadership competency can improve employee performance.

Organisational performance is the product of the individual contribution of the employees through the impact of leadership competency and organisational culture. There are many studies on organisational and behavioural background of organisations which have strong linkage with employee and organisational performance. Price (2007) defines employee performance as the effective orientation of an employee in regard to his job. Aguinis (2019) notes that employee performance constitute an individual overall perception and evaluation of the work environment which is viewed as a positive emotional status.

DISCUSSION AND ANALYSIS

The present study is intended to establish the relationship between effective recruitment process and organisational

performance. There are a number of components which constitute the recruitment process. The recruitment process to be effective, it should contain effective recruitment factors.

Effective Recruitment Factors

The literature reviews have been supplemented a number of effective recruitment factors which are portrayed below. These variables are:

- Well-defined human resource planning.
- A clear and comprehensive employee Requisition.
- Accurate Job Description and Job Specification.
- Correct evaluation of sources of recruitment.
- Effective Selection process.

The effective recruitment factors constituting effective recruitment process are described below:

A Well-Defined Human Resource Planning

Human resource planning is a sub-system of total organisation planning which facilitates realisation of the company's objectives for the future by providing the right types and number of personnel (Walker & James, 2009). Human resource planning is otherwise known as manpower planning and employment planning. The objectives of human resource planning are a) to meeting future personnel requirements, b) to cope with the environmental changes, c) to create highly talented personnel and d) to promote the organisational strategies. It is a continuous organisational process with an amount of flexibility to adjust with the long term and short term plans. The fundamental aims of human resource planning are forecasting the human resource requirements in tune with the change in the environment for realising organisational goals. It is also intended to utilise the human resources effectively and promoting the employees. This is the first step towards the recruitment process (Marcky & Johnson, 2011).

A Clear and Comprehensive Employee Requisition

Employee requisition is a formal document that the departmental managers use to request the human resource departments for hiring new employees. Employee requisition is otherwise known as job requisition. It serves as a request for the new hire and provides an explanation of why the new vacancies have been raised. A job requisition is an important part of the hiring process. Usually the departmental managers have to use the prescribed format of the job requisition for informing the HR department. A job requisition usually consists of various elements such as the job title, the name of the hiring manager, the department and the role of the new employee, the type of employment,

the preferred chart date, the salary and other benefits, budget option and the justification for making a new hire (Mathis & Jackson, 2008).

Accurate Job Description and Job Specification

A job description is a detailed document of the vacant position that state the job title, job location, duties, responsibilities and job role. The human resource manager creates this documents to invite application from the potential candidates who are intended to fill the vacancies. The salary, allowances and incentives associated with the position are also included in the job description. A job description should be synchronised with the recruitment and selection process and thereby it simplifies the work of the HR Department. It provides a framework to build the job specification. It should make easy for the company to search for suitable candidates where the company will provide its expectation from the prospective employees. It acts as a support system to the prospective candidates to get a familiarity with the work place environment. Job specification is the document which states the attributes, skills, knowledge, educational qualifications and work experience needed in a candidate to perform a particular job. The manager is bound to prepare the job certification after preparing the job description. The manager should specify in the job specification that the necessary abilities and attributes needed for accomplishing the task. Thus the essential components of job specification are educational background, skill and employment experience of the potential employees. Thus the job specification defines the selection criteria of the candidates. It makes it easy for the recruiting managers to screen the resume for prospective candidates and serves as a bench mark for conducting orientation and training for the employees (Dawal, 2016).

Correct Evaluation of Sources of Recruitment

The recruiting market is challenging and ultra-competitive and there is a need to have a clear process in place for evaluating recruiting sources and their effectiveness for the organisation. It is essential to determine the key Metric for measuring the effectiveness of the source. The sources selected should be appropriate to get the candidates with right qualifications, skills and experiences as per the job requirements. It is the duty of the management team to collaborate honestly in the process of recruitment. The logistics and systems should be clear and suitable for the recruitment. There should be an effective plan for managing the recruitment results properly and the recruitment plan and criteria should transparent and made known to all in the recruitment process. The evaluation outcome should be used in such a way to accomplish the organisational objectives effectively (Keshav, 2013).

Effective Selection

Selection is “the process by which an organisation chooses from a list of screened applicants who best need the selection criteria for the position available” (Demerouti, 2016). There are usually eight steps in the selection process such as application, resume screening, screening call, assessment tests, in-person interview, background checks, reference checks, decision and job offer. Application phase in the selection process is a passive act and the candidate has to respond to the job advertisements. Once a number of application have been received the next step is to screen the candidates for final selection. Screening is the process of limiting the number of applicants to a manageable level who have sufficient qualifications and competencies to get selected. The screening process have different steps. The first step is elimination of ineligible applicants. The second step is process of collecting information from the candidates with the general background of education, work history, special skill, physical condition and personal references. A preliminary test is also conducted to screen in the best qualified candidates. Screening interviews are used to limit the number of applicants Crewson (2017). The screening call for phone screen is among the initial hiring stages where recruiters short list applicants. The purpose of the call is to establish whether the applicant is truly interested in the job and at least minimally qualified to do it successfully.

The assessment test is a tool used in the selection process to assess the applicant’s ability to do the job successfully. These assessment can take place in different forms in the selection process. They are experimental tests, written tests, online tests, practical skill tests in order to assess the attitude, intelligence, capability, memory and job knowledge of the candidates (DeNisi, 2017).

Interview is a personal meeting arranged as a part of the selection process to directly present the candidate’s credentials before a designated expert team in order to assess the suitability of the candidate for the job. There are different types of interview on the basis of the nature, purpose, type and size of organisation Desslerand Gary (2014). Interview can be classified in to five as regards the nature is concerned. They are structured interview, Semi-structured interview, unstructured interview, Stress interview and Depth Interview. In the case of structured interview, the interviewer follows a predetermined approach defined to ensure that all pertinent factors relating to the candidates’ qualifications and suitability will be bone over. In the semi-structured interview, the major questions to be asked are worked out beforehand Drucker (2012). Interviewer also has the option to ask advanced questions in certain areas. Unstructured interview is a process of active listening by the interviewer while the candidates seek. It is usually used in psychological

counselling and widely used in selection. Stress interview is a special type of interview defined in such a way to assess and provide useful information as to whether a person would be able to cope with stress on the job or not (Dawal, 2019). Stress interviews are intentional attempt to provide tension and pressure to an applicant to see how well he respond to the tensions and pressures (Dyer & Reeves, 2005). In depth interview an attempt is made to cover completely the life history of the applicant and make a comprehensive profile of the candidate. The profile of the candidate usually include frozen aspects of candidates’ personality such as education, extra-curricular activities and early childhood experiences. In addition to the flexible aspect such as hobby, interests, desires, aspirations and goals (Yound, 2016).

Background check of the candidates is a process of pre-employment check to make sure that the candidate is eligible and suitable for the particular job position. The verification of records pertaining to the credit report, criminal records, driving records and the verification reports of identity, education, work history and drug test. These checks are most useful in the selection process especially when there is high risk involved in employing someone unsuitable in a particular job (Subramony, 2009). Reference check of the candidates is usually done in the final stage of the selection process. It is a feedback analysis of the performance of the candidates from their previous employers and managers in order to now their credentials related to conduct and work. The company will usually make enquiries and contact the people concerned to get the information directly (Schaufeli, 2014).

After taking the final decision on the suitability of the candidates to be included in the final select list, after a series of well organised selection process for recruiting new employees. The company will fix on the perfect hire to provide the job offer. The job offer process is a critical one and it should be done in right manner to welcome the new employees in the organisation in order to occupy the new position. Usually formal job offer letter will be given to the selected candidates offering the job indicating the job title, salary and related information (Rober et al., 2015).

The Components of Organisational Performance

The second construct or dependent variable of the present study is the organisational performance. Organisational performance is the product of the individual contribution of the employees through the impact of leadership competency and organisational culture. There are many studies on organisational and behavioural background of organisations which have strong linkage with employee and organisational performance. Price (2001) defines employee

performance as the effective orientation of an employee in regard to his job. Scmcane et al. (2002) notes that employee performance constitute an individual overall perception and evaluation of the work environment which is viewed as a positive emotional status. The result of the previous studies reviewed in the preceding sections of this chapter, we have come to a conclusion that there is a positive link between recruitment process and organisational performance. It can be assumed that if the recruitment system works in an effective manner, the organisational performance will be effective (Riggle, 2019). The construct of organisational performance is constituted with the level of performance in different functional areas such as operation, marketing, finance, human resource, information and general administration. Thus the independent variables for assessing the level of organisational performance are:

- Productivity
- Customer Satisfaction
- Profitability
- Employee Satisfaction
- Strategic Decision Making
- Corporate Reputation

These independent variables are briefly described below.

Productivity

Productivity is anything that make the organisation functions better. It is doing right thing rightly. The productivity that can be measured in terms of the production efficiency especially in the manufacturing industry where it is the value of the ratio of output and input. Inputs are the resources used for the functions to be performed (Peach et al., 2011). That performance is converting resources into output, product or service which is called process. The product or service is the output of the productive activity. Thus productivity is the relationship between the output generated from a system and the input used to create it. A higher productivity will give a competitive advantage to the organisation. It is an indicator of progress of the organisation where scarce resources are utilised at maximum. Productivity is the single most factor for beating the competition in the market and it act as a guide to the management. Productivity enables the management to control the performance of the company by identify the comparative benefits arising out from use of input. As we have already seen productivity emphasis the efficient utilisation of the factors of production as per the target set and it attempts to eliminate all types of waste. It facilitates the comparison of the performance of a company to its competitors. In brief, productivity is the prime factor determines the success of the organisation (Paauwe & Boselie, 2015).

Customer Satisfaction

The simple meaning of customer satisfaction is the ability of a product or service to meet expectation of the customer on its performance. It is used as a measure to determine how far the product and services supplied by a company meet or surpass the customers' expectation. Customer is the boss of the market and he dictates the market trends and its direction. That is why it is usually said to be the business organisations are dependent on the customer. The satisfied customers will help the company by bringing the new customers through the "word of mouth" campaign (Prasad, 2016). Thus customer satisfaction provides loyal customers to the business organisations. The factors affecting customer satisfaction are price, quality, brand name, features of the product as well as reputation of the company and services provided to the company. In this context it is relevant to note that Toyota's philosophy "customer first". This philosophy states that "a product should never be sold unless it has been carefully manufactured and has been tested thoroughly and satisfactorily (Rubén Lado-Sestayo, 2014).

Profitability

Profitability is the ability of a business organisation to earn a profit. Profit is simply the revenue left over after the payment of all costs and expenses related to the business activity. There are four key areas in the realm of a business organisation that can be utilised for deriving profitability. These areas are reduction in cost, increase in turn over, enhancement in productivity and improvement in efficiency. The concept of the term business itself is associated with the term profit. The basic purpose of any business unit is to make a profit because all the factors of production demand its own share of revenue of the business in order to remunerate their sources (Serrat, 2019). Profit alone is the prime factor determine the survival and growth of business units whether it is small or big. If a company could not make a profit for a number of years, definitely that organisation will disappear from the business fields. Thus profitability is the prime most objective of any business organisation. There are different types of profitability. Profit on the general business activities such as gross profit or net profit. Profitability like Return on Investment where it is meant the overall return derived for a particular year for total investments both fixed and current assets. Thus first measure considered for organisational performance and success is its profitability (Prasad, 2015).

Employee Satisfaction

Employee satisfaction or job satisfaction is usually considered as the mindset of the employees towards their organisation in terms of their loyalty, commitment and engagement.

Employee satisfaction is a situation in which how contented or satisfied employees are with their job. It is the foundation up on which employee engagement can grow and thrive. There are many factors which affect directly or indirectly the employee satisfaction. The most important factor influencing their satisfaction is their compensation and other benefits to lead a decent life. Strong organisational leadership is another important factor which enhances employee satisfaction (Rajan & Sanitha, 2016). Quality of work environment and effective communication have direct linkage with employee engagement and satisfaction. The approach of managers and supervisors is another factor affecting the satisfaction of employees. Thus the key elements of employee satisfaction are performance related pay, paid holidays, upward mobility in the organisation, healthcare of employees and a safe and social workplace. Thus a team of satisfied employees are the real asset of the organisation for maintaining its survival and rewarding growth (Paul & Anantharam, 2013).

Strategic Decision Making

Decision making is the process of selecting a course of action from among the many alternatives. Strategic decision making is the prominent task of the senior management. In the process of strategic management the basic thrust of strategic decision making is to make a choice in the right platform to be adopted for a course of action. It is criteria based decision making. Rationality, Creativity, Variability, Subjectivity and Collectiveness are the guiding principles of strategic decision making in order to make right decisions. Henry Mintzberg, the celebrated management expert commented on strategic decision making as “the key managerial process are enormously complex and mysterious drawing on the vaguest of information and using the least articulation of mental process. These processes seems to be more related and holistic than ordered and sequential and more intuitive than intellectual” (Norris, 2013). Thus it is more important that strategic decision making is difficult to perform due to the fact that it could not be analysed and explained easily. A lot of intelligible information from the business environment are really required for effective strategic decisions. Thus information management of the business organisation plays a crucial role in supplying very vital information to the top management for successfully involving in strategic decision making process. Strategies of the organisations are evolved from strategic decision making (Mondy, 2012).

Corporate Reputation

Corporate Reputation is the public image of a company in the society. Another sense, it is how the company is

perceived by its stakeholders. Thus a company’s corporate reputation is the sum of all views and believes held about the company based on its history of performance and its future prospects in comparison to its competitors. There are three elements of reputation in the term corporate reputation. They are brand reputation, organisational reputation and stakeholder reputation (Mihalj, 2019). Alignment of three vital factors such as to build, sustain and protect on organisation’s reputation in the form of image, identity and personality. Organisation’s image is what the stakeholders think of the company. The identity of a company is “what the company says it is”. Personality as a part of corporate reputation which means “what the company is all about”. The main components which make the corporate reputation are its ethical stand, financial performance, leadership quality and its reliability. Equally important in the matter of corporate reputation are its customer focus, corporate social responsibility, emotional appeal, quality in dealings and the social approach of the management team. Thus corporate reputation as a concept has wider and long term impact on the organisational performance of companies (Raymond et al., 2015).

CONCLUSION

It is clear from the above analysis that if the recruitment process is built on the effective recruitment factors efficient workforce could be a reality in an organisation. It is a known fact that talented employees are the backbone for the success of any organisation. They have the capability to plan the emerging environment in the right perspective and as such new business opportunities could be explored well. They have an innovative mind to bring the corresponding changes in the organisational set up as per the changing demand of the customer groups. Thus the new opportunities will be capitalised easily by successful organisation where right persons are in the right job. This formula of right person in the right job can be brought in the realm of an organisation only by means of effective recruitment process. It is true that there are effective factors which constitute an effective recruitment process. There is a direct and positive relationship between effective recruitment process and higher organisational performance in the form of productivity, customer satisfaction, profitability and corporate reputation. Thus the correlation between effective recruitment process and organisational performance is positive and direct.

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