**Can the recruitment and selection processes used by those in recruitment be linked to employee retention and performance?**

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Siobhan Brennan - Can the recruitment and selection processes used by those in recruitment be linked to employee retention and performance?

**Abstract**

This study aims to look at the importance of the recruitment and selection processes and see if they can be linked to the retention and performance of employees. These processes are timely and can be costly, this study aims to identify if they necessary for the performance and retention of staff. The retention of staff is something that businesses are finding increasingly difficult currently. How can businesses find the best staff and retain them long term.

There have been many studies undertaken previously which have looked at and recognised the importance of the recruitment and selection processes which are used by those involved in recruitment. This study is going to take those findings from previous work and using this to further delve into this area of research and look at some of the developments over the last number of years. This research is essentially building on and giving a fresh perspective on this idea.

A qualitative research method was used in this research with seven interviews taking place with individuals who are involved in the recruitment process as part of their current roles. These interviews gave an in-depth look at the perspectives of those who are recruiting and using recruitment and selection processes daily. This study helps to identify if businesses and organisations can benefit from the use of strong recruitment and selection processes.

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**Introduction - Chapter One**

**1.1  Background**

The main idea behind this research is to look at the recruitment and selection processes that are used by companies when seeking out potential employees and if these processes lead to better retention of staff when these processes are used. One of the biggest challenges facing businesses currently is recruitment and the retention of staff (Kapoor and Solomon, 2011). A lot of businesses are increasingly finding that their employees are not going to stay in jobs long term in the way that generations of the past may have. This isn't the cultural norm now; people are willing to go out and find a new job when they want to. Today's working world is a very different place now than it was even 20 years ago, the market has changed. The process of recruitment is timely and expensive, if an employee is only staying with the company short term is it worth it if the process needs to be repeated in a short period (Kamalaveni, Ramesh and Vetrivel 2019). It's important to look at the current labour market and the "Great Resignation" that is currently being seen and felt by companies worldwide. This economic trend is ongoing globally, with masses of employees quitting their jobs in search of better pay, working conditions, job satisfaction, and company culture to name a few (Geisler 2021). This current trend is bound to influence the recruitment process and in turn the retention of staff.

The recruitment process is highly valuable for businesses, the calibre of employees a business has separates a good business from a great one. Every business aims to have the best employees possible (Chairman and Khandelwal 2019). Attracting, compensating, motivating, and retaining employees has become a difficult task for businesses as companies are trying as hard as they possibly can to acquire the best talent out there. Due to the current situation in the economy and the "Great Resignation" there can no longer be an assumption that if employees are content, they are going to stay (Geisler 2021).  Employees now see that there

are other possibilities out there, they can move from one job to another, and this will not be an issue. When there is a successful recruitment and selection process in place in a business, they will attract the best employees, in turn allowing for low staff turnover and higher levels of retention and increased productivity (Ekwoaba et al.,2015). That is why this area is such a relevant and important area of research. There has been research carried out in the past, but this will be a more up to date look at this topic.

The importance of retention and staff performance is vitally important for employers and businesses, high turnover of staff can point to underlying issues within a company, but the root of this issue could come down to how they are being selected and recruited. For an organisation to grow, meet and exceed its targets, the right people need to be employed. It is becoming increasingly evident that these processes are necessary to attract the right employees. Are the recruitment and selection processes proving to be the way forward for businesses? These processes ensure that the correct candidates are being employed in the correct jobs leading to job satisfaction for the employee and increased productivity for the employer. While these processes were not always in place, they are very much needed in today's world where employees will not stay in a job or workplace where they are not happy. Therefore, recruiters are much more in demand, the recruitment and selection process are a constant and time-consuming task, in years gone by these processes would have only been undertaken if necessary.

It would also be important to look at the significance that Covid19 has had on the workforce. Remote working or hybrid working conditions are now accepted as the norm. If employers are not offering these conditions many employees will happily search for a new job that can (Hoff, 2022). It would be interesting to look at how Covid19 has affected the recruitment process, if businesses are not willing to co-operate and offer some form of hybrid and remote working options this could have an impact on their recruitment and retention of staff.

This review aims to outline the previous research carried out on this topic and if there are any improvements which can be made by recruitment agencies in terms of their recruitment and selection processes. There is existing research to suggest that there is a strong correlation between the performance of employees which can be linked back to the procedures carried out in the recruitment and selection processes (Ekwoaba et al.,2015) This research will be looking at research already carried out and trying to build upon this to get a clearer understanding of these processes in today's working world and use new evidence to see if there is a link between the recruitment and selection processes and the retention and performance of staff.

## 1.2   Research Problem

One of the biggest difficulties for businesses today is how to get the best talent possible out there on the market and then the retention of this talent. This is a huge area of concern and more so in today's economic climate. There has been a lot of research into the recruitment and selection processes used in the past and this research aims to build upon the research already out there to see if this problem that is being faced by businesses worldwide can be helped. This is a very current issue with plenty of previous research to work from and develop a new spin concerning the current economic situation that the world now finds itself in.

## 1.3   Research Questions and Objectives

The main research questions and objectives for this study are:

1. Can the recruitment and selection processes used by those in recruitment be linked to employee retention and performance. This research aims to identify is there is a

connection between the processes used in the recruitment and selection processes and whether this is beneficial to organisations.

2. What are the processes that are being used by recruiters today and how are they being utilised? This research aims to identify how recruiters utilise the processes which they have in place to find the correct candidates which then ultimately leads to employee retention and performance. There are several areas to consider when looking at these processes and why recruiters use these processes. The processes which recruiters have in place have been formed and utilised over the years and so are something that should be investigated for research purposes. It is also important to understand how the correct candidates are being chosen. In a day and age where staff are more likely to move from one organisation to another rather than stay in one organisation long term, it is important to understand how it is employers can have strong retention rates. If an employee is staying in a job long term it usually suggests they are happy and fulfilled within their role and organisation. There has been previous research done into this area and so it is evident that this is an area of research that is important and there continues to be a need for it to be investigated which is the aim of this project.

3. What causes employees to stay long term in a role? Identifying what it is that attracts employees to jobs and what makes them stay. There are many different elements which can be attributed to staff retention, there is a new generation of worker who is very aware of what type of workplace they want to be in and what is available out there.

### 1.3.1 Sub Objectives

The sub-objectives to be looked at in this research would be:

1. To look at the "Great Resignation" and if this has had an impact on the recruitment processes used and the effect of this on staff retention levels. This is a huge topic now and is important to look at when researching this topic.

2. Are Social Media channels now more effective than traditional recruitment methods? Taking a look at the use of social media as a recruitment tool and whether they are as effective or not that more traditional methods.

3. How has Covid19 and the introduction of remote working and the options for hybrid working affected the recruitment process? Are people more likely now to look for a job that offers remote and or hybrid working conditions? If businesses are not willing to offer this as a way of working are people more likely to look for an employer who will.

4. What are the most common recruitment methods used in businesses today? How are most businesses recruiting, and what are the most effective recruitment methods? Are social media channels more effective than traditional recruitment methods?

## 1.4   Method of Study

This study will follow a qualitative methodology. For this study this method was found to be the most suitable, given the nature of the study and the time constraints. Interviews will be held to gather the data for this research. Having evaluated both quantitative and qualitative methodologies the most appropriate for this research was qualitative. This will be discussed further in Chapter 3.

## 1.5   Contribution of Study

The aim of this research is to investigate in detail the questions listed above to gain a greater insight into the significance of the recruitment and selection processes used by companies

today and whether this has an impact on employee retention. The retention of staff is something that is proving to be increasingly difficult for businesses. Retaining the best quality staff can be very cost effective for companies, if following these processes can prove to help retain staff this could help companies save a lot of money. While there has been much research completed on this area this research aims to add to this and look at the effects of Covid19 and The Great Resignation and the effects this may have had on this area.

## 1.6    Structure of Dissertation

Chapter One – will introduce the topic being discussed and gave some background on the research previously carried out in the past and looked at how this research can be used to move forward with the research.

Chapter Two – Literature Review looks at the previous research competed on this topic and identifies the key concepts outlined in research already carried out.

Chapter Three – Research Methodology – This chapter will look at the research method chosen to complete this study. In this case, research method chosen was qualitative research. This method was chosen as it was the best method for this research question to get the best and most in-depth results.

Chapter Four – Data Analysis this looks at all the data that has been collected and attempts to summarise and analyse this data.

Chapter Five – Results and Discussion is a summary of the research and results that have been found. This chapter looks at the findings discovered within this research which are discusses and interpreted.

Chapter Six – Conclusions this chapter presents the findings and conclusions of this research and puts forward the recommendations based on the findings.

**Chapter Two – Literature Review**

**2.0 Introduction**

This chapter aims to look at the current literature focusing on the link between the recruitment and selection processes and whether this can be linked to the retention and performance of staff. The main question being asked here is if there is a link between the recruitment and selection processes used by recruiters and the retention and performance of employees. The following literature looks at and explores the different recruitment and selection processes that are used by recruiters when hiring staff, and then consequently looks at the link this may have to the retention and performance of staff. The literature looks at linking these two aspects and if there is a connection to be made between these two elements.

There is quite extensive research on this topic. The main objective of this literature review is to take the current research that is available out there, look at the theories that have been developed, and also to look at the shortcomings of the available research to build upon further through this study.

**2.1 The Changing Workforce**

The importance of retention and staff performance is vitally important for employers and businesses, high turnover of staff can point to underlying issues within a company, but the root of this issue could come down to how they are being selected and recruited. This review aims to outline the previous research carried out on this topic and if there are any improvements which can be made by recruitment agencies in terms of their recruitment and selection processes. As evidenced by Daly Aune (2018) what attracts and helps retain staff has evolved over the years and is no longer a case of looking at where offers the most money but rather looks at a broader range of factors. There is existing research to suggest that there

is a strong correlation between the performance of employees which can be linked back to the procedures carried out in the recruitment and selection processes. (Abbasi et al. 2020) The importance of job satisfaction has become increasingly important over the last number of years and so now plays a big part in the process of selecting candidates. (Mukherjee and Yadav 2020) Recruiters need to ensure that not only is the job itself suitable for the possible candidate, but will they be happy there as employees will now choose to leave if it's not the right fit.

Many reasons can be attributed to how the workplace has changed and is currently changing. These include but are not limited to the rise in competition, globalization, the diversity of generations, and technological advancements such as the rise of the internet, smartphones, smartwatches, and laptops, which means people can be connected at all times and it doesn't matter about location (Amit and Sarma, 2018; Dhaliwal, 2020). The demographics of organizations are changing due to their company culture, working environment, and various values and attitudes (Dhaliwal, 2020). Rapid advancements in the areas of information and communication technologies mean that work can and, in many cases, now is being done in many different locations and there is no longer the need for all employees to be in the office (Cole et al, 2014).

According to Wilkinson (2017), one of the main factors contributing to the changing workplace is technology and recent innovations, which puts pressure on employers to keep up with new technological improvements while also keeping an eye on their opponents. Technology is crucial for remote working to be successful and is needed by both the employer and employee. What has made remote working strategy a success? Virtual communication and collaboration technologies. Companies and businesses are now using tools such as Google Meet, Zoom, Microsoft Teams, SharePoint, Google Drive as team collaboration tools, and project management platforms such as Asana and Basecamp are now

considered essential to ensure clear communication and collaboration between teams in the workplace (Altman, 2021).

Economic shifts and technological advancements are causing organizations to expect everything and anything, respond to changes swiftly, and become more flexible while also improving connections. Other elements that contribute to the evolvement of the workplace would be companies focusing on technological changes, more of an emphasis on employee wellbeing, and more flexibility (Harris, 2015). It is commonplace now for organisations to implement flexible working conditions, this is for a variety of different reasons. Some of the reasons for this include trying to retain their staff, and due to the circumstances surrounding Covid19 and the advice which was at the time to implement remote working where possible. This has meant there is a big increase in employees in remote and hybrid working models for employees (CIPD, 2019; Dhaliwal, 2020).

## 2.2 Rise of Remote Working

Working from home, remote working, and hybrid working options are all phrases we have come to be familiar with over the last two years. They have become widely accepted as part of normal working conditions (Grant, et al., 2019). Remote working can be defined as an agreement that exists that allows employees to do their job and obligations from a different location with the use of the internet and other technologies to allow them to communicate with the rest of their team (Madlock, 2019)

The year 2020 saw a huge rise in the number of employees working from home due to Covid-19, before the pandemic the terms work from home and remote working were not something used by most people however, they have now become part of the norm when it comes to working conditions (CSO, 2020). With more and more people working from home this has become something that people expect to be offered when looking for a new role and can be a

deciding factor for many people. If a company is not offering any form of remote working options, this can be something that would dissuade someone from taking the role. Employees now believe they should have a say in how and where they work and this should not be something that they are just told but they should have some input (CIPD, 2022). There is now a strong preference for employees to have a blended working option within the workplace (CIPD, 2022). If you look at most job advertisements today, you will most likely see either remote working or blended working options available as this is something that will draw in many applicants. There had been a culture developed within organisations that there was a need for people to be in the office to see exactly what they were doing and be accounted for. The employers did not have that trust with their employees would get the work done if not in an office setting. Remote working in many industries including the recruitment industry pre-Covid19 was regarded as a luxury and certainly, was not the norm or seen often. Covid19 in many ways has accelerated nearly everything in a vast number of areas (Cottell, 2020). There are of course benefits and challenges associated with Covid19 as with everything else. There are benefits of remote working for both management and employees. The transition to virtual workplaces has provided previously unanticipated prospects for greater efficiency, growth, and profitability for organisations (Cleary, 2020). As evidenced in Bloom et al's. (2015) report which looked at a company operating in China, with a staff of 16,000 employees who were given the opportunity work remotely, this saw an increase of 13% in their output. There were two factors to this success. The first was fewer people absent when they were working from home and fewer breaks which meant that on a whole employees worked more hours on average. The second factor would be working from home provides fewer distractions and is a quieter environment for staff to focus on their work (Bloom et al, 2015)

Of course, the success of remote working does depend on the management and their ability to help their employees to get the most from working remotely. It is important for remote working to be successful for managers to have the right training, so they are equipped to help their staff get the best results.

There are also some challenges presented with working from home. Research that was carried out on 225 managers who were working remotely in 2017, those managers had allowed at least some of their teams to work in a remote setting (Eikenberry and Turmel, 2018). The results of this study found that the biggest concerns these managers found were as follows. The first being, how effective could leadership be when working remotely, 58% responded with this. The second was the uncertainty around sufficient and reliable feedback, 52% responded with this. Thirdly was the lack of social interaction remote working caused, 46%. Fourthly, was the ability to monitor staff 28% (Eikenberry and Turmel, 2018). Remote working is now a deciding factor for many and so it is an important factor to look at in terms of the recruitment and selection processes used by recruiters as this influences who is going to go for certain roles.

With these changes to the current workforce and keeping in mind the huge demands placed on the workforce today, what can and should organisations do to try and help retain their staff and is there a link between the processes used when selecting staff which helps with the retention and performance of staff.

## 2.3 Performance Management as the Underlying Theoretical Framework

Performance management as defined by Armstrong (2006, p12) refers to *"a strategic and integrated process that delivers sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of individual contributors and teams"* In simpler terms performance management looks at the roles people

have, how the work is done and then finally the results they have, to gain better results. This assertation would be supported by research carried out which concluded that the purpose of performance management is creating a culture in an organisation where the individual and groups share a common goal, which results in the continuing growth and progression of the organisation as well as their growth with regards to their skillset and contributions (Philpott and Sheppard 1992).

Previous research concludes that for performance management to be successful it should be in line with how a business's productivity is monitored. It would also have a connection to vital tasks such as the development of employees, the strategy of the business, and quality management (Hartle, 1995). Vertical integration is an approach when both the employee and organisation's goals are the same and have a common goal. Horizontal integration then looks at the alignment of performance management and HR strategies concerning pay, the value of workers, and the development of the workforce (Armstrong, 2006). The third approach would then be dual integration, this approach could be compared to bundling. This approach entails the creation, application and integration of multiple HR strategies, so they then strengthen and complement one another (Armstrong, 2006). Some findings determined that some practices could contribute to better performance all round however there is of course no guarantee. The practises that they determined to be effective include comprehensive learning and development programs, bonus incentives based on performance, and testing carried out during the recruitment process. The view on this approach is that rather than spending lots of time on specific practices, look at establishing a balance with the chosen practices. This can be seen in Armstrong's (2006) study in determining that amongst the most crucial concepts of Performance management would be that it's an ongoing process that incorporates typical strong management principles such as defining goals, evaluating performance, and then take the appropriate action needed. Performance management is an essential topic to look at in this

research topic. Part of this research examines if there is a link between how people are recruited and selected and if this in turn influences the performance of employees. This research is going to build on the research already outlined to see if there is a strong correlation between these aspects.

**2.4 Staff Turnover and Retention as a Measure of Performance Management**

An early definition of employee retention defined it as looking at a particular period and calculating how many staff leave during this time divided by the average number of employees in the organisation at this time (Price, 1977). This definition and view on staff turnover would be still widely accepted today. To add to this there is a more in-depth definition, IBEC (2021) has the following definition *"Employee turnover is defined as the rate at which permanent full-time employees leave an organisation on a voluntary basis (excluding redundancy) within a specified time period (i.e. the number of employees, who have left the organisation and (i) were replaced, and/or (ii) for whom a vacancy still exists)."* There are two types of employee turnover, voluntary and involuntary. Voluntary is often instigated by the employee, while involuntary usually is not their choice but rather is set out by the organisation (Heneman and Judge, 2009).

Retention at its most basic level looks at an employer's ability to retain its staff and can be calculated as the employees who have a specific length of service, this usually being one year or more expressed as a percentage of the total workforce (CIPD, 2021).  The amount of time which would be considered the retention of an employee would vary greatly depending on the industry. Some industries by their very nature have higher turnover rates. The very minimum an organisation would look at in terms of retention would be staff staying for a year (CIPD, 2021)

There has been a lot of research into the reasoning behind employees' decision to move from one organisation to another and what influences this change. The model established by March and Simon (1958) looked at two factors. The first is a want to move and the second is the simplicity of movement. The findings were limited as they only looked at desire and movement and did not consider any other factors. However then in 2001, Mitchell et al. developed this by also looking at the impact of employees being integrated into a company and how they are then less likely to leave, and subsequently, then those who are disconnected from their organisation are more likely to leave. Both theories stated are quite simplistic in how they look at this topic and more recent research includes more reasoning behind why an employee chooses to leave an organisation. More recent research looks at how turnover can be influenced by the practices used during the hiring process, styles of managers, lack of recognition, an absence of competitive compensation packages, the environment in the workplace itself, no training or lack thereof, and a shortage of opportunities for career development (Sherman et al, 2006). There are several different factors which can be argued to contribute to staff turnover.

With every generation, it is understood that employee loyalty has been diminished. In years gone by it was almost frowned upon to jump from one job to another, and in a lot of cases, people were lucky to have a job and couldn't risk leaving it for another opportunity. Turnover rates can vary widely across different industries, and sectors and depending on the region, what can be attributed to good retention in a business? The highest turnover rates can be found when unemployment is low and so employees can easily seek out employment. (CIPD Factsheet, 2022). It has almost become that showing too much loyalty to one company can be perceived as negative, it can be seen as only having one mindset and not broadening personal outlook and lacking experience in a variety of areas. In a study carried out in 2007 it was found that 60% of millennials did not wish to stay with one employer for the entirety of their

career (Pew Research Center, 2007). Top talent is going to be sought after by other organisations and so are more likely to leave. This has been accepted by organisations, they realise this is going to happen (Kang et al., 2008). It is widely accepted that millennials are the first generation to have a different outlook on being loyal to their employer but rather looking toward employee disloyalty, which was not something commonly seen previously (Thompson and Gregory, 2012). They are not afraid to seek out better employment for whatever reason they see fit. There are many different reasons why employees will stay in their employment. Staff retention is not as easy as it once was to maintain so organisations must consider how to retain staff. Different generations view rewards differently (Bussin, Van Rooy, 2014). People today are not only interested in financial rewards but other types of rewards too and this is especially true for younger people. It is not just about money. Engaging employees is vitally important, having strong coaching from their managers, feedback and recognising them when they have achieved something are all things people today now want as this can help move their career forward (Thompson and Brodie, 2012). Employees need to associate positive actions with a reward. It can be argued that keeping and retaining the best talent can be achieved by employees being conditioned to enhance the 'activity goal association' (Woolley and Fishbach, 2018). This entails making sure that the reward is given to the employee directly after the positive outcome occurs. This is another factor which contributes to employee retention. In today's world rewards are not just thought of as being financial. A lot of people today would prefer to be in a company whose culture matches their own rather than being on a larger salary. The millennial mindset is majorly focused on the work-life balance and how to achieve this. This research aims to look closely at previous research on employee retention and establish if there is a link between this and the recruitment and selection processes used.

How an organisation runs its recruitment and selection processes has a direct impact on the retention rates of that organisation. To achieve long term success in terms of retention good recruitment and selection processes need to be in place. Strong recruitment processes ultimately lead to higher retention rates, a company with low retention rates is succeeding (Burns, 2022).

## 2.5 Recruitment and Selection Process

Recruitment and selection is a crucial aspect of any successful business and so there have been many studies carried out to seek to examine its many aspects. Research carried out by Breaugh (2008) identifies four steps which are thought to be critical components in the process of recruiting top talent. To begin with strong and clear recruitment objectives are developed. The next step would be to develop strategies to fill the available position. The third step involves targeted recruitment activities aimed at attracting the appropriate candidates. The final step is an evaluation looking at the outcomes of the first three steps in the process.

There are various studies which consider the third phase of the process more notably (Williamson et al. 2010). This study looks at the importance of engaging with qualified candidates which will lead to having a talent pool which is highly skilled, meaning it is more likely that a suitable candidate will be chosen. Consequently, the strategy that businesses use in their first part of the recruitment process plays an important role in building a strong and well-rounded workforce. There is a particular set of HRM practices which might be thought of as the right choice in any event, however, there is also an argument that adapting these practices could lead to preferable organisational performance.

It can be determined that there are two primary goals in terms of what recruitment tools should accomplish. The first is catching the attention of applicants and drawing them in, to

get information about employment opportunities. The second would be that the recruitment tools need to eliminate any doubts over job opportunities as people hate the sense of doubt or not knowing (Williamson et al. 2010). Because of this, candidates can hold less value on a job opportunity they know nothing or very little about.

The recruitment and selection processes are vitally important to every business and the processes need to be conducted carefully and thoroughly. According to research, these processes are essential in shaping how companies see and regard their Human Resources, which are essential if an organisation wants to keep their edge over its competitors (Sangeetha, 2010). For an organisation to acquire and maintain this edge, all the steps involved in these processes must be evaluated carefully, as poor choices and decision making can have a disastrous impact on the whole organisation. According to research, if there is an employee who is not suitable and does not fit in with the organisation, not only is this a misuse of time and resources, but it can have an impact on a team's morale and affect the company culture (Carter, 2015).

Validity and dependability are regularly used to assess the effectiveness of the chosen recruitment channels and selection processes in constantly employing the most suitable candidates for the position. The regularity with which judgments are formed using specific methods is measured by reliability over a period (Gunnigle et al. 2011). This essentially means that should they be performed on another day or by a different person the results should remain the same.

## 2.6 Recruitment Methods

The oldest and most popular method of recruitment used for the recruitment of staff would be internal recruitment. Nowadays this would be an unsatisfactory way of recruiting for a position, this solely focuses on moving people up within the organisation but doesn't look at bringing in new staff with new ideas and ambitions to the team (Muir, 1988). This is no

longer considered the norm in terms of recruitment processes used by an organisation. It was the norm some time ago that the higher positions would be given to those already in the organisation. It was felt that it kept employees engaged and interested if they knew that they were in with a chance of moving up within their role. Of course, this led to politics and unhappiness amongst teams when one person was chosen over the rest and so this isn't commonly used in organisations today. While it might not be the best way to hire potential staff it does have some benefits such as it being reasonably priced, and in filling the role quickly (Chan, 1996).

Another method of recruitment would be an advertisement, such as in local or national newspapers, local media, or radio. This can be beneficial for roles that are not highly skilled and can be filled quite easily as they don't require many skill sets or levels of education. It is a way of getting your vacancies out to the public fast and can sometimes be quite cost-effective. There are of course avenues for free advertising but there is a certain niche of job and potential candidates that this can be successful for (BrightHR, 2022). This method wouldn't be very popular where bigger organisations are concerned, as they usually require highly skilled and qualified staff, and this wouldn't be the best way to recruit for these sorts of roles. These roles would need to advertise to a more specific range of candidates so other methods may be more suitable.

With the growth of technology has come a new way to recruit staff. More and more organisations are using the Internet and social media platforms to advertise for roles. The processes used for recruiting staff online have the same features usually, using online applications, their website, and talent management systems to get the best talent. The rise of social media has been great for many organisations, most people have some form of social media and so this is an excellent cost-effective way to reach a huge audience for very little cost (Dery et al., 2014). More and more companies are using the likes of Facebook, Twitter,

Instagram and LinkedIn are now commonplace in recruitment methods for companies used as a way of enhancing recruitment activities and bringing traffic to the company's website (Jin, et al., 2016). This can also be referred to as the fishing phase, which sees candidates utilizing all the online applications and sending off their applications to as many companies as possible and then wait for a response. Social media is utilised during this phase to support applicants with their application answering their questions and queries. The next phase sees those who are selected asked to engage with their social media, this gives an idea if they are a good fit for the company culture and gives a better understanding of the organisation itself. With these phases, applicants also usually try to reach out and connect with those already working for the organisation through social media. Applicants can learn more about the organisation through the information provided online such as blog posts and open discussions (Dery et al., 2014). In today's world and market, social media means that recruiters can attract talent that may not have even been looking for work. This would have been near impossible before for a recruiter to interact with someone who wasn't actively looking for work so this is a major step forward in the industry. The three networks that have been identified as the most significant and important for both candidates and the employer would be LinkedIn, Twitter and Facebook (Maharani, 2018). Organisations are using networks such as LinkedIn by letting possible candidates know about their requirements by summarising data from these online profiles (Shahani-Denning et al., 2017). This could mean for example someone could find suitable jobs online which was based on their previous searches or skills and education listed on their profile.

**2.7 Conclusion**

This chapter looked at the recruitment and selection processes and gave a brief overview and definition of what they are and what they mean in terms of an organisation and the different

strategies which can be used to fill a position and how businesses try to entice and attract the top talent. It is evident from this literature review the importance of the recruitment and selection processes and how this can impact the talent that is recruited which has a knock-on effect to a company and the sort of teams they have the efficiency of their employees. If an organization can get the recruitment and selection processes right this can be linked to better staff retention, engagement, and a happier workforce in general. It can be a long and sometimes expensive task to get the right recruitment plan in place in the end it will be worthwhile as the literature here suggest.

This review then looked at how the workforce has changed, there are several reasons which have contributed to the change in the workforce and what now will attract and retain the best employees. It is no longer just a case of a financial reward. A lot of employees are now seeking other things than just a pay rise, people now want a work-life balance and company culture, and branding is now influencing who people choose to work for. It doesn't just come down to who can offer the most money although of course financial reward is still a big driver for employees.

The different recruitment methods used by organisations were next looked at, this looked at both the traditional and newer methods of recruiting staff. How these methods have moved on and how this has influenced the processes for recruitment and selection. The rise of remote working was the next set of literature to be looked at. Again, this is a new factor in the recruitment and selection processes and the literature here would suggest more people are looking for remote working options and this is now a deciding factor for many people when choosing a new job. Lastly, performance management, and staff turnover and retention were looked at in terms of literature already available. Again, these are important factors to understand and define those factors when looking at the recruitment and selection processes. This chapter looked at all the current literature which is available on this topic, and this

research aims to build on this research and find out if there is a substantial link between the recruitment and selection processes used by recruiters and the retention and performance of staff.

**Chapter Three – Research Methodology**

**3.0 Introduction**

The main purpose of this research is to look at the recruitment and selection processes used by recruiters and to identify if this can be linked to employee retention and performance. This research seeks to determine if there is a link between the processes used in the recruitment and selection processes and if this is of benefit to organisations. When deciding on the methodology to use for this research the author had to look at what would be most effective for the research being carried out and which could provide the most valuable responses for the research and the questions being asked. It was important when looking at the methodologies to use when collecting the primary data, that the author ensured that whatever method was chosen would give a balanced analysis of the focus of this dissertation.

**3.1 Research Questions**

There are three main objectives of this research:

Can the recruitment and selection processes used by recruiters be linked to employee retention and performance.

What are the processes that are being used by recruiters today and how are they being utilised?

What are the processes that are being used by recruiters today and how are they being utilised?

And four sub-objectives:

To look at the "Great Resignation" and the impact this has had on the recruitment process.

Examining the different approaches used in the recruitment processes.

What are the most common recruitment methods used in businesses today?

How has Covid 19 and the rise in hybrid and working from home impacted the recruitment process?

While there has been much research done into recruitment and its significance, this research aims to build on this using the changes that have been seen over the last number of years due to Covid 19 and the effect this has had on the working world. The world of work is a very different place today than it was two years ago before Covid 19 and all the ramifications that brought with it. This research will build upon all the information that is out there and give a fresh perspective on this topic. This research is highly relevant now with the changes seen in the workplace and what is now expected by employees. There is a lot more that employers are expected to offer in today's market, it is not just about high salaries and bonuses. People are now craving a work-life balance and want to work for businesses with a company culture which best suits them. The workforce of today has much higher standards for working and knows what they want.

## 3.2 Research Philosophy

The matter of philosophy must be considered before beginning the process of research. This phrase refers to the advancement of knowledge. It was defined as being a "System of beliefs and assumptions about the development of knowledge" by Saunders et al. (2019). Another way to look at Research Philosophy would be to look at research questions and what methods are being used to answer them (Bryman and Bell, 2015). It looks at the researcher's perspective of the world, which then supports the methods and research strategy of the study. Research philosophy is an important part of any research being undertaken and needs to be taken very seriously by the researcher. This has an impact on both how the objectives of the study and how it is undertaken (Johnson and Clark, 2006).

The four research philosophies are Positivism, Realism, Interpretivism and Pragmatism. There is no one philosophy which is superior to the rest rather it is dependent on the research itself and what the investigator is pursuing (Saunders et al., 2019). Research Philosophy can be split into two aspects: ontology and epistemology. Ontology reflects the nature of reality which emerges from individual thinking (Burrell and Morgan, 2016). Epistemology then relates to the concept of what qualifies as acceptable understanding (Saunders et al., 2019).

### 3.2.1 The Research Philosophy of This Study

This philosophy method is based on the idea that the researcher has a particular role to play in studying the social world. According to this method, the research relies on and is determined by the interests of the researcher (Žukauskas et al., 2018). Interpretivism unlike positivism is more interested in looking at in-depth variables and factors, and views humans as being different to physical phenomena and cannot be explored in the same way (Alharahsheh and Pius, 2020). Interpretivism allows the researcher to identify components of the study, thereby integrating human interest into the study (Dudovskiy, 2009). The development of interpretivism developed through the critique of positivism, and as such, this philosophy emphasises the significance of qualitative over quantitative analysis (Dudovskiy, 2009).

Interpretivism uses methods of data collection such as interviews and observations which are based on the naturalistic approach.

There are of course as with any approach both advantaged and disadvantages associated. The biggest disadvantage associated with the approach would be how subjective it is which could in turn lead to bias on the researcher's behalf. The primary data which is collected is based on the person's viewpoint and value and so the data cannot be generalised for most people. The advantages would be that the data that is collected is the responses are valid and truthful as they are coming directly from the people themselves. The interviewer gets a chance to build a

rapport with the participant meaning the information is more accurate and the interviewer will get the information they are looking for (Dudovskiy, 2009). This approach best suits the research objectives set out and will give a greater understanding and an in-depth look at what is being researched.

## 3.3 Research Approach

Research approach is established based on the type of research philosophy and research question which is under consideration. It is vitally important that the researcher has a clear vision of his/her research from the outset as this will help to establish his/her research approach. The research approach is split into two classifications: inductive and deductive approaches. The deductive approach means designing a hypothesis and forming a theory, and from there coming up with a way to test the hypothesis (Gabriel, 2013). There are several characteristics associated with deduction, such as it begins with a theory, hypotheses being tested and the revision of theory (Woiceshyn and Daellenbach, 2018). A highly structured methodology would be used for this enabling replication important for ensuring dependability. Induction approach then in the opposite way, it can sometimes be referred to as a "bottom up" approach. The induction approach means there is a deeper understanding and knowledge of the events gathered and is more exploratory (Trochim, 2020). This approach would correlate best with qualitative data as the researcher collects the data whilst having a full understanding of the context (Thomas, 2006).

For this research it would be the approach to follow the induction approach as this leaves more flexibility in terms of structure, enabling changes to be made as the research progresses (Bryman and Bell, 2015). Therefore, the induction approach is most suitable for the research being carried out. The results from this research may affirm that there is a connection between the recruitment and selection processes and the retention and performance of staff.

## 3.4 Research Methodology

There are three classifications of research methodology, qualitative, quantitative, and mixed methods (Bryman and Bell, 2015). The main difference between these methods is the selected data collection method and then the data analysis. The researcher has the option of deciding on one or the other methods or there is also the option of choosing a mixture of both methods and analysing the data accordingly. The process of quantitative research involves the process of collecting and interpreting numerical data (Bhandari, 2020). The methods often used in quantitative data collection include but are not limited to an experiment, survey, observation, and secondary research. Quantitative research methods are usually used when examining natural and social sciences, such as biology, chemistry etc. In contrast, qualitative methods can be used to answer questions regarding experience, meaning and viewpoint taken from the participant's point of view. Qualitative data can't be measured and illustrated through numbers like quantitative data (CIPD, 2020). These types of data are usually not countable or measurable like the data found using quantitative data (Hammarberg et al., 2016). The techniques most often used in qualitative research include small group discussions, these can be useful beliefs and attitudes of typical behaviours of people, semi-structured interviews are usually used to form a view on a particular topic, or with sources from a particular background or in a particular role to get their perspective, in-depth interviews are then used to gain a personal perspective on a condition, event or experience, lastly analysis of texts and documents would be used by analysing government documents, reports, articles from the media, websites etc to gain an insight into knowledge that might not be widely known (Hammarberg et al., 2016).

Looking at the nature and subject of the research being carried out here, the time restraints and the type of information that would be most beneficial to this research, qualitative method is most suitable. Given qualitative method is more flexible and versatile and would allow for

modifications to be made as the research is carried out. The information from the in-depth interviews with those people who are involved in recruitment and are using these processes daily in recruiting and selecting candidates and so the information provided will be most suited to the research.

**3.5 Research Strategy**

As stated earlier in this section, the main objective of this study is to investigate if the recruitment and selection processes used can be linked to employee retention and performance, this will be analysed using qualitative research through in-depth interviews with those in a recruitment role. The purpose of the research strategy is to find answers to the research questions being asked in this study and meet the objectives which have been defined. The chosen research strategy was influenced by the research objectives of this study. There are many different strategies which exist and can be used, in this research the study will focus on the strategy relevant to the qualitative method (Saunders et al., 2019). Saunders et al, (2019) listed case study, survey, action research, ethnography, narrative inquiry, and grounded theory. The survey approach is usually used with a deductive approach, where the investigator collects data from a large demographic (Saunders et al., 2019). This would be more suitable for the quantitative method and so would not be suitable here in this research as this research is using qualitative methods. A research technique that comprises an immersive investigation into real-life subjects using many sources of information, would be a case study. This would not be a suitable option given the timeframe of this research. Action research entails transferring information from a person to another. Making this research different from the rest with its focus on action and promotion change usually within organisational settings. With the focus being on change this would not be the most suitable strategy for this research undertaken here. Where the data collection process has begun even before the theory is

developed, the theory is developed based on a series of evidence collected this is known as grounded theory. There are arguments against grounded theory stating it can sometimes overlook literature already out there and so this would not be suitable for the research being carried out in this study. Narrative inquiry offers novel viewpoints and provides a more in-depth understanding of a problem. It recounts the perspectives of individuals or small groups, presenting their lived experience or their distinctive point of view, most often carried out through interviews (Saunders et al., 2019). Therefore, the most suitable strategy would be an inductive inquiry as this is most relevant and best suited to the research. The researcher can collect the data gathered from the participant's experience. These will be carried out using in-depth interviews with those people involved in the recruitment and selection process, extracting the information from the participants needed to fulfil the objective of this research and answering the questions being asked in this study.

### 3.6 Data Collection Method

The data for this research will be collected using interviews. These interviews can be carried out in quite a formal manner or can be standard. There are three classifications of interviews which can be used, structured interviews, semi-structured interviews, and unstructured interviews (Statistics Solutions, 2019). Unstructured interviews are as they sound unstructured with not many planned questions if any being asked to participants. They take the shape of a conversation based on the topic at hand. This is often used by the interviewer to build a relationship and rapport with the participant. The downside with this style while a good rapport with the participant can be built it can be time-consuming as many interviews may be needed. Given the time restraints and the nature of the research at hand and the need for extensive information to answer the questions at hand, this interview-style wouldn't be suitable.

Semi-structured interviews use an interview protocol to assist the interviewer in guiding the interview. It is quite conversational still however it is more structured and guided to get the information needed. While there is some structure to the interview there is still room for the interviewer to ask more questions to get additional information that might be beneficial for the research. This method is beneficial as unlike unstructured interviews the interviewer should be able to gather the information needed by following the protocol. Structured interviews are strictly following interview protocol and don't stray away from this. The interviewer only uses the questions prepared in the interview and no additional questions are asked. This is a very rigid interview method and can be quite useful if the interview questions have everything that is needed for the research (Statistics Solutions, 2019). The most suitable interview method for the interviews for this research would be semi-structured interviews. There is a thorough set of questions set out to get the information needed from participants but also leaves room to ask additional questions which may be beneficial for the study. Data collected will be gathered through one-to-one interviews carried out using the semi-structured interview style. Consent would be given before each interview from the participants. The interviews with participants would be recorded to make analysing and collecting the relevant data easier further down the line.

## 3.7 Sampling

For obvious reasons and time constraints, it is not possible to collect data from everyone relevant to this study. Therefore when undertaking research and it is not possible to collect the relevant data from everyone involved a sample of the population is used. A sample is the group of people chosen who partake in the research (McCombes, 2019). To get valid results from the results collected a sample must be selected that is representative of the group (McCombes, 2019). There are two types of sampling methods: probability sampling, whereby

selection is completed at random which allows the researcher to draw strong statistical conclusions about the entire group. Whereas non-probability sampling means the selection process is non-random but rather specifically chosen. For this research, it is evident that non-probability sampling would be used, as the participants would not be randomly selected but rather selected specifically. There are several different techniques used in non-probability samplings such as snowball sampling, self-selection sampling, convenience sampling and purposive sampling.

Based on the research being carried out the best technique in terms of sampling to be used in this research would be purposive sampling. This sampling method allows the researcher's discretion to select the people most suited to the research. This study will look at interviewing a small number of people involved in the recruitment process such as recruitment consultants in agencies, and HR staff who undertake the recruitment of staff for their company. It was important for the researcher that while there is a small sample this is most beneficial for this study, as the information gathered is of high quality and is from those who are fully emerged in the processes which are being looked at. The structure for sampling in this study would be with recruitment consultants, and HR staff who must take on recruitment responsibilities as part of their role and have at least 2 years of experience with recruitment and are currently in the field of practice. Why purposive sampling might be used would depend on the research in question. While the sample size may be smaller for this research it is important that those chosen to participate have vast experience. There will be 7 people interviewed for the purpose of this study. There is no definitive answer for how many interviews would need to be carried out to be sufficient, but this rather comes down to the nature of the study and the questions being asked. With this study and given the time constraints of getting this done 7 participants should be enough to give sufficient answers to the questions being asked and contribute towards the research being carried out in this study.

## 3.8 Ethical Considerations

During this investigation, ethical considerations were thoroughly explored. The most basic interpretation of research ethics would be to respect the people who are providing the data in the investigation (Key Concepts in Research Ethics, n.d.). According to Biggam (2011), research ethics looks at the moral code which is typified in human participant research. At a simple level, it tells us what is right and what is wrong from an ethical perspective. Research ethics now more than ever has become a pressing concern, as it is not followed by some organisations. Of course, when undertaking research such as this we are representatives of our institution in this case and so ethical considerations and ethics need to be always followed and adhered to.

Before the interviews were held the participants were given a consent form which had to be signed before the interviews could take place. All participants were aware of the purpose of the research. This was all completed, and consent was given before the interviews took place. A copy of the interview recordings was available to the participants. With the right to anonymity any participants that did not wish to disclose their name, organisation etc. were of course respected. The NCI Ethical Guidelines and Procedures for Human Participant Research were used as a reference point for any ethical issues that may have arisen.

**Chapter 4 – Data Analysis**

**4.0 Introduction**

This chapter will look at the findings discovered through the course of the data collection and present what was found through the interviews which were held to collect said data. Those involved in the interviews are all involved in the recruitment and selection processes in their current roles. There were seven interviews held in total. The interview questions were based on the objectives which were outlined in Chapter 2. While Chapter 3 outlined the methodology and the process that was going to be used in the collection of data, this chapter then looks at the information that was collected to see what themes emerged in terms of the research objectives that have been outlined.

**4.1 Interviews and Participant Description**

There were a total of seven semi-structured interviews held between the 6th and 18th of July 2022, with people within the HR and Recruitment disciplines. All the participants involved have at least 2 years of experience in dealing with the recruitment and selection processes. Those that participated in the interviews were from a mixture of job roles and titles; HR Business Partners, HR Officer, Recruitment Consultants, Senior Recruiter and Candidate Specialist. While they have different job titles, they are all heavily involved in recruitment as part of their roles. This is a small sample size, which is in line with the choice of a qualitative approach to this research and to obtain more detailed information and answers from the participants. Each interviewee was asked the same set of questions which aimed to answer the research questions outlined previously in this research. All the interviews were held over Microsoft Teams which is one of the most used platforms for online meetings. The main aim of the interviews being carried out was to see if the people who are dealing with recruitment

daily believe that the recruitment and selection processes they use are linked to employee retention and performance.

With regards to the interviewees, they were contacted before the interviews took place to notify them of the purpose of the study, that this was a voluntary process, that their names or details would not be used, and that the information given during the process would be kept protected. All interviewees also provided their consent before the interviews were held and were given the option to opt out anytime during the interview. The participants that were selected were based on their job role, years of service and their current employer. Below is a brief overview of the participants of these interviews:

| Number of Participants | Job Role | Years of Experience |
|---|---|---|
| P1 | HR Business Partner | 4 years |
| P2 | HR Officer | 3 years |
| P3 | HR Business Partner | 4 years |
| P4 | Recruitment Consultant | 3 years |
| P5 | Candidate Specialist | 3 years |
| P6 | Senior Recruiter | 15 years+ |
| P7 | Recruitment Consultant | 3 years |

## 4.2 Data Analysis Method

The data collected was done using semi-structured interviews. Each of the interviews were recorded and transcribed immediately after each interview to ensure the most accurate data was recorded. Collecting the data in this manner meant it was as accurate and contained as much of the information from the participants as possible. Data analysis means taking the

data that has been collected and looking at it in terms of the objectives and aims of the research outlined (Saunders *et al,* 2019). Once the data had been collected and transcribed, this was carefully analysed to see if there were any themes which could be identified in relation to the objectives of the research. Unlike quantitative, qualitative approach is not numerical and so needs to be approached in a different way. Among the qualitative data analysis, thematic analysis would be the most common and effective way of analysing qualitative data (Bryman and Bell, 2007). Thematic analysis looks to recognise all themes which emerge while using qualitative research (Braun and Clarke, 2006). This analysis proved to be the most fitting for the research which was carried out and help to identify all the emerging themes from the results. Using this analysis approach, the data collected was initially coded and grouped into themes, and then the grouped themes were reviewed and analysed (Caulfied, 2022). The analysed data is presented in the subsequent section.

## 4.3 Presentation of Findings

There were several themes which became evident throughout the course of the interviews with those involved in recruitment. The following sections will go through each of the research objectives and the findings which were presented from the interviews. Some of the main themes that emerged were the significance of Covid 19 on the job market, remote working and its impact on recruitment and the working world, social media as a tool, the power employees hold at this moment in time, a larger focus on a work-life balance and more flexibility in their working life. These are some of the major themes that were identified through these interviews. The next sub-sections will go through each of the findings in terms of the Research objectives identified earlier in this study.

**4.3.1 What processes are being used in recruitment and how are candidates being sourced by companies?**

This objective is important to this study to gain an insight into how companies are sourcing candidates and what their processes are. This is such an important aspect of the recruitment and selection process, and so was an important area to gain further knowledge in when trying to select and attract candidates. Overall, the process that is undertaken in the recruitment and selection process is generally the same for all the participants. They start by identifying if and where a position is needed and the purpose of the role, advertising wherever that may be job boards, company website, LinkedIn etc. They then shortlist the appropriate candidates who most closely match the criteria. Those who are external recruiters would prep their candidates for the interviews, while those in HR would sit on the interviews. The next step would be the hiring of the selected candidate and induction into their new company.

Participant 1 described how they went about the recruitment process as follows:

*"1. Firstly, a gap / need is identified, and a form is completed by the 'to be' line manager identifying the need for a new hire. With this, we ensure the role is clearly defined, and objectives are outlined.*

*2. Advertisement: Every advert goes up on our internal staff hub.*

*If going external, we would advertise on website / LinkedIn / Indeed / local.*

*3. Shortlisting of CVs*

*4. Interviewing and Scoring. Interviews are competency-based.*

*At times a second interview is done; this would be for more senior roles or if there are 2 very strong candidates to get a second opinion.*

*5. Hiring "*

When it comes to actively source candidates again, there were some common themes which emerged. The most common way recruiters use in sourcing candidates is using job posting

sites. The likes of Irish Jobs, Jobs. i.e. and Indeed, that came up most often. Most of the participants also mentioned using the company website and how this, for some areas, can be very useful depending on the industry. Nearly all the participants said it can often depend on the role and the company hiring, which can determine the most effective way of sourcing candidates. It would also depend on the location of the job; more rural locations would be more successful using different sourcing methods compared to sourcing for roles in bigger cities. One of the HR Business partners who was interviewed (Participant 3) described how in her role, the ways to advertise can differ from other organisations *"It very much depends on the organisation. Big global or European companies would use online methods (job boards, LinkedIn, Job Fairs), whereas in the organisation I work, and, in the areas we are looking, local advertising such as on the radio or newspaper and word of mouth are more the way to go."*

This shows the diverse nature of recruitment and how as a recruiter, you need to know the best method to recruit the best talent. All the participants had a similar view in relation to there not being one blanket way of sourcing talent that will work for every role and location. There are so many factors that come into it and need to be acknowledged and understood when trying to source the best candidates. Participant 5 mentioned having a referral system can also be a good way to get candidates *"A strong referral system is a brilliant way to attract good candidates. I find that good people usually know good people".* This was something that wasn't mentioned by any of the other participants, Participant 5 works for a large multinational company, and so this is something that is probably not as common in the companies that the other participants work in but was something interesting and different that should be included in this section. LinkedIn as a way of sourcing candidates was mentioned by nearly all the participants interviewed. Using LinkedIn is now as common as using more traditional job boards, with many using this as their first step in trying to find the best talent.

Participant 4, who works as a senior recruiter said, *"LinkedIn I would say, is one of the biggest platforms as more people have joined and have created profiles meaning there is a large pool of talent to choose from"*. LinkedIn has grown hugely over the last number of years, and for a lot of recruiters would be their first step in the recruitment process. In looking at all the information given by the interviewees, it's clear that there is no one size fits in recruitment processes or how to go about sourcing talent. It depends on many factors, including the location, the role, the industry etc. But there is still a basic framework of the processes taken in the recruitment and selection processes and how to go about sourcing candidates, which can then be moulded to suit specific roles.

### 4.3.2 Is there a link between the processes used when recruiting and selecting staff, and the retention and performance of staff?

There were two questions asked during the interviews in relation to this question, the first being about staff retention and if this can be linked to the recruitment and selection processes that are used. These questions were vitally important to the study as this is the underlying topic which this research is based upon. Across the board every participant said they felt there was a link. A lot of the answers for this question mentioned the candidates being fully aware of what the role entails and having complete understanding around this and what the company expects from the person they are hiring. This is a key element in the recruitment and selection processes. If the candidates are not fully aware of what they are taking on and the company, they are going to work for this can cause issues pretty early on and lead to unhappiness and ultimately having to look for someone again in a short space of time. Participant 4 said "*In our company we give as much information on the position that they are going forward for or interviewing for. This is that they have a full understanding on the position rather than having a different expectation. There is no mis-leading. If the position isn't to their expectation or if there is miscommunication this can impact how long the person*

*stays for. However, I do think that this is ultimately up to the company."* This underlines the importance that recruiters put on making sure candidates know exactly what position they are going for and trying to find out at this stage if the role is going to be suitable for them or not. There was also an emphasis on a detailed job description being done up to ensure the right people are looking at the job. This helps to stop some candidates even applying as they are aware of what the job entails and can ultimately save time sifting through CV's that are not of the right quality or calibre.

The other question looked at the link between the recruitment and selection processes and staff performance. Again, across all the participants mostly they all agreed that there was a link to be seen. The focus again came back to role and the importance of the candidate knowing every aspect of the role and the company before they take it on. It's critical that what is being advertised matches the reality of the role. Participant 3 stated "*I think if a person is happy in a role their performance will be good. So, to ensure you have a happy new starter they need to know and understand the role, they can't feel like the role is different than what was advertised."* A lot of the participants also mentioned how selecting someone for a team whether they are the right or the wrong fit for that team can have a big impact on a company's performance overall. Participant 1 stated "*I'm unsure of the impact the selecting and recruiting process would have on the new staff member, however this process would have a greater impact on the wider team. Fit within a team is important, and if a candidate is selected and hired and there is poor fit with that new candidate and the wider team this could cause performance issues and/or employee relations issues."* Choosing the right person for the right role not only impacts that one person's performance but can have an impact on a team's performance too, if the wrong person is chosen a team, it can change the dynamics drastically. This shows the importance of having a discussion with the hiring manager before advertising so those who are recruiting know exactly who will fill the role and fit into the

team already in place. One of the participants also mentioned the fact that in a lot of cases candidates can be offered a huge amount to get them on board and this is then forgotten about once they are on board. This obviously leads to unhappiness and resentment which usually means they end up leaving within a short space of time. Those involved in the recruitment process need to ensure they are being completely honest about the company culture and what it will be like to be an employee for staff to stay long term. Honesty here is essential. Looking at the information gathered from the participants in terms of this topic there was a consensus that there is a link between the processes used in the recruitment and selection processes and the retention and performance of staff. If the time and effort is fully put into these processes, there is a well-rounded idea of the role and the team they are needed for and if there is complete honesty between all parties it will lead to a successful fit and ultimately a happy workforce who are working productively. Spending the time and money on the recruitment and selection process may be considered expensive but in the long term it will be worth it if the staff are productive and remain with the company.

### 4.3.3 What contributes to staff remaining in a role long term?

This question was asked to get a better understanding about what those who are working in the recruitment industry find employees need to stay long term. There were some mixed answers for this question but again having a strong job description from the outset, so the expectations are clear from the very outset. This sets the tone for a good working relationship when things are clear from the outset. All the participants mentioned a strong manager is a major reason why staff are more likely to stay in a job. Again, this comes down to picking the correct person to work with managers, they may be a great worker but just not suit how a particular manager operates. Participant 7 mentioned she had found there had been a shift in the market in terms of what candidates were looking for and appealed to them as things that

would keep them in a role. Participant 7 works as a recruitment consultant for an American company and found that perks candidates looked for were the usual benefits of longer annual leave, bonus, and office perks. Now there is a larger focus on work/life balance and employers being flexible with working conditions. Participant 7 also mentioned with the cost-of-living crisis that perks that bring costs down such as hybrid working option to cut down on travel costs, free food onsite etc. Participant 7 stated *"Massive shift in the market recently, the biggest attractions used to be benefits and office perks. This is not the case anymore, a big part of it is having a work life balance, hybrid working options, flexible hours. Any perks to bring bills down such as hybrid working or free food for workers for example."* The emphasis on work life employment was a theme that came across quite strongly in this question. People now want to enjoy their home life and not solely focus on work but rather try and push for a balance. There is more pressure on employers to show that they want their employees to have that balance and not to only focus on their working life. Participant number 3 gave an overview of what they believed enticed people to stay in a role and it is a good way to summarise the points, she said *"I think being clear and defining the role from the outset - i.e., having a clear and defined job description so that expectations are clear and there are no questions before someone starts. I also believe flexibility is important and showing flexibility will make a person stay in a role longer.  Also, trust is very important, a manager must be seen to trust their staff, for example if a staff member is working from home / remotely the manager needs to trust the work is being done and not constantly checking in. Opportunities for growth and development are also very important, it will allow an employee to see a bigger picture of them staying with the organisation. I also think there has been a shift towards people now wanting a balance between their home life and work, whether this be hybrid, remote working, or flexible hours this is something employees want."* The information gathered evidence the importance of the employee / manager relationship and

ensuring this is strong from the outset. There are several different factors which contribute to an employee remaining in a role long term. There were some themes which came up quite often like the work life balance which people are looking for more and more. Again, choosing the right person and making sure the processes in place mean the correct person is selected for the job will mean they work well with their teams, be good at their job and ultimately be happy in the company.

### 4.3.4 What impact has the "Great Resignation" had on the recruitment process?

This question was asked to the participants to see if the "Great Resignation" has had an impact on recruitment and if this is something that has affected them in their roles. Almost all the participants expressed that they believed this had an impact on the recruitment process. The three participants who are working in recruitment agencies all had similar views on this topic. They expressed that they were seeing businesses now being prepared with counteroffers should an employee have an offer from another organisation. This was not something that they had experienced previously. Organisations are now aware of employees voluntarily leaving positions and so are more prepared and are willing to counteroffer should the employee be enough of an asset to them. This means businesses now need to step up their game in terms of salary, benefits, and more flexible working conditions. Employers know that at this moment in time it's an employee's market and if they are not offering what the employee wants, they will find it somewhere else, and they will go out and find it. There is no longer a feeling amongst employees of fear of moving from job to job or having a job for life. If they are unhappy in their role, they have options to move on. Participant 4 answered the question: "*Yes definitely, it is an extremely competitive market out there where counteroffers are the normal meaning companies have to look at their salary ranges, benefits and some adding extra benefits to help attract candidates to their companies eg. Joining*

*bonuses, flexible working, and hybrid."* There are so many jobs on offer now, Participant 6 said "*There are more roles than candidates*". This is a real sign of the times and the market which we now find ourselves in. It is a unique situation for employees to find themselves in that they hold a lot of power currently and don not feel a need to stay somewhere they are not happy like they may have in the past. There is a pressure now on organisations to have the best possible benefits and higher salaries in line with what's now available as employees now know what they should expect, Participant 5 said " *Yes, I believe candidates are a lot more informed of what companies can offer and I think that companies that are very set in their ways are finding it challenging to hold on to current candidates and also to attract new talent."* Candidates are acutely more aware of what is on the market and can easily see what they should or could be getting somewhere else. This question was important to get an insight from those involved in the recruitment industry to see how they feel the "Great Resignation" has affected the world of recruitment. It is evident it has had quite an impact that is being felt by employers and employees. With employees now aware of what they can and should look for.

### 4.3.5 What has been the impact of Covid 19 and the introduction to remote working had on recruitment processes?

This question was vitally important when looking at the recruitment and selection processes as Covid 19 and the emergence of remote working are of great significance right now. Before the pandemic a lot of people probably had not heard of remote or hybrid working options, but now they are something everyone is aware of. The participants all found that Covid 19 had a major impact on the recruitment industry. Remote working can be a fantastic way for companies maybe in more rural, less populated areas to have a larger pool to choose from in terms of candidates. This can be hugely significant to a business if they are reaching a larger audience with candidates of a higher standard. Participant 2 said *"Yes, I think it has, in a*

*good way. I think having a hybrid or fully remote role is opening the pool of candidates and allows hiring managers consider and interview strong candidates from further than the commuting areas."* People are now looking for more flexibility in their working life and the term work life balance was brought up a few times again. This is very much something candidates are now searching for in a company and want to feel that their employers are willing to help them achieve this. Another question asked in relation to this was if they found that people now seek hybrid or remote working in their experience. This, of course, is dependent on the sector and roles you are recruiting for as some jobs cannot be performed remotely but where possible the answer was a strong yes to this. There is a real emphasis on employers being flexible and trying to accommodate employees where possible. Participant 3 said "*Absolutely, Covid has definitely highlighted the importance of flexible working, one of these being hybrid options, but also flexible working times and days."* Where once working remotely was something not many people had access to, if you look at any job board or job adverts increasingly, there will be completely remote or hybrid working options and as employees get more comfortable with this it will probably be seen more and more. Another theme that emerged from these questions was the fact that employees now hold more power over employers than in the past. If a company is not offering remote or hybrid options an employee does not need to settle, they can move forward with another company who are offering what they want. Employers now need to be more flexible when it comes to their employees. Participant 6 said "*Candidates can demand more in advance –candidates will not even apply if they don't feel that the perspective employer is not flexible."* This has been a huge shift in the market compared to before and it seems like there won't ever be a total return to office working unless that is what employees want, most companies worked fine when everyone was working remotely so there is a sense from employees then, why would there need to be a full return to the office. These questions and responses really showed how

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things have changed with remote and hybrid working, this is something that is now almost expected by candidates. There is an abundance of jobs out there now and so candidates can afford to be pickier with what roles they want to go into. It is very evident that Covid 19 and the rise of remote working has had an impact on the recruitment and selection processes.

**4.3.6 Are Social Media Channels more effective than traditional recruitment methods?**

This was an important area to look at and get further information about. This area is not completely clear cut in terms of whether social media has taken over from more traditional recruitment methods. It seems like this can really vary depending on several factors. One of the participants (Participant 5) works as a candidate specialist for a very big internationally recognised organisation, he therefore found that social media was quite effective for them as they were known all over the world and have a huge following. Therefore, of course, their social media accounts drew in huge volumes of candidates. This can vary from organisation to organisation and depending on the type of role. Participant 3 works as a HR business partner for a non-profit organisation which recruits all over the country including some very rural areas. She said " *I would say this very much depends on the role, if you are hiring a marketing executive to work for the likes of Facebook/Twitter then yes I believe social media channels are best however if you are recruiting for a Home Care Worker in Skibbereeen in Cork than I would say local, word of mouth advert in the local paper or back of the shop is more effective. You have to think of the candidate you want to attract and how they would see / find this job.* " While social media channels can be hugely beneficial and LinkedIn was mentioned on more than one occasion by each of the participants involved, it is clear that this has become a must have tool when it comes to recruitment. However, this might not be effective for every role in every sector. More traditional job boards and using the company website are still needed. A good mixture of both would seem to be the best and most

successful option "*Yes, I do see a move to Social Media. There are some employers who are getting on board to use this, but some still prefer the more traditional approach. I think the most effective is a good mix of both.*" (Participant 6). The last number of years has seen more of a move towards social media as a tool for recruitment however it has not taken over completely from more traditional methods and rather a balance between the two is what is most effective. It was evident from the answers provided that social media while it can be a very useful tool and LinkedIn is such a huge platform that everyone uses for recruitment it is not the most effective way to recruit for every industry and cannot be depended on totally, at least not at this moment in time.

**4.4 Conclusion**

The purpose of this chapter was to go through all the data collected from the interviews carried out with the 7 participants involved. To determine if those who are heavily involved in recruitment would shed some light on the research objectives that were set out in the first chapter of this study. These interviews had a set of 15 questions put to each participant, taking about 20 – 30 minutes for each interview. These interviews were held using Microsoft teams. It is clear from this chapter and the results of the interviews that those involved in recruitment strongly feel there is a link between recruitment and selection processes and the retention and performance of staff. The amount of time and effort put into the processes of recruiting the correct staff does pay off in terms of performance and retention. The processes involved in recruiting were very similar across the board and seem to be quite standardised. Unsurprisingly the effect of Covid 19 and the rise of remote working has affected the recruitment and selection processes. There has been a huge move towards a work life balance and for employers to be more flexible with staff. Employees are now more aware of what

they can get from their company and no longer have a fear of moving from a job if they are unhappy. These were some of the most prominent themes to emerge from this chapter.

**Chapter Five – Results and Discussion**

**5.0 Introduction**

This chapter aims to look at the results which were presented in Chapter Four and to discuss the significance of the findings presented concerning to the objectives set out in this study. It is also important to look at how this study might be of significance to the recruitment industry in highlighting the importance of recruitment methods and processes. This chapter will look at the research questions outlined and discuss the results for each of them. The limitations and areas which could be considered for future research will also be discussed.

**5.1 Overview of Results**

The reason this study was undertaken was to ascertain if the recruitment and selection processes can be linked to the retention and performance of employees. There has been a lot of research in the past related to this topic, but with all the changes in the last two years even it was an interesting area to look at and get a fresh perspective on. There were three main objectives for this study which have been outlined previously as well as sub-objectives. It is evident from the findings that the working world has changed and been impacted over the last two years by Covid 19 and all the ramifications this has brought with it, there has also been a big shift in the market, and this has again impacted employees and how they look for work and what they now expect from a job. The objectives which were outlined earlier will be evaluated in relation to the findings in this chapter.

**5.2 Discussion**

**5.2.1 Objective 1 -Can the recruitment and selection processes used by recruiters be linked to employee retention and performance**

The initial thought process behind this study was to see if there is a link between staff retention and performance and the processes that are used and implemented by the people recruiting staff. The response across the board from the results was that yes, the processes used do have an impact on retention and performance of staff. These processes have been utilised by those involved in recruitment for years and so of course these processes do work and are useful. There is a reason why so many companies and businesses use external recruitment agencies today, time may be one factor, but it is also because the processes that they use are effective and will usually get them the right candidate for the position. There was a real emphasis on making sure candidates are fully aware of what the role will entail and what is expected from them. This is the main factor for success as many times candidates are not aware and then find themselves in a role they weren't prepared for and didn't want. The results collected through this study showed that the recruitment and selection processes were related and impacted retention of staff. It was evident that every participant strongly agreed that this was the case and that the results spoke for themselves in terms of staff being retained long-term due to the processes in place. These results also supported previous research carried out by Sutanto and Kurniawan (2016) and Janjua and Gulzar (2014) which also found there to be a significant link between the recruitment processes and the retention of staff. These studies concluded that companies or businesses that had strong recruitment and selection processes found employees stayed and were retained on a longer-term basis compared to businesses or companies that did not have strong recruitment processes in place. The results of this study also showed that there was a link between these processes used were also linked to the performance of staff. There was a strong focus on the importance of candidates knowing exactly what role they were getting into for them to be successful, they need to know all the facts. The right person also affects the team and so the processes which are in place are vital as a wrong fit can cost the team and the business. These results are in

line with Gamage's (2014) study which stated that there was a strong correlation between recruitment processes with "operation productivity". Therefore, it can be assumed that it is necessary and in the long term more cost-effective to have strong recruitment and selection processes in place.

### 5.2.2 Objective 2 - What are the processes that are being used by recruiters today and how are they being utilised?

The second objective was to look at exactly what are the processes being used most in terms of recruitment and whether they were a universal thing. How are companies and businesses sourcing candidates in today's world? It was clear that the processes which are used for recruitment were the same; identifying exactly what the role needed to be and who would suit the role. There was a uniformity among the participants in how the process of recruitment and selection was done, which include identifying a job spec, advertising, shortlisting, interviews and hiring.  The biggest theme that emerged was in terms of how roles were advertised with LinkedIn, traditional recruitment sites (Indeed, Jobs.ie etc) and, the company's website were the main ones mentioned most times. And it was LinkedIn which came out as the most popular, it was mentioned by every participant and is a go-to site in terms of recruitment for many. LinkedIn is used by many potential candidates daily, Kinsta (2022) stated that of LinkedIn's frequent users 40% are active on there every day and with over 1 billion interactions monthly. Its growth over the last number of years has been phenomenal and it is of no surprise that it is a tool used by many in recruitment. Social media would not be widely used as it is not the most effective tool however, LinkedIn has been found to be very effective and is used by recruiters and potential candidates alike. These results are supported by the study carried out by Koch, Gerber and De Klerk (2018) which found that Twitter and Facebook have little to no impact in terms of recruiting, but LinkedIn has a huge impact on

recruitment. LinkedIn reaches a huge target audience and is growing all the time as a platform used by recruiters (Kinsta, 2022).

### 5.2.3 Objective 3 - What causes employees to stay long term in a role?

The third objective was established to identify the reason why employees remain in a role long-term, and what is it that keeps staff interested and happy in their role. It was interesting to get this perspective from recruiters on what they think of getting staff to stay in a role. The responses for this question were varied, with the replies amongst the participants that there are a lot of different variables to consider such as the type of role, the company etc. The importance of a strong manager was one of the answers which came up a lot. Managerial support is one of the most important factors for an employee, if they feel they have a strong leader who they can depend on and trust in means they would not dread going to work each morning which can be the case for many people. A strong manager is vitally important and is a huge factor in retaining staff long-term. These results can be compared to Wassem *et al.'s* (2019) which found there to be a substantial link between strong managerial support and employee retention. Not every employee will be suited to every manager, this does not mean that either are not effective workers they may not be most effective together. The results seemed to indicate from some participants a shift in employees' thoughts on benefits and what they now wanted from a role. This thought is supported by the findings from Waclawska's (2018) study which emphasised the importance of work-life balance for employees and as an incentive for many workers. Employers now have to make sure their employees have that balance in their lives, or they are going to lose top talent to companies that can provide this. These results of this study go on to prove that the candidates need to know not only about the role but have a full understanding of what is expected from them in

all aspects of the workplace. Moreover, proving the importance of following the recruitment processes to ensure you are hiring the correct person.

### 5.2.4 Sub Objective - How has Covid 19 and the introduction of remote working and the options for hybrid working affected the recruitment process?

Although this was one of the sub-objectives of this study the results were very interesting and so thought it important, that they were included in this discussion piece. This objective is vitally important given the impact Covid 19 has had on every aspect of our lives not least most people's working lives. The results showed that every participant involved felt Covid 19 had a big impact on recruitment. Now the term remote working or hybrid working options are things we hear all the time but just two years ago they were not something they had heard of never mind being a working option for them. Recruitment of course has been affected by Covid 19, interviews which once had to be in person are now a lot of the time held virtually, a larger pool of candidates if a remote role is advertised, and a shift in the market means businesses now more than ever need to impress candidates as well as the candidates impressing them given the current labour market (EC.europa.eu, 2021). There is now a level of expectancy from candidates that there will be hybrid or remote working options. The labour market has changed with Covid 19 and as mentioned earlier on in this chapter people are now striving for a work-life balance. This is a different playing field in comparison to pre-pandemic and employers are competing to get top talent as the options are endless today in terms of the number of roles available. The introduction of remote working and hybrid options has been great for more rural areas meaning people don't have to move to the cities to get the best jobs.

This theory would be supported by the research carried out by Pronin (2022), this study looked at recruitment and how Covid 19 has affected it in so many ways from how recruiters are advertising roles, what is expected in terms of remote working and how people's attitudes have changed a lot in terms of what they are looking for. Covid 19 has been the biggest topic of conversation in our lives over the past two years and the ramifications of the changes it has brought in terms of recruitment are still being felt and will continue to be felt.

**5.3 Limitations of the Study and Recommendations for Further Research**

As with any piece of research, there are of course limitations and ways in which the study could be improved for further research. The qualitative research method was used during this study, this was to get a more in-depth perspective into those involved first-hand with recruitment processes. Of course, this means the opinions and results stated here are that of seven individuals. Given the time frame of this project and the resources available this was the best option for the research to be undertaken however in the future a larger sample size could be useful to get a broader range of results and data from different perspectives.

The first recommendation for this study would be to increase the sample size. A qualitative research methodology was used here meaning there were seven participants. While this gave an in-depth investigation of what people involved in recruitment thought it would be beneficial to have more participants to see if these findings are in line with the findings of 100 or 200 people involved in the industry.

Secondly, everyone who partook in the study were in similar industries/roles and recruiting for similar types of jobs. It would be good and strengthen the study moving forward to have a broader range of different industries and people who are looking for different roles and people. This again would widen the scope of the study and give a wider perspective on the topics and give more rounded results overall.

It would be an interesting idea to get the perspective of those who have gone through the recruitment process. Find out what the people who are going into the roles and do they believe going through recruitment and selection processes meant they stayed in a job longer and performed better. Get the perspective from the workers as well as the recruiters, to have both sides of the story.

Finally, it might be interesting to get the perspectives of people who no longer are in the recruitment industry but were in the past. Being outside of the recruitment industry might give them a fresh perspective on the topics as your views might change once you have stepped away from the job.

**5.4 Conclusion**

This chapter looked to discuss the findings of this research in greater detail and how there can be a link found between recruitment and selection processes and the performance and retention of staff. The results clearly showed the correlation and can be backed up by previous research undertaken. There are clear links between previous research and the findings disclosed here, but there is also the idea that recruitment is changing in some ways and especially with Covid 19 and all it has brought with it, may continue to change, and evolve. This chapter also looked at the limitations of this study and how this could be improved upon. Chapter 6 will conclude this research by looking at and summarising all the results collected while also fully exploring future research that could be undertaken.

**Chapter Six – Conclusion**

**6.0 Introduction**

This chapter will take a final look at the results attained through the course of this study and will conclude with the overall findings which have been achieved. Recommendations and implications of this study will also be discussed in this chapter, concluding with a personal learning statement.

**6.1 Conclusion**

This study developed on previous studies undertaken to look at the importance of recruitment and selection processes and whether they were beneficial to the retention and performance of employees. It was evident that recruitment of staff was important, and this study built on this theory whilst also looking at the Covid 19 pandemic and the "Great Resignation" phenomenon and seeing the effects that this has had on the recruitment industry and the labour market in general.

Firstly, by looking at the recruitment and selection processes used and if they can be linked to the retention and performance of staff. This is very important in terms of businesses today. Recruitment can be a very expensive and timely process; but when done correctly it is worth it. Spending time from the beginning to get the right person can save a lot of time and money down the line. Hiring the correct people to fit in with the team and company culture is of the utmost importance and is extremely beneficial. These findings are in line with studies carried out by Sutanto and Kurniawan (2016) and Janjua and Gulzar (2014), where both studies found there was a lot to be gained from the recruitment and selection processes leading to employee performance and ultimately retention. Employees no longer will just stay in jobs

they do not like for stability; instead, they are willing to move to another role if they are not satisfied.

This research also looked at how are companies and businesses recruiting staff, and what are the processes. The findings of this study confirmed the importance of being transparent with candidates; a lot of the time people can be told and promised a lot but when this is not the case issues to arise. Being honest and candidates being made aware of exactly what the role is like and what is expected is vitally important. LinkedIn has become the most useful tool for a lot of people involved in recruitment. Though this might not be the best option for every role and every company, but LinkedIn is certainly a tool which is very beneficial as it reaches a huge audience. Most people we know will use LinkedIn, whether you are looking for a job or not and so it's a great way to reach potential candidates who may not have been necessarily looking for a new job. The study carried out by Koch, Gerber and De Klerk (2018) found that not all social media is effective in terms of recruiting however LinkedIn is the exception. It's unique in its purpose and is growing constantly.

The study further explored the factors which can influence employees to stay in a role for long term. The results concluded the importance of strong management, which employees can rely upon and trust. The key to any successful team will usually start with a good manager and work its way from there. This supports Wassem *et al.*'s (2019) study suggested there is a substantial link between managerial support and employees remaining long term. The findings also suggested there has been somewhat of a shift in terms of what employees are now looking for in a job (Wassem et al., 2019). It is not as clear-cut as before; people now want to have a balance with their work-life and are seeking more flexibility in their jobs. Waclawska (2018) also suggests how important a work-life balance is for employees making them happier and ultimately staying in roles longer.

Finally, the study reflects on the Covid 19 pandemic, the ramifications of it and the rise of remote and hybrid working. There is no doubt that Covid 19 has affected most people in some way, shape or form and has affected nearly all industries. From the evidence of the findings presented it's clear the recruitment industry has been affected. People now expect to be able to work from home whether it be completely remote or a hybrid option, this is something employees now expect. It's not just remote working but even interviews, which always had to be in person are now being carried out online across the board. The pandemic has even changed the way people view work; it's about having a work-life balance now for most people. Pronin (2022) also found that Covid 19 greatly affected the recruitment industry and how recruiters now went about sourcing candidates, what benefits employees look for and the idea of remote working. These are all areas which have been hugely affected.

Overall, it is evident from this study that strong recruitment and selection processes are vital to achieving good retention rates and getting the best employee performance. Starting from the beginning, finding the most suitable employee will have a positive effect the whole way up the chain. Spend the time and following the processes will mean you are finding the right fit not only in terms of academics and skill but the personality and type of person to work well within the team. A strong recruitment and selection process not only will find organisations and businesses the best employees, but it will ultimately save time and money on repeating the process and constantly having to train new people and disrupting the team in general.

## 6.2 Recommendations

There are some recommendations that became apparent through the course of this research. Firstly, would be the development of a strong recruitment process be implemented in an organisation. This could mean developing a whole new department for this such as new roles

in talent acquisition. There would be training which would need to be implemented for this, recruitment is an industry where people need to be trained thoroughly. The training for this type of work could be initially taken over the course of a month with intensive training done in this time. This industry takes time to adapt to fully. If an organisation is going to take this recommendation on board, there will of course be a cost involved. Taking on new staff and getting them the adequate training needed to succeed will be a substantial cost for this. There would also be a cost involved with the hiring process itself. This cost can vary depending on if an organisation is using an external recruiter the sites, they use for advertising etc. For the most part hiring an employee is expensive. The use of traditional recruitment sites such as Indeed, Jobs.ie etc also come with high price tags depending on how many adverts you would require for the year.

Another recommendation would be regarding remote working and the work life balance. The findings of this study strongly suggest employees now want this balance and so organisations need to be willing to offer their employees flexibility, this does not necessarily mean always working from home but rather being flexible. If an employee is due to work in the office on Tuesdays but something comes up and they cannot be present at the office, organisations and businesses need to be understanding and flexible to these situations. For the hybrid working option, there would be costs involved such as computer monitor, laptop, keyboard etc, to work from home and then may also require this in the office as well. This would be an added cost depending on what and how much equipment would be necessary. If an organisation is trying to bring in more flexibility for their employees, this could be done on a phased basis. It would not be sensible to go from 4 days a week in the office to the option of working remotely full time. This would be better being phased in.

It is also recommended to organisations and businesses to pay attention to the benefits organisations are now offering. Things have changed in the labour market over the last

couple of years. What keeps an employee in a role is not the same as it was previously. It is no longer just about financial gain; employees want to be happy in their workplace. Work life balance as mentioned previously is now a major factor, it is recommended that organisations build their employer brand around this idea of the balance between work and home life, to attract more candidates. Again, building a strong employer brand is not cheap and this is something that could take years and depending on the size of the company a lot of money to implement correctly.

These are some of the recommendations based on the findings of this study and would be beneficial for organisations.

## 6.3 Implications of Findings

Firstly, it is evident from the findings that the recruitment industry is very fast paced. Now, considering the labour market and the way it is now it's even more fast-paced than usual. If companies and businesses want to attract and retain the best talent, they need to build a strong recruitment process. This is not something that can be built overnight. From the findings which have been shown here it is clear there is a framework for these processes but there is no one size fits all. There are a lot of factors which will have an impact on which processes are suitable or not. The implementation of such processes can take a lot of brainstorming and trial and error before the correct ones are put in place. This could be something which takes a couple of months to get right. There will ultimately be a cost involved in getting the foundations right for these processes and again this will be dependent on the size and structure of a business. A shop in rural Ireland isn't going to need the same recruitment strategy as a large multinational company. This very much varies, but what is important is laying the foundations. It is essential to make sure those who are recruiting are trained to an adequate standard. These processes will take time and a lot of effort to implement but doing

so will save businesses in the long term. Having strong employee retention is one of the toughest things for businesses today and this study proves that there is a reason for these processes to be in place.

In terms of research, this study built upon research based on a contemporary topic which evolves around the Covid 19 pandemic. The information in this study is beneficial to this area as it has looked at the events of the last two years and given an updated look at the recruitment industry. Recruiting and retaining staff is one of the biggest issues for organisations in today's market which means this research is very important and can be built upon in the future. This research has provided important insights into the changes of the recruitment scene and contribute tremendously in providing some foundations to future research in this field.

## 6.4 Personal Learning Statement

As with any piece of academic work such as this one it has taken a lot of time, patience, and work to get to the end. Having worked in recruitment for the last number of years I felt this was a great opportunity to research the industry and see if there is a link between the work done by those involved in recruitment and the retention and performance of staff. When I went about choosing my topic, I knew it needed to be something I was interested in and keen to learn about and so I jumped at the chance to research something related to my profession and perhaps gain more knowledge and insight. Having completed this research has affirmed my belief in strong recruitment processes and how starting with strong recruitment is the basis for a well-run business. It starts from the bottom.

The knowledge which I gained through all the modules which I have taken over the past two years was of great benefit when completing this research. Communication skills were developed a lot through the interviews, with seven interviews being held in total. There have

been so many skills which have developed for me through the course of this research such as my critical thinking and research skills. This has given me a greater appreciation for research and what it takes to complete research such as this. Ultimately my writing skills, presentation, problem-solving, research skills and project management have all very significantly improved throughout this research.

To conclude, while this has been a challenge and was not an easy task to complete it has been completely worthwhile. Completing MA in HRM has been such a rewarding experience both for me personally and professionally as I can take with me all I have learned and use this in my career.

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**Appendices**

**Appendix One – Interview Questions**

1. Can you tell me about your role within this job/company?
2. How many years have you worked/been involved in the recruitment and selection process?
3. Can you tell me about the processes you use in the recruitment and selection process?
4. What would you classify as retention? How many years?
5. How do you go about attracting the right person to the correct job? Are there any specific methods you use?
6. Can you say from your experience if you believe that the recruitment and selection processes you use help to retain staff on a long-term basis?
7. Do you believe there is a link between the processes you use in selecting and recruiting staff has an impact on staff performance?
8. What do you believe contributes to staff staying in a role long term?
9. The "Great Resignation" has been one of the biggest obstacles faced by recruiters over the last two years, do you think this has had an impact on recruitment?
10. What would you say are the most common recruitment methods used by businesses today? How are businesses recruiting today?
11. What in your opinion are the most effective recruitment methods?
12. Do you think social media channels are more effective than traditional recruitment methods from your experience?
13. Covid 19 has changed the way in which people can work, in your opinion and from your experience has the option for hybrid working affected the recruitment process?
14. Do you believe people are now more likely to look for jobs that have a hybrid option?
15. Does this give the potential employees more power in terms of recruitment?

**Appendix Two – Copy of Consent Form**

A Qualitative Investigation: Can the recruitment and selection processes used by those in recruitment be linked to employee retention and performance.

I……………………………………. voluntarily agree to participate in this research study.

• I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.

• I understand that I can withdraw permission to use data from my interview within two weeks after the interview, in which case the material will be deleted.

• I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study.

• I understand that I will not benefit directly from participating in this research.

• I agree to my interview being audio/video recorded.

• I understand that all information I provide for this study will be treated confidentially.

• I understand that in any report on the results of this research my identity will remain anonymous.

• I understand that disguised extracts from my interview may be quoted in the final dissertation as part of this study.

• I understand that if I inform the researcher that myself or someone else is at risk of harm they may have to report this to the relevant authorities - they will discuss this with me first but may be required to report with or without my permission.

• I understand that signed consent forms and original audio/video recordings will be retained in a secured manner by the researcher until the exam board confirms the results of their dissertation.

• I understand that a transcript of my interview in which all identifying information has been removed will be retained for two years from the date of the exam board.

• I understand that under freedom of information legalisation I am entitled to access the information I have provided at any time while it is in storage as specified above.

• I understand that I am free to contact Siobhan Brennan to seek further clarification and information.

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Signature of participant Date

I believe the participant is giving informed consent to participate in this study

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Signature of researcher Date