

Emerging Trends in Recruitment and its influence on Human Resources Management and Business Performance.

Presented by-

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Abstract

The topic of the paper states: "Emerging Trends in Recruitment and its Influence on Human Resource Management and Business Performance". Though it is well accepted that e-recruitment facilitates a wider geographical spread as well as attracting a broader pool of high -quality applicants, additional evidence is still needed to prove its impact on human resource management, employee performance, and organizational success. Several scholar articles suggested that there is a strong relationship between the variables mentioned in which this study will clarify its nature in depth. This study explores and analyzed the different trends in recruitment and their influence on business outcomes. Key findings will be based on the conceptual framework with five dimensions included, namely empathy, reliability, responsiveness, assurance, and tangibles. This research is oriented on the qualitative side and applies secondary data to provide data and insights, through web articles, journals, and books. Further research is strongly recommended in order to gather more information that may not be included or accessed due to certain limitations of this study.

Introduction

1.1 Research Background

Over the last few years, there has been significant changes to the way organizations recruit talents and practice human resource management, especially during and after the global pandemic. A tremendous growth in demand for hiring needs is clearly seen among certain sectors, namely industrial and manufacturing, as well as healthcare a technology. Digital transformation in the last decade has changed the way companies recruit employees, for instance through the usage of web-based platform and social media applications; in addition to the introduction of disrupting technologies such as artificial intelligence, automation, and virtual interview (Black, 2020). As the industries are rapidly expanding and shifting their operations, innovative methods are invented and implemented into the business to effectively utilize and retain human resource (Mahadevan, 2014).

Digital hiring is become more and more popular despite many oppositions still question its effectiveness in comparison to traditional hiring methods. According to a survey by Deloitte, over 80% of CEOs and other executives mentioned that talent acquisition and recruitment process is one of the compulsory elements for organization success. Human resource management is still a very important investment for strategy alignment despite the lack of suitable vacancies and talent pool in the marketplace (Chambers, 1998). Consequently, the human resource department plays a crucial role in ensuring the hiring standards and that companies will reach the expectations from the performance's results and outcomes (Delery, 2017).

1.2 Rational, signification and justification of study:

Human resource management can drastically affect the behavior of employees and the performance of the organization. It is a pivotal function in every business structure to be able to acquire talents, retain employees, enhance productivity, and improve the working culture (Pribanic, 2019). Subsequently, it is mandatory for businesses to be updated with certain trends and innovative strategies, to adapt with new platforms and training initiatives, thereby can achieve better outcomes in terms of employee satisfaction and loyalty.

The rationale of this study is to investigate the new emerging trends in recruitment and its impact on the business performance. There are considerable amount of journal articles and research papers exploring the significance of recruitment, yet very few are associated to the influence and relationship between recruitment and overall business success. This study aims to identify and examine the benefits and drawbacks related to recruitment and human resources within the organizations.

1.3 Human Resources Overview

Human resource is the key to success because without an effective HR team, companies, especially startups, will face challenges in finding suitable talents as well as retaining current ones. One of the common issues in the workplace is employee engagement. The HR team is responsible to strategically push employees to be more connected and establish a firm culture, ensuring that the company's values are upheld. However, determining candidate's abilities fairly and accurately can be quite tricky. A solution to this matter is through online skills assessment tools, in order to examine the candidate's technical understanding, soft skills, and workplace behavior.

A study shows that many recruiters are facing the obstacle of attracting potential candidates. If there's too much noise in the market, making it hard to grab candidate's attention, developing employer branding, reputation, and positive public image is the best solution. By this, organizations should not only focus on creating stand-out articles and posters, but to show candidates how the company can help them to achieve their career goals, find their passion and purpose, and reasons for joining and growing with the company. Surveys show that candidates generally rush to the company's website or social media pages to get a sense of its mission and overall culture after receiving a job offer or even before they browse for vacancies. If the site isn't impressive enough, they may turn down the job proposal or ignore the advertisement altogether. With a sense of uniqueness, companies will be able to draw the attention of more applicants in the competitive market. Besides, interview experience is a key deciding factor especially when candidates are having multiple choices in hand. Another study shared that a whopping 65 percent of candidates lose interest in the job after experiencing a bad interview.

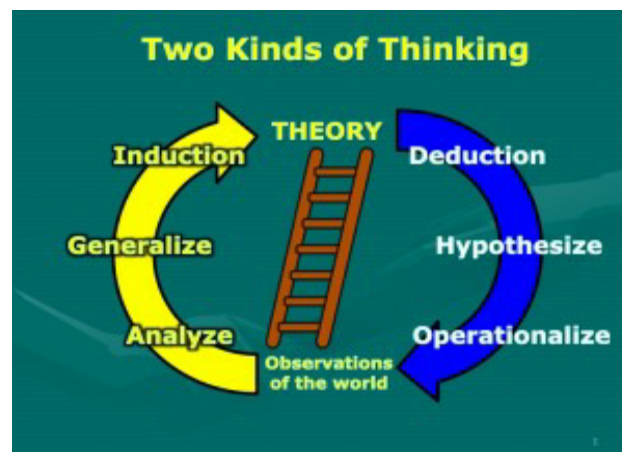


Figure 1 basic research wheel (wallance,1971)

1.4 E-Recruitment and Digital Hiring:

Industries have started to embrace the emerging trends to get ahead in the market. E-recruitment is also known as online recruitment, with the benefits of reducing administrative burden, reducing overhead costs, speed up time, simplify the process, and increase competency. The only challenge to this trend is the possibility of judgmental error during the recruitment and selection process due to lack of personal touch that might make it less reliable. Communicating with prospective employees virtually may lead to wrong assumptions or misconstrued messages

which is more difficult to clarify compared to face-to-face interaction. Thus, some oppositions argue that regardless how much technology advancements benefit the hiring process, companies shouldn't overlook or neglect the human component involved. Automating the recruitment process will save time and money however everything has two sides to it. AI may not be the best option for companies that is looking for diversification because the technology lacks nuance of human judgement. Certain applicants may lack keywords or skills, but based on their personality, ethics, and personal interests, they are a good fit for the company, yet these elements are only able to be recognized by human judgement. It will take several years or a decade until robotics, automations, AI, and other technologies can become mainstream in recruitment and human resource management.

Literature Review

(Prichard,2010) Strategic orientation the conflict between the traditional employee centred or welfare capitalist roles of HR and its incarnation as strategic business partner has become a point of tension.

(Patel, 2013) For organizations to perform at their maximum efficiency, the workforce needs to perform at their highest productivity level.

(Shaukat, 2015) Human resource is one of the most important assets for companies to achieve competitive advantage. However, managing people is a -complicated process, unlike controlling finance or technology. Thus, properly managed HRM systems are required to enhance employee performance.

(Kenton, 2020) The HR department performs several activities such as overseeing employment compliance, employment standards, employee benefits, recruitment, onboarding, payroll, and other aspects related to the personnel. It is often associated with duties of planning and selecting the right candidate for a job vacancy, and completing the full hiring process. Many firms also prefer to cooperate with external vendors for outsourced tasks such as payroll and benefits rather than using their internal HR.

(Petrone, 2020) Multiple assessment stages will allow more data to be analyzed, making it easier to compare candidates objectively and mitigate any bias during the first interview round.

(Harney and Collings, 2021) Strategic HRM research has also been criticised for drawing on 'narrow and classical definitions of strategy implying pre-determined consensus and a linear sequential progress from formulation through implication' implying that HR strategy is developed as a once off structural intervention.

(Rangalah, 2021) It is essential to note that once the data has been collected, it should be well cleaned. Cleaning data include the act of removing non-relevant observations, replicas, errors, or deviation issues that might encountered during the process that data is aggregated from different sources.

(Arora, 2022) statistical analysis involves interpreting, validation, and performing several operations to quantify pieces of data. This technique is similar to descriptive analysis but more oriented towards quantitative research and primary data.

(Johnson, 2022) Three, diagnostic analysis is a form of analytics that focuses on comprehending the root causes and reasons as to why there is an issue.

Research Methodology

3.1 Research Introduction:

This chapter will outline the methods, approaches, designs, and tools of research that will be undertaken for investigation, data collection, sampling, analysis, and justification. The main purpose is to clarify the relationship between emerging trends in recruitment and human resources management, employee performance, and organization success. Two vital variables to validate are credibility and accuracy when developing scientific theories and ideas (Slater, 2018). Systematic investigation represents the cyclical process of forming hypotheses and interpret findings. Exploratory research will be conducted around undefined issues; aiming to have a clearer picture an understanding about the problem's nature. Instead of providing a conclusive answer, it enables researchers to conduct further studies later on. Explanatory research identifies the causes and effects based on practical trials and determines the interaction between variables. On the other hand, descriptive research expresses the characteristics and increases the overall apprehension on the problem.

3.2 Research Philosophies:

Research philosophy is a set of assumptions and beliefs on how data should be gathered, inspected and developed. Philosophies has three key functions. One, demystifying, meaning to expose, criticize, or explain any unsustainable premises or confusions that may contain. Two, to inform and help researchers to have a wider field of knowledge and be aware of potentialities during exploration. Three, method facilitating, meaning to dissect methodologies, thereby refining and clarifying the conditions of usage.

Various philosophies and research approaches are encompassed based upon the concept of doxology, what is believed to be true, and epistemology, what is known to be true (Ragab et al., 2017). This study will engage with realism philosophy, which is a belief focusing on statistical facts obtained, such as numerical and visual data, yet being independent from any underlying principles (Johnson et al., 2010).

3.2.1. Positivism and Interpretivism

According to the Western tradition of science, two major research philosophies are

positivism and interpretivism. In short, positivism is a philosophical theory claiming that knowledge is based on phenomena and related properties while interpretivism claims that knowledge is not objective but socially constructed and transmitted through personal discourses and life experiences. Unlike positivism where researches are highly structured with large samples and uses quantitative measurement, interpretivism applies small in-depth samples with qualitative investigations.

Positivists argue for generalizable data and believe that reality can be observed repeatedly from an objective viewpoint without the interference of phenomena, and that it is stable (Levin, 1988). They stress the importance of comparative research designs and tend to structure surveys, questionnaires, and other forms of primary data collection approaches on a large scale to uncover social patterns or hidden correlations. They criticize that interpretivists are unable to look beyond personal experiences and biases.

Interpretivists are sometimes referred to anti-positivists or negativists as they believe that social realm cannot be studied by scientific investigation but would require a different epistemology (Lin, 2005). They declare that reality can only be fully understood through subjective interpretation and realistic intervention. This viewpoint strongly supports qualitative approach and states that it is not possible to form valid predictions about the social world (Alharasheh, 2019). Hence, interpretivists are very aware of certain concepts and language that might alter society perceptions (Soleymani, 2017). While interpretivists neglect any information beyond personal experiences and biases, positivists argue for value-free and generalizable data.

3.3. Methods of Data Collection:

3.3.1 Data collection is a methodical process of accumulating and examining specific information to present solutions and draw conclusions to relevant questions and evaluate the results from hypotheses testing. Core forms in which data can be gathered are through secondary data, with the former collected from raw sources and the latter from second-hand sources. Primary data is collected originally by the researcher for specific study purposes and can be further divided into segments of qualitative and quantitative methods. Secondary data is easier and less expensive to collect, and can be found through existing journals, online portals, or published books.

3.3.2 Quantitative research is a complex method mostly applied in physical and natural science like biology, chemistry, physics, engineering, etc. that aims to establish general laws that ultimately relies on the context itself (McLeod, 2019). Quantitative research is presented in numbers that require mathematical calculations and allows numerical data to be collected and generalized across a larger and diverse population. Some forms of quantitative methods used to make predictions and test causal relationships between variables are experiments, surveys, and database reports.

3.3.3 Qualitative research does not need to be deduced through sums or equations but is rather based on non-quantifiable elements such as text, photographs, videos,

audio recordings, or even personal emotions and feelings, for example in an open-ended questionnaire. This approach is used to have a deeper understanding on how an individual subjectively perceives a circumstance. Some forms of qualitative methods include in-depth interviews, case study research, or ethnography, using grounded theory or thematic analysis.

3.4. Research Strategies:

In addition to case studies on the Internet, primary data may also be collected via Google Forms with a mixture of open and closed questions. If primary data collection is available to execute, online survey will be chosen as the main method as it is considered safer, more convenient, and can be easily accessed by both the researcher and the respondents (Janokowski 2006). A pilot survey may also be conducted if necessary, to ensure that the respondents fully understand the scope of work. This study uses a mixed approach, meaning both quantitative and qualitative methods will be implemented. Descriptive observations including charts, diagrams, or statistics will be used to present research findings wherever appropriate. Observations are generally used to complement other research methods, reflecting research philosophies and paradigms of the study.

3.5. Research Approach:

In the case that primary data is unable to collect due to insufficient raw materials or other limitations, secondary data will become the main source of this study. This approach will be less time consuming, simplifying the research project and its accessibility (Ruggiano, 2019). Secondary materials will be retrieved and accumulated mainly from previous studies and publications. From there, new ideas and concepts for the research will be structured and developed. The major research methodology for this study will be exploratory and qualitative. The research approach for this study will be based on both internal and external sources of secondary data which includes scholarly articles, news reports, press releases, journals, e-books, web articles and references from other reliable sources.



Figure 2: Research Process (sources unknow)

3.5.1. Inductive and Deductive Approach

Although there are no set rules, deductive orientations are mostly associated with quantitative research while inductive orientations are frequently associated with qualitative research (Lewise,2012). This study is recommended to utilize a combination of both inductive and deductive approaches. For inductive approach, data is collected based on the topic of interest, and once a substantial amount have been gathered, similarities will be analyzed to develop a theory that would explain those patterns. In other words, inductive approach starts with a set of observations and moving on to a more general set of propositions. This approach is used when there is little to no prior theory nor literature on a topic. Therefore, general conclusions are drawn closer to context but these findings cannot be proven and as a result may be invalidated.

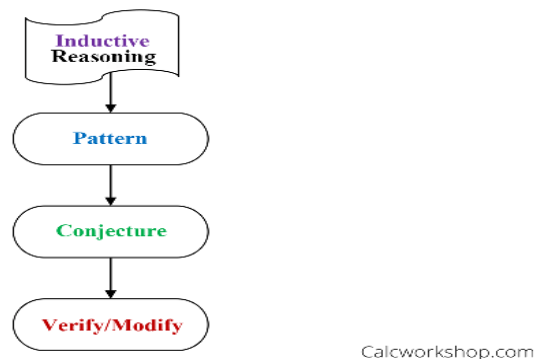


Figure 3: inductive Approach (calcworkop.com)

For deductive approach, the process begins with a compelling social theory in which the implications are tested. This approach is usually associated with scientific investigation and is the reverse order of inductive approach. Meaning to say, hypotheses that emerged from existing theories of random phenomenon will be tested to prove its validity. Deductive approach follows the syllogism logic and draws conclusions from initial premises, forming hypotheses on the foundation of existing theoretical knowledge. Nevertheless, its theories can only be accepted if all terms and premises are true and clear.

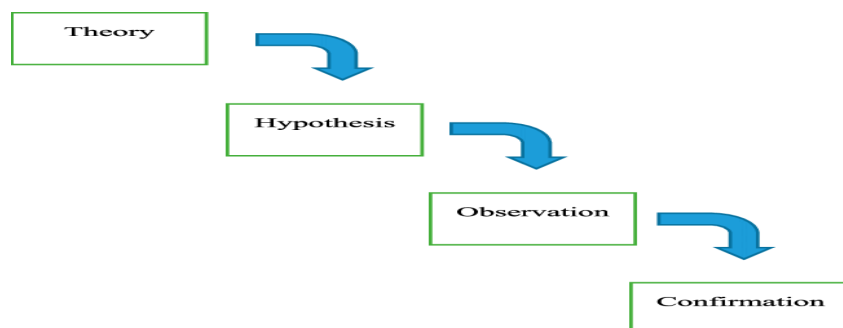


Figure 4: Deductive Approach (sources unknow)

3.6 Research Design:

This study uses descriptive research design because it presents facts through empirical literature, analysis, and findings as it actually exists at the current time of the study (Neuman, 2007). Saunder's Research Onion diagram was designed to provide a methodological basis for conducting comprehensive research (Sahay et al., 2016).

3.7 Research Onion:

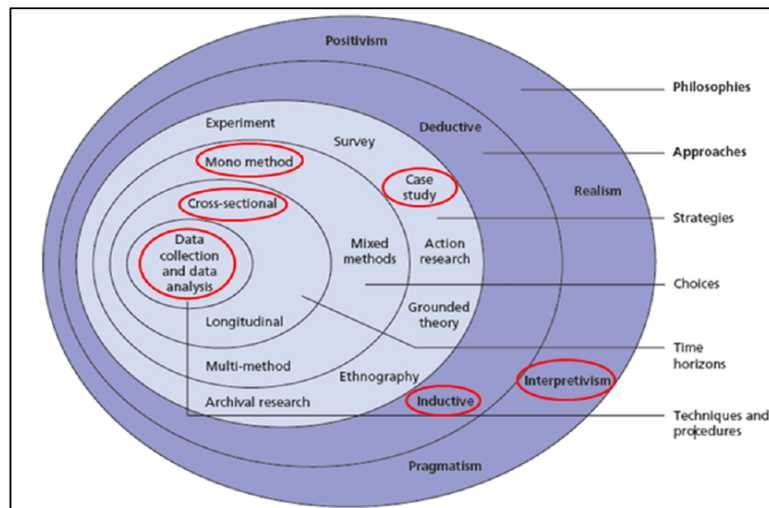


Figure 5: Saunder's Research Onion (Saunders et al., 2012)

3.8 Research Paradigm

Somewhat similar to research philosophies, research paradigms are philosophical frameworks that offer a pattern of beliefs and practices which the research operations are based on. Research paradigms are important since they form the basis of the overall project and influence how the methods should be determined and undertaken. A research paradigm consists of research methodology, ontology, and epistemology. Research methodology when combined with research philosophy will comprise a research paradigm.

The paradigm for this study is pragmatism, which comprises of both positivism and interpretivism mentioned above. This model considers both reality and knowledge and uses both qualitative and quantitative designs. Pragmatism applies both deductive and inductive approaches, both objective and subjective manners, and considers the standard of research based on verified practice (Kuhn, 2012). This model recognizes different ways of interpreting the topic as there may be contrasting point of views and multiple realities.

3.9 Research Choice:

This study is heavily oriented towards reasoning and explanations. It implies qualitative and secondary research strategies to emphasize on the 'how' and 'why' aspects of information.

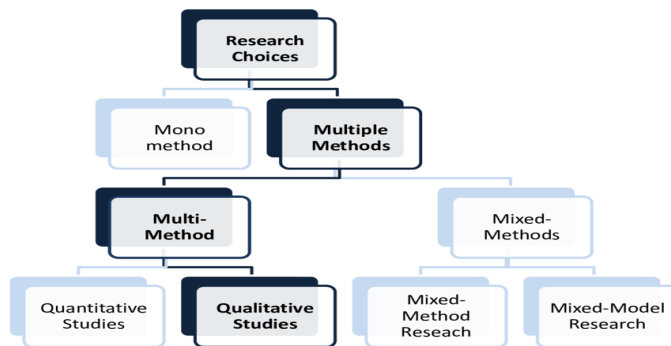


Figure 6: Research Choice (sunder et. Al 2008)

3.10 Objectives:

1. To cover the possible literature reviews based of HRM on organization performance in a systematic way.
2. To analyze the possible literature review of HRM on organizational performance with PRISMA.

3.11 Research Methodology:

An organized review of the literature based on bibliographical citations and literature of previously published work has been done to attain the mentioned aims. The search approach was implemented using PRISMA approach. In doing this search, pertinent bibliographic reference from gathered from publications like stages, Taylor & Francis (Routledge), Springer, and others.

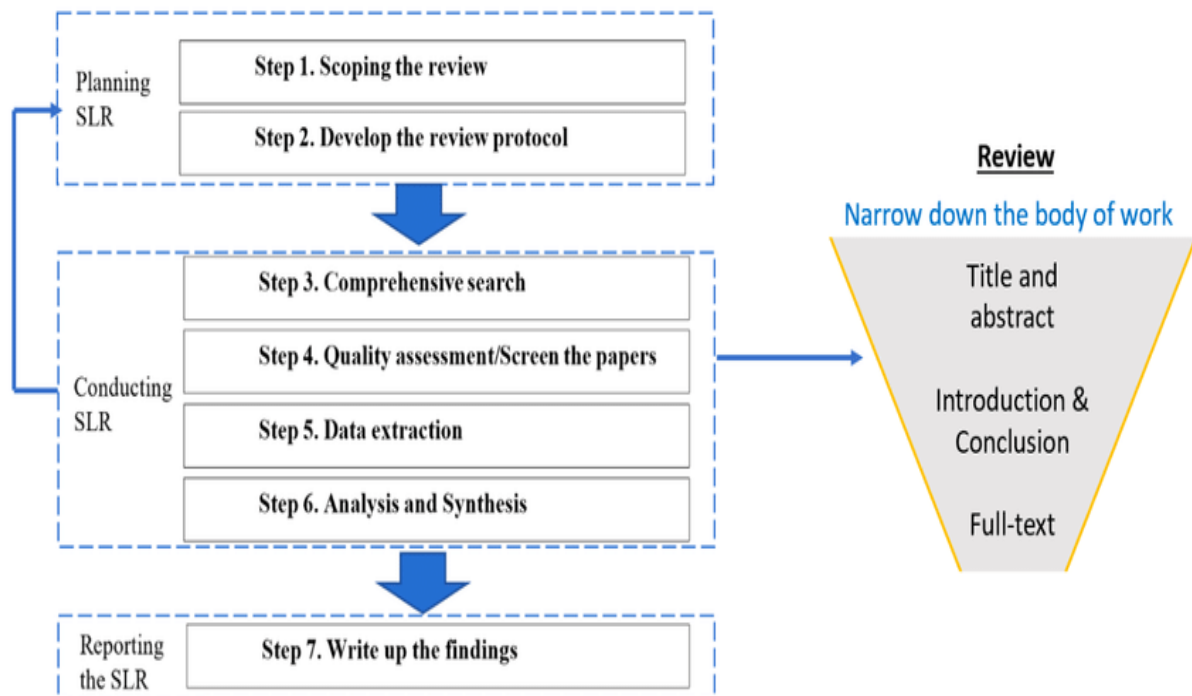


Figure 7: Planning SLR (Chompunuch,201

DATA ANALYSIS AND RESULTS

4.1. Key Findings and Discussions:

In recent years, information technology has had a profound effect on recruitment and human resource management, yet relatively little studies have examined and assessed the degree to which these new innovative trends enable organizations to attract and retain personnel more effectively (Stone, 2015). After extensive research, data shows that the more effectively an organization recruit and select candidates, as well as properly managing the recruitment and selection activities, the more likely they are to achieve positive bottom-line outcomes such as improved financial performance. Not only that it boosts productivity, good selection of skilled and knowledgeable employees indeed leads to increased sales and brand exposure. Research shows that job satisfaction originates from an employee perception of whether they are capable of using their full potential of knowledge and skills to execute the jobs. Consequently, hiring qualified individuals will lead to employee contentment. Bringing fresh talents into an organization for replacement or training and development purposes is one of the most essential roles of recruitment as these candidates will be crafted to meet the organization's values. A survey by Globe force shows that 82 percent of employees admit they feel more engaged with work when they feel appreciated and recognized.

People is the most important asset in any organization because people are the key determinant to whether the organization will achieve its targets. Recruitment trends can contribute either positively or negatively towards the functionality of organizations. Besides the advantages, there are certain drawbacks of e-recruitment. As employers can't assess the qualities of the candidates without personal interaction, the system may become less reliable and exaggeration or judgmental errors may arise. There might also be issues with fake job offers and fake resumes which is quite difficult and time consuming to indicate and filter for both the recruiters and applicants.

However, in spite of challenges and concerns, e-recruitment is still considered a powerful tool in supplementing and strengthening HR operations, no doubt there has been a paradigm shift in the headhunting industry recently.

Data reveals that over 30 percent of recruiters are using candidate matching

software by the end of 2021, and will continue to grow in the near future. The technology leverages on machine learning and AI to automate the process of CV screening and shortlisting without bias, saving a substantial amount of time and labore as many corporations receive thousands of applications a week. Artificial intelligence technology is estimated to reduce cost per hire up to as high as 75 percent and improve efficiency by 3.5 to 4 times over.

Moreover, there has been considerable growth for companies that implement hybrid working model as they can access and leverage the talent pool abroad. Remote teams, virtual offices, and multimedia communication channels have contributed highly to companies' turnover during the post-pandemic period, saving them from shutting down entirely. A survey by Career Builder said that 65 percent of CEOs and senior managers stated that the HR department's opinions on human capital carry greater weight and has been incorporated into their strategy especially during an economic downfall or post-recession. It is important that companies make the process right since the first steps, because resources are scarce and costly. The objective of selection is to find the right fit for the role and establish a good image for the company. The performance of an organization relates directly to the people working within it and the reputation is held by whom it employs (Henry, 2009). Studies also show that there is a bond between total quality management and human factors, which the former is strongly influenced by the latter. On a similar note, research concludes that the influence of human relation in strategic planning is significant, leading to successful organizational performance and higher customer satisfaction.

4.2. Hypotheses Testing:

Three null and alternative hypotheses stated have been identified, investigated, and supported with evidence throughout this research to determine the final results. Findings show that there are direct and positive relations among all the variables, especially emerging trends in recruitment against human resource management, employee performance, and business success. Although there are strong links between emerging recruitment trends and business outcomes, it is still difficult to guarantee the degree of influence it has on actual business success.

H1. There is significant relationship between recruitment and human resource management.

H2. There is significant relationship between emerging recruitment trends and effective human resource management.

H3. There is significant relationship between emerging recruitment trends and business performance.

4.3 Demographics and Cross Tabulations:

Although direct surveys and interviews weren't able to be conducted, statistical data from other similar case studies are reviewed and analyzed. Findings have showed a clear relationship between recruitment trends and human resource management, recruitment trends and employee performance, recruitment trends and business success, and vice versa. According to research, effective trends in recruitment when applied correctly will lead to strong HRM systems. Strong HRM systems will result in

better employee satisfaction and performance, therefore enhancing organizational success as a whole.

CONCLUSION

5.1. Summary:

In conclusion, this research examined the current trends in recruitment and aspects of human resource management that has an impact on employee performance and business outcomes. The influence of these factors on business performance metrics and organizational success were thoroughly analyzed and discussed. The paper gives a concise view on the research topic, objectives, and methodologies. Relevant information and data from secondary sources were obtained to supplement the results and findings, to answer hypotheses and research questions. This research has established a correlation between recruitment trends, human resource management practices, and organizational performance. Organizations with solid recruitment plans perform outstandingly better because they were able to hire qualified individuals who are not only skillful and knowledgeable in their areas of expertise, but more importantly, who fit properly into the structure. It is imperative for organizations to embrace emerging trends and practice effective recruitment and human resource management practices in order to ensure they hire the best employees that will be inspired and motivated to work toward organizational goals.

5.2. Study Limitations, Recommendations, and Implications for Future Research:

This research is limited due to a few factors. For instance, time constraints and limited participants involved did not allow interviews and surveys to be conducted as planned, thus primary data findings were insufficient. The majority of numerical data and statistics were extracted from previous case studies and researches. Other possible limitations may be the lack of practical results due to lack of samples, material utilization, and unavailability of resources. This is recommended for future

studies. In addition, the authenticity and accuracy of data gathered through articles and online journals cannot be completely verified. However, this research assures that all information referenced from secondary sources are valid and fair. In summary, although there are certain limitations, the effects of these limitations are not seen as critical or severe regarding the main purpose and objectives of this research. Despite the inadequacy of raw information, the thesis is still comprehensive and systematic. Findings from this study has led to a revised theoretical framework; but in order to get a holistic view of the case, further research is suggested. It is prudent to perform additional experiment and research to focus on the aspects that have not yet been discovered in this paper due to the mentioned limitations.

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