



THE ROLE OF RECRUITMENT AND SELECTION ON ORGANIZATIONAL PERFORMANCE

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Abstract:

The researchers wanted to see how much of an effect hiring practices have on productivity inside a business. The goal was to learn about current procedures for selecting candidates and making hiring decisions. Human resource management and growth, including the recruitment and selection procedure, its accompanying difficulties, and potential solutions. The questionnaire was used to collect the data from two hundred (200) responders from the firms in Pakistan. The findings revealed that the general population's advertisement of job openings, the usage of employment agent(s), and employee recommendations are mostly used. The approach employed for recruiting prospective staff members, it was also discovered that the technique utilized during the recruiting and selection procedure was very successful and furthermore contributed to enhancing employee performance, the study discovered that the selecting and recruiting procedures are additionally defined by many challenges, among the suggestions that were produced were the fact that prospective employees ought to be dealt with equitably in the selection and hiring process, furthermore employees must be appreciated.

Keywords: Recruitment, selection, Organizational performance, Human resources practices, Employee performance, and Recruitment process.

1. Introduction:

Considering having the correct people both boosts and maintains organizational effectiveness, recruitment, and selection is an essential step for every successful organization. Agility and financial performance are two examples of the kinds of the end result company results that can be influenced by the selection system used by an organization (Asan & Soyer, 2022) and the same was endorsed by many researchers (Asif, 2021).

The recruitment and selection of new employees is the primary responsibility of the human resources department in the daily affairs of any organization. Additionally, the recruiting process is the initial stage in the procedure of strengthening a company's capacity for successful industrial competition (Verma et al., 2022). The hiring process takes a lot of time and resources endeavor that begin with the initial step of identifying candidates and continue with the scheduling, preparation, and execution of interviews (Harris et al., 2022). Consequently, recruitment and



selection are thought of as the processes via which organizations seek out, collision, and interest possible appointees, and then determine whether or not it would be suitable for them to hire any of them, respectively (Lundvall, 2022; Rajabpour et al., 2022).

The terms "recruitment" and "selection" refer to two independent phases of the recruiting and employing procedure, which are the two parts that make up the entire process (Subramanian & Suresh, 2022). The method of identifying applicants who are interested in employment and encouraging them to send in applications for a position within the organization is referred to as recruitment (Hommel et al., 2022). On the other hand, the selection process refers to the number of processes that are taken to screen prospects in order to choose the individuals who are the best fit for open positions.

Additionally, Recruiting a greater percentage of potential workers to hand in their candidatures to the organization is its main objective of recruitment, while identifying the best applicants for any position in the organization is the primary purpose of the recruitment procedure (Dianti et al., 2022). The recruitment process is quickly followed by the hiring procedure, which involves final evaluations and choices about selection, as well as conveying decision-making and employment processes.

In the eyes of the experts, recruiting is a "positive approach to generating an abundance of possibilities by contacting the "right" customers suited for the vacancy" (Ghani et al., 2022). He did, however, add that if these people are identified, it will be possible to get started in the process of employing suitable personnel (Li et al., 2022). This includes gathering, measuring, and assessing information about potential employees for certain roles.

Thus, selection is an approach in which persons are scrutinized in order to determine the best applicants for positions that exist.

1.1 Contribution of the study:

The contribution of the research is to help the organization recruit a diverse pool of candidates from which to hire the most qualified individual for the position. The fundamental goal of the recruiting process is to speed up the selection phase (Azizah et al., 2022). Stronger processes for hiring and choosing employees lead to better organizational outcomes, thus businesses utilize these practices to boost the chance of hiring people who have the necessary skills and competencies for the fulfillment of the desired position.

Organizations that effectively recruit and select individuals are more probable to find and maintain satisfied employees. Corporate results like productivity and financial success can be affected by the efficiency of a company's selection process (Dixson et al., 2023). Therefore, it is wise to spend resources on creating a rigorous screening process. Choosing the proper people for a company's



open positions is crucial, since doing so may "improve and sustain organizational performance" (Kooli & Abadli, 2022).

1.2 Aim of the study

The primary objective of this research is to determine the efficacy of recruiting and selection practices, which are used to attract and evaluate candidates for available positions and ultimately choose the most qualified individuals for those roles. One way to achieve this goal is to advertise open positions on the site and by using a process that is based on requirements or technical knowledge to determine who should be hired.

1.3 Problem Statement

In recent years, the number of businesses that fail, close, or are inefficient has grown, and in a lot of instances, this is due to a lack of organizational performance. To understand the circumstance, several variables, especially the fiercely competitive strategy within an organization, have been explored. Regardless matter whether customers and workers disapprove, individuals play key roles in ensuring the resolution of approaching difficulties between leadership and employees for the achievement of the company's aims and ambitions. Some organizations, however, place a larger focus on factors such as economic advantages or physical characteristics while neglecting staff recruitment and selection.

1.4 Research Objectives

The following are the research objectives:

- 1) Determine how the recruitment and selection process affects the company's productivity.
- 2) Evaluate the policies for recruiting and selection.
- 3) Examine the hiring and selection procedure.

1.5 Research Questions

The following are the research questions:

- 1) Is there a process in place for the recruitment and selection of new employees?
- 2) What are the organization's multiple selecting processes?
- 3) Does the process of hiring employees affect how well a company operates?

1.6 Significance of the study

One of the most notable shifts in the area of organizations over the past couple of centuries has been the increased emphasis on human resources over the past few years. People are essential to organizations because they contribute their opinions, principles, and characteristics to the



organization's way of life (Sugimori & Kawasaki, 2022). These contributions are significantly enhanced when people are handled properly.

Human characteristics have the potential to bring significant benefits to the organization. This example validates the growing emphasis on the individual side of organizational wealth, as noted by (Hunkenschroer & Luetge, 2022). Human resource management rests on two pillars: the cultivation of employees' skills and the cultivation of the company as a whole (Abbasi et al., 2022). This development is consistent with a view expressed by the (Aday et al., 2022), which asserts that the organization's future success is predicated on its capacity to attract and choose high-quality personnel at all ranks. This perspective is in keeping with the developments discussed thus far. While recruitment is a means of discovering and attracting interested individuals from inside and outside an organization for the purpose of assessing them to determine their future employment, selection does not begin until the correct caliber of employees has been identified (Úbeda-García et al., 2022). Recruitment is the procedure of identifying and enticing potential recruits inside as well as outside an organization.

1.7 Organization of the study

This study has a total number of 6 chapters. This study starts with the introduction chapter in which the research questions, research objectives, and problem statement of the study have been described. The second chapter is known as the literature review, this chapter includes theories, theoretical and empirical knowledge of the variables. The third chapter is named the methodology in which all the research methods have been explained. The fourth chapter is known as the analysis chapter in which the data results has been shown and the last chapter is known as the conclusion in which the findings of the results have been discussed.

2. Literature Review

This study is grounded in the concepts of Human Capital Theory, Resource Based View Theory, as well as Equity Theory. Human beings, like machinery, have fixed commodity prices because they possess abilities and desirable attributes that justify a predetermined price and a return on investment (Abbas et al., 2022). Human capital, as described by (Sun et al., 2022), is predicated on the notion that workers and the sum of their expertise, abilities, and knowledge, together with their ability to divide these in the most advantageous way of the employing organization, are now widely acknowledged to make material variations to the organization's performance and to give organizations a significant competitive advantage . According to (Abboh et al., 2022) Resource Based View (RBV), organizations can achieve long-term advantages in competition when they have a human asset pool that competitors cannot copy or duplicate (Cahyadi et al., 2022).

According to the Resource-Based perspective, firms ought to continuously assess their employees so the fact that they possess the right individuals who have the necessary abilities in the correct locations to guarantee a competitive edge over time (Ercantan & Eyupoglu, 2022), and



if this is not the situation, firms should compensate for the shortage by employing suitable hiring and choosing criteria. According to the (Holland et al., 2022), the competence of the employees working and the standard of relationships they have with one another contribute to the bulk of a company's success or failure. (Alam, 2022) demonstrated that organizations that recruit and keep exceptional people can produce a human capital advantage. According to (Kokkaew et al., 2022), most organizations may obtain technology and funds at any time for a cost, but obtaining a continuous supply of highly qualified and enthusiastic employees is tough. As a result, organizations must exercise considerable care during the hiring and selection phases in order to differentiate themselves.

2.1 The concept of recruitment and selection

Recruitment is defined by (Han et al., 2022) as "the procedures and activities used to legally acquire an appropriate amount of competent employees at the correct time and location so that those involved and the organization can select those who are in the best possible both in terms of long-term purposes."

To rephrase, when a company advertises for new employees, it creates a pool of applicants from whom it may make an informed decision about whom to hire. Employment strategies and projections are the foundation of a successful recruitment campaign (Kwok, 2022). In this step of the recruitment procedure, organizations assess what they require in the future, the talent that is readily accessible both inside and beyond the organization, as well as the existing and potential assets that might be built to attract and retain such people, and subsequently divest from those that are no longer needed (Soleimani et al., 2022).

The means that an organization is prepared to employ finding and select the best-qualified persons to join its expanding employment additionally contributes to the procedure's accomplishment (Kaewnaknaew et al., 2022). When it comes to filling entry-level roles, many companies have minimal education and work experience requirements. Middle management jobs, such as senior administrative in nature, technological, and junior executive, are frequently filled from inside an organization (Molina et al., 2022; Ore & Sposato, 2022). Executive positions have often been the focus of the war for rare, high-quality personnel, which are often recruited from outside sources. Both approaches are used by most companies to successfully attract employees at all levels. (Mirhosseini et al., 2023) defined recruiting as the act of drawing in a large number of qualified candidates from whom to make a final selection. Because of this, successful businesses invest much in developing rigorous selection processes.

2.2 Research Gap

A common flaw in the hiring process is a lack of human resources planning. Comprehensive HR planning translates the business's strategy into actionable HRM policies and procedures. This is particularly accurate of efforts made to improve the processes of hiring and



picking employees. Human resource planning's overarching goal is putting the right number of people with the right skills in the right jobs at the right time and at the right price (Hammond et al., 2022). To hire the right people at the right time, it's important to have solid recruitment and selection processes in place, such as evaluation requirements, talent inspections, and the collection of labor data on the market (Wang et al., 2022). Experienced HR experts within the division of human resources will additionally minimize vacancy duration but also raise the standards of applicants, according to (Lee & Mao, 2023) the degree of experience of HR managers has a major influence on recruitment and selection. Many of the researchers also argued that pandemic has also effect the recruitment process (Asif, Pasha, Mumtaz, & Sabir, 2023; Asif, Pasha, Shafiq, & Craine, 2022; Pasha, Ramzan, & Asif, 2019).

2.3 Conceptual Framework

Organizational resourcing strategies, such as recruiting and selection, are critical to a company's survival and performance in the short and medium term (Cohen, 2022). In practice, the primary objective of recruitment is to increase the pool of competent those applying from which the organization can select those with the greatest potential (Tidwell et al., 2022), whereas the primary goal of the process for hiring is to find the best person for every vacant job within the organization.

Based on the data we have, there appears to be a beneficial and mathematically significant link between the hiring process and the performance of businesses (Junior et al., 2022). (Judge & Kammerlyer-Mueller, 2023), for example, linked the quality of the recruitment procedure to the performance of a business. The methods of recruiting and promoting people have been found to correlate positively with later job performance by several researchers, including (Awan et al., 2023; McGregor et al., 2022; Mukhuty et al., 2022). Others, including (Castro, 2022), demonstrated a similar connection between an effective hiring process and better corporate outcomes.

Individuals are sought out through promotion or other means, prospective workers are screened with examinations and interviews, candidates are chosen based on the outcome of the tests and conversations, and candidates are on board to ensure they are able to successfully carry out their new roles. This is according to (AlHamad et al., 2022; Kucherov & Tsybova, 2022), who made a connection between hiring and hiring standards and organizational effectiveness. (Muisyo et al., 2022) argues that a significant impact on the quality and kind of abilities new workers possess may be attributed to recruiting methods that give a broad pool of competent candidates in addition to a trustworthy and legitimate selection procedure. Human resources guidelines and practices, according to this school of thinking, are powerful influences on employee conduct and outlook inside an organization.



2.4 Hypothesis Development:

According to the current corpus of investigations, the firm's successes are intimately tied to the efficacy of the persons employed by that enterprise. Along the same line, failures at work might be the source of bad job performance. It is critical to make deliberate efforts to effectively handle human resources (Sharif & Ghodoosi, 2022). This is due to the high cost of recruiting the incorrect personnel or lack of anticipating modifications to recruitment demands (Alajlani & Yesufu, 2022; Zhao & Huang, 2022). It was additionally suggested that successful employees are essential for the company to gain and maintain a competitive advantage (Kumar, 2022). Therefore, recruiting and selection have evolved into essential processes in organizations as a result of the requirement to attract personnel in a timely manner, with adequate values, and with acceptable credentials. As a result, the purpose of this study is to investigate the impact that recruitment and selection criteria have on performance. The following hypotheses were developed as a means of reaching this objective:

H1: Recruitment and selection criteria have a significant effect on an organization's performance.

H2: The more objective the recruitment and selection criteria, the better the organization's performance.

3. Methodology:

Research methodology is the process of planning, conducting and reporting a scientific inquiry. It involves choosing appropriate methods and techniques to collect and analyze data that can answer a specific research question or problem. Research methodology is essential for ensuring the validity, reliability and generalizability of the research findings.

3.1 Research Design:

This study investigates how the hiring process affects an organization's productivity. The research was quantitatively descriptive in nature. Questionnaires were the primary data collection tool in this study. We employed these methods because we found them to be effective in gathering the information we needed from our sample population to answer our research questions.

3.2 Population:

The commercial Bank in Pakistan was utilized in the carrying out of the study after the region of Lahore was chosen for the research project. Participants in the study came from a variety of departments inside the bank, such as marketing, human resources, and others. There were a total of forty individuals involved in the study's population.



3.3 Sample of the study:

Two hundred (200) people were randomly picked to participate in the study from the designated department. To make sure there was enough variety in the sample to draw meaningful conclusions from the collected data.

3.4 Data Collection Instruments:

The questionnaire was employed by the researcher. The researcher drafted the questionnaire that would be filled out by the personnel who were randomly selected from the organization. After the findings of the research have been tallied, the questions will have served their intended purpose if they were formulated appropriately. The information that was supposed to be provided by this instrument related to the practices or methods of recruiting and selection.

3.5 Test of validity and reliability of the instrument:

The capacity of a measuring device to accurately measure the variable that is intended to be examined is what is meant by "validity." The following tests were thought about in order to determine whether or not the instrument that was going to be utilized was reliable.

- **Content Validity:** this is intended to guarantee that the information inside of a measuring instrument appropriately covers all important areas. It is supposed to do so by making sure that every relevant topic is covered.
- **Construct Validity:** This evaluates the amount to which a specific test mirrors the hypothetical structure believed to underlay the accomplishment, as well as the way in which the test mirrors the theories that underpin the construct. iii. **Content Validity:** This assesses the amount to which an individual test reflects the actual construct believed to be the foundation of the performance.

The substance and conceptual accuracy of the questionnaire will be used to make sure that what is requested from the person who responded covers all important areas and the study objectives. SPSS (Statistical Package for Social Science) is used continuously on the information received from the questionnaire to test the validity of the instrument, and an evaluation is done afterward to assess both the reliability and precision of the measure. The uniformity of the instrument is what determines reliability. A measurement is considered dependable if it produces consistent findings throughout time.

A test-retest reliability is performed to assess the constancy of the information gathered from the questionnaire. The planned survey was distributed first, and after thirty days, the same questionnaire was dispersed to an identical sample of people, and it was discovered that the responses that were included in the initial collection of questionnaires did not differ significantly from the information comprised in the subsequent batch of questionnaires.



4. Results and Discussions:

The results of the study is given below in tabular form.

Table 1

Gender Analysis

	Frequency	%
Male	144	72.0
Female	56	48.0
Total	200	100.0

The study participants are separated into male and female groups. Because the gender divisions are responded to using two different ratings (male and female, respectively) in the survey. According to the findings of the investigation, there was the highest number of guys ever to take part in research, with 72.0% of males participating in this study. It indicates that the findings are concentrated more on males than females.

Table 2

Age Analysis

	Frequency	%
18-30	87	43.5
31-40	85	42.5
41-50	24	12.0
51-60	4	2.0
Total	200	100.0

The age item in the survey method questionnaires contains many dimensions. The first choice, 18-30, was chosen by the majority of respondents in this study. This indicates that the majority of individuals are inexperienced and have just recently begun their employment in the sector.

Table 3

Educational Level Analysis



	Frequency	%
Inter	24	12.0
Bachelors	94	47.0
Masters	66	33.0
M.Phil.	14	7.0
PhD	2	1.0
Total	200	100.0

Because they are younger, the bulk of the population possesses bachelor's degrees, and the majority of men are taken into this study. According to this study, master's programs are the next most often obtained by the community. This essentially indicates that the individual's understanding is at the ordinary level.

Table 4

Descriptive Analysis

	Min	Max	Mean	Std. Deviation
Recruitment and Selection	15.13	44.75	31.9828	5.77712
Organization Performance	8.17	32.67	24.8183	4.12457

The appropriate statistical table demonstrates that the confidence intervals are the values contained in the scale since the lowest value is approximately 1.00 and the highest value is close to 15.13. Mean statistics depict the author's data as an average. All of the variables' means are close to 31-24, while the standard deviations are close to 5.77712 and 4.12457.

Table 5

One-sample statistics

	N	Mean	Std. deviation	Std. error mean
Recruitment and Selection	200	31.9288	5.77712	.40850
Organizational Performance	200	24.8183	4.12457	.29165



Table 6

One-Sample test

	Test value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% confidence interval of the difference	
					Lower	Upper
Recruitment and Selection	78.168	199	.000	31.92875	31.1232	32.7343
Organizational Performance	85.096	199	.000	24.81833	24.2432	25.3935

This t-test compares the means of two groups, where one group is Recruitment and Selection and the other group is Organizational Performance.

Test value = 0: This refers to the null hypothesis that there is no significant difference between the means of the two groups.

95% confidence interval of the difference: This indicates the range within which the true difference between the means of the two groups is likely to lie with 95% confidence. Specifically:

Lower: 31.1232 for Recruitment and selection and 24.2432 for Organizational Performance

Upper: 32.7343 for Recruitment and selection and 25.3935 for Organizational Performance

t: This indicates the calculated t-statistic for this test.

df: This refers to the degrees of freedom associated with the t-test.

Sig. (2-tailed): This indicates the p-value associated with the t-test. In both cases, the p-value is less than .001, which means that the difference between the means of the two groups is statistically significant at the .05 level. Therefore, we can reject the null hypothesis of no significant difference and conclude that there is a significant difference between the means of the two groups. Specifically, Recruitment and Selection has a significantly higher mean (31.92875) than Organizational Performance (24.81833).



Table 7

Correlation Analysis

	1	2
Recruitment and selection	1	
Organizational performance	.261**	1

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

Recruitment and selection's association with the effectiveness of an organization is seen in the following table. To quantify the degree of linearity among two sets of information, statisticians calculate a coefficient of correlation. The association between selecting new employees and how well an organization does overall is 0.261. The correlation coefficient might take on a value between minus one and plus one. If the value is 1, there is an extremely strong positive connection; if it is -1, there is an extremely strong unfavorable correlation; and if it is 0, there is no association at all.

Since the reported value of the correlation coefficient connecting Recruitment and selection and Organizational performance is 0.261 (positive), we can conclude that there is a weak positive association between the two. The correlation coefficient is not only statistically significant at the 0.01 level (2-tailed) but also has asterisks next to it. That's a pretty strong indication that the link is real and not a fluke of chance. Our data suggests a slight positive association between recruitment and selection practices and organizational effectiveness.

Table 8

Regression Analysis

Model Summary			
R	R Square	Adjusted R Square	Std. error of the estimate
.261 ^a	.068	.063	3.99172

a. Predictors: (Constant) recruitment and Selection



	Unstandardized B	Coefficients Std. error	Standardized Coefficients beta	t	Sig.
Constant	18.870	1.589		11.874	.000
Recruitment and Selection	.186	0.49	.261	3.803	.000

a. Dependent variable: Organizational Performance

This represents the standardized regression coefficient for recruitment and selection, which is a measure of the effect size of the predictor variable on the dependent variable, relative to the other predictor variables. Here, a 1 standard deviation increase in recruitment and selection is associated with a 0.261 standard deviation increase in organizational performance.

The t-value indicates the significance of the coefficient in the regression equation. Here, the t-value of 3.803 suggests that the regression coefficient for recruitment and selection is significant at the .05 level. This provides the p-value associated with the t-value. Here, the p-value is .000, which is less than .05. Thus, the regression coefficient for recruitment and selection is significant. Therefore, we can conclude that recruitment and selection is a significant predictor of organizational performance, with higher values of recruitment and selection being significantly associated with higher values of organizational performance.

4.2 Discussion:

According to the findings of the research, the bank's philosophy or practice regarding the process of recruiting and selecting new employees was based on various different units. The first of these units is internal recruitment, which involves inviting candidates from the general population. The first step is to examine each of the departments to see whether or not there are any open positions that need to be filled. The different divisions look for qualified members of their own personnel to fill job openings by conducting an internal search. When that doesn't work, the company will turn to employee recommendations, which gives current workers the opportunity to suggest people who might make good additions to various areas.

In the second step, the bank will begin to source potential workers through various companies that assist in the recruitment of individuals for the bank. The second way is to post an advertisement in a daily newspaper inviting people from the general public to submit their resumes for consideration for the open vacancies. Applicants who have been chosen are given an invitation to an interview, which is followed by selection. Employee recommendations, employment agencies, professional groups, and advertisements in various daily are some of the strategies that are utilized in the process of recruiting and selecting personnel. Other approaches include using



the internet and social media. The findings of the investigation also showed that the bank utilized methodical procedures when choosing new staff. The first need is that candidates for employment must have the appropriate or sufficient educational record in order to be eligible for an interview, which is the following stage after a candidate for employment has been shortlisted. If a person is chosen for recruitment or selection, the following step is for them to undergo training and orienting.

5. Conclusion and Recommendation:

5.1 Major Findings:

The following tables were created by analyzing data with SPSS version 25.0 and descriptive and frequency analysis. As seen in the first table, the majority of employees are young, with over 62 percent being between the ages of 18 and 30. It is an excellent argument since youthful personnel has higher performance and the ability to gain knowledge in a modern manner.

Every firm requires elderly employees from time to time since they have a wealth of expertise and talents to help the company or organization succeed. In terms of gender, 72.0 percent of participants are male, while just 28.0 percent are female. What does this data tell us? Show us that the majority of employees are men and that men can work and obtain jobs more readily than women. In certain cases, culture is to blame for this scenario because it does not allow women to work readily. In terms of education, 47.0 percent of participants hold a bachelor's degree or more. In this situation, it explains why most individuals here after college look for and find work immediately after receiving their bachelor's degree, maybe because they would like to feel responsible for their household.

5.2 Conclusion:

The purpose of recruiting and selection is to coordinate the qualities of potential applicants with the responsibilities and incentives that come with a certain position. For this reason alone, top-performing firms dedicate a significant amount of money and work to the creation of selection systems of the highest possible quality. The practices of recruitment and selection are significant practices for human resource management, and they play a crucial role in determining the success of an organization.

The recruiting practices of an organization have a direct impact on the quality of new employees that are brought on board, and the efficacy of the selection process is naturally tied to the caliber of applicants that are submitted for consideration. According to the findings of the investigation, recruiting and selection are of the utmost significance to organizations in order to have the greatest possible workforce. The recruitment and selection of personnel play a significant role in determining the success of an institution, making it a factor of utmost significance for organizations that wish to realize their objectives.



5.3 Recommendations

The purpose of these suggestions is to increase the efficiency of this policy.

- 1) The division of human resources should review workers in order to assist them offer their best and increase employee performance; this will constantly keep individuals on their toes in order to deliver their best.
- 2) Keeping up with the ever-changing industry demands that staff take part in periodic refresher training.

5.4 Limitations

The conclusions of this study are susceptible to a variety of caveats and qualifications. To begin, the scope of the research was restricted to only include R&S data from instructors in Pakistan. Even if it would not be smart to expand the findings to nations, they might still be reflective of countries that possess similar demographic traits and backgrounds, and have managerial and financial institutions that are analogous to one another.

It is impossible to verify the substance of these R&S papers, as well as how they relate and contribute to this study, due to the fact that they are classified. This is another one of the study's limitations. In addition, one of the limitations of the study is the sample frame that was used; in this frame, participants were only included if they had been effective in the selection procedure.

5.5 Future Recommendation

This study's conclusions might be improved by performing further research into every single connection in the chain of incidents that comprise the R&S process. The researcher also suggests that applicants' emotions and views of R&S practices be investigated before and after the hiring decisions are announced in order to compare the attitudes of successful and failed prospects before they are aware of what will occur. The study might possibly be expanded to include the remaining five Pakistani financial institute districts that were not studied in this study.

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