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The Impact Of People Hiring Practices And Organizational Performance: The Human Resource Management Perspective

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***Abstract**: This study examines the impact of people hiring practices on organizational performance, emphasizing the critical role of recruitment, selection, and job analysis in achieving strategic goals. Organizational performance is defined as the extent to which organizations meet their objectives through efficiency, effectiveness, and competitiveness. The study explores how effective hiring strategies influence key performance indicators such as productivity, market share, and revenue, while also considering the mediating role of organizational culture. The literature review highlights evolving recruitment methods, including digital platforms and diversity initiatives, and underscores the importance of aligning hiring practices with organizational goals. Despite existing insights, gaps remain regarding the specific effects of different hiring criteria on overall performance. Addressing these gaps can provide organizations with actionable knowledge to enhance talent acquisition, improve employee performance, and sustain competitive advantage in a complex business environment.*

Keywords: Employee Recruitment, Employee Selection, Job Analysis, Market Share, Productivity, People Hiring Practices, Organizational performance, Organizational Culture and Revenue.

INTRODUCTION

Organizational performance cannot be overemphasized as it plays a crucial role in the competitive business environment. Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). The organizational performance depends first of all on how it is managed and, secondly, on the active and correct involvement of the employees in fulfilling the strategic objectives of the companies. The fulfillment of strategic goals is achieved both by observing the plans and procedures established, as well as by creating and accumulating new knowledge in all areas of the organization's activity (Doval, 2020). Performance represents a state of competitiveness, attained through a level of effectiveness and productivity that ensures its strong presence on the market, considering the multiform and complex interaction between numerous factors (Dragomir & Pânzaru, 2014). The organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Specialists in many fields are concerned with organizational performance, including strategic planners, operations, finance, legal, and organizational development (Wikipedia, cited in Doval, 2020). Performance, therefore, can be defined as the evaluation of the constituents that try to assess the capability and ability of a company in achieving the constituents' aspiration levels using efficiency, effectiveness, or social referent criteria (Jenatabadi, 2015). Organizational performance is referred to by Pitt and Tucker (2008), cited in Mercy and Godfrey (2023), as an important symbol of the organization that shows how successfully processes or their outputs accomplish a particular goal. According to Amaratunga and Baldry (2003), cited in Mercy and Godfrey (2023), it is described as the process of assessing progress made in achieving predetermined goals. Meanwhile, Rosenzweig (2007), cited in Mercy and Godfrey (2023), defined organizational performance as its actual outcomes when compared to its benchmark outputs. Accordingly, organizational performance refers to the organization's capacity to execute its stated objectives through strong corporate governance, efficient management, and a consistent commitment to achieving results (Pierre et al., 2009, cited in Mercy & Godfrey, 2023). Organizations are compelled to improve their organizational performance through the implementation of new tools that give them a competitive advantage (Hardyman, Daunt & Kitchener, 2015). Since the greatest opportunity to improve organizational performance comes from the ability to deliver high quality and differentiating customer experience, it is necessary to shift from the focus on goods or services and data gathering about customers to the new focus area for the possible differentiation, particularly customer experience (Havir, 2019). Customer experience has thus become the most crucial factor in helping businesses succeed across all industries. As a result, customer experience management is now the next area to pay attention to when addressing organizational performance (Havir, 2017). Accordingly, the managerial spheres, especially in strategic management, are paying close attention to customer experience management since the abundance of customer information will help organizations to customize not just their goods and services but also their other methods of service delivery (Rekettye & Rekettye, 2019). The potential success of a business depends on the performance of the organization, which means its ability to effectively implement strategies to achieve organizational goals (Almatrooshi et al., 2016). The performance of any organization depends largely on the level of expertise that its leaders have when it comes to implementing strategies. According to the research of Almatrooshi et al. (2016), the essence of leadership is a conditional relationship between a manager and his follower. Because there are always obstacles to achieving organizational goals, it is important that the techniques used by leaders are flexible enough to adapt to change. The performance of the organization also depends on its employees, who are an integral part of the organization and form a team that works towards achieving the goals of the organization. Organizations perform various activities to achieve their organizational goals. Quantitative repeatable activities help to leverage processes for organizational success to determine performance levels of management to make informed decisions where in the process, when needed, to improve performance. Goal achievement is one of the basic criteria for determining organizational performance (Tan et al., 2021).

The hiring practices of an organization play a crucial role in determining its overall performance. By hiring the right individuals who possess the necessary skills, experience, and cultural fits, companies can improve productivity, innovation, and profitability. On the other hand, poor hiring decisions can lead to high turnover rates, low employee morale, and ultimately decreased organizational performance. Effective hiring practices involve thorough screening, interviewing, and assessment of candidates to ensure that they meet the specific requirements of the job and the organization. Hiring the right person, the most important information needed is the nature of the position being filled, as this becomes the basis for determining whom you need. If the position has already been established and occupied, the task of defining the requirements is somewhat easier than if it is a new position. A non-managerial or first-line supervisor's position is less complex to define than is a middle manager's, where the tasks are more unstructured. (Rodger & Hunter, 2010).

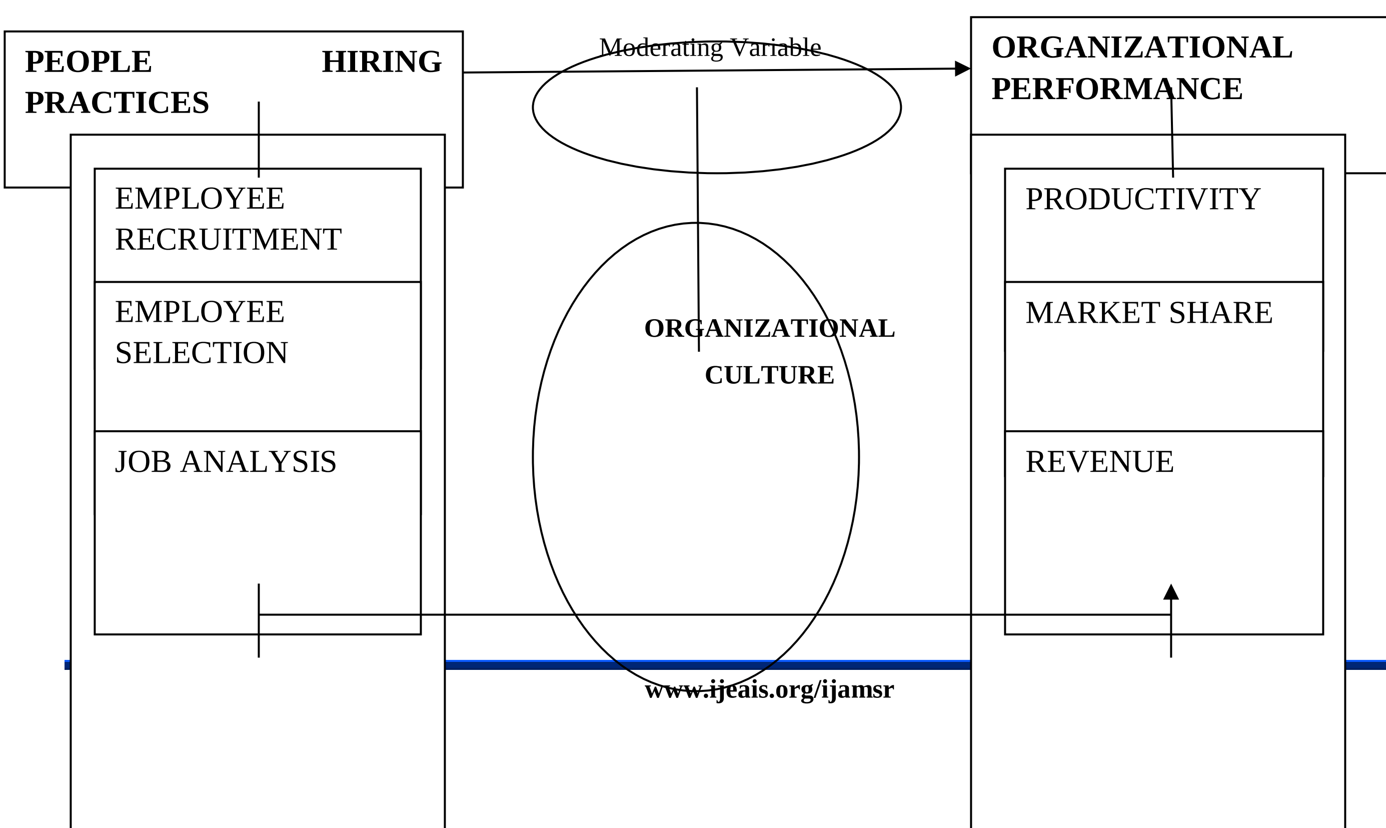
However, our point of departure is to examine the impact of people's hiring practices on organizational performance.

Statement of the Problem

The issue arises from the importance of having the right employees in place to drive the success of the organization. Hiring the right people can lead to improved employee performance, increased customer satisfaction, and ultimately greater profitability for the organization. However, many banks struggle with their hiring practices, often hiring based on criteria that may not align with the specific skills and attributes needed for success in the role. This can result in underperforming employees, high turnover rates, and decreased overall organizational performance.

Organizations are faced with increased competition in the business environment, further emphasizing the need for organizations to have a strong workforce that is able to adapt to changing market conditions and drive innovation. The problem to be addressed is how organizations can improve their hiring practices to ensure they are selecting the best candidates for the job, ultimately leading to improved organizational performance and competitiveness in the business environment.

Conceptual Framework



Source: Authors

Aim and Objectives

The study seeks to establish the influence of people hiring practices on organizational performance. The study also seeks to

1. Ascertain the influence of employee recruitment on productivity.

2. Examine the influence of employee recruitment on market share.

3. Assess the influence of employee recruitment on revenue.

4. Assess the influence of employee selection on productivity.

5. Identify the influence of employee selection on market share.

6. Determine the influence of the employee selection program on revenue.

7. Examine the influence of job analysis on productivity.

8. Ascertain the influence of job analysis on market share.

9. Identify the influence of job analysis on revenue.

10. To ascertain if organizational culture significantly influences the relationship between people hiring practices and organizational performance?

REVIEW OF LITERATURE

Concept of People Hiring Practices

Hiring practices can be defined as actions an organization takes to attract potential candidates with the necessary skills for actual employment. Hiring is also a process of identifying candidate qualifications, attributes, and characteristics to determine their suitability for the advertised job. It means picking and choosing among the selected candidates. Hiring is critical to influencing organizational performance (Florea & Mihai, 2014; cited in Nyandege, Stanley & Richard, 2024). The underperformance of employees and the inability to cope with new challenges influence organizational productivity, so there is a positive relationship between proper hiring practices and organizational productivity (Ukpafe, 2014; cited in Nyandege, Stanley & Richard, 2024). Factors influencing the hiring process in governments are relevant experience, education, and salary requirements, which generally determine who to hire in an organization (Okusolubo et al., 2016). Factors such as work experience, academic qualifications, interviews, and tests are used in selecting employees to determine effective hiring practices (Djabatey, 2012, cited in Nyandege, Stanley & Richard, 2024). The hiring process is a critical component of human resource management that significantly influences an organization's success. Organizations were utilizing conventional hiring practices, which involved posting job openings, receiving applications, shortlisting candidates, scheduling interviews, and hiring applicants. All of these procedures were carried out by hand (Ruparel et al., 2020). The highly sought-after applicants who may be present in the semi-passive and passive candidate pools cannot be accessed by organizations using these methods; instead, they can only concentrate on the tiny and constrained active pool of possible candidates (Koch et al., 2018). Consultancies, outsourcing, recommendations, and choosing a possible internal employee for a role move are all part of the recruiting process (Ruparel et al., 2020). Job portals are replacing these traditional methods, and social media platforms are now used for shortlisting candidates that fit a job role (Hosain & Liu, 2020; Ruparel et al., 2020; Koch et al., 2018).

DIMENSIONS OF PEOPLE HIRING PRACTICES

The dimensions of people hiring practices are namely:

Employee Recruitment

Employee recruitment practices deal with the activities of targeting aspiring persons to be absorbed in employment opportunities and the motivation to seek opportunities within an institution (Armstrong, 2010). Opatha (2010) recruitment is the process of finding and attracting suitably qualified people to apply for job vacancies in the organization. It is a set of activities an organization uses to attract job candidates who have the needed abilities and attitudes. Recruitment is the process of generating a pool of qualified applicants for organizational job vacancies. For Ofori and Aryeetey (2011), recruitment is the process of generating a pool of competent individuals to apply for employment within an organization. Evidence has shown that larger corporations are more likely than smaller organizations to implement sophisticated recruitment processes (Bacon & Hoque, 2005), with the majority of smaller organizations relying on referrals and advertising as their recruitment practices of choice (Barber, Wesson, Roberso & Taylor, 1999; cited in Joy, Ugochukwu & Ndubuisi, 2015).

The general purpose of recruitment, according to Gamage (2014), is to provide the organization with a pool of potentially qualified job candidates. The quality of human resources in an organization highly depends on the quality of applicants attracted because the organization is going to select employees from those who were attracted. In the same vein, Henry and Temtime (2009), cited in Joy, Ugochukwu, and Ndubuisi (2015), construed recruitment as the entry point of manpower into an organization and the path an organization must follow from there on in order to make sure that they have attracted the right individuals for their culture and vibes so that the overall strategic goals are achieved. Recruitment is the process of discovering or selecting and hiring the best qualified candidate from inside or outside of candidates, contracting, and coordinating the new employee to the association. Also, the HR department is responsible for choosing the right person or best qualified candidate for the post for organizational needs (Abdullah & Othman, 2019). Recruitment is the main function of the HR department, and the recruitment process is the first step towards making competitive quality and the recruitment a strategic advantage for the association. Recruitment is the process of discovering and catching qualified or appropriate applicants to fill the vacant position (Anwar & Abdullah, 2021).

Employee Selection

Employee selection is the process by which the most efficient and qualified employee is selected to occupy the post away from nepotism and favoritism. The selection of employees depending on their qualifications and experiences that suit their aspirations is not the end for the management, but the performance of these employees shall be followed up as they shall be trained and empowered to reach a level in which they can take decisions relating to their jobs without referring to their managers. By selecting the right candidates for the required job, organizations will also save time and money. Proper screening of candidates takes place during the selection procedure. All the potential candidates who apply for the given job are tested. While it has always had the capacity to form a key part of the process of managing and leading people as a routine part of organizational life, it is suggested selection has become ever more important as organizations increasingly regard their workforce as a source of competitive advantage (Dorra & Al Sabag, 2010; cited in John & Raymond, 2014). It is a process of evaluating and interviewing candidates for a particular job and selecting the right person for the right position (Abdullah & Abdul Rahman, 2015). Once the organization has decided on the appropriate means through which they will recruit potential candidates for the job, their next task is to identify the most appropriate and effective method to use in order to select the right person. When there is a vacant position in an organization (Anwar & Abdullah, 2021). Human resource management takes responsibility for finding and selecting the right person for this vacant position (Anwar & Shukur, 2015).

Job Analysis

Job analysis organizes the information for that position, such as tasks, knowledge, skills, abilities, and other attributes known as KSAO—Knowledge, Skill, Ability, and other personal characteristics. This is an activity that human resources managers have to constantly deal with because it is the basis for human resource planning, giving important information necessary for the development and job specification. Good human resource planning involves meeting current and future personnel needs. The manager ensures that personnel needs are met through ongoing analysis of performance objectives, job requirements, and available personnel, coupled with knowledge of employment laws (Lunenburg, 2012; cited in Aleksandra & Gordana, 2017). Job analysis is one of the most important activities of human resource management and can perform multiple functions. Regular or proactive job analysis practices help to identify factors that shape the employees` motivation and job satisfaction. Organizational performance is a multifaceted concept. (Amos, Ristow & Ristow, 2004; cited in Aleksandra & Gordana, 2017). According to Taggala (2015), job analysis refers to the systematic process of gathering comprehensive information pertaining to the essential elements required to fulfill the responsibilities associated with a specific role. Furthermore, as argued by Arismunadar and Khair (2020), job analysis is a crucial decision-making procedure that involves the transformation of task-related, human-related, and technological-related aspects into a well-structured work design. The primary purpose of job analysis is to methodically gather data and make informed assessments concerning all pertinent facts pertaining to a certain work. The outcomes of job analysis serve as crucial input for many human resource functions. The primary objective of job analysis is to furnish management with a comprehensive comprehension of job content and requisites (Wahdati et al., 2022).

Concept of Organizational performance

Organizational performance refers to the measure of how effectively and efficiently an organization is achieving its goals and objectives. Performance represents a state of competitiveness, attained through a level of effectiveness and productivity that ensures its strong presence on the market, considering the multiform and complex interaction between numerous factors (Dragomir & Pânzaru, 2014). The organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Specialists in many fields are concerned with organizational performance, including strategic planners, operations, finance, legal, and organizational development (Wikipedia). Performance, therefore, can be defined as the evaluation of the constituents that try to assess the capability and ability of a company in achieving the constituents' aspiration levels using efficiency, effectiveness, or social referent criteria (Jenatabadi, 2015). According to Cho and Dansereau (2010), organizational performance refers to a company's performance compared to its goals and objectives. Organizational performance includes actual results or organizational outcomes that are measured against planned outcomes (Daniel & Kevin, 2015). Organizational performance is very important in creating an interest in management studies. The organization focuses on continuous implementation because improving performance enables the organization to grow (Gavrea, Corina; Ilies, Liviu; & Stegerean, 2011).

It is important to note that organizational success or failure, both for-profit and non-profit, is based on organizational performance (Ismael Younis Abu Jarad, Nor'Aini Yuso, Davoud & Nikbin, 2010). Therefore, organizations struggle to increase their performance (Shuck & Wollard, 2010). For organizations, it is important to identify and understand the factors that influence organizational processes and to take reasonable steps to make them available (Ismael Younis Abu Jarad, Nor'Aini Yuso, Davoud Nikbin, 2010). According to Cho et al. (2011), organizational performance is the result of many business factors, such as work processes, team/group relationships, business culture and policy image, leadership, and climate, which drive innovation. Creativity and honesty. Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period (Kasmir, 2019). According to Bintoro and Daryanto (2017), performance is the result obtained by an organization, both the organization is profit-oriented and non-profit-oriented, which is generated over a period of time. Performance is the result obtained by an organization, both the organization is profit-oriented and non-profit-oriented, which is generated over a period of time. Meanwhile, performance is a continuous communication process in partnership between employees and their direct superiors, concerning clear expectations and mutual understanding of the work that must be done.

Performance has several interpretations, and no consensus on a comprehensive definition has yet been reached (Albino et al., 2015). Version is a way of measuring the extent of their efficiency and effectiveness regarding the performance of organizations. Achieving organizational performance requires setting corporate objectives and expanding understanding, which are undeniably significant organizational objectives. The efficiency and evaluation of organizations appear to be a concern for academics these days since organizations have various purposes (Lu, 2019). Organizational performance is also used to assess an organization's rank and goals (Balabonienė & Večerskienė, 2015). According to Eneizan (2020), financial and non-financial performance indicators measure organizational performance. Venkatraman and Ramanujam (1986) identified three criteria: economic output, operational performance, and organizational effectiveness for assessing organizational performance. Overall organizational performance may also be calculated by the productivity and efficacy of an organization, according to Baldwin (1978). Although organizational performance focuses primarily on effectiveness and efficiency, there is a broader perspective that includes efficiency and effectiveness and feedback, interaction with stakeholders, and discipline (Arshad et al., 2019). Organizational performance is measured in this study by indicators of non-financial organizations, such as efficiency and effectiveness.

Stephen and Mary (2002) define performance as the accumulated end results of all the organization's work processes and activities. It is about how effectively an organization transforms inputs into outputs (Thursby, 2000) and comprises the actual output or results as measured against its intended outputs. According to Richard et al. (2009), organizational performance encompasses three specific areas of firm outcomes: financial performance, product market performance, and shareholder return, but Lipton (2003) proposes that firm performance is the ability of the firm to prevail. There is hardly a consensus about its definition, dimensionality, and measurement, and this limits advances in research and understanding of the concept (Santos & Brito, 2012).

An organization's performance is a process to enhance both the effectiveness of an organization and the well-being of its members through planned interventions. One of the three key points of the organizational development that will lead to organizational performance is when many of the organization's development effort at increasing organizational learning, with the intent of then impacting organizational performance (Jon & Randy, 2009). Organizational performance was referring to the actual output or results of an organization as measured against its intended outputs, goals, and objectives (Jon & Randy, 2009). There are four types of organizational performance measures: first, human resource outcomes; second, organizational outcomes; third, financial accounting outcomes; and lastly, capital market outcomes. Human resource outcomes related to change in employee behavior, which included employee satisfaction, turnover, and absenteeism. Organizational outcomes include labor productivity, customer satisfaction, and quality of product services. Financial accounting outcomes included three measures, such as returns on assets, return on equity, and profitability. Capital market outcomes reflect how the market evaluates an organization, which consists of the three indicators of stock price, growth rate of stock price, and market returns (Dyer & Reeves, 1995).

Organizational performance basically can be defined as the outcome that indicates or reflects the organization's efficiencies or inefficiencies in terms of corporate image, competencies, and financial performance (Khandekar & Sharma, 2006). Work performance is the way employees perform their work. An employee's performance is determined during a job performance review, with an employer taking into account factors such as leadership skills and productivity to analyze each employee on an individual basis. Job performance reviews are often done yearly and can determine raise eligibility, whether an employee is right for promotion, or even if an employee should be fired (Rowold, 2011). There were so many ways to evaluate employee work performance. According to Rowold (2011), high-performance work systems and practices have been identified as playing a key role in the achievement of business goals and improved organizational effectiveness. While there is no agreement on an ideal configuration or bundle of such systems and practices. The logic is that high-performance work systems influence and align employees' attitudes and behaviors with the strategic goals of the organization, and they increase employee commitment and subsequently organizational performance.

According to Sriwan (2004), company performance should be judged against a specific objective to see whether the objective is achieved. Without an objective, the company has no criterion for choosing among alternative investment strategies and projects. For instance, if the objective of the company is to maximize its return on investment, the company would try to achieve this by adopting investments with return on investment ratios greater than the company's current average return on investment ratio. However, if the objective of the company were to maximize its accounting profits, the company would adopt any investment, which would provide a positive accounting profit, even though the company might lower its current average return on investment ratio. Performance measurement is important for keeping a company on track in achieving its objectives. Al Damoe et al. (2012) claim that organizational performance is always indicated by financial scales and non-monetary sales, market share, and profit methods such as commitment and efficiency of employees, organizations' productivity, employees' satisfaction, quality of service, and innovativeness. Olaniyan and Lucas (2008) argued that training and development created capacity building that maximized the performance of the organization.

Organizational performance comprises the real output or results of an organization as measured against predetermined goals and objectives (Virginia, 2009). It can also be understood by how well an organization is doing to achieve its goals. It is very important for the managers of an organization to know the performance rate of their organization to be able to know what changes they can introduce to keep abreast of the evolving evolutions. Without the knowledge of the performance, it will be difficult for the executives of the organization to know when exactly changes are needed in the organization. From past literature, performance seems to be a very complex concept. More attention needs to be given to how performance is assessed. Superior performance means that the work is done effectively and efficiently. Organizational performance refers to a long-range effort to improve an organization's problem-solving capacity and its ability to cope with changes in its external environment with the help of external or internal behavioral-scientist practitioners, or change agents, as they are sometimes called. According to Chen (2002), organizational performance is all about goal accomplishments through the transformation of inputs into outputs. From a content perspective, performance is all about economy, efficiency, and effectiveness. It brings out the relationship between effective and minimal cost (economy), the outcome and achieved outcome (effectiveness), and the difference between realized and effective cost (efficiency). An organization may assess its performance based on profit, sales volume, market share, and staying within the time bounds.

Organizational performance as well as how to maintain and enhance attained performance has been the most important goal as well as issue facing all organizations, be they profit or nonprofit, small or large, or private or public organizations. This has made organizational performance a recurrent concept in management as well as of immense interest to both academic scholars and practicing managers. Although organizational performance is very essential to all organizations, the factors that actually determine its outcome in the organization have brought a lot of concern to academic researchers (Mills & Smith, 2011). More so, all over the globe, business firms are bedeviled with the problem of how to enhance their performance as a result of changes in technology brought about by globalization, which has over the years and currently affects all aspects of the business environment. This particularly means that any business firms that fail to align with this current wave of changes will be left behind.

Hence, William, John, and Peter (2012) express that the rationale behind some organizations' low performance is due to the fact that they do not know what they are supposed to know, which is a result of not effectively applying key knowledge management processes such as knowledge sharing. The ability to manage knowledge is crucial in today's knowledge economy. The creation and diffusion of knowledge have become increasingly important factors in competitiveness and organizational performance. While knowledge is increasingly being viewed as a commodity or intellectual asset, the inability to effectively share this valuable commodity among organizational members has cost lots of organizations some fortunes. Hence, business firms must by all means create new knowledge continuously and encourage its sharing and storage within the organization in order to enhance their performance as well as to gain more advantage competitively. Knowledge sharing plays an essential role in the innovation capability of the organization that leads to enhanced performance of the organization; thus, AlMashari, Zairi, and AlAthari (2002) expressed that knowledge sharing helps to build an organization's culture that encourages innovations for better performance. The advantage of knowledge sharing is not only to facilitate the collaboration in the innovation process but also to include the identification of gaps in the knowledge base of the organization as well as how to fill it (Zwain, Teong & Othman, 2012).

Organizational performance is a description of the level of achievement of the implementation of an organization's tasks in an effort to realize the goals, mission, and vision of the organization (Bastian, 2001). Then another definition of organizational performance proposed by Pasolong (2007) is the work achieved by employees or groups of employees within an organization, in accordance with the authority and responsibility of each, achieve the objectives of the relevant organization legally, not violating the law, and in accordance with morals and ethics. Thus, it can be said that organizational performance is a picture of the work of the organization in achieving goals that, of course, will be influenced by resources owned by the organization. Organizational performance represents a crucial area of interest for scholars and practitioners, reflecting how effectively an organization achieves its goals and objectives.

The concept encompasses a myriad of dimensions, including financial metrics, employee engagement, customer satisfaction, and innovation. Recent developments the need for a holistic view of performance measurement, implementing integrated frameworks that capture the complexity of contemporary organizations. As workplaces evolve under the influences of global competition, digital technology, and changing workforce demographics, understanding the determinants of organizational performance becomes ever more pertinent (Kaplan & Norton, 1992; O'Reilly & Tushman, 2016).

MEASURES OF ORGANIZATIONAL PERFORMANCE

The measures of organizational performance are as followed:

Productivity

Productivity has been described as the level of an individual's work achievement after having exerted effort. They believe that productivity is an individual phenomenon. However, certain environmental factors will have a significant bearing on performance (Herti et al., 2011; cited in Faith, 2017). Productivity is an average measure of the efficiency of production. It can be expressed as the ratio of output to inputs used in the production process, i.e., output per unit of input. When all outputs and inputs are included in the productivity measure, it is called total productivity. Outputs and inputs are defined in the total productivity measure as their economic values. The value of outputs minus the value of inputs is a measure of the income generated in a production process. It is a measure of the total efficiency of a production process, and as such, the objective is to be maximized in the production process (Pooja & Sachin, 2015). According to Pooja and Sachin (2015), productivity is a crucial factor in the production performance of firms and nations. Increasing national productivity can raise living standards because more real income improves people's ability to purchase goods and services, enjoy leisure, improve housing and education, and contribute to social and environmental programs. Productivity growth also helps businesses to be more profitable.

Productivity is an overall measure of the ability to produce a good or service. More specifically, productivity is the measure of how specified resources are managed to accomplish timely objectives as stated in terms of quantity and quality. Productivity may also be defined as an index that measures output (goods and services) relative to the input (labor, materials, energy, etc., used to produce the output). As such, it can be expressed as: Hence, there are two major ways to increase productivity: increase the numerator (output) or decrease the denominator (input). Of course, a similar effect would be seen if both input and output increased, but output increased faster than input, or if input and output decreased, but input decreased faster than output. Organizations have many options for the use of this formula: labor productivity, machine productivity, capital productivity, energy productivity, and so on. A productivity ratio may be computed for a single operation, a department, a facility, an organization, or even an entire country (Pooja & Sachin, 2015).

Market Share

Farris and colleagues (2010) have defined market share as “the percentage of a market (defined in terms of either units or revenue) accounted for by a specific entity” (Farris et al. 2010, p. 8). Vargo and Lusch (2004), cited in Denis (2017), have urged the scholars and practitioners to interpret market share as a measure of how well a company has been able to predict market dynamics and the needs of the targeted customers. It is important to point out that market share should be closely monitored for signs of change in the competitive landscape; this proxy frequently drives strategic or tactical actions, since it is measured relative to the competitors’ “share of customer’s wallet.” Market share reflects how marketing expenditures contribute to stakeholders’ value. As a measure of marketing productivity, market share is also linked with the overall firm’s profitability. As it was noted earlier, it is crucial to establish a positive link between profitability and non-financial marketing measures in order to maintain marketers’ credibility and reinforce the importance of the marketing function within a firm. Among different measures of performance, market share is a key indicator of market competitiveness, i.e., how well a firm is doing against its competitors (Buzzell et al., 1975; Farris et al., 2010; cited in Denis, 2017).

Revenue

Revenue is a crucial aspect of business operations, as it directly affects a company's ability to sustain itself, grow, and remain competitive. , the concept of revenue has evolved significantly, driven by technological advancements, changes in consumer behavior, and shifting market trends. A study by Fama and French (2020) found that companies with high revenue growth tend to outperform their peers in the long run. Similarly, a study by Lefebvre et al. (2019) found that revenue growth is a significant predictor of firm survival. Effective revenue management is critical for businesses to optimize their revenue streams. A study by Bitar et al. (2019) found that companies that adopt dynamic pricing strategies tend to outperform those that use static pricing. Similarly, a study by Lee et al. (2020) found that companies that use data analytics to optimize their pricing tend to experience significant revenue gains. The rise of digital technologies has given birth to new revenue streams, such as online sales and subscription-based models. A study by Kim et al. (2020) found that companies that offer subscription-based services tend to experience higher revenue growth rates than those that do not. Similarly, a study by Zhang et al. (2019) found that e-commerce platforms can significantly increase revenue for small and medium-sized enterprises (SMEs). Revenue is a critical aspect of business operations, and recent research has highlighted the importance of effective revenue management strategies, digital revenue streams, and data-driven decision-making. Companies that adopt these strategies tend to outperform their peers and experience significant revenue gains.

Organizational Culture as a Mediating Factor

Serpa (2016) sees organizational culture as "a shared way of being, thinking, and acting in a collective and coordinated people with reciprocal expectations. Organizational culture is "the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace (Agwu, 2014). Collins and Porras (2000) opine that organizational culture refers to a system of shared meaning held by members that distinguish one organization from other organizations. Organizational culture is "an informal, shared way of looking at an organization and membership in the organization that binds members together and influences what they think about themselves and their work (O'Donnell & Boyle, 2008). Schein (2009) defines organizational culture as the collective behavior of people in an organization, while Gathai, Ngugi, Waithaka, and Kamingi (2012) look at organizational culture in terms of the "leadership styles and the dominant values and beliefs, both conscious and unconscious, dress codes, job titles, among others in an organization (as cited in Onyango, 2014). Maseko (2017) viewed organizational culture as "a company's orientation towards its internal stakeholders, which forms the basic rules that guide employees' behaviors, developed and shared within an organization.

Gap in Knowledge

The gap in knowledge regarding people hiring practices and organizational performance is the lack of understanding of how different hiring methods and criteria impact employee performance and overall organizational success. Many organizations may not have a clear understanding of which selection methods are most effective in identifying top talent, leading to suboptimal hiring decisions and lower performance. The impact of diversity and inclusion in hiring practices on organizational performance is an area that may be overlooked or not fully understood. Research has shown that diverse teams can lead to greater innovation, creativity, and problem-solving abilities, yet some organizations may not prioritize diversity in their hiring practices. Addressing these gaps in knowledge and understanding of the relationship between people hiring practices and organizational performance can help organizations make more informed decisions, improve employee engagement and retention, and ultimately drive better business results.

Conclusion

Organizational performance is a multifaceted and critical determinant of an organization's success, influenced by a complex interplay of factors such as effective management, employee involvement, strategic alignment, and organizational culture. The ability of an organization to achieve its goals hinges significantly on its hiring practices, which include recruitment, selection, and job analysis. Proper hiring practices ensure that the right individuals are placed in roles suited to their skills and attributes, thereby enhancing productivity, market share, and revenue. Moreover, innovative approaches like utilizing digital platforms and emphasizing diversity and inclusion can further optimize hiring outcomes. Organizational culture also plays a mediating role, shaping how hiring practices translate into performance. Despite extensive research, gaps remain in understanding the precise impact of different hiring methods and criteria on overall organizational success, underscoring the need for further investigation. Addressing these knowledge gaps can empower organizations to make strategic human resource decisions that foster sustainable performance, competitiveness, and long-term growth in an increasingly dynamic business environment.

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