



RESEARCH PAPER

Effectiveness of Methods for Selection and Recruitment: Evidence from Construction Industry of Pakistan

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ABSTRACT

This research was conducted to determine the effectiveness of various recruiting and selection strategies in the construction industry. The HR department supervises various procedures and activities for hiring and selecting new employees in businesses, particularly in the construction industry. Businesses must now employ various methods and procedures to select candidates and fill available positions. The main objective of the research is to identify the effectiveness of different methods of recruitment and selection. Using a technique of purposive sampling, the data were collected online via a Google form. The survey was limited to nine participants, and all nine responded, resulting in a response rate of one hundred percent. It was decided to create a self-administered questionnaire with sixteen questions. After data collection, the researcher performed a theme analysis to evaluate the findings. Initially, several codes were gathered and merged into significant and emerging themes. Extensive research yielded four noteworthy conclusions: selection and sample procedures, obstacles and barriers, influencing variables, and transition dynamics. These recurring themes were apparent in every aspect of the interviews. Human resource managers face many challenges in the ever-changing world of recruitment, particularly in the construction industry. Self-management requirements are one of the most significant barriers to achievement.

KEYWORDS Interview, Recruitment, Selection, Self management

Introduction

In today's highly competitive world, where borders are becoming increasingly porous, it is essential for a company to efficiently manage its human resources to secure its continued success over the long term. It is common knowledge that an organization's human resources are its most important and valuable asset. As a result, it is essential to formulate precise estimations of the organization's requirements and distribute resources according to those estimates. A company's management needs to invest a suitable amount of time and attention into hiring new workers and making organizational decisions to ensure the company's continued success over the long run. Recruitment and selection processes are necessary to boost an organization's productivity and effectiveness. To accomplish this goal, it will be necessary to conduct an exhaustive search for individuals with the needed knowledge, abilities, and interests. In addition, before making a hiring decision, it is necessary to assess each candidate's potential accurately. The efficiency of an organization's workforce is directly related to that of the organization in terms of its capacity to produce favorable results.

The expansion of an entire nation's economy can be traced back to one of the most significant indicators of the construction industry that are now available. Due to the highly cutthroat nature of today's economic environment, construction companies must recruit and hire only fully qualified employees to perform their jobs. According to Schuler and

Jackson (1987), the most significant step in accomplishing this objective is to practice the most effective methods for selecting and recruiting candidates for the post. The construction industry is commonly recognized as one of the most essential measures of the health of an economy. This is mainly attributable to the tremendous impact that it has. According to Manan et al.'s (2017) findings, expanding a nation's economic success is intrinsically related to the growth of that nation's infrastructure. They emphasize the importance of involving all crucial stakeholders in this process. Due to the highly cutthroat nature of today's economic environment, construction companies must recruit and hire only fully qualified employees to perform their jobs.

Managers and other persons employ specialist tactics to identify individuals or candidates with the highest potential of succeeding in their current roles or responsibilities that they fill in the future. This is a possibility for the existing positions and that form in the future. The selection process involves determining which persons or candidates have the most potential to be successful in the roles they currently hold in the future. The act of gathering qualified individuals interested in working for a business is called recruitment, and the process of choosing people based on their qualifications is referred to as selection. Taking into account not only the objectives of the organization but also the limits imposed by the regulations.

Management of human resources encompasses a wide range of essential tasks, some of which are recruiting, selecting, and hiring personnel. In addition, the manager is accountable for the education and pay of the workers under their supervision. These obligations are often essential to the total employment requirements for office administration and human resource management professionals. The amount of a company's ability to compete in its industry is directly related to the quality of the human resources it possesses. For businesses to properly carry out their responsibilities, they need to hire staff chosen with care and given appropriate training. Professionals, administrators, and supervisors are all needed to take responsibility for their actions, mainly if they do not possess the necessary level of knowledge. This holds especially true if the person in question does not have adequate experience. Within companies, human resources departments are responsible for ensuring that administrators of human resources provide guidance and support to less experienced professionals, managers, and supervisors. According to Mullins (2010), effective human resource management involves high collaboration, ongoing communication, and engagement between managers and human resource managers (HRM). In addition, these three factors must be present simultaneously. Recruiting and selecting new personnel may also be a significant resource for HR managers and external specialists, providing them access to essential information and extending their areas of expertise. You are able to confirm that the candidate possesses the necessary abilities and is a suitable cultural fit for the business if you use the appropriate selection techniques. Immediately after successfully filling open positions with eligible people, the second essential phase is formulating appropriate incentive plans. Despite this, selecting volunteers exposes participants to a fair amount of danger; as a result, it is critical to keep track of how far the investigation has progressed.

Any new endeavor, regardless of how great or minute it may be, has the potential to have some impact, either directly or indirectly, on the expansion and development of any economy. Many construction organizations use collaboration to boost employee performance, production, and overall job satisfaction. In addition, these businesses prioritize optimizing their workforce to fulfill their client's needs about the timely completion of orders, competitive pricing of goods and services, and high-quality work. On the other hand, there is little evidence to suggest that construction companies actively seek out new applicants to fill vacancies in their workforce. The research technique is shaped by primary and secondary sources, such as questionnaires, existing literature reviews, articles published in journals and publications, library holdings, and the Internet. Primary sources are typically more recent than secondary sources. The Internet is considered a secondary

source of information, meaning it supplements the knowledge obtained from other sources. To broaden the researcher's access to relevant resources and respondents, the emphasis of the study was narrowed to the recruiting and sampling practices of a select group of construction enterprises in Peshawar, Pakistan. This decision was made to facilitate increased accessibility. This was done to facilitate easier access to the essential information and respondents. The research is flawed in several ways, the most significant of which are problems with worker communication during data collection and the refusal of senior executives to offer important information about the staff recruiting and selection techniques used by their organization. Despite these limitations, the study is nonetheless instructive. Despite this, the study's limitations had no impact on the validity of the findings.

Literature Review

An organization's human resources administration should always strongly emphasize recruitment and selection. These processes are what determine the most effective recruitment approach for an organization. Various factors, including the labor market, the availability of resources, and the external environment impact the process. To successfully implement an HRM strategy, businesses need to find answers to five fundamental questions, one of which is "Whom should we hire?" Could you provide me with some pointers on choosing an appropriate employment location? What steps are involved in the recruitment process? When is the best time to start the recruitment process? How companies implement their policies regarding human resources is referred to as efficiency. The health of the labor market and the company's competitiveness both affect the selection process and the decision of whether or not to work for a company that is adopting an HRM strategy. In addition, it is of the utmost importance for companies to develop standards that outline the process by which they provide prospective employers with information regarding the state of the labor market.

Recruitment is attracting and choosing people qualified for open positions in an organization. When the implications of a recruiting mistake significantly impact the company's bottom line, it is understandable to be concerned. According to Armstrong (2006), the objective is to fulfill the objectives set forth by the organization to satisfy the most competent applicants possible while maintaining the lowest possible expenses. When conducting a full-cycle recruitment method, the first step in the selection process is to inquire about potential candidates. The first thing that needs to be done to complete this procedure is to locate potential individuals whose credentials are a good fit for the open jobs in the firm. Whether to hire full-time workers or outside contractors is up to any firm. Internal recruitment is the activity of recruiting from within an organization, with an emphasis on current employees whom the company is already compensating. Internal recruitment is a method that has become increasingly common in recent years. Several significant advantages can be gained through the practice of internal recruitment by smaller businesses with a smaller workforce. Because it allows for improving and developing existing human resources, this source makes the applicant selection process substantially easier to manage. According to Armstrong (2000a), hiring from within the organization is preferable. To guarantee that they are in full compliance with the legislation governing equal opportunity, some companies demand that all candidates for internal jobs also apply for publicly advertised jobs. When trying to fill positions in great demand, one popular technique is recruiting from within the company. It comprises placing current workers within the firm where they are better qualified to perform their duties. It is usual for psychological elements and the incentives that underlie the behaviors of colleagues to impact this method. Employees who remain with the same company but move to different roles inside the company are considered to have participated in a form of lateral mobility known as a transfer. This method efficiently lures qualified individuals from various departments into applying for open positions. Current workers can submit applications for open opportunities by replying with information about their qualifications to adverts for open jobs. There are a significant number of problems associated with internal recruitment.

These include a small application pool, the organization's unwillingness to accept new members, and limiting potential candidates to current employees only. Additionally, the organization is unwilling to admit new members.

This study examined the success of joint recruitment and selection techniques implemented by construction firms and the usefulness of prominent recruitment and selection sources within the construction sector. In addition, an analysis of the efficiency of sources used for recruiting and selection in the construction sector. In their study on Kenya, Adienge and colleagues (2018) discovered a considerable and significant association between internal selection and the amount of money districts spend on their public services. It was discovered that there is no connection between the efficiency of the public services provided by the district and either the internal or the external rents. Jabatei (2012) investigated the impact of HFC Bank's hiring and recruitment policies on the organization's daily operations. In addition, they found problems with the procedures that OFC Bank used for hiring and recruiting employees. The Tanzania Revenue Authority (TRA) was used as a case study to highlight successful recruitment and selection methods in the public sector. The TRA approach was shown to be ineffectual, according to the study's findings, which may result from a variety of inherent constraints. At Fidelity Bank Plc, Equba and colleagues investigated the influence that recruitment and selection criteria had on employee performance. Despite the existence of policies, the study's findings indicate that it is necessary to assess the recruitment and recruiting responsibilities of management to prevent catastrophic failures. This is the case even though there are policies in place. There has been relatively little research on the recruitment and selection of highly qualified construction professionals for firms and projects. Should this property not be investigated, it may have a negative impact on the overall performance of the construction sector. It may lead to low levels of productivity and efficiency in using workers, both of which may contribute to poor performance on the project.

Material and Methods

A research philosophy comprises various theories, hypotheses, and concepts related to research, such as multiple prediction and purpose theories. Although research's fundamental objective is exploratory, using facts and data encourages a positivist outlook on the topic being investigated. The researcher is seeking a specific kind of information. The extent of the investigation is decided by the research process, which often includes both inductive and deductive approaches. A logical approach was taken by the researcher, who had previous experience working in the construction business and a strong desire to experiment with various alternative recruitment tactics. Because it has such a direct bearing on the study's validity, the research strategy is an essential component of all types of research. The most efficient data-gathering approach is strictly adhering to the protocols established beforehand. During this research, we conducted semi-structured interviews with human resource managers in the construction business. Administrators of a human resources department from a Pakistani construction company were among the participants. Participants for the investigation into the study population sample were recruited from a construction firm located in Peshawar, Pakistan. The process was made much simpler by using a data collection method that was founded on the concept of purposive sampling. This qualitative research was conducted to understand the expectations and perspectives of human resource managers working in the construction industry. During the qualitative research, a method called thematic analysis was utilized to organize the numerous codes into significant and pertinent themes. The information was divided into several categories after being grouped based on the responses, and these categories were then recognized as possible research topic areas. The researcher acquired data from the participants by having them conduct self-interviews as part of her qualitative research methods. Following that, the data that had been obtained were compared to the aims of the study. To address any ethical issues that may have arisen, written consent was collected from both the management of the company and the participants. The researcher was a staunch advocate

of essential moral concepts, such as the right to be free from agony and suffering and to preserve one's dignity at all times. During the inquiry, participants were allowed to participate voluntarily and make their own choices. The researcher assured the participants that their information and identities would be kept secret and that they would remain anonymous following the assessment. A new organization was tasked with gathering more data, which helped save time and made it possible to verify the information before its use. Data were gathered and examined in advance of the application process. For the strategy, it is necessary to conduct an exhaustive investigation of many published and unpublished sources. Various sources were utilized, including but not limited to policy documents, newspapers, the Internet, magazines, essays, reports, and newsletters.

Results and Discussion

**Table 1
Thematic Analysis**

Major Themes	Emergent themes	Initial codes
Methods for Selection & Recruitment	Strategies for personnel selection and recruitment	<ul style="list-style-type: none"> • In isolation from home (indoor work) • Employees, sent to you. • Online recruiting • Initial job offers • Job fairs ranked tenth. • Membership in a professional organization • Telecommunications • Human resources consulting services and recruiters • Talent recognition and sourcing • Door-to-door • Newspaper ads • Job office radio ads • Internal recruiting • Television ads are a great way to get customers interested in your product or service. • Workplace check • Phone A door-to-door option was available. • You have referred employees.
Problems and obstacles	Problems encountered In Recruitment and selection of candidates	<ul style="list-style-type: none"> • Recruitment and selection practices that are difficult to implement • Decision-making challenges and the selection process Human resource planning is frustrating • Training and education of employees • Insufficient experience of the employer. • Analysis of work inefficiency. • No information about available positions. • Inefficient selection methods Participants are encouraged to act as agents. • There is no fixed definition of vacancy. • Employees' understanding of the situation is incorrect. • LEADERSHIP • Recruitment and selection costs Employees lack confidence. Builders have a minimum level of education. • The personnel department is uneducated. • The HR department lacks leadership. • There is no clear indication that the position is vacant • Participation of state bodies • Communication between employer and employee • No information about available positions. • lack of personnel department Workers are not provided with appropriate working conditions. • Economic workplace. • Proper planning of human resources
Influencing elements	Factors Influencing Recruitment and Selection	<ul style="list-style-type: none"> • People; • Adequate evaluation of job vacancies • Competency should be the main factor in recruitment.
Defeat Dynamics	Influential variables impact recruitment and selection procedures.	<ul style="list-style-type: none"> • Equality of opportunity for choice and employment; • all candidates must have a fair choice; • equal opportunities for all supporters; • elimination of bias. Respondents were offered the opportunity to be informed through announcements and were treated equally. Effective job analysis • Job description

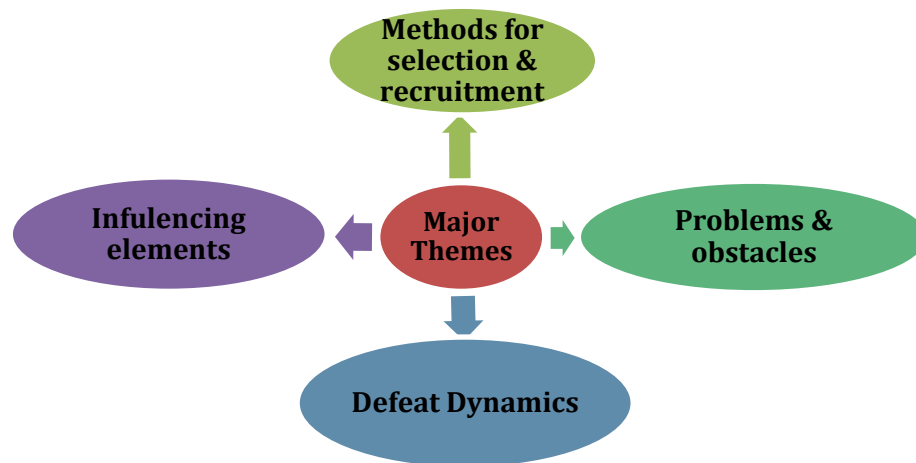


Figure 1: Theoretical diagram of thematic analysis

This research aims to evaluate the methods of selection and recruiting utilized by construction companies in hiring new workers. A survey of construction companies was carried out to investigate the many different recruitment tactics. Talent appraisal, job verification, domestic selection (at home), initial job offers, and employment offices were some tactics utilized in this process. In addition, we looked into referrals, door-to-door contact, telephone recruiting, school recruitment; job fairs online recruitment, radio and television advertisements, newspaper advertisements, trade associations, employment agencies, radio and television advertisements, and newspaper advertisements. The processes of hiring and selecting employees frequently involve the use of newspapers. When a corporation decides to hire from within, it has a competitive advantage because it can concentrate on the pool of human resources that it already possesses. The phrase "International Purchasing and Distribution" is one that the Institute of Personnel and Development utilizes to assist management in monitoring the progress of applicants and evaluating their actual performance. It is possible to improve an employee's performance by encouraging them to submit applications for open roles. The United States Department of Labor monitors several areas of employment, such as hiring, firing, and the recruitment process for government organizations like the Office of Labor. This responsibility falls under the broader umbrella of labor regulation. Additionally, it allows workers to launch their construction businesses. Radio advertising is employed rather regularly in the hiring process, despite its few advantages. This description sheds light on the relationships between potential workers and their respective coworkers and colleagues. Despite this, the recruitment organization winds up dealing with a lot of unfavorable repercussions. Radio advertising is more expensive than print advertising, yet, it has a lower chance of reaching the target number of potential employees and filling open positions. The Internet is becoming an increasingly popular tool for companies to effectively communicate their brand's image and the benefits they have over their competitors. Online recruitment is becoming increasingly popular as a possible response to the current labour shortage in the construction industry. This is because it enables recruiters and job candidates to access easily, receive feedback quickly, and participate in a faster hiring process. In addition, the Internet has evolved into a platform for low-cost advertising that does not require physical paper and enables transactions to occur in real-time.

The third and final phase in recruiting and selecting new employees is evaluating prospective workers' qualifications. At this stage, the focus is on the staff, which is essential in determining the organization's efficiency. A significant number of candidates' levels of competency do not live up to the standards set out or do not satisfy the prerequisites. The

costs of recruiting new employees and selecting candidates can be affected by factors such as employer-employee relations, a lack of available human resources, and unfavorable working circumstances. The researcher questioned the respondents about their recruitment and selection processes and solicited recommendations for improving the efficiency of worker recruitment in the construction industry. According to the findings of the study, the vast majority of respondents agreed that it is critical to eliminate favoritism and bias to guarantee a fair selection process and equal opportunities for all people who apply for jobs. To increase public participation, advertising encouraged and acknowledged all respondents similarly.

Conclusion

The survey findings indicate that the construction industry does not have a policy clearly defined regarding the selection and recruiting of employees. In addition, the vast % of respondents, 86%, felt that there was a lack of standardized recruitment and selection methods. When it comes to human recruitment and employment, contractors have several different possibilities. Newspaper advertisements, internal promotions, employee recommendations, employment offices, remote hiring, radio advertisements, and online recruiting are some of the tactics included in this category. Inadequate planning of human resources, inefficient job analysis, inadequate personnel qualifications, expensive employee selection, and an unfavorable working environment for employees are only some of the challenges encountered while recruiting and selecting candidates. According to the poll's findings, an overwhelming majority of respondents (63%) stated that the recruitment and selection practices used by their organizations had a good impact on the performance of their employees.

The major purpose of recruiting and selecting should be to fulfill the organization's needs regarding its human resources. This can be accomplished by purchasing the required number and caliber of employees at the most economical cost possible. Employers select contractors through a variety of channels, including the Internet, advertisements broadcast on radio and television, advertisements published in newspapers, professional associations, employment agencies, recruiting efforts, door-to-door visits, phone calls, school recruiting, job fairs, talent scouting, job hunting, internal selection processes, and employment departments. The most frequent approaches to selecting workers based on merit are newspaper adverts, referrals from job agencies, recruitment from within an organization, radio announcements, and online recruitment. Another common method is recruitment from within an organization. Ineffective job analysis, employee qualifications, recruitment and selection costs, human resource shortages, and poor performance are the top six challenges to efficient recruiting and selection. The top three are inadequate human resource planning, poor performance, and employee qualifications. Workers' emotional and physical health is another important aspect of an employer's responsibility to consider.

The gathering of applicants' curriculum vitae and cover letters, the conduct of in-person interviews, the gathering of information on applicants' educational and professional credentials, and the evaluation of applicants' levels of expertise are all practices considered typical in the construction business. An efficient method for recruiting and selecting candidates consists of several critical components. These activities include analyzing personal profiles and other biographical information, using checklists to evaluate an individual's training and experience, evaluating an individual's training and experience, analyzing personal profiles, and improving an individual's ability to communicate with organizational staff. The construction company uses consistent recruitment and selection techniques to foster strong ties with past workers and to keep those relationships healthy. These tactics include determining and describing the most important factors to consider when selecting a job. This study lends credence to Langseth's (1995) idea that it is critical to conduct comprehensive evaluations of potential employees while also considering the affiliations they have had in the past. In addition, the study investigates training for

interviewers and training throughout the entire firm. Jiot (2006) suggests that while evaluating internal candidates, one should use a checklist covering hiring criteria, educational background, and previous experience. This screening system ought to analyze applications including as little personal information as possible, obligatory biographical statements, information regarding school and job experience, and work experience. In selecting candidates for open positions, it is usual to use various screening procedures. Some examples of these approaches include candidate interest questionnaires, knowledge assessment assessments, behavioral interviews, and personal interviews. The conclusions of this study disagree with those of prior studies that investigated various areas of the hiring process. These studies looked at things like determining suitable employees, analyzing the positions they've held in the past, conveying hiring plans and developing relevant job advertisements. On the other hand, it offers a wealth of information on the many different types and levels of required abilities. In addition, it offers information on various recruitment tactics and measures that can be taken to broaden the candidate and referral pool. Internships, recommendations from current and internal employees, referrals from educational and professional organizations, and verbal and direct interaction with prospective applicants are all important aspects of the hiring process. I am looking for information regarding the selection process as well as the recruitment process. We looked at the previous studies on schooling recommendations, employee suggestions, internal and external advertising, and internal and external promotions.

According to the research results, none of the several methods of selection and recruiting typically utilized are very productive. Methods that have proven successful include obtaining educational help, connecting directly with prospective applicants, receiving references from current workers and apprentices, receiving referrals from current employees, utilizing internal advertising, and promoting from within. Online rentals, applications on company websites, referrals from professional organizations, and word-of-mouth have all been discovered to assist in the job search process. It is vital to set regulations that require strict adherence to particular protocols for recruiting and selecting contractors if one wants to expedite the recruitment and selection processes. The hiring of contractors made easier as a result of this. It is necessary to make modifications to this policy over time to strengthen recruitment efforts and build a culture that is welcoming to everybody. Companies are required to first complete a job analysis before commencing the process of hiring new employees or making selections. The description of the position, the requirements for the post, and the evaluation criteria can all be improved with the help of this study. An effective strategy for assessing the abilities and expertise necessary to fill specific roles successfully, job analysis looks at the tasks and responsibilities involved. The presentation of employee remuneration arrangements is made easier as a result of this as well.

The previously conducted study in marketing, production, customer service, and communication impacted the mentioned factors. Each of the two portions of the questionnaire focused on a different kind of open-ended inquiry, and the questionnaire was divided into two sections. In addition to it, qualitative research was carried out. When trying to fill open positions, construction businesses usually employ a wide array of different recruitment tactics. These processes usually entail applications in which potential applicants must supply information about their educational and professional histories. In addition, one-on-one interviews are held with each candidate to evaluate their appropriateness for the position. It is common practice to use resumes and cover letters substantially during the hiring process. Personal interviews are another prevalent form of data collection. The ability to communicate clearly and effectively is necessary. Because of this, we can explain and effectively communicate the vital attributes that should be considered when selecting applications. Keeping in touch with previous business partners is something else that is necessary.

Internal advertising, internship discounts, promotions, and employee referrals are the four measures those makeup very effective recruitment methods. In recruiting and selecting potential candidates, employee referrals, referrals from professional groups, word of mouth, and direct contact with prospective applicants have been effective for many years. This investigation's results align with those obtained from previous research. However, the people who participated in the research found that a number of the tactics for recruiting and choosing individuals were inefficient. This research does not attempt to explain why construction companies use unproductive hiring and selection practices. According to the information presented in this article, the most fruitful channels for pursuing career prospects in the construction business are students with prior experience, internal applications, educational recommendations, and the expansion of internal employees. To accomplish the goals that have been set, it is recommended that suitable accounting methods and selection processes be put into place, in addition to making prudent use of the previously outlined resources.

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