


Balancing Act: Integrating Qualitative And Quantitative Data Driven For Recruitment And Selection Process

Ram Paudel¹, Sanaz Tehrani², Alex Sherm³

¹Doctor of Business Administration, International American University, Los Angeles, California, USA. ²Professor, International American University, Los Angeles, California, USA. ³Professor, International American University, Los Angeles, California, USA

Article Info	ABSTRACT
Keywords: Recruitment Selection Qualitative Approach Quantitative Approach Hybrid Approach	The research in question delves into the intricate realm of recruitment and selection methods, examining the relationship between qualitative and quantitative approaches. It delves into specific scenarios where each method shines, underscoring the importance of flexibility and integration in decision-making processes. Through a thorough examination, the study underscores the advantages of amalgamating qualitative insights with quantitative data to attain a comprehensive candidate evaluation. By addressing biases and subjectivity, this technique seeks to enhance the fairness and efficiency of recruitment and selection procedures. Ultimately, the research contributes to a broader comprehension of how organizations can fine-tune their recruitment strategies to meet the evolving demands of the job market while ensuring impartial and well-informed decision-making.
This is an open access article under the CC BY-NC license 	Corresponding Author: Ram Paudel International American University Los Angeles, California, USA ram.paudel.iaula@gmail.com

INTRODUCTION

The macro tendency toward a maximization of methods in HR practices has also marked the evolution of one of HR's most important tasks: recruitment and selection (Hunkenschroer & Luetge, 2022). It is also most challenging for HRM, and performance management depends on the accuracy of job analysis for recruiting and selection. The way an organization recruits says a lot about its culture and can therefore project an image that will accompany the new employee throughout their tenure. The level of uncertainty and insecurity experienced by candidates increase as they evaluate more than one position, a number that in great part is conditioned by the way the applicants are treated by the employer during the selection process.

Qualitative data is the type of data that is non-numerical and is used to research reasons and opinions that focus on opinions, reasoning, motivations, solutions, and hypotheses (Paudel, 2023). Quantitative data focuses on numbers and quantity and is used to study things systematically and to generate models and theories (Johnson et al., 2004). The study argued that when doing any experiment on a certain phenomenon, lots of it can be spotted and noted which becomes the data, yet it can only provide a result that can be proved if done in a certain way and on different occasions.

According to (Onwuegbuzie et al. 2009), quantitative data is usually taken from "reliable sources" as it can give the most accurate answer to the questions, and it is more revealing than qualitative data. It also allows for the analysis of a large amount of data and the generalization of the results. On the other hand, qualitative data is useful for studies at the individual level to find initial ideas and to define the problem in quantitative research. As such, data is also quite interpretive, and it is the researcher's own experiences that will affect what data is being generated. It is specific to the data, depending on the problem and the question of the research. This advent serves as a gateway to knowledge the multifaceted dimensions of recruitment and selection, elucidating the theoretical underpinnings and practical implications inherent in both qualitative and quantitative processes.

This study embarks on a comprehensive exploration of recruitment and selection practices, traversing the theoretical terrain of qualitative and quantitative methodologies. Drawing upon seminal works in organizational psychology, human resource management, and strategic management, the study illuminates the strategic imperatives and methodological nuances that underpin effective talent acquisition strategies.

METHODS

Systematic business case study reviewing research as qualitative research with depth-strategy became carried out to pick out key issues and empirical research related to recruitment and selection strategies. The assessment encompassed a wide range of topics including but not constrained to qualitative and quantitative procedures to recruitment data driven by much more accurate methodology for choice techniques, effectiveness of recruitment strategies, and the impact of selection standards on organizational effects.

Recruitment is the process of finding candidates for a job role for an organization. It also describes the process of examining the requirements of the job, examining job requirements, examining job titles, examining the changing organization's needs, finding candidates, setting time limits for the process, finalizing job offers, and analyzing the need for planning for future needs (Chungyalpa et al., 2016; Marie Ryan & Derous, 2018).

On the other hand, selection refers to the final decision of the candidate when the candidates are forwarded from the recruitment process and, process of selection provides the means of collecting relevant information about a candidate based on which a reasonable hiring decision can be made. It also refers to the process by which a hiring authority examines all relevant job-related criteria as set out in the job requirements and selects or chooses the best candidate from the current pool of applicants (Ulfa & Kurniasih, 2023; Jiarakorn et al., 2015; Chungyalpa et al., 2016).

The importance of the recruitment and selection process is to find the most suitable employees who fulfill the positions and roles in the organization. The initial importance is that the recruitment process represents the first stage in the development and execution of an overall HRM strategy. The essence of recruitment and selection is to find and attract the most potential and suitable candidates for the fulfillment of organizational goals (Hsu & Leat, 2000). The quality and efficiency of an organization depend on the quality of its workforce (Paudel, 2024; Paudel & Sherm, 2024), and it is essential to have a good recruitment and selection of

potential and suitable candidates, which then will help the organization in the long run (Abdul Gafoor, 2020). Without a single doubt, a good recruitment effort will be a waste of time and money if organizations cannot do the required research to find the best candidates.

The human resources and the management are required to have a broad and detailed knowledge of the organization's business objectives because these objectives will be achieved only through the hard work and initiatives of the people who work in the organization and this can happen if only the employees not only satisfied with their jobs but also feel motivated in developing their careers within the organization (Paudel & Sherm, 2024). It is also important that the employees can use their skills and share their experiences for continuous improvement. This can only be achieved through the recruitment and selection of people with the right skills and good attitudes (Judge et al., 1994). The study further argued that the initial focus needs to be given to planning to create a positive impact on the future of the organization because the turnover of employees is relatively high in the company due to improper job fit and market competition.

(Plester and Hutchison 2016) demonstrated that the success and ability of the members of an organization is the direct result of the talents and the efforts of its employees, and it is a very good measure for the longevity of the company. Also, the main goal of a good recruitment process should be that the best candidates will be appointed to the position, and organizational objectives should be recognized. Moreover, effort should be made to add value to the organizations and not just meet legal requirements.

Through a compressive overview of current literature, this study navigates the intricacies of expertise acquisition, exploring the nuanced methodologies, and strategic imperatives that underlie powerful recruitment and selection practices. Data for this study were gathered ordinarily from scholarly sources which includes from the previous organization and cases experience toward recruiting and selection. Additionally, insights from enterprise reviews, organizational case study, and reliable online resources have been also taken into consideration to complement the understanding of current practices in recruitment and selection.

Ethical issues were carefully addressed at some stage in the research procedure. Proper citations and acknowledgment of assets have been ensured to keep academic integrity and respect highbrow belongings rights. Confidentiality and anonymity were maintained for any touchy facts acquired at some point of expert consultations or interviews. It is critical to well know the constraints of this have a look at, together with capability biases inherent in the decided-on literature and the reliance on secondary facts resources. The generalizability of findings can be restricted by using the scope and cognizance of the literature reviewed, and similarly empirical studies can be required to validate the conclusions drawn from this observation.

RESULTS AND DISCUSSION

The qualitative approach to recruitment and, selection is quite different from other research methods. The main defining characteristics of the qualitative approach are the flexibility to acquire different types of information to give control of the study over time and the

importance of understanding the human aspect of the research (Paudel, 2023). The qualitative measure is based on the talent and the required proficiency of the candidate and used to judge a candidate's competency and generate reliance in the eventual choice (Dixon-Woods et al., 2005). The recruitment and the selection using a qualitative approach give the opportunity to different team members to take part in the discussions and convey their viewpoints on the outcome and assuring behaving fairly to all involved with the recruitment and selection process (Newington & Metcalfe, 2014). Starting with qualitative research gives an essential expectation of comprehension of the existing situation and it also assists in averting meritless and unsuccessful employment of unsuitable candidates because knowledge about the post, the enhancements, and the requirements will result in a higher probability of a successful appointment (Austin & Sutton, 2014). This helps the company to invest and anticipate a long-term program of institutional profit and returns.

Alternatively, a high level of subjective judgments is one of the drawbacks of qualitative methods because besides the panel interviews, other qualitative methods of recruitment and selection, such as psychometric testing methods, are likely to be susceptible to the personal judgment of the selector (Kristensen & Ravn, 2015). This can have the effect of undermining the fairness, legality, and reliability of these methods. According to (Bonisteel et al. 2021), qualitative approach is far more time-consuming than other methods of recruitment and the selective process often leads employers to use more time-saving methods because the qualitative approach takes a long time in the recruitment and selection process.

In addition, employers' desire to use time-saving methods in recruitment and selection, there is often great pressure on human resources professionals from senior managers to use methods that can be shown to be economic and output-oriented (Delapenha et al., 2020). The study also concluded criticisms advanced by people who believe that the human approach is not suited to recruitment and selection because qualitative methods serve to create a more human resources department rather than a competitive business advantage. That's why there is no clear rationale for human resource participation in the selection process. Also, the research found that the selection method was seen to be more valid for employees when employee's perceived influence, training, and job security were increased. The increased use of such qualitative methods represents a cost to employing organizations, and it is often claimed that the highest cost is generated by the time taken in the recruitment and selection process (Kiliçoglu, 2018). This is because this is such time taken by the employer to make use of the qualitative approach in the process. When choosing the right method to hire human resources, organizations often face a variety of issues and concerns that could have a significant impact on the efficiency of their selection and recruitment processes. (Russell and Brannan 2016) highlighted that one of the most important issues is the alignment between recruitment and selection approaches. The issue highlights the need to carefully evaluate and select the best approach to complement the goals and values of the organization while identifying the candidates with the required skills, competency, and cultural fit (Abbas et al., 2021).

One of the main benefits of the quantitative approach is that it helps managers and HR professionals make better use of company time and resources. This is because conducting

online aptitude tests, exams and preliminary investigations into a candidate's character and experience means that only candidates who are best suited to the job on offer are called for an interview (Rahman, 2020). (Schmitz et al. 2019) argued that the use of objective measures rather than more 'touchy-feely' subjective assessment is likely to foster an overall more diverse workforce This is because people are less likely to cry foul play if they fail in their application and there is an established system of regularity and fairness in the recruitment process. For instance, the qualitative approach is much less likely to be prone to potentially discriminatory practices such as making a judgment solely based on the interview performance of a candidate who shares many hobbies in common with the interviewer (Devotta et al., 2016). Quantitative metrics can provide information on technical or past skills, but they often overlook the entrepreneurial passion, creative drive, and innovative spirit of candidates. Qualitative techniques such as entrepreneurial simulations, pitch presentations or problem-solving exercises allow recruiters and hiring managers to evaluate candidates' entrepreneurial skills, creativity, and passion for innovation (Waddingham et al., 2022).

On the other hand, the use of online-based testing methods means that the Internet must be used to a much greater extent in the early parts of the recruitment process (Lievens Harris, 2005). The recent recession saw a significant rise in the number of young people who were described as the 'digital generation' who have grown up with constant use of the internet at home (Fortunati et al., 2019). This suggests that the quantitative method is likely to become even more popular in the future. As a result, organizations and companies that have continued to use more traditional methods are encouraged to rethink their process and move towards a more methodical analysis of candidates to find the most suitable match. Given the large range of work in which quantitative studies are involved, a wide range of methods are used within this approach. The specific methods used vary between different studies and depend on the area of quantitative analysis. Many methods can be used in quantitative analysis, but in practice, the choice of methods and the combination of them is largely dependent on the actual study (Elo & Kyngäs, 2008). For example, for a study that includes a survey, the method could involve the use of a survey and a statistical analysis to get some useful numbers out of the survey results. The use of an experiment could involve methods of a laboratory experiment, the measurement of dependent and independent variables, and possibly a method of statistical analysis to investigate the relationship between the two (Quick & Hall, 2015).

There are three methods used in the quantitative approach: surveys, questionnaires, and statistical analysis (Paudel, 2023). Surveys involve getting information from people through direct interviews, telephone interviews, or questionnaires. Although the most common methods are interviews and questionnaires. Interviews are completed by the interviewer asking the interviewees questions and writing down the answers to get a range of different opinions on a particular subject. This may give more of a personal insight and may allow for the questions to be explained if required (Jean Lee, 1992). According to (Boynton and Greenhalgh 2004), questionnaires allow the person completing the questionnaire to do so in their own time, which gives it the advantage of potentially collecting more information, however, some people may put less thought into answering the questions. In the context of

surveys, a method called content analysis is often used to find out valuable information. Content analysis involves the counting and comparing of keywords or phrases within a research area to find some kind of specific meaning. This can allow the researcher to gain an in-depth understanding of a particular area that may have lots of opinions, despite this it is quite a time-consuming method (Hsieh & Shannon, 2005). Concerning the second method, a questionnaire involves collecting data in the form of questions set by the researcher. This can be done in a variety of ways depending on the types of questions (Ponto, 2015). For example, both closed questions and open questions have different methods of collecting data. closed questions are questions in which the answers for the question are limited and already provided within the question. On the contrary, open questions allow the respondent to provide more unique and individual answers.

Qualitative data use for recruiting and selection may not always be the most popular way of doing things, but situations when this is the case can provide some substantial benefits over quantitative analysis. So, to reply, what are these situations qualitatively better options compared to quantitative? First, when the sample size is small and there are no means to identify or test the reliability and validity of research tools such as in the case of interviews, group discussions, and observational studies, a qualitative process could be more helpful (Dixon-Woods et al., 2005). For example, compared to a survey which can collect information from many respondents, a series of well-conducted focus groups could produce evidence with high-quality discussions in a small and interactive group of participants, job definition and role so unique and there is not high competition in the market, few qualified candidates available, job analysis metrics unknown. As a result, researchers gain a better insight into the perspectives of different participants, and findings could lead to new research questions.

Second, if the study is to understand the individual experience or phenomena in great depth and detail, a qualitative approach will be better than quantitative research. This is because in daily life we experience and witness what is happening around us in a very complex and dynamic way with continuously changing feedback so that statistical summaries cannot easily or fully capture the underlying nature of things (Bansal & Corley, 2011). The research needs to study the new goals, relationships between different objects, or progress of a process which requires continued understanding and observation of possibilities and variations. Given that in the simulations, the existing quantitative theories and computer technology normally can show the results in precision and the solution for each possible output, but due to the dynamics of the qualitative study, it is still important to observe the development of operations over time and provide an in-depth understanding of the emerging results (Ponto, 2015; Jean Lee, 1992; Kılıçoğlu, 2018). Moreover, a theory in the research context could be referred to as a guide, explanation, prediction, or even instruction for the topic of what is being studied, and such theories are developed by researchers through the process of critical thinking and testing (Kivunja, 2018). However, quantitative theories just focus on a fixed number of numerical outputs, and they cannot give a full picture of the ongoing process which differs from moment to moment (Aguinis & Vandenberg, 2019). On the other hand, due to the flexibility of the qualitative approach, the findings could be explored

in depth, producing meaningful writings on the complexity of meanings and underlying themes that can enrich research and theory (Austin & Sutton, 2014).

As illustrated above, the situations where the qualitative research method outweighs its counterpart – the quantitative research method are multiple, but the importance of the in-depth understanding of individual experiences and phenomena is always the most important key. A situation in quantitative data driven is particularly effective is large-scale recruitment (Steckler et al., 1992). This is simply because, when the number of people being hired runs into the hundreds or thousands, it is not possible to give in-depth, personal attention to every candidate and clear job design and metrics. As a result, certain candidates might feel unfairly treated, and this can damage the reputation of the organization in the job market. According to (Parvin Eva 2018) and (Garg et al. 2021), by using a systematic approach to sift through large numbers of applicants, it is possible to do several things. First, it can ensure that each candidate is judged by the same standards, and no individual hiring manager can apply their own bias. Secondly, it can help the company to identify the very best candidates neutrally and systematically-and this can lead to new and innovative employees who will drive the organization forward. Thirdly, because the whole process is transparent it can help to prevent legal action from being taken against the organization by unsuccessful candidates, who may claim that they have been unfairly treated because of sex, age, nationality, or any other factor.

The ability of the quantitative approach to provide unambiguous data also makes it highly effective in job markets where there are just a small number of available positions and very large numbers of people applying for them (Paauwe, 2020; van Hooft et al., 2020). In highly competitive job markets where hirers need to find the right applicant amongst a large set of candidates, the use of benchmarking and a focus on systematic methods can prove extremely useful (Charles & Florah, 2021). For example, introducing selection tests, such as aptitude or ability tests, can provide a robust and objective measure of the extent to which the job applicant meets the requirements for the job. When using the quantitative approach for selection in this kind of labor market, allows the organization to set minimally acceptable employee standards. This gives the hirers a defined line to accept or reject the candidates (Chalikias et al., 2014). The Quantitative approach makes the decision more objective and ensures that the most appropriate employee is chosen (Rozario et al., 2019). Besides, it can also help the hirers to save money. When a poor choice is made and the employee is dismissed, the employer is often sued for unfair dismissal. The robustness of the decision-making process defends itself by providing scientific proof of why the candidate was chosen. As a result, costs associated with potential lawsuits may be avoided (Curry et al., 2017). Another advantage of using the quantitative approach in recruiting is that the data from the recruitment and selection process can also provide feedback in identifying problems and monitoring the effectiveness in various areas of the hiring process (Hsu & Leat, 2000; McKnight et al., 2015). Furthermore, when filling a position that requires highly specialized skills or knowledge of a complex nature and where each applicant is typically unique, the hiring process can be quite challenging under the traditional model (van Hooft et al., 2020).

However, when the quantitative approach views the recruitment and selection process through the lens of matching the qualities to the requisition requirements, it's clear why it

struggles so much in finding a suitable candidate (Huang et al., 2019). In most cases, specialist and professional roles will require a more robust and thorough selection process, typically with empowering selection techniques being employed. Enhancing this approach with a quantitative slant can ultimately ensure a broader, deeper range of applicant appeals to your job - meaning a more thorough, less biased selection process can be achieved (Albrecht et al., 2015).

A situation of qualitative and quantitative data driven required for selection and recruiting, it is because the data that are gathered during the recruitment and selection process are in quantitative form for detailed job analysis and job description which is high competition in the Market and a lot of candidates for the position whereas position is so sensitive and critical and highly contribute to future of organization. Data on age, qualifications, and experiences of applicants, their numerical test results, name it. All these data reveal the exact quantity or number, which is essentially, what the quantitative approach requires (Paudel, 2023). However, in practice, it is not every time that an organization can use a quantitatively based approach. First and foremost, the approach may be time-consuming (LaRose et al., 2016). For example, if an organization relies only on data such as the number of applications that an advert has generated, the number of candidates shortlisted, and then the number of people appointed, it might take a considerable length of time to get a substantial amount of data.

Secondly, the recruitment and selection process involve dealing with people's lives, which is fundamentally important. It is better to apply a human-based, qualitatively based approach in situations where it is not necessary to employ people (Newington & Metcalfe, 2014). For example, if an organization believes that the best employee is 'like me' type, it tends to disregard older, females and ethnic minorities. The combination of both quantitative and qualitative approaches allows for a more holistic view of job candidates, thus better achieving the goal of 'matching' a candidate to the job description. This is especially important nowadays with the rapid increase of diversity in most work settings - people coming from different backgrounds may have very different skills and experiences, and the qualitative approach is essential for the assessment of these differences (Newton et al., 2014). Also, organizations should expand their recruitment efforts beyond geographical boundaries to access a broader talent pool. Highlighting the benefits of remote work during the hiring process can attract top talent seeking flexibility and work-life balance (Paudel & Sherm, 2024).

On the other hand, in many situations, people involved in the selection process, probably hiring managers or the HR team, can find it difficult to justify and explain their choices in the selection and recruitment process. This is particularly the case when things go wrong, and the selected candidates are not performing as well as they were expected to do (Gordon et al., 2020). Quantitative approaches, such as assessment centers and structured interviews, help to objectify the selection process by providing measures on how well a candidate could perform in a job, thus reducing the influence and impacts of personal preferences and bias in the selection process. More importantly, a method that works well in one situation may not

work in another due to various reasons such as the types of candidates and the nature of jobs (Bonisteel et al., 2021).

CONCLUSION

The recruitment and choice technique are a critical feature of human useful resource control with enormous implications for organizational fulfillment. This article explores the combination of qualitative and quantitative processes, on this process, highlighting their respective strengths and limitations. Drawing on a synthesis of literature, this study quantifies the situations where each approach excels, and situations wherein a blended techniques may be best. Furthermore, this study also talks about the importance of aligning recruitment and choice suitability with organizational goals and values by analysis of suitability of position to candidates. Though a balanced utilization of qualitative insights and quantitative metrics, corporations can enhance decision making, mitigate biases, and in the long run secure the maximum appropriate candidates for needs.

Based on the unique exploration of recruitment and choice methodologies outlined within the summary and subsequent sections, it's far glaring that a nuanced expertise of each qualitative and quantitative strategies is crucial for optimizing organizational results. The synthesis of literature and empirical insights has furnished treasured views on the strategic imperatives and realistic implications inherent in recruitment and choice practices. This study underscores the significance of aligning recruitment and selection techniques with organizational goals and values. By integrating qualitative insights and quantitative metrics in a balanced way, organizations can enhance choice-making approaches, mitigate biases, and in the long run stable the most suitable applicants for his or her wishes. The evaluation well-known shows that while qualitative approaches provide depth and richness in understanding personal reports and phenomena, quantitative techniques excel in huge-scale recruitment settings and offer objective measures for candidate evaluation.

Moreover, the discussion highlights the relevance of blended-method processes in positive conditions, where a mixture of quantitative and qualitative techniques allows an extra holistic evaluation of activity candidates. This complete method acknowledges the complexity of recruitment and selection procedures, especially in numerous and dynamic work environments. In the end, this study contributes to advancing understanding in the discipline of human resource control through elucidating the multifaceted dimensions of recruitment and choice. By recognizing the strengths and obstacles of various methodologies, groups can optimize their practices to draw, verify, and keep top talent successfully. HR practitioners and scholars looking decorate selection and recruitment strategies consistent with growing enterprise traits and organizational needs can benefit substantially from the practical implications and future studies instructions exact on this study.

These customized guidelines are based on the knowledge gained from the examination of the integration of qualitative and quantitative strategies in recruitment and selection processes, as well as the investigation of their individual strengths and limitations:

- i. Strategic Integration: While the use of hiring and selection methods themselves have been accepted and practiced for decades from a multitude of sources, the strategic

- integration of various methods as well as a focus on measurement-driven solutions and proof that the use of interviews results in improvements in the hiring process and enhances the organization is coming under higher scrutiny.
- ii. Training and Development: Understanding the importance of training for recruitment will increase the chances of successful selection. Through a thorough understanding of qualifications for potential recruiters who must communicate between employees. Communication does not have to be difficult if the training is taken seriously by hiring managers. A question that could be posed is, "not every employee possesses all necessary recruitment tactics to communicate with potential recruits?" The conclusion reached thereafter could be that extensive training should be obtained by hiring managers and or Human Resources. Communicational too, interpersonal as well as comprehensive coverage is needed to positively portray the company. It also delves deep in what compels the best candidates to choose the company. It will increase the chances of recruitment success. Hiring managers and HR specialists need to have thorough training in recruitment processes to succeed. A lack of experience, as well as training, could cause them to draw the wrong conclusion as to the candidate's eligibility.
 - iii. Organizational Goal Alignment: In most cases, poor performance of an organization is due to a lack of job and culture fit. Hiring methods and decisions are the organizations make, and hiring practices that result in people that lack fit. Overcoming and eliminating these hiring process obstacles for creating an aligned strategy for talent management encourages hiring and selection goals, practices organizations personnel. Leadership must understand where the leadership team wants to go and clearly communicate organizational goals. The leadership team must be aware that, likely, the final direction and the destination will adjust along the way due to the uncertain external environment becoming more defined. Organizations should use a strengths-based approach to realign resources as organization alignment supports broader initiatives or strategies. The organization's strategies are driven by its culture, and culture is driven by alignment with the organization's culture through their person-organization fit. Additionally, the organization should provide evidence of this in their top talent. The escrima process for ensuring that the entire organization is aligned relative to organizational goals is the organizational strategic planning meeting, directed at determining the best and slight to ensure all HR processes are driven through alignment.
 - iv. Constant Improvement: Continual improvement remains an unknown theme in hiring and selection procedures. The process of defining requirements, reviewing potential pools, developing assessment tools, collecting evaluation data, and generally improving a process presents an unsealed loop. Evident completion steps frequently resemble either or glide conveying re-implementations using ambiguous collaborations, resources, or infrastructure. It is the tools culture revealed in superior public and private companies. It is a movement which culminated in the evaluation of operations practiced in the software plan. Combination of gradually improving key performance indicators will offer insight into options continuously explored by coupled requirements and stakeholder expectations. Definition of procedures and practices requires thorough peer

- discussions, re-evaluation of priorities, and assignment of analytical structural indices serving to cooperate with the most committed individuals.
- v. Diversity and Inclusion: Applicant recruitment is a process carried out by the company to search for people who meet certain requirements for a certain job position. This practice is of utmost importance because it is the hiring of employees that the company considers to be most suitable and capable of executing the described activities. In this context, it is evident that searching for the optimal professional for the established position contributes to the company's success and increases productivity. For this to occur, the recruitment carried out by the professional responsible for the Human Resources sector must be effective, aware that he selects candidates who are committed, with ethics and who are guided by company values. The present article aims to understand the importance of diversity and inclusion in the recruitment of members, as well as the impact in the workplace.
 - vi. Ethical Aspects: The underlying and/or real motive of an ethical hiring and selection process should be to provide the company with talented and motivated employees who will improve the strategic management ability of the company to respond to business challenges. Thus, the companies must perform all hiring processes to build the ethos, which includes accountability for results and commitment to compelling causes which will improve the entity in support of business development. In these contemporary environments that are grounded in company principles and values, people ought to debunk the traditional dilemmas about profits and people. And to name the dilemma is that professionals should not only honor their duty as experts but also have a certain commitment and duty that goes beyond any obligation to help the needy, especially in situations related to the choice of job candidates.
 - vii. Adoption of Technology: The implementation of technology in the processes of selection and recruitment of employees is seen as a strategic choice in current organizational management models. This is because it involves companies in the difficult task of finding and retaining talent within a universe of increasingly scarce specialists. In this sense, the methods of selection and recruitment of professionals who incorporate innovative elements, able to attract, capture and retain the best resource, have become more essential. The use of technology can facilitate access and better analysis of information, which can contribute to the improvement of the decision-making process in HR. Often HR managers have to make decisions based on poor information, whether because they can't collect it right or because they don't have access to the right tools. Thus, the decision-making process can be greatly facilitated by technology tools and provide higher efficiency decision-making.

By adhering to these recommendations, organizations can enhance their recruitment processes, appeal to high-quality candidates, and garner additional backing for their strategic aims.

ADVANCED RESEARCH

Despite its seeming fee, the observer isn't always without its flaws in relation to suggesting ways to combine qualitative and quantitative methods to hiring. One challenge is the reliance on secondary data, which also can constrain the depth and specificity of the findings. Future research should address this trouble through incorporating number one information series strategies, along with surveys or interviews with HR practitioners and hiring managers, to benefit firsthand insights into recruitment practices. Additionally, the have a look at often focuses on conventional recruitment techniques and may not absolutely seize the impact of rising developments, including far flung paintings and virtual recruitment systems, on expertise acquisition techniques. Exploring the implications of those traits for recruitment approaches and candidate assessment ought to provide a more complete expertise of contemporary recruitment practices. While this observation contributes to our know-how of recruitment and selection practices, destiny research needs to address its obstacles by incorporating primary information series strategies, exploring rising tendencies, thinking about candidate views, examining strategic alignment strategies, and investigating recruitment practices in numerous organizational contexts. By addressing these regions, researchers can increase our knowledge of recruitment and choice and tell the development of greater powerful expertise acquisition techniques.

ACKNOWLEDGEMENT

I would like to express my sincere gratitude to my professors Dr. Tehrani, and Dr. Sherm for their invaluable support and motivation to the completion of this research. Also, I extend our appreciation to the authors of the scholarly works and academic publications that formed the basis of this study. Their valuable insights and contributions have been instrumental in shaping the understanding of recruitment and selection processes. I am also grateful to the HR practitioners, hiring managers, and industry experts whose perspectives and experiences provided valuable insights into recruitment practices. Their willingness to share their expertise and knowledge enriched the research and added depth to the analysis.

REFERENCES

- Abbas, S. I., Shah, M. H., & Othman, Y. H. (2021). Critical review of recruitment and selection methods: Understanding the current practices. *Annals of Contemporary Developments in Management & HR*, 3(3), 46–52.
<https://doi.org/10.33166/acdmhr.2021.03.005>
- Abdul Gafoor, S. (2020). Workplace loneliness and employee creativity from a positive perspective. *International Journal of Research in Business and Social Science*, 9(6), 244–262. <https://doi.org/10.20525/ijrbs.v9i6.911>
- Aguinis, H., & Vandenberg, R. J. (2019). Organizational research methods yearly update. *Organizational Research Methods*, 11(1), 3–5.
<https://doi.org/10.1177/1094428107309301>
- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices, and competitive

- advantage. *Journal of Organizational Effectiveness: People and Performance*, 2(1), 7–35. <https://doi.org/10.1108/joepp-08-2014-0042>
- Austin, Z., & Sutton, J. (2014). Qualitative research: Getting started. *The Canadian Journal of Hospital Pharmacy*, 67(6), 436–440. <https://doi.org/10.4212/cjhp.v67i6.1406>
- Bansal, P., & Corley, K. (2011). The coming of age for qualitative research: Embracing the diversity of qualitative methods. *Academy of Management Journal*, 54(2), 233–237. <https://doi.org/10.5465/amj.2011.60262792>
- Bonisteel, I., Shulman, R., Newhook, L. A., Guttman, A., Smith, S., & Chafe, R. (2021). Reconceptualizing recruitment in qualitative research. *International Journal of Qualitative Methods*, 20(1), 1–12. <https://doi.org/10.1177/16094069211042493>
- Boynton, P. M., & Greenhalgh, T. (2004). Selecting, designing, and developing your questionnaire. *BMJ*, 328(7451), 1312–1315. <https://doi.org/10.1136/bmj.328.7451.1312>
- Chalikias, M., Kyriakopoulos, G., Skordoulis, M., & Koniordos, M. (2014). Knowledge management for business processes: Employees' recruitment and human resources' selection: A combined literature review and a case study. *Communications in Computer and Information Science*, 466(2), 505–520. https://doi.org/10.1007/978-3-319-11854-3_44
- Charles, B. K., & Florah, O. M. (2021). A critical review of literature on employment selection tests. *Journal of Human Resource and Sustainability Studies*, 9(3), 451–469. <https://doi.org/10.4236/jhrss.2021.93029>
- Chungyalpa, W., & Karishma, T. (2016). Best practices and emerging trends in recruitment and selection. *Journal of Entrepreneurship & Organization Management*, 5(2), 1000173. <https://doi.org/10.4172/2169-026x.1000173>
- Curry, L. A., Nembhard, I. M., & Bradley, E. H. (2017). Qualitative and mixed methods provide unique contributions to outcomes research. *Circulation*, 119(10), 1442–1452. <https://doi.org/10.1161/circulationaha.107.742775>
- Delapenha, C. J., Espinosa, C., Fabre, J., Lemon, P. F., Gibson, N., & Mujtaba, B. G. (2020). The SAS institute's human resources practices in diversity and inclusion. *Journal of Human Resource and Sustainability Studies*, 8(3), 249–265. <https://doi.org/10.4236/jhrss.2020.83014>
- Devotta, K., Woodhall-Melnik, J., Pedersen, C., Wendaferew, A., Dowbor, T. P., Guilcher, S. J., Hamilton-Wright, S., Ferentzy, P., Hwang, S. W., & Matheson, F. I. (2016). Enriching qualitative research by engaging peer interviewers: a case study. *Qualitative Research*, 16(6), 661–680. <https://doi.org/10.1177/1468794115626244>
- Dixon-Woods, M., Agarwal, S., Jones, D., Young, B., & Sutton, A. (2005). Synthesizing qualitative and quantitative evidence: A review of possible methods. *Journal of Health Services Research & Policy*, 10(1), 45–53. <https://doi.org/10.1177/135581960501000110>
- Elo, S., & Kyngäs, H. (2008). The qualitative content analysis process. *Journal of Advanced Nursing*, 62(1), 107–115. <https://doi.org/10.1111/j.1365-2648.2007.04569.x>

- Fortunati, L., Taipale, S., & de Luca, F. (2019). Digital generations, but not as we know them. *Convergence*, 25(1), 95-112. <https://doi.org/10.1177/1354856517692309>
- Garg, S., Sinha, S., Kar, A. K., & Mani, M. (2021). A review of machine learning applications in human resource management. *International Journal of Productivity and Performance Management*, 71(5), 1590-1610. <https://doi.org/10.1108/ijppm-08-2020-0427>
- Gordon, E. K. B., Clapp, J. T., Heins, S. J., Gaulton, T. G., Lane-Fall, M. B., Aysola, J., Baranov, D. Y., & Fleisher, L. A. (2020). The role of the interview in residency selection: A mixed-methods study. *Medical Education*, 54(11), 1029–1039. <https://doi.org/10.1111/medu.14248>
- Hsieh, H. F., & Shannon, S. E. (2005). Three approaches to qualitative content analysis. *Qualitative Health Research*, 15(9), 1277–1288. <https://doi.org/10.1177/1049732305276687>
- Hsu, Y.-R., & Leat, M. (2000). A study of HRM and recruitment and selection policies and practices in Taiwan. *The International Journal of Human Resource Management*, 11(2), 413–435. <https://doi.org/10.1080/095851900339936>
- Huang, W., Yuan, C., & Li, M. (2019). Person–job fit and innovation behavior: Roles of job involvement and career commitment. *Frontiers in Psychology*, 10(1), Article 1134. <https://doi.org/10.3389/fpsyg.2019.01134>
- Hunkenschroer, A. L., & Luetge, C. (2022). Ethics of recruiting and selection: A review and research agenda. *Journal of Business Ethics*, 178(4), 977–1007. <https://doi.org/10.1007/s10551-022-05049-6>
- Jean Lee, S. K. (1992). Quantitative versus qualitative research methods — two approaches to organization studies. *Asia Pacific Journal of Management*, 9(1), 87–94. <https://doi.org/10.1007/bf01732039>
- Jiarakorn, H., Suchiva, S., & Pasipol, S. (2015). Development of recruitment and selection process for assistant teachers using multiple approaches. *Procedia - Social and Behavioral Sciences*, 191(2015), 783–787. <https://doi.org/10.1016/j.sbspro.2015.04.717>
- Johnson, R. B., & Onwuegbuzie, A. J. (2004). Mixed methods research: A research paradigm whose time has come. *Educational Researcher*, 33(7), 14–26. <https://doi.org/10.3102/0013189X033007014>
- Judge, T. A., Cranny, C. J., Smith, P. C., & Stone, E. F. (1994). Job satisfaction: How people feel about their jobs and how it affects their performance. *Administrative Science Quarterly*, 39(1), 186. <https://doi.org/10.2307/2393502>
- Kiliçoglu, A. (2018). Qualitative research for educational science researchers: A review of an introduction to qualitative research. *The Qualitative Report*, 23(4). <https://doi.org/10.46743/2160-3715/2018.3352>
- Kivunja, C. (2018). Distinguishing between theory, theoretical framework, and conceptual framework: A systematic review of lessons from the field. *International Journal of Higher Education*, 7(6), 44–53. <https://doi.org/10.5430/ijhe.v7n6p44>

- Kristensen, G. K., & Ravn, M. N. (2015). The voices heard and the voices silenced: Recruitment processes in qualitative interview studies. *Qualitative Research, 15*(6), 722–737. <https://doi.org/10.1177/1468794114567496>
- LaRose, J. G., Guthrie, K. M., Lanoye, A., Tate, D. F., Robichaud, E., Caccavale, L. J., & Wing, R. R. (2016). A mixed methods approach to improving recruitment and engagement of emerging adults in behavioral weight loss programs. *Obesity Science & Practice, 2*(4), 341–354. <https://doi.org/10.1002/osp4.71>
- Lievens, F., & M. Harris, M. (2005). Research on internet recruiting and testing: Status and future directions. *International Review of Industrial and Organizational Psychology, 18*(1), 131–165. <https://doi.org/10.1002/0470013346.ch4>
- Marie Ryan, A., & Derous, E. (2018). Highlighting tensions in recruitment and selection research and practice. *International Journal of Selection and Assessment, 24*(1), 54–62. <https://doi.org/10.1111/ijsa.12129>
- McKnight, M. A., Plouchard, S., & Bizal, N. (2015). Organizational hiring preferences: Comparison of traditional and non-traditional hiring and recruitment practices. *International Journal of Human Resource Studies, 5*(2), 52–59. <https://doi.org/10.5296/ijhrs.v5i2.7529>
- Newington, L., & Metcalfe, A. (2014). Factors influencing recruitment to research: Qualitative study of the experiences and perceptions of research teams. *BMC Medical Research Methodology, 14*(1), Article 10. <https://doi.org/10.1186/1471-2288-14-10>
- Newton, P., Chandler, V., Morris-Thomson, T., Sayer, J., & Burke, L. (2014). Exploring selection and recruitment processes for newly qualified nurses: a sequential-explanatory mixed-method study. *Journal of Advanced Nursing, 71*(1), 54–64. <https://doi.org/10.1111/jan.12467>
- Onwuegbuzie, A. J., Slate, J. R., Leech, N. L., & Collins, K. M. (2009). Mixed data analysis: Advanced integration techniques. *International Journal of Multiple Research Approaches, 3*(1), 13–33. <https://doi.org/10.5172/mra.455.3.1.13>
- Paauwe, J. (2020). HRM and performance: Achievements, methodological issues, and prospects. *Journal of Management Studies, 46*(1), 129–142. <https://doi.org/10.1111/j.1467-6486.2008.00809.x>
- Parvin Eva, T. (2018). Recruitment and selection strategies and practices in the private sector commercial banks of Bangladesh: Evidence from human resource practitioners. *European Business & Management, 4*(1), 28–38. <https://doi.org/10.11648/j.ebm.20180401.15>
- Paudel, R. (2023). Navigating the complexities of qualitative research in built environmental studies: Methodologies, philosophies, and credibility. *International Journal of Applied and Scientific Research, 1*(4), 381–390. <https://doi.org/10.59890/ijasr.v1i4.1058>
- Paudel, R. (2024). The impact of automation and artificial intelligence (AI) on leadership and the workforce. *Indonesian Journal of Banking and Financial Technology, 2*(2), 109–124. <https://doi.org/10.55927/fintech.v2i2.8904>

- Paudel, R., & Sherm, A. (2024). Exploring the theoretical landscape: Implications of remote work on employee performance and well-being. *Indonesian Journal of Applied and Industrial Sciences (ESA)*, 3(3), 263–278. <https://doi.org/10.55927/esa.v3i3.8954>
- Plester, B., & Hutchison, A. (2016). Fun times: The relationship between fun and workplace engagement. *Employee Relations*, 38(3), 332–350. <https://doi.org/10.1108/er-03-2014-0027>
- Ponto, J. (2015). Understanding and evaluating survey research. *Journal of the Advanced Practitioner in Oncology*, 6(2), 168–171. <https://doi.org/10.6004/jadpro.2015.6.2.9>
- Quick, J., & Hall, S. (2015). Part three: The quantitative approach. *Journal of Perioperative Practice*, 25(10), 192–196. <https://doi.org/10.1177/175045891502501002>
- Rahman, S. (2020). The advantages and disadvantages of using qualitative and quantitative approaches and methods in language: A literature review. *Journal of Education and Learning*, 6(1), 102–112. <https://doi.org/10.5539/jel.v6n1p102>
- Rozario, S. D., Venkatraman, S., & Abbas, A. (2019). Challenges in recruitment and selection process: An empirical study. *Challenges*, 10(2), 1–22. <https://doi.org/10.3390/challe10020035>
- Russell, S., & Brannan, M. J. (2016). Getting the right people on the bus: Recruitment, selection, and integration for the branded organization. *European Management Journal*, 34(2), 114–124. <https://doi.org/10.1016/j.emj.2016.01.001>
- Schmitz, L. L., McCluney, C. L., Sonnega, A., & Hicken, M. T. (2019). Interpreting subjective and objective measures of job resources: The importance of sociodemographic context. *International Journal of Environmental Research and Public Health*, 16(17), Article 3058. <https://doi.org/10.3390/ijerph16173058>
- Ulfa, N., & Kurniasih, D. (2023). Merit system: *DIA: Jurnal Administrasi Publik*, 21(01), 266–282. <https://doi.org/10.30996/dia.v21i01.7843>
- Steckler, A., McLeroy, K. R., Goodman, R. M., Bird, S. T., & McCormick, L. (1992). Toward integrating qualitative and quantitative methods: An introduction. *Health Education Quarterly*, 19(1), 1–8. <https://doi.org/10.1177/109019819201900101>
- van Hooft, E. A. J., Kammeyer-Mueller, J. D., Wanberg, C. R., Kanfer, R., & Basbug, G. (2020). Job search and employment success: A quantitative review and future research agenda. *Journal of Applied Psychology*, 106(5), 674–713. <https://doi.org/10.1037/apl0000675>
- Waddingham, J. A., Zachary, M. A., & H. Jack Walker. (2022). Burning up on reentry: The effect of entrepreneurial exit in the hiring context. *Journal of Management*, 50(2), 455–489. <https://doi.org/10.1177/01492063221117>