

The Role of Attitude on the Relationship Between Recruitment and Selection with Performance: A Proposed Model

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ABSTRACT

Despite increasing awareness of the need for fair recruitment and selection practices, biases persist within these processes. This study aims to identify the factors contributing to these biases, highlighting that 84% of candidates perceive recruitment methods as unfair (Vanderpal & Brazie, 2022). Furthermore, many managers lack accurate information about candidates before interviews, complicating effective human resource management. Existing research often overlooks the moderating roles of work attitudes (WA) and job involvement (JI) in this context. This study addresses this gap by exploring the relationship between human resource management practices and performance in government agencies, integrating WA and JI into a unified model. Doing so aims to provide actionable insights into how enhancing employee attitudes can improve performance outcomes in public sector organisations.

Keywords: Job involvement, performance, person-environment fit, recruitment and selection, work attitude

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INTRODUCTION

Employee recruitment involves attracting a diverse candidate pool to identify the most qualified individuals, making effective recruitment and selection crucial for organisational success. Human resources (HR) are often regarded as a company's most valuable asset, emphasising the need

for strong recruitment strategies. While poor selection is believed to hinder performance, empirical evidence remains limited (Khan, 2023). Research highlights the importance of hiring competent employees, yet many organisations struggle with biased recruitment, leading to suboptimal outcomes (Vanderpal & Brazie, 2022). However, studies often overlook employee attitudes, such as work attitude (WA) and job involvement (JI), in assessing recruitment's impact on performance. This study addresses this gap by examining the relationship between HRM practices and performance in government agencies, incorporating WA and JI as moderating factors. The findings will offer valuable insights into optimising the public sector's recruitment for enhanced engagement and organisational success.

LITERATURE REVIEW

Relationship Between Recruitment and Selection Practices with Performance

Recruitment and selection practices are vital for improving organisational performance. Effective recruitment methods attract qualified candidates, while appropriate selection criteria ensure the best fit (Sparrow et al., 2021). Research shows that robust recruitment and selection processes correlate positively with enhanced employee performance (Chong, 2022). Poor practices can lead to hiring mismatches, undermining overall effectiveness (Khan, 2023).

The Moderating Role of Work Attitude

Work attitude (WA) significantly influences the impact of recruitment and selection on performance. A positive WA fosters employee engagement and satisfaction, enhancing productivity (Kundi et al., 2020). When candidates with favourable attitudes are selected, they are more likely to contribute positively, suggesting that WA moderates the relationship between recruitment practices and employee performance (Huntsman et al., 2023).

The Moderating Role of Job Involvement

Job involvement (JI) further moderates the relationship between recruitment practices and performance. High JI indicates strong psychological identification with one's job, leading to heightened effort and discretionary behaviours (Bach & Kessler, 2021). By integrating strategies that boost JI into recruitment and selection, organisations can significantly enhance employee performance, underscoring JI's role as a critical moderator in this dynamic (Soelton et al., 2020).

In summary, effective recruitment and selection are paramount for employee performance, with work attitude and job involvement serving as influential moderators in this relationship.

Theoretical Foundations

Person-environment (P-E) fit, based on interactionist theory, emphasises the interplay between individuals and their environments in shaping behaviour (Chatman, 1989; Pas & Freese, 2021). It reflects the alignment between personal traits and the work environment, enhancing job satisfaction, commitment, and performance (Heather, 2013; Muchinsky & Monahan, 1987).

Theoretical Framework

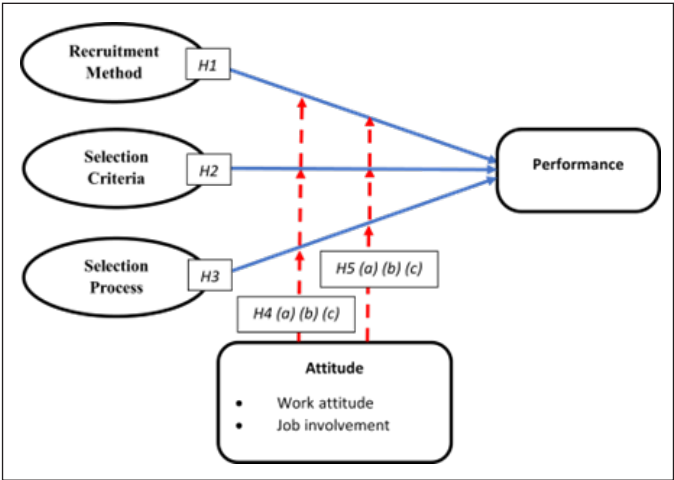


Figure 1. The moderating role of attitude towards the relationship between recruitment and selection with performance

METHODOLOGY

This study adopts a mixed-method approach, combining a quantitative survey of 403 MyIPO employees with qualitative interviews of six employees for deeper insights (Creswell & Creswell, 2017). A five-point Likert scale will measure key constructs, including Recruitment Method (RM), Selection Criteria (SC), Selection Process (SP), Job Involvement (JI), Work Attitude (WA), Job Performance (JP), and Organisational Performance (OP) using established scales (Chen et al., 2020; Jaiswal & Kumar, 2020; Mwita et al., 2023). Data analysis will assess reliability, factor structure, and variable relationships using the Structural Equation Modelling (SEM) in IBM Amos, including Confirmatory Factor Analysis (CFA) to evaluate model fit. Work attitude and job involvement will be tested as moderating factors, with Common Method Variance (CMV) controlled to ensure robust findings.

CONCLUSION

This study emphasises the importance of structured and fair recruitment practices in enhancing employee performance while minimising biases. Organisations can improve hiring outcomes through fair methods, structured interviews, and recruiter training. Future research should explore technology integration, cultural biases, and the long-term impact of HR practices on organisational success.

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