"THE IMPACT OF RECURITMNET AND SELECTION ON ORGANZIATIONAL GROWTH WITH THE MODERATING EFFECT OF TECHNOLOGY IN IT INDUSTRY"

By:

Sarah Anwar   **01-221202-046**

Supervisor:

NOOR-UL-HAYA

Department of Business Studies

Bahria University Islamabad

Fall 2022

Contents

DEDICATION

I devote this humble effort especially to my dear and respectable parents and siblings whose love

and guidance enables me to accomplish the task of research and whose well wishes have always

been a source of my success. I also want to dedicate this work to my respected supervisor, whose

quality guidance encouraged and motivated me to achieve my goal.

ACKNOWLEDEMENT

DECLARATION

I, Sarah Anwar, MBA student in HRM subject, the subject matter of this study is my own work and has not been printed, published and/or submitted in any form as a research work, dissertation or publication at any university in Pakistan or abroad.

ABSTRACT

This research work is focused mainly on identifying the effect of recruitment and selection on organizational growth with the moderating effect of the technology in the IT sector id (Islamabad and Rawalpindi). The independent variable in this study will be recruitment and selection. Whereas the dependent variable will be Organizational growth and there will be a moderator between them which will be technology. the study has finalized the IT industry of Islamabad and Rawalpindi. To prove this relationship the survey has been conducted through a structured questionnaire by involving the employee working in the IT industry of Islamabad and Rawalpindi as these respondents have been requested to share their experiences by filling the structured questionnaire. The sample of 250 is selected. Then, data analysis has been done based on collected data through various statistical instruments including descriptive frequencies, reliability, correlation, regression, ANOVA, and coefficient. Results have revealed that there exists an important relationship between Recruitment and selection (independent Variable), technology (moderating variable and organizational growth (dependent variable) in the IT industry of Pakistan.

Keywords: Recruitment, Selection, organizational growth, technology and IT industry

Chapter 1: Introduction

1.1 Background of the Study

Recruitment and selection are one of the most important aspects of Human Resource Management and in everyday routine of an HR Generalist or HR Specialist they come across several positions which are to be filled on priority basis. Recruitment and selection are always linked with the organizational growth as well as the employee/individual growth. Recruitment as we know is something we do to target the required audience against a specific job description or position open at the other end. Whereas selection is the process of screening and hiring those targeted audience for that specific position and job description. Now as far as organizational growth is concerned it is linked all the aspects of business. An organization cannot grow to its full potential if any one of its aspects is not working properly (AKYUZ, 2019). Organization structure is like a human body if any one of the human parts are not working fine the human being feels they are not working to their full potential and same goes with the organization if anyone of the parts or structure or aspect is not working properly the organization will not get the success the Board of Directors or the executives wanted to achieve.

Organizational growth is affected by Good Recruitment and selection procedure and nowadays due to globalization technology is also playing a significant role in making the organization more successful (Kamran, 2015). There are many forms of technology which has been introduced in the business by a different organization that it has begun a completion to have that technology is your business environment. Organization growth is affected by many factors but recruitment and selection is one of the important factors as due to this practice employee is being hired and if that employee is not according to the job specification then there is a big problem, adding on to this use of right technology in right manner make the overall organizational performance go upward

The wrong person on the wrong job can lead to the downfall of the organizational performance and at times organization goes to liquidation. Giving the right person the right job is the major decision of the organization keeps all the eternal factors in mind. if the wrong person is hired it will affect all the working of the system hence the performance of him and the organization will become questionable in everyone's eyes. In recent studies It was found out that recruitment and

8

selection policies and practices have a greater impact on organizational performances, in working of any organization, recruitment and selection is the major function of the human resource department and the recruitment and selection process is the first step toward creating the competitive strength of the company (Rozario, 2019). This is the process that involves a systematic procedure from sourcing candidates to arranging and conducting the interview and using the resources and time accordingly. Recruitment and selection take it as the process by which the organization stands solid as an employee are the asset of the company and they are the most important capital which organization owns (Ahmad, 2002). The more organization effectively hire employees the more there is a high chance that their organizational performance will be improved. The effectiveness of the organization depends on the external working of the environment if they are in control the there will be also an increase in productivity, retention financial performance, and organization reputation. The outstanding organization nowadays are those who are investing in research and development and working day and night to make their work fully digitized and making recruitment and selection procedures fully automated will help the company to =have a strong competitive advantage in the industry. Recruitment and selection are the two phases of the employment process and still, there is a difference in them. Recruitment itself s the process of searching for the right candidate for the right job so that the company doesn't face the loss at the end of the work, at times this is the most crucial part of the procedure as at times right employees are not coming or the pool of candidate is not good enough. Choosing the most suitable candidate from that pool is difficult as a series of steps are being applied to this. If the recruitment is handled correctly then this is the positive process of generating a pool of candidates, as this helps the manager reach the right audience, who are suitable for the vacancy. Selection is the process that involves the series of steps after being recruited, at this stage candidates are being screened for the vacant posts., recruitment is the step preceding the selection, and through this, it helps the organization in creating the pool of candidates, the main objective of the recruitment process is that to make the selection process working. The use of technology in recruitment and selection procedures makes the whole thing more effective and efficient and uses a different type of software and function of technology. the technology is used by every organization in their every working procedure as now a day without technology there is no thinking of working in this competitive environment, many organizations are considering of E-recruitment and selection these are the organization who set the benchmark

in the industry, and everyone must work according to be more competitive. The stay in cooperating organizations must be competitive otherwise they are not considered to be in competition

1.2 Problem statement

In recent years, there has been an increased rate in business failure, low productivity, and increase in turnover rate, and usually, organizations are the ones who are downsizing, because the organization is not performing well due to poor employee performance and this mainly happened due to the poor selection of the employee (Brooks, 2018). Nowadays technology is taking place in everything, and this has become a new trend, when any company lags in the latest trend in external environment then they even lag in performance and competition. Company needs to be competitive to be competition. The study aims to find out how technology in recruitment and selection plays a significant role in making organizational performance better and successful. Recruitment and selection are basic yet more important. By listening to it first It appears as it's simple and easy to perform but this opposite of it. Unfortunately, organization are not paying more attention to their working the procedure instead they are paying more attention to incentives, and more on physiological factors without giving more attention to the recruitment and selection of the workforce

1.3 Objectives of the Research
objective for the research is:

- Analyze the recruitment and selection process.

- Impact of recruitment and selection on organizational growth/ performance.

- With the Technology what role technology play in recruitment and selection process.

The objective of this research will help the reader to understand the recruitment and selection process and how technology plays its role and reader will also understand the impact of recruitment and selection process on organizational growth and how companies with the available research and development, what technology can be used in recruitment and selection process.

1.4 Research Contribution

This research will be contributed to different area s

- Recruitment and selection practices
- Help in managerial point of view
- Help in making Academic theory
- Help in making in policy
- Theoretical point of view
- Help in making of change in the organization

1.5 Research Questions

The research question of this research paper will be the impact of recruitment and selection impact on organization growth with the moderating effect of technology

- How is recruitment and selection process working without involvement of technology?
- How can Technology make the recruitment and selection process better?
- What is the effect of recruitment and selection on organization growth?

1.6 Scope of the study

The study focuses on how organizational growth can be affected by the recruitment and selection process. This study will let the reader know about the significant role of recruitment and selection in the growth of the organization if the employee who is working in the company is still full and according to the job requirement then the organization can surely work better. And if not, then the problem starts here. Even if the organization is taking interviews of the candidates online and they are also lagging in the technology or they are not using the technology the way the competitor is then there will be a problem at the end of the day (Ekwoaba J. O., 2015). In this study, it will be seen that how technology will impact organizational growth if the recruitment and selection process is made completely automated. Many theories regarding organizational growth will be discussed in this paper, and all the procedures, topics, and theories regarding Recruitment and selection will be discussed thoroughly. The total population will be 250, as this survey will be filled by an HR specialist who is working in only the IT industry and who deals with the recruitment and selection process. The population who will fill the questionnaire will be the one in the human resource department who deals with recruitment and selection. So, the

target populations in cities (Rawalpindi and Islamabad) will be the ones are working in Information technology (IT). The instrument which will be used for gathering data and conducting a survey will be a questionnaire. The nature of the study is cross-sectional meaning that the entire process will be one time only. The main aim of this paper is to find out how technology will impact organizational growth if the recruitment and selection process is made completely automated. The Independent Variable is Recruitment and selection, and the dependent variable is Organizational growth, and the moderator will be technology. The theories and model that will be discussed in this paper will be

- Recruitment Process Outsourcing (RPO)
- Exclusive Requirements Model
- Contingency Hiring Model
- Larry Griener's Model:

1.7 Research Gap

The gap in this Research is that there is a lack of E-recruitment and selection in the IT industry of Pakistan, after studying a lot of research papers the traditional recruitment and selection method has been revolutionized by the wave of internet and globalization (Okolie, 2017). still many organizations consider HRM practices as a secondary concern in Pakistan and this is the reason that many organizations are not using the E-recruitment and selection method in their organization, and this is making them lag in the competition and making their organization growth low. Even the IT industry who directly work with the technology don't make such software which can make the recruitment and selection process smooth.

1.8 Limitation of the study

Limitation of this research is that this research is limited to the IT sector of Rawalpindi and Islamabad and data collected from the population is specifically from the organization of IT sector. There are many local and foreign IT companies working in Rawalpindi and Islamabad so the target of this study specifically the companies of this area. As in IT industry, the employees have the information technology background and for them it is important keep updated from the market trends for example to know about new technologies or software and if previous technology is no more efficient to meet the target of company. and this research will only be

helpful for the IT industry recruitment and selection as every industry has their own do's and don'ts, so only IT industry will be taking help from this

Chapter 2: Literature review

2.1 Independent variable

2.2 Recruitment

In Human Resource Management recruitment can be defined as the process of finding and hiring the talented and qualified employee, the right person for the right job in a timely, fair, and cost-effective manner (Ashraf, 2017). And selection refers to picking the most appropriate candidate for the vacant position (Gusdorf, 2008). Selection is done after recruitment, selection is interviewing the candidate and analyzing their skills and qualities (Nail, 2002). The contribution of each employee plays a vital role in companies' success and growth; hence the HR department needs to have an authentic Recruitment and selection procedure (Greenwald, 2008). Recruitment and selection are some of the important functions of the HR department and it must be managed carefully as a whole organization is dependent upon this, as this is the start of the step (Abbasi S. G., 2020). Recruitment is just one step in the process of employment and it's a very long step, recruitment itself is a big process which involves many important tasks, and those tasks must be performed very well because those tasks will lead the manager to the next step which is selection (Taylor M, 1987). The tasks start with the analysis of the job requirement and end with the appointment of the employee. recruitment is the process of searching out the potential candidates who have the potential to apply for the posted job (Stevens CD, 2010). Recruitment is done by the HR department and every organization has its dos and don'ts and by following this they have their policies. The Good recruitment and selection procedure tells a lot about the organization. The organization that has done its recruitment by taking care of all the important steps never fails in the future (Manroop, Linton, & Petty, 2015). Recruitment is like sowing the seed which benefits the organization in the longer run. Many organizations don't emphasize the recruitment and selection process as they think this is not important and hire the employee who comes first and these are the ones who suffer a lot in the market (Azeez, 2017). This is the 21st century and now every organization is focusing on their HR functions as HR is the one who plays an important role in running the organization. Recruitment is essential for every organization as it is responsible for organizational performance. There are two type of recruitment which happens in

the organization one is internal recruitment, and the other is the external recruitment (Akyuz & Isaac, 2019). Internal recruitment is the one which are promotion of employees to new potion. transfers of employee to new positions , retrenched employees, hire employee who have references, ex-employees hired again, retired employees, etc and the other is external recruitment, Many organization outsource the recruiting needs thesis known as Recruitment Process Outsourcing (RPO) this comes in external recruitment, in this process the company transfer all or some o its recruitment to the external party or provider, and the RPO will be acting on the behalf of the organization Human Resource and providing the solutions to the organization. In this process, a third party is involved and helping the organization is attaining the right candidates. This Recruitment Process Outsourcing (RPO) is designed to bring qualified candidates to the board with minimal involvement of the human resource department (Gold, 2007). And some organizations depend highly on the advertisement process of attracting the candidates nowadays many platforms are being used to attract the candidates like LinkedIn social media, job boards, etc. and the latest technology which is being used in today's world is the used to E-Recruitment (Kapse, 2012). In E-recruitment there is the involvement of technology and with the help of technology the software is being made and this has made the life of the employer very easy and helpful. There are 100 of software available in the market which can be designed according to the needs of the organization and this is time-efficient but cost-effective as they are made with the price but they are updated automatically whenever there is a change when they are designed accordingly but is a one-time investment (Holm, 2012). Recruitment made the organizational performance effective as an employee are the main asset of the company and they are directly responsible for achieving the goal of the organization. After the more involvement of technology, the organizations are more towards the use of social recruitment popular internet sites are lint as in this there is the involvement of technology /internet and make things easier and faster (El-Kot, 2008). The most popular websites are LinkedIn, Twitter, and Facebook (Cooper, 2014). These sites are the ones that are growing at a very high rate as they are free to join and there is a lot of pool available through which the organizations can shortlist easily and through these platforms, the Generation Y workforce is easily attracted (Winarso, 2020). The involvement of social recruitment has changed the working of the departments as many organizations has made it to their policies to use the social networking sites internally for recruitment purpose. And nowadays people are using social

networking sites with fully open arms as they play a role in the recruitment process (Lenhart, 2010). This has made many organizations make their online presences like Twitter and Facebook, in order to engage with the pool of candidates and give them the opportunity to interact them with informally. And many other organizations are creating the micro-site to start the discussion with the candidates and encourage them to look on the potential to and help them apply, these sites are already in contact with different organizations and they post the job on the behalf of the organization and some of the amount being paid to them by the organization (Bolton, 2013). According to the report at the end of 2009 From Gartner states that recruitment is the starting point for social media as it tells a lot about the time of hire and the cost regarding that and things associated with them can be improved easily (Otter, 2009). Those organizations that are using the internet and technology many things are made easier for them through social recruitment websites the condition of the market can be easily interpreted by the Human resource specialist, and this can make the organization prepared for the next move. to attract the young generation as the young generation are more creative than the old one and they have a new idea and they are built with a creative mind and this help a lot in organizational growth (Balan, et al., 2020). The employee is the one who makes the organization's brand stand out in the market as theory work and dedication present the goal of the organization in a better way to society. These organizations are the ones who are embracing the change and the use of technology is getting higher and higher and every organization is getting better with time (Anderson, 2018). In the world of science, nothing remains the same and everything is evolving. It depends on the organizational climate, what type of employee they wanted to recruit if they wanted to recruit innovative employees or are creative with their thing this means organization climate is innovative and they work with change and innovation and in that case, the organization will hire whose employees who are according to their requirement (Khasawneh, 2018).

The available literature has stated that the success of the business is directly related to the performance of those who work of the organization and if there is workforce failure then the opposite happens, considering this point in mind the planning of the human resource department of such purpose as these are necessary and important (Abbasi S. G., 2020). To have success in the market and have a competitive edge the organization needs to have the staffing done with proper procedure and policies. The (Gamage 2014) general purpose of the recruitment is to provide the organization with a pool of candidates so that the staffing can be done accordingly

(Selase, 2018). The quality of the human resource management department depends on the quality of the applicants because these are the ones who may be selected and will be responsible for organization growth. Henry and Temtime (2009) Recruitment is the entry of manpower in the organization and the direction must be followed by the organization to attract the right individual who has the potential to align with the strategic goal of the organization (Selase, 2018). If the recruitment is done right then there is a high chance that the selection will also go well, as recruitment is the starting of the hiring process and selection comes after this. Recruitment is the attracting of employees to work the vacant position and through this pool of candidates apply to the vacant position (Chang, 2018).There are many ways through which recruiters can attract the potential candidates such as

- Job advertisement

- Campus recruiting

- Employee referral program

- Newspaper, etc

And there are many more ways and through these, the potential candidates are attracted toward the job the one thing that recruiter should keep in mind while attracting the candidate is that the job posting should be done very efficiently so that the audience can easily be attracted toward the job advertisement target audience should be clear and platform for posting job should also be kept in mind (Ganesan, 2018). Sometimes job advertisement is not targeted to the right audience and a lot of time and cost is wasted. As doing job advertisement is not easy and it's not cost-effective if recruitment id did not right then there is a loss of lots of time, effort and money (Muduli, 2020). Those candidates who are recruited by following all the procedures and guidelines and without the biases of the organization these candidates will be motivated for the future, and they will have a sense of satisfaction toward the organization, and they will automatically perform well in the future (Voogt, 2017). Recruitment is the hiring of the employee whether it is temporary or permanent within the organization. Recruitment is done by every organization on and off, as every now and then employees leave the company. At times due to poor performance employee is fired at the spot and for that purpose, the human resource department takes the action urgently and starts the employee hunting or at times they have the

targeted CV available which can help at that time. Every organization must do the Recruitment on and off as this is the key to the success as an employee is the one who are responsible for making the goal achieved (KUMAR, 2019). Whenever the employee is being fired or employee with his own will Quit the job then for those scenarios the human resource department consider internal recruitment; hire those employees who are already available in the organization in this way they don't need to invest time and cost on searching the required employee as all the information regarding the employee is available on the database and specialist can easily have the access to that and can filter out the required information. Or at times the current employee who is already working in the organization can go through the job rotation phase until the permanent candidate is found. Recruitment plays a main role in making the organization grow faster and have success in the future as humans are the main Capital of the organization and right time ad efforts are invested on those then surely, they achieve the goal in a very small-time span (Pollard, 2015). Right employee recruited is like watering the seed which blossoms in the future (Sparrow, 2007). In today's world recruitment is done in many ways, but the most effective is through technology like the internet, through the internet everything is made easier and effective. By simply visiting the sites like LinkedIn, rozze.pk, indeed Facebook and many more through this employer can easily have the asses to the required candidates, as posting on newspaper takes a lot of time and at times it takes too long to have the required response, but this doesn't mean this is not using nowadays, the organization still give advertisement of newspaper to have the better reach

Hypothesis (H1): Recruitment is positively related to the organizational growth.

2.3 Selection

There is several ethical decision and problem which are faced by the organization when selecting the employees into the organization. Here the ethical role of the organization is also important within the organizational context. Selection is done by considering every minute detail about the candidates. When one is selected the other is rejected, as there is a pool of candidates who are short-listed by the recruiter. In Human Resource Management recruitment can be defined as the process of finding and hiring the talented and qualified employee, the right person for the right job in a timely, fair, and cost-effective manner (Ashraf, 2017). And selection refers to picking

the most appropriate candidate for the vacant position (Gusdorf, 2008). Selection is done after recruitment, selection is interviewing the candidate and analyzing their skills and qualities (Nail, 2002). The contribution of each employee plays a vital role in companies' success and growth; hence the HR department needs to have an authentic Recruitment and selection procedure (Greenwald, 2008). By the law, the employer can get sued for bias if the candidate feels there is something wrong with the system or he is facing discrimination in the company. The quality selection procedure tells that's company hire quality worker often. When there is a continuous rejection of employees by the company then there must be some issues with the selection procedure, every company has its selection procedure. policies and term related to it (Mahmood, 2015). Right proper and just practices should be done in all the human resource practices. In many countries such as the US, fair treatment in selection consists of that such practices should be fair in the dealing of the candidate. These are known to be procedural justices. The justices and fairness in the selection of candidates. There are several principles related to its which must be followed by any means to achieve the goal, the goal should be achieved with the help of fair treatment.

- The principle should be subjective.
- The principle should be consistent
- Selection procedure should not be manipulative
- Selection process should be developed by professions
- Maintain confidentiality
- Review of selection procedure and applicant information

It should be consistent; all the procedures and processes should be the same for every candidate and it should be up to date, no organization should follow the old selection recess as the world is changing and the youth is used to the new process. All the applicants should be treated thus receive the same interview by the recruiter. All the questions and tasks should be the same for all of the candidates (Hsu, 2000). The procedure should be evaluated through the consistency rule, this evaluation rule examines whether the allocation procedure is consistent from person to person and over time. The violation of the rule is when male and female questions are different from one another (Bal, 2013). Those employees who have a strong background, or qualification are given easier and the question than the one who has the weak one. The standardization should

be maintained while interviewing all candidates who are equal to the organization. The selection decision should be based on the authentic reflection of the candidate on the characteristics being assessed. The selection procedure should be reliable and consistent (Rozario, 2019). The high reliable system is considered more accurate than the less reliable system of the selection procedure. Some applicants who have access to the knowledge of content, have prior practice or experience of the sample test as compared to the other applicant then it would be considered unfair to the other applicant. All the applicants should have the same access to the test, knowledge, and tools. Giving one applicant an advantage will ruin the selection of the system as well as employee performance of the employee (Lievens, 2010). The selection procedure should not be manipulative to another applicant, this is again related to the fair selection of the applicant the employee should be examined against the common and standard set of criteria set by the specialist (Breaugh, 2000). The selection process should be made and placed by the professionals and have knowledge about the selection in more dept. the professionals who are involved are Human Resource Management professionals (e.g., Industrial Psychologists, Industrial Relations Specialists, etc.) (Scholarios, 1999). In the development phase of the selection, it would be fairer to consider the procedure made by the professions than the one which is made by the no professionals. The organization that maintains confidentiality of the system and maintain the data of the applicant are considered to be more responsible and fairer, there is much confidentiality like the release of test score of employee test, the employee personal information to other parties, miss-use of the information, etc. selection procedure s not easy as it seems, and all the steps should be taken with accuracy. The review of the applicant information and the selection decision is made by the panel of seven professional and those professionals should evaluate the employee based on the test and job requirement and the characteristic the candidate have (.Robertson, 2001.). The selection procedure is very important as through this the right candidate is hired and those candidates are then responsible for the organizational growth of the company as an employee are the main asset of the company and investing in employee never got wasted (Lepak, 2006). Selection is the process of choosing the right candidate from the pool of applicants, choosing those who are more suitable for the job position, in the selection of candidates more candidates are rejected than then selected as this is not as easy as it seems to be (Boxall, 2011). The basic idea of the selection procedure is to get the information regarding the applicant and then select the right one from then after filtering out what employee is more suited

for the job. The candidates can be selected by using different methods of selection like conducting the individual interview, giving an interview in the panel, election boards, different tests through centers medical examination, aptitude tests, etc Every organization have different selection criteria (Anderson N. &., 2008).

Selection is the process of selecting candidates from the group of the applicant who meet the standard of the position available regarding the posted job. The selection is part of the operational human resource management. The selection is the sequence of steps that are used to decide which candidate will move future, which will be rejected, and which will be put on waiting (Hazan, 2010). The company wants the people who have a satisfactory performance level company also look for the employee who doesn't need a lot of training for the job as giving training to the new candidates is costly and time-consuming and most of the companies don't want to waste the time and want the quick solution. Selection is putting the right man on the right job and the company must do a lot of work to hire a single employee (Ahangar, 2011). As the organization's performance will be measured by the performance of the employee. The organizational growth will get better day by day when the employee who is working there is the right person for the job, hiring an employee is not as simple, many organizations fail because of the weak strategy, goal, and employee. Employees are very important and without them organization cannot perform well. Technology has made it easier for the recruiter to select the employee easily (Schweyer, 2004). with the help of technology, the employee is easily hired, and all the information is being stored on the database of the company and candidates can be shortlisted easily without any problem, as the required candidate information is filtered out and take the interview online or by calling them for a physical interview (Chapman, 2003). The growth of the organization is very important to have a competitive edge in the industry. With the competition, the organization will not compete with the competitor. The company must be competitive to compete. Most companies such as Toyota and Ford have an employee-oriented company they invest more in their employees, given their training, send them on different courses make them strong to fight with the world in result they are the most popular top-notch automobile company in the world (Hossain, 2017). It's not important to have the product to be your competitive advantage, employee can also be the. As loyal employees don't leave, they invest their 100% when they are treated with fairness and when the company showed them, they are valuable to the company. the company selects those employees who will stay for a longer

period, the employee won't leave after taking the experience from the company and go to another one. To make the employee stay for a longer period required continuous work. Recruitment and selection both have an impact on the company growth as these two are the starting point of the employee career in an organization and the successful steps of the company (Kotey, 2004). The employee work tells a lot about it's the company, and when the employee is hired. The growth of the company is beneficial for both the company as well as the employee as the company brand name is associated with the employee and in the future employee can get benefit from it. The recruitment strategies are essential for the business growth, these strategies are included the market penetration tactic, the development of the new market, product expansion, creating diversification, making new marking tactics, or at times when acquiring the new company or increasing the market share of the company. recruiting the right candidate helps in the stable performance of the company (Taylor, 2000).The company that hires the right candidate helps the company to achieve its goal. The company invests a lot in the recruitment process because when an employee leaves the company it cost a huge price on the company side as the employee who leaves the organization, employee leaves with the company secrets, knowledge, ideas, etc and this he can give it to the competitor company or can get a better job than the previous one. One of the most important resources of the company is the employees. Engage, the motivated and productive employee can perform well in the business and help the employee achieve the organizational goal. Employees who are recruited rightly are very engaged in the job and perform (Williamson, 2000). Any recruitment strategy needs to be first analyzed first considering the short term and long-term goal and before selecting the right candidate, the well-thought profile should be made of the ideal candidate, and with the help of the specialist the required skill set is so designed the required candidate is search, nowadays employees apply on a different website, and social media account through which employee can be searched easily and targeted employee can also be found easily. Employee engagement also results from the right recruitment, as those employees who will have a positive mind and positive impact on others will have the positive teamwork in an organization as well. If the recruitment process is done right, then they will also welcome the new employee happily. The culture of the company is made by the strategy, structure, and employee engagement of the company (Anwar, 2015). The recruitment strategy should be made in such a way that it also highlights the company offers so that employee gets attracted to the job easily and apply to the company at priority. The solid and

authentic recruitment strategy is the fuel to the business growth, and it also polished the skills and train the employee accordingly to the needs of the organizations (Richardson, 2012). The recruitment strategy is essential for helping the business grow and have a name in the market when the company will be known by many others their market value will also be increased and the productivity will also go to an upper level. It also improves the company's culture and helps the organization to meet its long-term and short-term goals (Bernocchi, 2019). With the help of decision-makers and the specialist, the recruitment strategy is made, and the employee is hired for the job accordingly. In today's world technology has made life easier for the company to search for employee's ad take interviews, tests via technology.

Hypothesis (H2): Selection is positively related to the organizational growth.

2.4 Dependent Variable

2.5 Organizational growth

Organizations can only have a competitive advantage when they hire the right employee. The organization can grow to a greater extent when the recruitment of employers is done accordingly. every organization faces hurdles and to cope up with that they need a strong start and employees to work on that (Okoye, 2013). Employees help the organization to grow at a high level (Acquaah, 2007). Hiring the right employee is a make-or-break situation for the organization (Akimova, 2000). The greatest asset which the organization can have been the employees they hired. The employee is the main capital of the organization. And human resource management makes sure to hire the right employee through the recruitment and selection process (Veger, 2006). It is the goal and objective of the organization to work on the strategy with the help of an employee. Recruitment and selection are a very time taking process and cannot be done in one go. It is very unfortunate that most organizations have neglected this and focused on other departments and strategies and at the end which results in the organization's downfall (Masi, 2000). The employees are the chief assets of the organization. Growth is something that the company strives for regardless of the size of the organization (Spence Laschinger, 2009). The small organization wants their name to be mentioned by everyone and bigger firms want to get bigger and have more authority over the industry. It is obvious that the organization that has big-name and growth, is the one that owns the market. And can have to go bigger and bigger every

year in order to accommodate that expense which goes bigger and bigger and bigger. Maintaining growth is the biggest challenge that organizations must deal with strategy (Flory, 2021). Some organizations can't even maintain the growth and face the downfall with one month. it is very difficult to manage the growth especially maintaining the growth. As with the growth phase, the salaries and costs also increase and they continue to increase over time (Sule, 2013). Organizational growth has the potential to provide the organization with myriad benefits which include greater efficiencies in economies of scale, more power and authority, authority to deal with market fluctuation, the rate of survival, increased profit, and the loyal member of the organization (Cummings, 2014). Many organizations want growth to have success and progress in the industry and to gain a competitive advantage. The competitive advantage is something that cannot be gained at night but requires a lot of time and struggles which is done by the organization and as well as the employee day and night work to achieve those advantages (Sminia, 2006). Organizational growth is used as an indicator to show that the organization has effectiveness. The definition of growth is different for every organization. There are many ways through which an organization measures its growth (Castle, 2001). As the goal of the company is to get higher profitability; most companies will measure their profitability as the net profit, revenue, and other financial data. Other businesses have different criteria to measure the growth level, for example, number of sales, number of employees, expansion of the company, the success of product line, market value (Lien, 2007). The organizational growth has ups and down which creates a stimulating and exciting environment within the firm and at the same time it creates opportunities for the business owner as well as the opportunities to grab and work on them. Organizational growth is directly influenced by the employee, the selection of the right employees plays a big role in it (Mbugua, 2017). Human resource management is the function within the organization environment that focuses on many practices and recruitment and selection are o e of them. the organization must make the employees work in the direction in which they can achieve the objective effectively and efficiently. It is also included in the strategic and comprehensive approach of managing employees in the organization (Wang, 2008). Effective Human resource management made the employee work effectively to achieve the goal and objective. Working in an IT information technology company requires an employee who is perfectly jobbed fit and knows the do and don't if the job as this is very technical work which requires a lot of minds and physical attention to the work. the organization put a lot of time and

cost in hiring the right employee for the work as in return they want effort from them which then results in the increased efficiency of the organization (Paul, 2004). Organization growth also talks about the credibility of the organization. How much trust the organization has with their stakeholder also told a lot about the organization. Organizational growth is all about how the company will achieve its goal and make its position in the market strong (Bayo-Moriones, 2001). Organizational development means the development of the employee as well. This shows how much the organization is interested in making their employee strong for their company as well as the environment outside the organization (Brown, 2003). Good organizations always work on the career of the employee and make them loyal. It is the responsibility of the human resource department to deal with such an issue (Rosa, 2017). Human resource development comes under the human resource management known as HRD. The human resource development is responsible for making the employee strong for their career and making their skills polished and training them with new skills and learning. the organization that works on their Human resource development are the ones who will get the result in the form of growth in their business as these are the employee who will be working day and night for them to achieve the goal of the organization (Werner, 2011). The organization that invests in employees' growth is indirectly investing in organizational growth. Employees are the bone of the organization and without that organization, they won't be able to work properly(Wang X. &., 2007). Organizational reputation is also the key to the success of the organization. Aligning employee development with the organization is the key to success and sustainable advantage will be achieved through it (Sims, 2006). Many organizations don't see their employees important as they think investing in an employee will waste their money and time but on the other had its opposite of it.

The achievement and recognition also add a lot to organizational growth. and human resources will make sure about the achievement sustainability. The human resource department will represent the company's largest investment which is employees (Lee, 2007). The organization should give prioritize to the development of the employee so that their talent can be maximized, and skills can be polished and make them learn the new things which will in return reflects in the company profit. (Antoniu, 2010). No business can run without people as they are the ones who are responsible for the execution of the strategy. Even a computer auto-machine factory cannot go without an employee (Colomo-Palacios, 2012). The same is the case with the IT information technology company where all the software is made through the computer but to the mind behind

is of the employee. Proper Man powering planning is required and this is done by the human resource department under the practice of recruitment and selection (Nicholson, 2008).Most organization does not have a plan for the organizational development of their staff and members, right after the selection stage the organization leave the employee alone and don't look after them, the organization doesn't orient them don't look after them, and does not work on their training and development, polished skills, giving them new workshops, neither improve their talent nor their educational talent they came in with, these are the organization who are responsible for the downfall of the organization (Keep, 2010). Human resources are still underdeveloped in many organizations and no importance is given to them and in many organizations, humans have managed the finance department due to which organizational strategy fails. Companies need to equip their labor forces in such a way that it boosts their quality of product, their name and increased their profit-making the organization sustainable in the competitive market (Gupta, 2014).Human resource management makes sure that the manpower planning is not static but the ongoing process which is kept on changing with the external demands. manpower planning focuses on raising productivity, improving the quality, efficiency, reduction of cost, and making the employee focus on the core value of the business (Siavelis, 2012). Human capitalization and utilization of the human is a very important aspect of the business, growth of the company depends on the strategy which is formulated by the organization and making the employee work in that direction (Ployhart, 2006). Human resource management is the universal norm not the just view concept and formulation of values and beliefs that arise from there. So, there is no such organization, enterprise, or any business that can deal with social sustainability, product quality, profitability, organizational politics, and economic with the proper and adequate human resources in place (Haugh, 2010). The study shows that there is a significant downfall in the business performance and growth of the company where are a lack of effective human resource planning and team human resource department is made by the mixture of talented people who have expertise in their domain and workday and night for the achievement of goal which in return shows in the company graph. good human resource is equal to organizational growth (Matsuno, 2002). The business environment is full of uncertainty and the labor contribution and involvement help the company to deal with such changes (Yan, 2017). Management is responsible for boosting organizational effectiveness and productivity which also results in profitability. Human resource development

theory is the framework for the expansion of human capital within the organization and the subsidiary. The development of the individual as well as the organization (Kafetzopoulos, 2019). The growth of the organization depends just depend on the financial aspect but also on the working of the employee. The environment that is given to the employee also plays a role. Many famous companies such as Unilever which is spread across the world focus on their employee as well as their strategy. Their success depends upon the employee. Those organizations that are employee-oriented face a lot of growth (Boyle, 2005). The IBM CEO follows the employee-oriented strategy that's why IBM business is spread in 171 countries (Gonzales, 2003). To sustain in any business and go upwards IT industry should go along with the external changes and implement those changes in the internal environment (Hameed). The IT industry is a very successful business in Pakistan there are more than 2000 companies of software. IT industry also runs with the help of employee as other business. the IT industry highly depends upon skilled labor and depends on them for survival as compared to the other industries. The growth of the IT industry Highly depends upon the skilled labor forces (Bresnahan, 2002). The average cost of the software engineer in Pakistan is 1/5 of the cost in the USA and European countries Pakistan is at position 5th on the most financially stable company in the world for offshore services A.T. Kearney's Global Services Location Index 2019. The IT industry needs technical, domain-intensive expertise for producing high-value IT products and services to the market (Haksever, 2004). To have the highest growth in the market it also needs innovation to get the upper hand as the IT industry in Pakistan is continuously going upwards and making its reputation better in the whole world (Forsman, 2011). Hiring if the right employee is very crucial but it is rewarding in the end as this employee plays a role in gaining a competitive advantage in the industry and has a stronger position in the market (Al-Ansari, 2013). The success of the organization is very important to maintain the business environment as if the growth doesn't go upwards then this will affect the employee as well and they will leave the organization. The same goes for the employee when the employee doesn't perform well according to the requirement then the organization first trains them to give them guidance them, they will make them leave the organization. these go both ways (Lennick, 2007). The success of the organization depends highly on the employee and good strategy and strategy cannot be executed without the involvement of employees and output of employee work is seen in the growth of the organization (Mankins, 2005).

2.6 Mediating Variable

2.7 Technology

Recruitment and selection have always been influenced by technology, recruitment and selection are some of the old fields of HR and it has to be managed perfectly to get the required results (Carless, 2007). Technology has always been a solution nowadays as it makes it easier for everyone to work with the system (Brishti & Javed, 2020). That is one of the reasons companies are investing in research and development (Hiren & B, 2019). It has been seen that technology has reshaped the recruitment and selection process (Correll, 2007). LinkedIn is one of the major platforms for the recruitment and selection process (Dwivedi, 2019). With the help of technology, the internet is a very useful source of finding the pool of candidates and reaches out to them easily (Puner, Fromm, Roazen, & S, 2020). It's the 21st century and everything is going digital and the use of technology in human life has been increased to 80%. Now every activity is also being done via technology. In an organization, technology has played a big role in gaining a competitive advantage (Ukko, 2019). The use of technology has made the work in the organization so easy and quick that moving away from it is not an option anymore. the organization start investing a lot in research and development (R&D) which will help the organization to sustain for a longer and sustainable period (Bouwman, 2018). The modern workplace used technology extensively for efficiency. Technology helps to cut down both the time and money to get the job done. Installing technology is only a one-time investment and updating them comes after it (Kraiger, 2007). Facilitating the employee with the latest tools and technology make them more creative and efficient. And they have a real-time system through which they can work effectively. (Colbert, 2016). Hiring the right employee for the job is not easy as it seems. It's not like to fine the employee sitting in the next building, proper procedure and process is required and technology has made it easier for it to have the best employee in a very short time (Young, 2010). In this modern world, recruitment as selection can easily be done by just looking at the database system. The company should invest in a database system where they can have all the required information of the individual and filter out those candidates who are needed by the organization (Noon, 2013). Through this, the employer doesn't need to waste a lot of time in searching for the right candidates. In today's world, there are many platforms through which employers can easily reach out to the candidates, like LinkedIn, rozze.pk,

Facebook, indeed, and many more websites through which employers can extract the candidates and ask them for the interview (Subhani, 2012). The company also posts a job on these websites and candidates also apply to that job and through this recruitment are also done (Zide, 2014). Many organizations store the data of their employee on the database and whenever there is a need for an employee they select from there, before doing the external recruitment they go for internal recruitment. Whenever the person is not hired at the spot their data is also saved on the database and reached out to them whenever there is a need for candidates (Albert, 2019). The technology can be used in the organization to post the job, advertise the job, Applications are often filled by the candidates via the internet, a strong and updated data is used to store information of the applying candidates for the position offered by the company. Using video conferencing tools, the interview can also be conducted online. the company that used up-to-date software can deal with the external changes, the organization is installing and making their daily work via technology (Hosain, 2020). Developed countries like Chine Japan, Europe, America, US, UK, etc are at the top level in using the technology. They follow the latest trends and changes in the market, and they are the ones who set make the trend in the market. To stay in competition organizations should add technology in their practices (Lavigna, 2004). The use of technology is making the life of organizations as well as the employee so easy that they are relaxed and they just must give the right command to get the job done (Paillé, 2019). With the involvement of technology, the employee is also learning new skills and technologies, these are also helping the employee to grow and make their CV stronger. Technology is the solution to everything (Zolzaya, 2018). Having the latest technology and software in the IT industry is important and software companies already core business is to work on technology and make new technology and when they are not using technology in their function this will be a bit odd situation for them in the market. Using Tech to find talent is affordable as well as user-friendly. Using tech technologies valuable members will be hired (Wayman, 2006). It is obvious that higher productivity will lead to higher economic growth; the technology involves automation and cuts down the time it takes to complete the task the automation helps to streamline the features such as sharing through social media, managing the emails, dealing with the task on time. And they are quick and easy to manage (Bondarouk, 2009). Using the technology help in tracking, measuring, and applying analytics to the recruiting process. And through this process, time and money are not wasted (Omer, 2018). By looking at the current employment condition the

organization can also make strategies accordingly to deal with the problem. In today's world, technology is essential for survival. Technology helps the employee work faster and efficiently (Kozlowski, 1987). Recruitment can easily be done by looking at the candidate data. Online tests are given to candidates before asking them to come.

2.8 Hypothesis

Hypothesis:(H1): The recruitment positively impacts on organizational growth

*Hypothesis:(H2)***:** The Selection positively impact on organizational growth

*Hypothesis:(H3)***:** Technology will moderate the relationship between Recruitment and organizational growth and have a positive impact between the independent and dependent variables.

Hypothesis:(H4): Technology will moderate the relationship between Selection and organizational growth and have a positive impact between the independent and dependent variables.

2.9 THEORETICAL FRAMEWORK
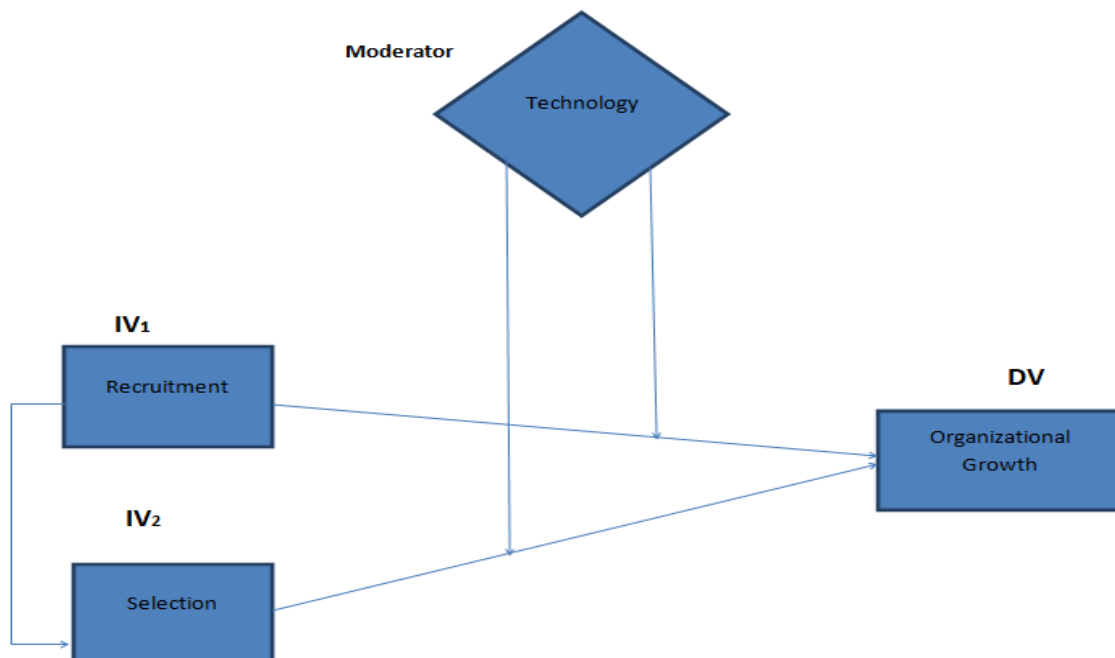
Chapter 3: Research Methodology

3.1 Research Approach

The research approach that will be used in this study will be quantitative approach. As this study will be more defined and give better result by using this approach. As quantitative approach gives the straightforward analysis and by using this approach the study can be tested and checked with the help of SPSS.As many people don't understand the mathematics involved so with the help of quantitative approach evaluation can easily be made on the data collected.

3.2 Research Paradigms/ philosophies

The Post-positivist approach will be used in this research as this approach is compatible with the quantitative approach and based on current facts, figures, and data the conclusion will be drawn. And for the time being, we will ignore the science theory. Looking at the interpretation of SPSS the result can be found

3.3 Research design

The research design that will be used in this study will be survey based. First questionnaire will be mad and fill by the target population and on the based on that result the data will be run on SPSS to analyze the result. The result of the SPSS (Statistics is a statistical software suite) will be interpreted and then through that answer of that's study will be easily find

3.4 Target Population

The target population is the one who gives you the required information regarding your study, or who is working on that's information. The populations who will fill the questionnaire will be the one in the human resource department who deals with recruitment and selection. So, the target populations in cities (Rawalpindi, and Islamabad) will be the ones are working in Information technology (IT). Based on these people, we study how recruitment and selection impact on organizational growth.

3.5 Sample

The sample size which will be used in this paper will be 250. As the required people will be around 250 of IT Industries from the cities). (Rawalpindi and Islamabad). In this paper the sample size is selected from the article 'Developing E-Recruitment framework for enhanced recruitment practice in telecommunication sector of Pakistan'' (Maqbool, 2020).

3.6 Sampling Unit

The sampling unit that will be used in this research will be individual sampling. The term sampling refers to the singular value so the individual who is working in the IT industry from Cities (Rawalpindi and Islamabad). The sampling unit is taken from the entire population such as country, region, cities database. In this research from the selected city, we will draw the analysis and conclusion

3.7 Sampling Technique

The sampling technique that will be used in this paper will be non-probability sampling and in that's purposive sampling will be used. No random person can fill the questionnaire. Only selected people will be filling the questionnaire (HR personnel and recruiter)

3.8 Research Instrument

The term reach instrument is the tool that's used to help in data gathering for the research topic so the research instrument I plan to use in my research will be a questionnaire to gather the. The questions that are mentioned in the questionnaire are taken from the following articles mentioned in the tables

Variables	Reference and questions
Recruitment	3,4(AKYUZ, 2019) 1,4 (Hamza, (2021))
Selection	(Hamza, (2021))
Technology	(Kareem, 2019) (Osman, (2016).)
Organizational Growth	(Camarero, 2009) (Don-Solomon, 2015)

3.9 Data Analysis Techniques

Technique that will be used in this research will be with the help of SPSS (Statistics is a statistical software suite) software. With the help of the result and interpretation I will be able to find out the conclusion based on our input data the test I will be doing on SPSS will be

- Reliability

- Descriptive analysis
- Frequencies
- Regression analysis
- Correlation analysis
- Moderation analysis

Chapter 4: Data Analysis

4.1 Data Analysis

Once data has been collected from the participants, statistical tools such as correlation and regression have been used on SPSS software to do the further analysis and identify the direction and degree of relationship amongst variables. Whereas statistical instruments used for data analysis includes frequency and descriptive analysis, Cronbach's alpha for reliability statistics, Pearson correlation coefficient for validity, and simple linear regression analysis.

4.1.1 Reliability

This test is done to find out the value of Cronbach's alpha. The specific source which is coefficient of reliability that tells us how well selected items in a set have positive correlations with one another. Closer the coefficient of reliability is to 1, higher will be the internal consistency reliability. The value of Cronbach's alpha shown by reliability statistics is 0. 877which is highly acceptable in terms of our study. This value of Cronbach's alpha has clearly indicated the higher level of reliability and consistency possessed with the questionnaire used primarily the research conducted within the study. Value of Cronbach's alpha is 0. 877which is very close to 1 that demonstrates the reliability of questionnaire used as well as the reliable responses provided by respondents.

Reliability Statistics

Table No 1

Variables	Cronbach's Alpha	No of items
Recruitment	.877	4
Selection	.877	4
Organizational Growth	.877	4
Technology	.877	4

4.1.2 Descriptive Analysis

Table No 2

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Gender	250	1	2	1.39	.488
Age	250	1	4	2.84	1.037
Income	250	1	4	2.83	1.058
Experience	250	1	4	2.91	1.141
Valid N (list wise)	250				

Table No 3

Demographics		Frequencies	Percentages
Gender	Male	153	61.2
	Female	97	38.8
Age	20-25 years	33	13.2
	25-35 years	58	23.2
	35-45 years	75	30.0
	45 and above	84	36.6
Experience	2-3 years	45	18.0
	3-4 years	39	15.6
	4-5 years	59	23.6
	5 years and above	107	42.8
Income	25,000-35,000	37	14.8
	36,000-45,000	53	21.2
	46,000-55,000	75	30.0
	55,000 or above	85	34.0

Out of 250, by looking at the gender, 163 respondents with the percentage of 61.2 are males. On the other hand, 97 respondents having the percentage of 38.8 are females respectively. Based on age, 33 respondents with the percentage of 13.2 are having their age 20-25 years. Similarly, 58 respondents with the percentage of 23.2 are having their age between 25-35 years. Furthermore, 84 respondents with the percentage of 36.6 are having their age 45 and above. Based on the experience, 45 respondents with the percentage of 18.0 are having the experience of 2-3 years. Similarly, 39 respondents with the percentage of 15.6 were having the experience between 3-4 years. In addition to that, 107 respondents with the percentage of 42.8 are having the experience of years and above. Based on Income, 37 respondents with the percentage of 14.8 are between 25,000-35,000 of income. Whereas 75 respondents with the percentage of 30.0 were 46,000-55,000 of income. However, 85 respondents with the percentage of 34.0 are having income of 55,000 or above income

4.1.3 Correlation

The analysis through which the strength of relationship is studied by using the available data is known as correlation analysis. The range varies from -1 to +1 of a correlation-coefficient. When the value of correlation is negative i.e., -1 this means that when the value of one variable decreases the value of the other variable increases while on the other hand when the value of correlation is positive i.e., +1, means that when the value of one variable increases the value of another variable also increases. The correlation coefficient which is mostly used is Pearson r. The two variables which are being analyzed are measured since increasing value i.e. interval scale.

Table no 4

		Recruitment	Selection	Organizational Growth	Technology
Recruitment	Pearson Correlation	1	.676**	.882**	.447**
	Sig. (2-tailed)		.000	.000	.000
	N	250	250	250	250
Selection	Pearson Correlation	.676**	1	.704**	.748**
	Sig. (2-tailed)	.000		.000	.000
	N	250	250	250	250
Organizational Growth	Pearson Correlation	.882**	.704**	1	.469**
	Sig. (2-tailed)	.000	.000		.000
	N	250	250	250	250
Technology	Pearson Correlation	.447**	.748**	.469**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	250	250	250	250

**. Correlation is significant at the 0.01 level (2-tailed)

The table no 4 represents that relationship that exists between Recruitment and Selection is highly significant at 0.01 level with the magnitude of .676** and in a positive direction. Whereas relationship that exists between Recruitment and Organizational Growth is significant with the magnitude of .882** and in a positive direction. In addition, relationship that exists between Selection and Organizational Growth is considered significant at 0.01 level with the magnitude

of $.704^{**}$ and in a positive direction. However, relationship that exists between Recruitment and Technology is highly significant with the magnitude of $.447^{**}$ and in a positive direction. Similarly, relationship that exists between Selection and Technology is highly significant with the magnitude of $.748^{**}$ in a positive direction. Furthermore, relationship that exists between Organizational Growth and Technology is significant at 0.01 level with the magnitude of $.469^{**}$ and in a positive direction.

4.1.4 Regression Analysis

A further concept, called regression analysis, is used during the analysis of the data. It is very important step in finding the relationship between variables, whether independent or dependent variables. For our variables in this sample, we used a linear regression study. The most important and accurate data can be given by such findings when obtained from this whole process.

The R indicates the simple correlation., value of R is .894 (89.4%) gives strong indication of high level of correlation between Recruitment and Selection (independent variables) and Organizational Growth (dependent variable). Same for the, R^2 gives an indication of degree to which "Organizational Growth" can be explained by "Recruitment and Selection". Additionally, R^2 can also be seen as percentage of change that is brought by the independent variables in the dependent variable. According to the test, R^2 is .800 (80%) which is very good. On the other hand, Adjusted R^2 shows model fitness is. So, when it comes to this study, Adjusted R^2 is 76.8% fit, which is an excellent sign

Model Summary

Model	R	R Square	Adjusted R Square
1	.894	0.800	0.768

a. Predictors: (Constant), Selection, Recruitment

ANOVA^a

Model		F	Sig.
1	Regression	492.768	.001^b
	Residual		
	Total		

Coefficients

Model		Standardized Coefficients Beta	t	Sig.
1	(Constant)		1.06	0.289
	Recruitment	.749	19.368	0.000
	Selection	.197	5.104	.000

a. Dependent Variable : Organizational Growth

In ANOVAs table, Significance level for this model is .000, that is less than .05, which itself indicates that it is highly significant.

The above table shows the magnitude and significance of relationship between independent and dependent variables. The contribution made by Recruitment is 77.3% with the significance of .000, and Selection is 26.9% with the significance of .000 to Organizational Growth

4.1.5 Moderation Analysis

Interaction1

Model Summary		
Model	R Square	Adjusted R Square
1	.800	0.768
2	0.784	0.783
a. Predictors: (Constant), Recruitment		
b. Predictors: (Constant), Recruitment , Interaction1		

ANOVA^a						
Model		df	Mean Square	F	Sig.	
1	Regression	2	12.483	492.768	.001^b	
	Residual	247	0.294			
	Total	249				
2	Regression	2	6.968	156.841	.001^c	
	Residual	247	0.282			
	Total	249				
a. Dependent Variable: Organizational growth						
b. Predictors: (Constant), Recruitment						
c. Predictors: (Constant), Recruitment , Interaction1						

Coefficients				
Model		Standardized Coefficients	t	Sig.
		Beta		
1	(Constant)		-1.06	0.289
	Recruitment	.749	19.368	0.000
2	(Constant)		4.171	0.000
	Recruitment	0.603	5.400	0.172
	Interaction1	0.290	2.594	0.010
a. Dependent Variable: Organizational growth				

In model, 1 R Square the change in Organizational Growth due to Recruitment is 80.0% in linear regression, also discussed earlier. However, when we add the moderating variable Technology the organizational growth decreases from 80.0% to 78.4% which is slightly a change

as we can see in model 2 R square. By looking at the Anova Table Significance level for this model is .001, that is less than .05, which itself indicates that it is highly significant. The contribution made by Recruitment was 74.9% to Organizational growth but when added technology, the value is remaining significant .010. with the adjusted value of R square to be 78.4%. And the t vale is positive 2.594

Interaction2

Model Summary		
Model	R Square	Adjusted R Square
1	.800	0.768
2	.505	0.501
a. Predictors: (Constant), Selection		
b. Predictors: (Constant), Selection , Interaction2		

ANOVA[a]						
Model		df	Mean Square	F	Sig.	
1	Regression	2	224.688	492.768	.001[b]	
	Residual	247	56.307			
	Total	249	280.975			
2	Regression	2	70.955	126.027	.001[c]	
	Residual	247	0.563			
	Total	249				
a. Dependent Variable: Organizational growth						
b. Predictors: (Constant), Selection						
c. Predictors: (Constant), Selection , Interaction2						

Coefficients				
Model		Standardized Coefficients	t	Sig.
		Beta		
1	(Constant)		1.06	0.289
	Selection	197	19.368	0.000
2	(Constant)		1.610	.109
	Selection	1.056	6.357	.999
	Interaction2	.369	2.213	0.028
a. Dependent Variable: Organizational growth				

In model, 1 R Square the change in Organizational Growth due to Recruitment is 80.0% in linear regression, also discussed earlier. However, when we add the moderating variable Technology the organizational growth decreases from 80.0% to 50.5% a change as we can see in model 2 R square. By looking at the Anova Table, The Significance level for this model is .001, that is less than .05, which itself indicates that it is highly significant. The contribution made by Selection was 36.9 % to Organizational growth with significant value and when added technology, value is remaining significant .028. with the adjusted value of R square to be 50.1%.

Chapter 5: Implication of results, discussions and conclusions

Hypothesis Acceptance/Rejection after the test

5.1 Implication of Results

Hypothesis	Status
H₁: Recruitment positively impact on organizational growth.	Accepted
H₂: Selection positively impact on organizational growth.	Accepted
H₃: Technology will moderate the relationship between Recruitment and organizational growth and have a positive impact between the independent and dependent variables.	Accepted
H₄: Technology will moderate the relationship between Selection and organizational growth and have a positive impact between the independent and dependent variables.	Accepted

Table for hypothesis

Hypothesis 1 was 'Recruitment enhances organizational growth.' it is proved to be accepted in correlation and regression analysis. In correlation analysis Recruitment is positive relation with organizational growth and it is proved to be highly significant with the magnitude of. 773. It has been shown in regression analysis that there is a substantial relationship between Recruitment and Organizational growth, which shows that increase in Recruitment, increases the organizational growth. By the increase of 1 unit in Recruitment there will be an increase of .773 in Organizational growth. The t value is 19.368 and positive

Hypothesis 2 was 'There is a positive a positive effect of Selection on organizational growth.' It is proved to be accepted in the correlation and regression analysis. In correlation analysis,

Selection is positively with the organizational growth, and it is proved to be highly significant with the magnitude of. 269. It has been shown in regression analysis that there is a substantial relationship between Selection and organizational growth, which shows that increase in Selection, increases the organizational growth. By the increase of 1 unit in Selection there will be a increase of. 269 in Organizational growth. The t value is 5.104 and positive

Hypothesis 3 was 'the technology will moderate the relationship between the organizational growth and recruitment, and it will positively moderate between IV and DV. In correlation analysis, Technology is positively with the Organizational growth, and it is proved to be highly significant with the magnitude of. 469. And technology is also positively related to the recruitment and proved to be highly significant with the magnitude of .447. It has been shown in regression analysis that there is a relationship between Technology and Organizational growth, which indicates that increase in Technology for recruitment, there is increases in Organizational growth

Hypothesis 4 was 'the technology will moderate the relationship between the organizational growth and Selection and. In correlation analysis, Technology is positively related to the Organizational growth, and it is proved to be highly significant with the magnitude of .469. And technology is also positively related to the selection and proved to be highly significant with the magnitude of .748. It has been shown in regression analysis that there is a relationship between Technology and Organizational growth, which indicates that increase in Technology for selection, increases the Organizational growth

5.2 Discussion
This research study aimed to explore the relationship between recruitment and selection (independent variable), Technology (moderating variables) and Organizational Growth (dependent variable), as IT sector of Islamabad and Rawalpindi has been selected for investigating the relationship between the above variables. To collect the respondents' answers (employee working in IT sector of Islamabad and Rawalpindi), we used an adaptive standardized questionnaire. A scale of 5% of the significance level has, however, been set to assess the acceptance and rejection of the hypotheses of this report. H1, H2, H3, and H4, were accepted based on the significance standard, as significance level of recruitment and selection, Technology, Organizational Growth has been less than 0.05. Therefore, all research hypotheses

have been accepted and they are significant. Therefore, it has been proved that there is a positive relationship between recruitment and selection (independent variable), Technology (moderating variables) and Organizational Growth (dependent variable).

By analyzing the results of this research, we came to know that recruitment and selection has a vital positive effect on Organizational Growth and when we add Technology with recruitment the overall Organizational Growth increases more. As our all hypothesis are accepted which shows that independent and all moderating variables positively effects the Organizational Growth in IT sector of Rawalpindi and Islamabad.

The results showed that our 1st hypothesis that is, *H1: Recruitment positively impact on organizational growth* is accepted as the study put emphasis that's there is an increase in organization performance when the right employee is recruited to the job and there is a negative effect on the performance of employees when an employee is not working well. This study also finds out that the recruitment process is more helpful in selecting the employee and these results in positive business growth (Abbasi, Tahir, Abbas, & Shabbir, 2020). Another study Conclude that recruiting the right employee for the required job plays a role in maintaining the position of the company in the industry as well as for the company's profit, the employee is the one who helps in making the objective into achievement (Ekwoaba, Ikeije, & Ufoma, 2015). The second hypothesis that is *H2*: *Selection positively impact on organizational growth,* is accepted. The study found out that the performance of the employee and the recruitment procedure plays a role in organization growth and gave the point that attracting employees to the job is different and selecting the right one for the job is a different task and that task need to be done carefully as on that phase employee is being judged at different levels, on the levels through which organization performance is being also judged (Ekwoaba, Ikeije, & Ufoma, 2015). This study found out that selecting the skilled employee help the sustainable growth, Selection of employee means that's now company reputation also is in the hand of that selected employee (Abbasi, Tahir, Abbas, & Shabbir, 2020).

The 3rd Hypothesis that *H3: Technology will moderate the relationship between Recruitment and organizational growth and have a positive impact between the independent and dependent variables.* Is accepted. and the 4th Hypothesis that is *H4: Technology will moderate the relationship between Selection and organizational growth and have a positive impact*

between the independent and dependent variables. Is accepted. The study was done by the **Patrick, Stewart and Joseph** state that the technology will help in the recruitment and selection process as in nowadays every operation involved technology and technology makes the process easier and faster so in this fast world automation is coming on every level and this makes the process easier and faster and the track and maintain the employee profile is also easier and manageable (Van Esch, 2019). Another study concludes that technology is the biggest tool that helps in improving organizational performance and helps is sustain for a longer period. Digital recruiting gives more accurate and authentic results and give the company with many options. (Black, 2020)

5.3 Conclusion

The aim of the study was to find out the impact of recruitment and selection on employee performance with the moderating effect of technology, according to results which was found by running different test on SPSS, it can be concluded that recruitment and selection tend to have a significant positive impact Organizational Growth in IT industry of Islamabad and Rawalpindi. To add on, it has been proved that Technology has a positive impact on Organizational Growth. Also, test findings have also proved that technology positively moderate the relationship between recruitment and selection and Organizational Growth in IT sector of Islamabad and Rawalpindi. As mentioned in chapter 1 the purpose of the study is to find out the relationship between recruitment and selection on Organizational Growth with the moderating effect of Technology in IT sector of Islamabad and Rawalpindi. Structured questionnaires have been distributed amongst the employee working in IT sector of Islamabad and Rawalpindi via Google forms for data collection, as impact of each variable has been clearly observed in this research paper. To testify the relationship of recruitment and selection, Technology have been empirically tested with Organizational Growth for demographics including gender, age and income, found positive correlation between them. Furthermore, correlation analysis has shown recruitment and selection is positively correlated with Technology and organizational growth. In addition to, the regression analysis has a significant relationship between, all the IV, DV and moderators mentioned in this study, recruitment and selection (independent variable), Technology (moderating variables), and organizational growth (dependent variable). It can be said that, recruitment and selection has positive impact on Organizational growth and, Technology positively moderates the relationship

between, recruitment and selection (independent variable) and organizational growth (dependent variable) in IT sector of Islamabad and Rawalpindi.

5.4 Limitation

There are a few limitations for this study and the first one start with the sample size, as the time was short and the sample size which I choose was 250 which is not enough to get the best result, to get the best result and the accurate one, this research should be done on the sample size of more than 500 at least and on different cities should also be included. The other limitation is the cultural difference, as most of the studies that have been done on a similar topic are the ones done in western culture and they have different mindset different values and belief and perception over something, and Pakistani culture is different from the western culture as Pakistani people have different perception regarding jobs. The other limitation is that this study cannot be applied to the other industry; it can only be applied to the IT industry of Rawalpindi and Islamabad. The other limitation is the time horizon that is selected is the cross-section it means that this study is done only one time, and these study results cannot be compared with the longitudinal results. The other limitation is the use of research equipment, for this research paper the research equipment used in this was the structured questionnaires only, the unstructured questionnaire when used give more insight into the respondent mind

5.5 Recommendations and Future Research

Most of the elements regarding the study were discussed in this research. But there is still space for change, In the literature review, some changes should be made when conducting research in the future. Improvements may take the form of extended periods of time, different industry can also be taken for population, variables can also be changed. In the future, the timeframe for a comprehensive research study may be expanded as well. In addition, this study has been carried out in the software field, as it can be carried out in any sector of Pakistan other than software. In addition, three types of variables (such as dependent, moderating, and independent) were used in this research and a mediating variable was not used. In order to provide a thorough analysis of the relationship between variables in this study, a mediating variable should also be added to the study to give more insight of the study. in the end, it is possible to increase the sample size to perform this analysis in a more appropriate way.

References

.Robertson, I. T. (2001.). Personnel selection. *Journal of occupational and Organizational psychology, , 74(4),*, 441-472.

Aaqib Sarwar, M. A. (2020). Financial development, human capital and its impact on economic growth of emerging countries. *Asian Journal of Economics and Banking*, 2615-9821.

Abbasi, A. S., & Rana, 2. H. (2012). IMPACT OF ISLAMIC WORK ETHICS, REWARD SYSTEM AND ORGANIZATIONAL ENVIRONMENT ON CITIZENSHIP BEHAVIOR OF EMPLOYEES. *ssrn, 24*(4), ,513--519.

Abbasi, S. G. (2020). Examining the relationship between recruitment & selection practices and business growth: An exploratory study . *Journal of Public Affairs,*, e2438.

Abbasi, S. G. (2020). Examining the relationship between recruitment & selection practices and business growth: An exploratory study. *Journal of Public Affairs*, 2438.

Abbasi, S. G. (2020). Examining the relationship between recruitment & selection practices and business growth: An exploratory study. *Journal of Public Affairs, .*, e2438.

Abbasi, S. G., Tahir, M. D., Abbas, M., & Shabbir, M. S. (2020). Examining the relationship between recruitment & selection practices and business growth: An exploratory study. *ACADEMIC PAPER*.

Abd-El-Salam, E. M.-N. (2013). The relationship among job satisfaction, motivation, leadership, communication, and psychological empowerment: An Egyptian case study. *SAM Advanced Management Journal*, 33.

Acquaah, M. (2007). "Managerial social capital, strategic orientation, and organizational performance in an emerging economy. *Strategic Management Journal, 28*, 1235–55.

Aguenza, B. B. (2018). Motivational factors of employee retention and engagement in organizations. *IJAME*.

Ahangar, R. G. (2011). The relationship between intellectual capital and financial performance: An empirical investigation in an Iranian company. *African journal of business management,, 5(1),* , 88-95.

Ahmad, S. &. (2002). The importance of recruitment and selection process for sustainability of total quality management. *International Journal of Quality & Reliability Management.*

Akimova, I. (2000). Development of market orientation and competitiveness of Ukrainian firms". *, European Journal of Marketing,, 34*, 1128-1148.

AKYUZ, M. &. (2019). EFFECT OF RECRUITMENT AND SELECTION ON PERFORMANCE OF DIAMOND BANK PLC, ABUJA.

Akyuz, M., & Isaac, O. M. (2019). EFFECT OF RECRUITMENT AND SELECTION ON PERFORMANCE OF DIAMOND BANK PLC, ABUJA. *International Journal of Economics, Business and Management Research, 3*(8). Retrieved from https://www.researchgate.net/publication/335312896

Al-Ansari, Y. P. (2013). Innovation and business performance of SMEs: the case of Dubai. *Education, Business and Society: Contemporary Middle Eastern Issues.*

Albert, E. T. (2019). AI in talent acquisition: a review of AI-applications used in recruitment and selection. *Strategic HR Review.*

Alnaqbi, W. (2011). The relationship between human resource practices and employee retention in public or etention in public organisations : an explor ganisations : an exploratory study y study conducted in the United Arab Emirates . *Research online.*

Alshibly, H. H. (2014). A free simulation experiment to examine the effects of social commerce website quality and customer psychological empowerment on customers' satisfaction. . *Journal of Business Studies Quarterly,*, 21.

Amundsen, S. &. (2015). Linking empowering leadership to job satisfaction, work effort, and creativity: The role of self-leadership and psychological empowerment. *Journal of Leadership & Organizational Studies*, 304-323.

Ana Moreira, F. C. (2020). Competences development and turnover intentions: the serial mediation effect of perceived internal employability and affective commitment. *European Journal of Management Studies*, 2183-4172.

Anderson, M. &. (2018). Teens, social media & technology 2018. *Pew Research Center, 31*(2018), 1673-1689.

Anderson, N. &. (2008). Fairness reactions to personnel selection methods: An international comparison between the Netherlands, the United States, France, Spain, Portugal, and Singapore. *International Journal of Selection and Assessment,, 16*(1), 1-13.

Anitha, J. (2016). Role of Organisational Culture and Employee Commitment in Employee Retention. *ASBM Journal of Management.*

Antoniu, E. (2010). Career planning process and its role in human resource development. *Annals of the university of petroşani, economics,, 10*(2), 13-22.

Anwar, G. &. (2015). the impact of recruitment and selection on job satisfaction: Evidence from private school in Erbil. *International Journal of Social Sciences & Educational Studies, , 1(3)*, , 4-13.

Arogundade, O. T. (2015). Psychological Empowerment in the Workplace: Implications for Employees' Career Satisfaction. *North American Journal of Psychology*.

Arogundade, O. T. (2015). Psychological Empowerment in the Workplace: Implications for Employees' Career Satisfaction. *North American Journal of Psychology*.

Ashraf, J. (2017, March 31). Recruitment and Selection in Violent Extremist Organizations: Exploring selection, in relation to job analysis in Pakistan. *Cogent Social Sciences*, 3-11. doi:http://dx.doi.org/10.1080/23311886.2017.1309134

Azeez, S. A. (2017). Human resource management practices and employee retention: A review of literature. *Journal of Economics, Management and Trade, 18* (2), 1-10.

Aznan Hasan, R. H. (2019). A proposed human resource management model for zakat institutions in Malaysia. *ISRA International Journal of Islamic Finance*, 98-109.

Bal, P. M. (2013). How do developmental and accommodative HRM enhance employee engagement and commitment? The role of psychological contract and SOC strategies. *Journal of Management Studies,, .50(4),* , 545-572.

Balan, O., Moskalyk, H., Peredalo, K., Hurman, O., Samarchenko, I., & Revin, F. (2020, April). USING THE PATTERN METHOD FOR THE COMPREHENSIVE ORGANIZATION OF RECRUITMENT AND SELECTION OF PERSONNEL. *International Journal of Advanced Research in Engineering and Technology (IJARET), 11*(4), 290-300.

Bayo-Moriones, J. A. (2001). Size and HRM in the Spanish manufacturing industry. . *Employee relations.*

Bernocchi, M. (2019). Recruitment and Selection Challenges in Public Government: Addressing Recruitment and Selection Challenges for Public Employers in the Greater Los Angeles Area (Doctoral dissertation, California State University, Northridge).

Black, J. S. (2020). AI-enabled recruiting: What is it and how should a manager use it?. *Business Horizons,, 63*(2), 215-226.

Bode, C. S. (2015). Corporate social initiatives and employee retention. . *Organization Science*, 1702-1720.

Bolton, R. N. (2013). Understanding Generation Y and their use of social media: a review and research agenda. *Journal of service management.*

Bondarouk, T. R. (2009). e-HRM effectiveness in a public sector organization: a multi-stakeholder perspective. *The International Journal of Human Resource Management, 20*(3), 578-590.

Bontis, N. K. (2000). Intellectual capital and business performance in Malaysian industries. *Journal of Intellectual Capital*, 85-100.

Borges-Andrade, T. G. (2020). Human resource system as innovation for organisations. *Innovation & Management Review*, 197-214.

Bouwman, H. N.-C. (2018). The impact of digitalization on business models. *Digital Policy, Regulation and Governance.*

Boxall, P. &. (2011). Strategy and human resource management. . *Macmillan International Higher Education.*

Boyle, M. E. (2005). . Solving business problems through the creative power of the arts: catalyzing change at Unilever. *Journal of Business Strategy.*

Breaugh, J. A. (2000). Research on employee recruitment: So many studies, so many remaining questions. *Journal of management,, 26(3)*, , 405-434.

Bresnahan, T. F. (2002). Information technology, workplace organization, and the demand for skilled labor: Firm-level evidence. *The quarterly journal of economics,, 117*(1), 339-376.

Brishti, J. K., & Javed, A. (2020). THE VIABILITY OF AI-BASED RECRUITMENT PROCESS.

Brock, V. G. (2006). Who's who in coaching: Who shaped it, who's shaping it. *Proceedings of the fourth international coach federation coaching research symposium*, 11-25.

Brooks, C. &. (2018). The effects of environmental, social and governance disclosures and performance on firm value: A review of the literature in accounting and finance. *The British Accounting Review,, 50(1),* , 1-15.

Brown, D. (2003). Career information, career counseling, and career development. Allyn & Bacon.

Camarero, G. (2009). Questionnaire: impact of organizational learning and innovations on performance.

Carless, S. A. (2007). Graduate recruitment and selection in Australia. *International Journal of Selection and Assessment, 15*(2), 153-166.

Castle, D. K. (2001). Organization development: A framework for successful information technology assimilation. *Organization Development Journal, 19*(1), 59.

Chang, E. &. (2018). Signaling or experiencing: Commitment HRM effects on recruitment and employees' online ratings. *Journal of Business Research,, 84*, 175-185.

Chapman, D. S. (2003). The use of technologies in the recruiting, screening, and selection processes for job candidates. *International journal of selection and assessment,, 11*(2-3), 113-120.

Cherif, F. (2020). The role of human resource management practices and employee job satisfaction in predicting organizational commitment in Saudi Arabian banking sector. *International Journal of Sociology and Social Policy*, 529-541.

Cloutier, O. F.-J. (2015). The Importance of Developing Strategies for Employee Retention. *Journal of Leadership, Accountability & Ethics*.

Colbert, A. Y. (2016). The digital workforce and the workplace of the future.

Colomo-Palacios, R. C.-L.-A.-P. (2012). Analyzing human resource management practices within the GSD context. *Journal of Global Information Technology Management,, 15*(3), 30-54.

Cooper, B. &. (2014). LinkedIn as a learning tool in business education. *American Journal of Business Education (AJBE),, 7*(4), 299-306.

Correll, S. B. (2007). Getting a Job: Is There a Motherhood Penalty?. *American Journal of Sociology, 11*(5), 1297-1339.

Cummings, T. G. (2014). *Organization development and change.* Cengage learning.

Dar, A. T. (2014). Mediating role of employee motivation in relationship to post-selection HRM practices and organizational performance. *International Review of Management and Marketing*, 224-238.

Davidson, M. T. (2010). How much does labour turnover cost? A study of four and five star hotels. *International Journal of Contemporary Hospitality Management*, 1-31.

De Vos, A. D. (2011). Competency development and career success: the mediating role of employability. *Journal of Vocational Behavior,*, 438-447.

Delery, J. a. (2017). Strategic human resource management, human capital and competitive advantage: is the field going in circles? *Human Resource Management Journal*, 1-21.

Dev, j. j. (2015). The impact of transformational leadership on employee creativity: the role of learning orientation . *Journal of Asia Business Studies*, 78-98.

Don-Solomon, A. &. (2015). TALENT MANAGEMENT AND ORGANIZATIONAL GROWTH; A SURVEY ON SELECTED REGISTERED COMPANIES IN BAYELSA

STATE, NIGERIA. European. *Journal of Research and Reflection in Management Sciences, 3(4).*

Dwivedi, Y. K. (2019). Artificial Intelligence (AI): Multidisciplinary Perspectives on Emerging Challenges, Opportunities, and Agenda for Research, Practice, and Policy.". *International Journal of Information Management.*

Ekwoaba, J. O. (2015). The Impact of Recruitment and Selection Criteria on Organizational Performance.

Ekwoaba, J. O., Ikeije, U. U., & Ufoma, N. (2015). THE IMPACT OF RECRUITMENT AND SELECTION CRITERIA ON ORGANIZATIONAL PERFORMANCE. *Global Journal of Human Resource Management, 3*(2), 22-33.

El-Kot, G. &. (2008). A survey of recruitment and selection practices in Egypt. Contemporary Middle Eastern Issues.

Erkut Altındağa, Y. K. (2015). The Relationship between Emotional Intelligence of Managers, Innovative Corporate Culture and Employee Performance. *Procedia - Social and Behavioral Sciences*, 270 – 282.

Fahim, M. G. (2018). Strategic human resource management and public employee retention. *Review of Economics and Political Science*, 20-39.

Faiza, M. W. (2019). An examination of sustainable HRM practices on JobPerformance: an application of trainingas a moderator. *Sustainability*, 2263.

Flory, J. A. (2021). Increasing Workplace Diversity Evidence from a Recruiting Experiment at a Fortune 500 Company. *Journal of Human Resources,, 56*(1), , 73-92.

Forsman, H. &. (2011). Innovation and business performance in small enterprises: An enterprise-level analysis. . *International Journal of Innovation Management,, 15*(03), 641-665.

Francis Owusu-Mensah, J. A. (2015). Staff development practices of open and distance learning institution in Ghana: the case of the distance education programme of University of Education, Winneba, Ghana. *Journal of Education and Practices*.

Ganesan, M. A. (2018). Dimensions of job advertisement as signals for achieving job seeker's application intention. . *Journal of Management Development.*

Ganesh, A. (2016). Understanding the Relationship between Employee Motivation and Customer Retention. *The XIMB Journal of Management*.

Githaiga, P. N. (2020). Human capital, income diversification and bank performance–an empirical study of East African banks. *Asian Journal of Accounting Research*, 2443-4175.

Gold, J. &. (2007). *Recruitment and Selection'. Human Resource Management:* (Vols. Theory and practice (4th ed),.). Hampshire: Palgrave Macmillan.

Gonzales, M. L. (2003). IBM Data Warehousing: With IBM Business Intelligence Tools. John Wiley & Sons.

Green, S. B. (2010). How Many Subjects Does It Take To Do A Regression Analysis. *Multivariate Behavioral Research*, 499-510.

Greenwald, J. (2008, March). Web-based screening may lead to bias suits. . *Business Insurance*, 1-6.

Gupta, N. &. (2014). Employee compensation: The neglected area of HRM research. ,. *Human resource management review, 24*(1), 1-4.

Gusdorf, M. L. (2008). Recruitment and Selection: Hiring the Right Person A two-part learning module for undergraduate students. *Society for Human Resource Management*. Retrieved from www.shrm.org/hreducation

Haksever, C. C. (2004). A model of value creation: Strategic view. *Journal of Business Ethics,, 49*(3), 295-307.

Hameed, W. U. (n.d.). Relationships between external knowledge, internal innovation, firms' open innovation performance, service innovation and business performance in the Pakistani hotel industry. *International Journal of Hospitality Management, ,, 92*, 102745.

Hamza, P. A. ((2021)). Recruitment and Selection: The Relationship between Recruitment and Selection with Organizational Performance. *International Journal of Engineering, Business and Management,, 1-13.*, 5(3),.

Hamzah Elrehail, A. A. (2020). Employee satisfaction, human resource management practices and competitive advantage The case of Northern Cyprus. *European Journal of Management and Business Economics*, 125-149.

Haugh, H. M. (2010). How do corporations embed sustainability across the organization?. *Academy of Management learning & education,, 9*(3), 384-396.

Hazan, R. Y. (2010). *Democracy within parties: Candidate selection methods and their political consequences.* . OUP Oxford.

Hejazi, R. G. (2016). Intellectual, human and structural capital effects on firm performance as measured by Tobin's Q. *Knowledge and Process Management*, 259-273.

Herman Aguinis, R. K. (2013). Best-Practice Recommendations for Estimating Cross-Level Interaction Effects Using Multilevel Modeling. *Jounal of Management*, 1490-1528.

Hiren, k., & B. (2019). An Exploration of How Artificial Intelligence Is Impacting Recruitment and Selection Process.

Hitt, M. a. (2002). The essence of strategic leadership: managing human and social capital. *Journal of Leadership & Organizational Studies*, 3-14.

Holm, A. B. (2012). E-recruitment: towards an ubiquitous recruitment process and candidate relationship management. *German Journal of Human Resource Management,, 26*(3), 241-259.

Hosain, S. &. (2020). Recruitment through LinkedIn: Employers' perception regarding usability. . *Asian Journal of Management,, 11*(1).

Hossain, M. Z. (2017). The Art of Designing and Producing Product for Facing Global Challenges: A Study on Toyota Production System. *7*.

Hsu, Y. R. (2000). A study of HRM and recruitment and selection policies and practices in Taiwan. . *International Journal of Human Resource Management,, 11(2),* , 413-435.

Hulin, C. N. (2001). Can a Reliability Coefficient Be Too High? *Journal of Consumer Psychology*, 55-58.

Huselid, M. (2013). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *The Academy of Management Journal*, 635-672.

Ibrahim, H. E. (2020). Employee satisfaction, human resource management practices and competitive advantage The case of Northern Cyprus. *European Journal of Management and Business Economics*, 125-149.

Iqbal, S. &. (2015). Impact of perceived organizational support on employee retention with mediating role of psychological empowerment. *Pakistan Journal of Commerce and Social Sciences*, 18-34.

Jimenez, D. J. (2013). Studying the effect of HRM practices on the knowledge management process. *Personnel Review*, 28-49.

Joo, B. K. (2013). Transformational leadership and career satisfaction: The mediating role of psychological empowerment. . *Journal of Leadership & Organizational Studies,*, 316-326.

Kafetzopoulos, D. P. (2019). Innovation dimensions and business performance under environmental uncertainty. *European Journal of Innovation Management.*

Kaifeng, J. L. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of Management Journal*, 1264-1294.

Kamran, A. D. (2015). Analysis of the recruitment and selection process. . *In Proceedings of the Ninth International Conference on Management Science and Engineering Management* , 1357-1375.

Kapse, A. S. (2012). E-recruitment. *International Journal of Engineering and Advanced Technology, 1*(4), 82-86.

Kareem, H. M. (2019). Organizational Performance In Iraqi Smes: Validity And Reliability Questionnaire.,. *Academy of Accounting and Financial Studies Journal, 23(6),* , 1-16.

Kassa, T. (2015). Employee motivation and its effect on employee retention in Ambo mineral water factory. *Computer Science*, 10-21.

Keep, E. &. (2010). Recruitment and selection-the great neglected topic.

Keep, E. &. (2010). Recruitment and selection-the great neglected topic.

Kesavaraj, G. &. (2012). A Study on the Effectiveness of Campus Recruitment and Selection Process in IT Industries. *In Emerging Trends in Science, Engineering and Technology Springer, India.*, 745-757.

Khasawneh, O. Y. (2018). Technophobia without boarders: The influence of technophobia and emotional intelligence on technology acceptance and the moderating influence of organizational climate. . *Computers in Human Behavior, 88*, 210-218.

Kotey, B. &. (2004). Changing HRM practices with firm growth. . *Journal of Small Business and Enterprise Development.*

Kotey, B. &. (2004). Changing HRM practices with firm growth. . *Journal of Small Business and Enterprise Development.*

Kozlowski, S. W. (1987). Technological innovation and strategic HRM: Facing the challenge of change. *Human Resource Planning,, 10*(2).

Kraiger, K. F. (2007). The expanding role of workplace training: Themes and trends influencing training research and practice. *Historical perspectives in industrial and organizational psychology,*, 281-309.

Kumar, R. (2019). Research methodology: A step-by-step guide for beginners. *Sage Publications Limited*.

KUMAR, T. (2019). . E-RECRUITMENT: THE MODERN TREND OF RECRUITMENT PRACTICES.

Lavigna, R. J. (2004). Recruitment and selection of public workers: An international compendium of modern trends and practices. *Public Personnel Management,, 33,*(3), 237-253.

Lee, C. H. (2003). Creating value for employees: investment in employee development. *The International Journal of Human Resource Management*, 981-1000.

Lee, M. (2007). Human resource development from a holistic perspective. . *Advances in Developing Human Resources,, 9(1),* , 97-110.

Lenhart, A. P. (2010). Social Media & Mobile Internet Use among Teens and Young Adults. *Millennials. Pew internet & American life project.*

Lennick, D. &. (2007). *Moral intelligence: Enhancing business performance and leadership success. Pearson Prentice Hall.*

Lepak, D. P. (2006). A conceptual review of human resource management systems in strategic human resource management research. *Research in personnel and human resources management.*

Lien, B. Y. (2007). Organizational learning as an organization development intervention in six high-technology firms in Taiwan: An exploratory case study. *Human resource development quarterly,, 18*(2), 211-228.

Lievens, F. &. (2010). . Recruitment and selection. . *The SAGE handbook of human resource management,*, 135-154.

Lin, L. F. (2013). The influence of leadership behavior and psychological empowerment on job satisfaction. . *International Journal of Organizational Innovation*, 21.

Mahmood, M. (2015). Strategy, structure, and HRM policy orientation: Employee recruitment and selection practices in multinational subsidiaries. *Asia Pacific Journal of Human Resources,.*

Mankins, M. C. (2005). Turning great strategy into great performance. *Harvard business review*, 2607.

Manroop, L., Linton, S., & Petty, ,. R. (2015). Integration of Micro-Blogs into the Human Resource Management (HRM) Areas of Recruitment and Selection. 226-250. doi:10.4018/978-1-4666-8408-9.ch010

Maqbool, N. M. (2020). DEVELOPING E-RECRUITMENT FRAMEWORK FOR ENHANCED RECRUITMENT PRACTICES IN TELECOMMUNICATION SECTOR OF PAKISTAN. *European Journal of Human Resource Management Studies,, 4*(2).

Masi, R. J. (2000). Effects of transformational leadership on subordinate motivation, empowering norms, and organizational productivity. . *The International Journal of Organizational Analysis.*

Matsuno, K. M. (2002). The effects of entrepreneurial proclivity and market orientation on business performance. *Journal of marketing,*, 66(3), 18-32.

Mbugua, R. W. (2017). INFLUENCE OF RECRUITMENT AND SELECTION CRITERIA ON EMPLOYEE RETENTION IN THE INSURANCE INDUSTRY IN KENYA. *Journal of Human Resource and Leadership,, 2*(7), 17-40.

Mittal, S. (2013). HRD climate in public & private sector banks. *Indian Journal of Industrial Relations*, 123-131.

Msengeti, D. M. (2015). Effects of pay and work environment on employee retention: A study of Hotel industry in Mombasa County.

Muduli, A. &. (2020). Recruitment methods, recruitment outcomes and information credibility and sufficiency. . *Benchmarking: An International Journal.*

Nail, T. H. (2002). *Guidelines on interview and employment application questions [SHRM White Paper].* Retrieved from www.shrm.org/hrresources/whitepapers.

Namasivayam, K. G. (2014). The influence of leader empowering behaviors and employee psychological empowerment on customer satisfaction. *International Journal of Contemporary Hospitality Management*, 69-84.

Naveen, S. &. (2014). A study on recruitment & selection process with reference to three industries, cement industry, electronics industry, sugar industry in Krishna Dt Ap, India. . *Journal of Business and Management,, 15*(5), 60-67.

Nel, T. S. (2015). Investigating positive leadership, psychological empowerment, work engagement and satisfaction with life in a chemical industry. . *SA Journal of Industrial Psychology*, 1-13.

Nguyen, H. T. (2018). Towards human resource development at Hanoi Open University. *Asian Association of Open Universities Journal*, 223-235.

Nguyen, T. T. (2010). The relationship between training and firm performance : a literature review. *Research and Practice in Human Resource Management*, 36-45.

Nicholson, B. &. (2008). Human resource development policy in the context of software exports: case evidence from Costa Rica. . *Progress in Development Studies,, 8*(2), 163-176.

Nieves, J. Q. (2014). Knowledge-based resources and innovation in the hotel. *International Journal of Hospitality Management*, 65-73.

Noon, M. B. (2013). The realities of work: Experiencing work and employment in contemporary society. *Macmillan International Higher Education.*

Ogutu, M. O. (2012). Influence of Power Distance on Employee Empowerment and MNC Performance: A Study of Multinational Corporations in Kenya. *Education Research Journal*, 47-61.

Okolie, U. C. (2017). E-recruitment: practices, opportunities and challenges. ,. *European Journal of Business and Management, 9(11),*, 116-122.

Okoye, P. V. (2013, October). The Effect of Human Resources Development on Organizational Productivity. *International Journal of Academic Research in Business and Social Sciences, 3*(10). doi: 10.6007/IJARBSS/v3-i10/295

Ölçer, F. &. (2015). Mediating effect of job satisfaction in the relationship between psychological empowerment and job performance. *Theoretical and Applied Economics*, 111-136.

Ölçer, F. &. (2015). Mediating effect of job satisfaction in the relationship between psychological empowerment and job performance. *Theoretical and Applied Economics*, 111-136.

Omer, S. K. (2018). ORGANIZATION ROBOTS; TREND TO POST-HUMAN RESOURCES MANAGEMENT (POST-HRM). *Journal of Process Management. New Technologies, 6*(1).

Osman, S. S. ((2016).). Does innovation contribute to employee performance?. *Procedia-Social and Behavioral Sciences, *, 219, 571-579.

Otter, T. (2009). ''The business impact of social computing: real-world results for recruitment'', Gartner database.

Paillé, P. (2019). Green recruitment and selection: an insight into green patterns. . *International journal of manpower.*

Pandey, P. (2014). Employee motivation and retention-key to organisational performance-in Indian perspective. *International Journal of Marketing and Technology*, 144.

Paul, A. K. (2004). Influence of HRM practices on organizational commitment: A study among software professionals in India. *uman Resource Development Quarterly,, H15(1),*, 77-88.

Ployhart, R. E. (2006). Staffing in the 21st century:. *New challenges and strategic opportunities. Journal of management,, 32*(6), 868-897.

Pollard, E. H. (2015). Understanding employers' graduate recruitment and selection practices: main report.

Puner, H. W., Fromm, E., Roazen, P., & S. P. (2020). The Stuff of Dreams. doi:10.4324/9780429338564-7

Richardson, M. A. (2012). Recruitment strategies. Managing/effecting recruitment process.

Rosa, J. E. (2017). Challenges, success factors and strategies for women's career development in the Australian construction industry. *Construction Economics and Building, 17*(3), 27-46.

Rozario, S. D. (2019). *10(2),* , 35.

Rozario, S. D. (2019). . Challenges in recruitment and selection process:. *An empirical study. Challenges,, 10(2),* , 35.

Saif, N. I. (2013). Psychological empowerment and job satisfaction in Jordanian hospitals. *International Journal of Humanities and Social Science*, 250-257.

Scholarios, D. &. (1999). Recruiting and selecting professionals: Context, qualities and methods. . *International Journal of Selection and Assessment,, 7*(3), 142-156.

Schweyer, A. (2004). Talent management systems: Best practices in technology solutions for recruitment, retention and workforce planning. . *John Wiley & Sons.*

Selase, A. E. (2018). The impact of recruitment and selection criteria on organizational performance. GN Bank, Greater Accra Region of Ghana as the Mirror. *Journal of Public Administration and Governance,, 8*(3), 283-295.

Shakeel, N. &. (2015). Factors influencing employee retention: An integrated perspective. *Journal of Resources Development and Management*, 32-49.

Shipton, H. S. (2017). "HRM and innovation – looking across levels. *Human Resource Management Journal*, 246-263.

Shore, L. M. (2006). Social and economic exchange: Construct development and validation. *Journal of Applied Social Psychology*, 837-867.

Siavelis, P. M. (2012). Pathways to power: Political recruitment and candidate selection in Latin America. . *Penn State Press.*

Sims, R. R. (2006). Human Resource Development Today and Tomorrow. . *IAP*.

Sminia, H. &. (2006). Strategic management and organization development: Planned change in a public sector organization. *Journal of Change Management, 6*(1), 99-113.

Sparrow, P. R. (2007). Globalization of HR at function level: four UK-based case studies of the international recruitment and selection process. ,. *The International Journal of Human Resource Management, 18*(5), , 845-867.

Spence Laschinger, H. K. (2009). Workplace empowerment, incivility, and burnout: Impact on staff nurse recruitment and retention outcomes. *Journal of nursing management,, 17*(3), 302-311.

Stevens CD, S. J. (2010). Attraction to employment advertisements: advertisement wording and personality characteristics. *Journal of Management*, 22:107–26.

Subhani, M. I. (2012). Contribution of linkedin on recruitment and selection. *South Asian Journal of Management Sciences,, 6*(2), 23-34.

Sule, O. E. (2013). Impact of personal recruitment on organisational development: A survey of selected Nigerian workplace. *International Journal of Business Administration,, 4*(2), 79.

Susana Pasamar, M. D.-F.-N. (2019). Human capital: the link between leadership and organizational learning. *European Journal of Management and Business Economics*, 25-51.

Sushil, S. (2013). Motivation and retention: HR strategies in achieving quality of work life. *Global Journal of Management and Business Studies*, 763-768.

Taylor M, B. T. (1987). Organizational recruitment activities and applicants' reactions at different stages of the recruitment process. . *Pers. Psychol.*, 40:261–85.

Taylor, M. S. (2000). Organizational recruitment: Enhancing the intersection of research and practice.

Ugwu, F. O.-S. (2014). Linking organizational trust with employee engagement: The role of psychological empowerment. *Personnel Review*, 377-400.

Ukko, J. N. (2019). Sustainability strategy as a moderator in the relationship between digital business strategy and financial performance. *Journal of Cleaner Production*(236), 117626.

Van Esch, P. B. (2019). Marketing AI recruitment: The next phase in job application and selection. *Computers in Human Behavior, 90*, , , 215-222.

Vasquez, D. (2014). Employee retention for economic stabilization: A qualitative phenomenological study in the hospitality sector. *International Journal of Management, Economics and Social Sciences*, 1-17.

Veger, M. (2006, January). How does Internet recruitment have effect on recruitment performance?. *In Fourth Twente Student Conference on IT, (Vol. 30).*

Voogt, S. (2017). Countering far-right recruitment online: CAPE's practitioner experience. *Journal of Policing, Intelligence and Counter Terrorism,, 12*(1), 34-46.

Wang, D. S. (2008). Will the strategic fit between business and HRM strategy influence HRM effectiveness and organizational performance?. *International journal of manpower.*

Wang, X. &. (2007). The dilemma of defining international human resource development. . *Human Resource Development Review,, 6(1),*, 96-108.

Wayman, J. C. (2006). Technology-supported involvement of entire faculties in examination of student data for instructional improvement. *American Journal of Education,, 112*(4), 549-571.

Werner, J. M. (2011). Human resource development. . *Cengage Learning.*

Williamson, I. O. (2000). Employer legitimacy and recruitment success in small businesses. *Entrepreneurship Theory and Practice, , 25(1),*, 27-42.

Winarso, W. (2020). Technology, Social Media And Behaviour Of Young Generation In Indonesia; A Conseptual Paper. *International Journal of Scientific & Technology Research, 9*(4), 986-989.

Wong, C. A. (2013). Authentic leadership, performance, and job satisfaction: the mediating role of empowerment. *Journal of advanced nursing*, 947-959.

Wright, K. B. (2005). Researching Internet-based populations: Advantages and disadvantages of online survey research, online questionnaire authoring software packages, and web survey services. *Journal of computer-mediated communication, 10*(3).

Yan, J. &. (2017). Collective entrepreneurship, environmental uncertainty and small business performance: A contingent examination. *The Journal of Entrepreneurship,, 26*(1), 1-26.

Young, K. (2010). Policies and procedures to manage employee Internet abuse. *Computers in Human Behavior,, 26*(6), 1467-1471.

Yuntao Dong, K. M.-X. (2016). Enhancing employee creativity via individual skill development and team knowledge sharing: Influences of dual-focused transformational leadership. *Journal of Organizational Behavior*.

Zide, J. E.-D. (2014). LinkedIn and recruitment: How profiles differ across occupations. . *Employee Relations.*

Zolzaya, E. &. (2018). The research of Mongolian SMEs human resource recruitment and selection in some problem. . *Proceedings of the Mongolian Academy of Sciences,* , 160-172.

Appendix

Questionnaire:

Recruitment

1. Our organization receive large numbers of qualified applicants in response to a job advert in the media (indeed, LinkedIn etc.).
2. Professional association is a source of employee recruitment
3. Our organization receive large numbers of experienced applicants in response to a job advert in the media (indeed, LinkedIn etc.).
4. Employment agencies are often consulted for recruitment of staff.

Selection

1. Our organization uses unstructured interviews to determine the suitability of candidates for a vacant position
2. Within our organization, selection methods used (application forms, assessment centers, psychometric tests, interviews, CV data, references, group interviews) are important.
3. Our organization does uses Panel interview method of selection.
4. Our organization don't consider gender and race for Selection of employees

Organizational Growth

1. Employees feel very committed to the organization.
2. Employees are prepared to go an extra mile for the company.
3. Absenteeism is in our company (relative to competition) very low.
4. Learning ability and adaptability of employees is high.

Technology

1. Technology provides useful information for ongoing monitoring decisions and actions.
2. Technology help in aligning information with business needs.
3. Technological innovation activities improve teamwork among my colleague and employees.
4. Employee performance has been getting better through Technological innovation activities

Report 2

10%	4%	1%	7%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	**Submitted to Higher Education Commission Pakistan** Student Paper	4%
2	**ijaar.org** Internet Source	1%
3	**Submitted to Cyprus International University** Student Paper	1%
4	**www.scribd.com** Internet Source	1%
5	**strengthscape.com** Internet Source	<1%
6	**link.springer.com** Internet Source	<1%
7	**Submitted to TechKnowledge** Student Paper	<1%
8	**www.moit.gov.pk** Internet Source	<1%
9	**Submitted to RGIT Australia** Student Paper	<1%

Bahria University
Islamabad Campus

RC-04

MBA/BBA

1st Half Semester Progress Report

Name of Student(s)	Sarah Anwar
Enrollment No.	01- 221202-046
Thesis/Project Title	Impact of recruitment and selection on organizational Growth with moderating affect of Technology in IT Industry

Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
1	22/11/21	Research Cell	Research Methodology	S.A.
2	29/11/21	Research Cell	Review Questionnaire	S.A.
3	13/12/21	Research cell	Guidance on SPSS	S.A.
4	22/12/21	Research Cell	Result Analysis	S.A.

Progress Satisfactory [✓]   Progress Unsatisfactory [ ]

Remarks: She was very punctual in all the meeting, very learning Attidute and made sure things were subbmitted on time.

Signature of Supervisor: _Heylaya_   Date: 9/feb/2022.

Name: Haya Adnan.

Note: **Students attach 1st & 2nd half progress report at the end of spiral copy.**

Page 1 of 2

Bahria University
Islamabad Campus

RC-04

MBA/BBA
2nd Half Semester Progress Report & Thesis Approval Statement

Name of Student(s)	Sarah Anwar
Enrollment No.	01-221202-046
Thesis/Project Title	Impact of recruitment & selection on organization growth with moderating affect of technology in IT Industry.

Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
5	10/1/22	Research Cell	learnt Interpretation	S.A
6	19/1/22	Research Cell	Conclusion & Result	S.A
7	22/1/22	Research Cell	Citation & Referencing	S.A
	//	//		

APPROVAL FOR EXAMINATION

Candidates' Name: Sarah Anwar   Enrollment No: 01-221202-046

Project/Thesis Title: Impact of recruitment & Selection on organizational growth with moderating affect of technology in IT Industry.

I hereby certify that the above candidates' thesis/project has been completed to my satisfaction

and, to my belief, its standard appropriate for submission for examination. I have also conducted

plagiarism test of this thesis using HEC prescribed software and found similarity index at _____

that is within the permissible limit set by the HEC for thesis/ project MBA/BBA. I have also found

the thesis/project in a format recognized by the department of Business Studies.

Signature of Supervisor: _____   Date: 9/Feb/2022

Name: Haya Adhan

Page **2** of **2**