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Recruitment Strategies for Talent Management in Information Technology

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Walden University

College of Management and Technology

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Janéa M. Milburn

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Walden University
2021

Abstract

Recruitment Strategies for Talent Management in Information Technology

by

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MBA, Walden University, 2010

BS, Bowie State University, 2006

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

October 2021

Abstract

Recruiting skilled personnel is an essential task of managers, and the cost of an unfavorable recruitment strategy could result in productivity loss, low company morale, and turnover. Grounded in the competency-based human resource management model, the purpose of this qualitative single case study was to explore strategies information technology (IT) hiring managers used to recruit skilled personnel. Participants were five IT hiring managers from one tax collection agency in Maryland who successfully recruited skilled IT personnel. Data were collected from semistructured interviews and a review of organizational documents, analyzed using thematic analysis. Four themes emerged: identifying competencies for occupations, college recruiting, creating applicants, and workforce planning. A key recommendation is for IT hiring managers to create competencies for positions and use them to recruit students to increase their workforce. The implications for positive social change include the potential to successfully recruit skilled IT professionals, translating into more significant revenue to improve social services delivered to local communities.

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Dedication

Persevere so that when you have done the will of God, you will receive what he has promised (Hebrews 10:36 NIV). To the people who call me Mommy, you push me to be a better version of myself every day, and my parents, who have always believed in me and supported my dreams.

Acknowledgments

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Section 1: Foundation of the Study

Recruitment is a function of human resources (HR) that deals with sourcing, screening, and selecting future or current vacancies within an organization (Dash et al., 2018). However, recruitment of top talent in information technology (IT) is a challenge since it is easy for IT employees to switch jobs, and qualified IT professionals are attracted to higher wages and better work/life conditions (Kang & Kaur, 2018). Evidence indicates that the IT profession is subject to unpredictable market forces and requires continual retooling and training (Moquin et al., 2019). Unpredictable markets make recruiting crucial to IT manager's need to attract skilled personnel.

Background of the Problem

IT managers face challenges of new hires going to another company or failing to show up to work, making locating and engaging with prospective employees vital to sustaining the organization's workforce (Yu, 2019). Recruiting can prevent gaps in fresh talent and help managers plan for and understand future needs for openings.

Understanding and planning for staffing needs may require a plan of action from the present state to future potential. Creating and implementing a recruitment strategy to locate IT talent is a valuable resource for sustained competitive advantage in a fast-paced industry (Yu, 2019). The focus of this qualitative, single case study was to explore the strategies IT hiring managers use to recruit skilled personnel.

Hiring managers can play a significant role in determining how the firm sees potential talent (Yu, 2019). The concept of relationship-building during the hiring cycle has become critical to IT managers (Jones, 2020). But there has been little consensus on

what strategies work best when recruiting potential IT employees. Recruiting has changed from courting passive job seekers to recruiting active job seekers before a position is open or a currently employed worker is thinking about a career change (Jones, 2020). The results of this study could help IT managers gain a better understanding of recruitment strategies to recruit skilled personnel.

Problem Statement

Organizational failure to recruit competent employees can decrease productivity, competitive advantage, and dynamic growth (Shahi et al., 2020). Employers are struggling to recruit appropriate talent for their organizations, as 51% report that their top business challenge is finding skilled personnel (Doumic et al., 2017). The general business problem is that some managers lack strategies to recruit employees, which affects business performance. The specific business problem is that some IT hiring managers lack strategies to recruit skilled IT personnel.

Purpose Statement

The purpose of this qualitative single case study was to explore the strategies that IT hiring managers use to recruit skilled personnel. The target population consisted of five IT hiring managers at one tax collection agency in Maryland who successfully developed and implemented strategies to recruit skilled personnel. The implication for positive social change includes the potential to successfully recruit skilled IT personnel. Successfully recruiting skilled IT personnel may translate into greater revenue, which increases the local tax base the local government could use to improve social services delivered to local communities.

Nature of the Study

There are three research methods: qualitative, quantitative, and mixed. Using the qualitative method allows researchers to understand people's experiences, the meanings they assign to those experiences, the psychosocial aspects, and through interpersonal interactions, the issues that influence the perspective of the participants (Ezer & Aksüt, 2021). Researchers use inductive logic or qualitative research to obtain data about the characteristics associated with some phenomenon of interest, including patterns among concepts to answer the *what*, *how*, and *why* of research questions (Blaikie, 2018). I chose the qualitative method to explore a phenomenon in its real-life context, which was strategies that IT hiring managers used to recruit skilled personnel. Quantitative researchers examine the relationships among measurable variables (Saunders et al., 2019), which was not appropriate for this study because the goal was not to examine the relationships among measurable variables. The mixed method is the combination of quantitative and qualitative methods (Saunders et al., 2019). I did not select the mixed method because I did not need to use its quantitative part because I did not need to test hypotheses about variables' relationships for this study.

I considered the following qualitative research designs for the study: case study, ethnography, phenomenology, and narrative. I used the single case study design, which permits multiple data collection methods and sources to attain a rich understanding of the phenomenon under investigation (Almutairi et al., 2013). Case study researchers identify and explore decisions, why the participants made the decisions, and how the participants executed the decision and identified the results Yin (2018). I asked about strategies and

the implementation process IT hiring managers used to recruit skilled personnel. I used the single case study design to identify strategies IT managers used to recruit skilled personnel. I used a single case study because I tested a significant theory by confirming, challenging, or extending the theory instead of replicating cases, which requires prior knowledge of outcomes in a multiple case design (Yin, 2018). The ethnographic design was not appropriate for this study because I was not studying a group's culture (see Saunders et al., 2019). The phenomenological design was also not appropriate for this study because I did not focus on participants' perspectives about the personal meanings of experiencing a phenomenon (see Ezer & Aksüt, 2021). Finally, I did not collect personal stories of participants, making narrative design inappropriate for this study (Saunders et al., 2019).

Research Question

This study's research question was "What strategies do IT hiring managers use to recruit skilled personnel?"

Interview Questions

1. What are some of the strategies you use to recruit skilled IT personnel?
2. Which are the most effective strategies you have used to recruit skilled IT personnel and, based upon your experience, why?
3. What key barriers hindered the implementation of your organization's strategies for recruitment of skilled IT personnel?
4. How did your organization overcome those key barriers to implementing the strategies for recruiting skilled IT personnel?

5. How did you assess the effectiveness of your strategies for recruiting skilled IT personnel?
6. What else would you like to share with me about the strategies you have used to recruit skilled IT personnel?

Conceptual Framework

The conceptual framework for this study was the competency-based HR management (CHRM) model. CHRM is based on management research by Taylor, who in 1911 theorized that the more productive workers should take home more pay. Taylor emphasized outcomes and exemplary performance as a standard to improve typical performance levels and to promote employee competence.

McClelland's (1973) competency model advanced CHRM. McClelland identified that three motives help understand most work-related behavior and the need for achievement, power affiliation at various dominance levels to indicate occupational performance and success (Khurana & Joshi, 2017). CHRM has become a part of HRM and entails using the competency model as the foundation of multiple HRM practices, such as recruitment, selection, training and development, appraisal, and remuneration (Audenaert et al., 2014). As applied to this study, CHRM's foundation indicates that recruitment strategies may enable predicting employee fit in the organization. The overall goal of the CHRM framework includes establishing strategies, enabling companies to be successful in their recruitment of highly competent employees (Huff-Eibl et al., 2011). McClelland's model aligned with the study's purpose to explore strategies IT managers used to recruit skilled personnel using competencies to predict employee fit in the

organization and performance level. The CHRM model was an appropriate conceptual framework because I was able to identify strategies to successfully recruit skilled IT professionals consistent with the theory and impact of productive workers on business performance.

Operational Definitions

Core competencies: Core competencies are knowledge, skills, attitudes, and personal attributes that help people succeed in an environment that enables the recruitment of employees who can meet current needs and the ability to adapt to meet future needs (Rutledge et al., 2016).

Competency-based management: Competency-based management is the function of work that corresponds to a specific combination of knowledge, skills, qualities, abilities, and other capacities of the staff needed for the successful performance of duties in an organization through an evidence-based approach to measure and cultivate the talents of the employees (Skorková, 2016).

Human resource management (HRM): HRM is a strategic and high involvement approach to managing employment relationships in organizations that include the knowledge, skills, networks, and energies of people for the economic production of goods and services (Armstrong & Taylor, 2020).

Talent management: Talent management is the employee population pertaining to a unique set of knowledge, capabilities, contributions, commitment, skills, competencies, and abilities required of employees to implement value-creating strategies and achieve a sustained competitive advantage (Sparrow & Makram, 2015).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are pre-understandings about the world and about knowledge aimed at understanding similarities and differences of constructs that are held without proof (Corlett & Mavin, 2018). The first assumption was that the sample populations of hiring managers in this study are an appropriate representation of IT managers. The second assumption was that the hiring managers would provide honest and truthful responses during the interviews. The final assumption was that participants would provide current and relevant documents pertinent to recruitment strategies.

Limitations

Limitations may affect the study results and are beyond the researcher's control because the factors are not stable or reliable and are subjective (Fishman, 2016). The weakness in the research methodology of this study was the research paradigm and selected research design. The generalization of the results was too broad for the general managerial population and would not be appropriate due to a case study design.

Delimitations

Delimitations are the boundaries of research as proposed and include information such as the case investigated and a description of the characteristics (Hancock & Algozzine, 2016). This study's scope was hiring managers in IT who used strategies to recruit skilled employees in Maryland. A delimitation was participant selection through sampling, which excludes hiring managers in other industries and other types of positions. Another delimitation was using a single case instead of multiple.

Significance of the Study

Recruitment processes may present significant challenges for managers, given competing employee turnover issues and a persistent shortage of highly skilled talent (Fleming & Jia, 2016). Early exposure to recruitment strategies and sources could increase employee fit and value and reduce turnover costs (Campion et al., 2017). Sharing managers' successful recruitment strategies and methods may influence attitudes toward specific selection methods, the use of a particular selection method, and decisions to utilize various selection procedures leading to increased profitability (Kotlyarevskaya, 2019). Recruiting qualified candidates may increase productivity, reduce absenteeism, and enhance the company's performance and reputation (Fleming & Jia, 2016). Society may benefit from organizations having better recruitment practices because employees remain employed longer, which could lower unemployment.

Contribution to Business Practice

Finding qualified candidates in an increasingly competitive job market and mitigating the risk of hiring the wrong people are critical goals for profitable organizations (Doumic et al., 2017). The focus of this research was to identify successful strategies IT managers used to recruit skilled personnel. The contribution to business practice includes an increase in profitability through successful IT employee recruitment. The goal of recruitment is to increase workplace productivity by attracting employees to meet the current and future business needs to remain competitive (Nigam & Narendra, 2014). Identifying successful strategies and practices for recruiting may enable managers

to recruit skilled personnel who can enhance firms' financial performance contributing to the organization's growth and development (Nigam & Narendra, 2014).

Implications for Social Change

The implications for social change are that society may benefit from organizations having better recruitment practices because employees will remain employed longer if they fit the position and enjoy the work, which could lower unemployment. Due to an increase in profit and productivity because of successful recruitment strategies, organizations may also fund and support more economic opportunities for benefiting communities' citizens.

A Review of the Professional and Academic Literature

Job recruitment and selection practices are a way for employers to meet their chief objective to hire the most competent candidates (Zaharie & Osoian, 2013). HRM can allow managers to select open positions based on their resume, interview, and background check. HRM is not exact, and occasionally the wrong people are selected for vacancies, costing companies time and money. Weak hiring practices affect organizations; therefore, it is vital to understand organizations' recruitment practices to identify the errors performed while hiring (Zaharie & Osoian, 2013). Recruiting qualified candidates in an increasingly competitive job market, managing costs, staying compliant with changing regulations and legislation, and minimizing the risk of bad hires are critical goals for any profitable organization (Doumic et al., 2017). If managers perceive their employees as strategic assets, they could employ their talents more effectively, leading to enhancement in training, engagement, and revenue.

The problem addressed in this qualitative study was the strategies IT hiring managers use to recruit skilled personnel. This section presents the literature related to recruitment strategies IT hiring managers used to recruit skilled IT personnel. I analyze the previous studies found in published books, peer-reviewed journals, and government websites in the review. To find literature relevant to the research study, I conducted an extensive search using Emerald Insight, EBSCOhost, ProQuest Central, ScienceDirect, and Google Scholar. Priority went to peer-reviewed sources. I used the following keyword terms and phrases to conduct the search: *IT hiring managers, recruitment strategies, workforce planning, occupational performance, job requirements, evaluating candidates, selecting applicant pools, employee competency, behavioral interview, background checks, hiring assessments, and competency-based human resource management theory*. My extensive analysis of the CHRM theory led to five subtopics: (a) primary constructs underlying the CHRM theory, (b) supporting and contrasting theories, (c) organizational performance and recruiting, (d) IT hiring managers, and (e) recruiting strategies. This literature review includes 75 peer-reviewed journal articles, 2 books, and zero websites and periodicals. A total of 170 referenced literature sources (70%) are published from 2017 to 2021.

Competency-Based Human Resource Management Theory

Organizational effectiveness depends mainly on activating, sharing, and transforming its intellectual capital into a sustainable competitive advantage (Soderquist et al., 2010). McClelland (1973) stated that managers' and technicians' professional success depends on personal characteristics involving motivation and realization. Thus,

organizations should test for competencies rather than intelligence when selecting such personnel. Competencies are a collection of capacities, abilities, and qualities that positively affect an organization (Morone et al., 2016). Competency-based job descriptions tie work responsibilities, specifically to the competencies necessary to successfully perform them (Peregrin, 2014). Competencies can thus help managers recruit employees.

CHRM has become a part of HRM for recruitment, selection, training and development, appraisal, and remuneration (Audenaert et al., 2014). The overall goal of the CHRM framework is to establish strategies for managers to be successful in their selection of applicants and allow companies to recruit highly competent employees to increase revenue (Huff-Eibl et al., 2011). Competency-based hiring can improve recruitment efforts and enhance retention of knowledgeable employees and guide performance management, talent review, and professional development for staff throughout an organization (Peregrin, 2014). CHRM is a framework an IT hiring manager can implement to recruit skilled personnel.

The purpose of this study was to increase the chances of the right people getting recruited for a position that best suits them. When organizations successfully engage their employees, organizations can boost performance (Heymann, 2015). Managers actually spend little time recruiting, hiring, training, and mentoring an associate (Jackson, 2013). There are often excellent candidates available for recruitment, but there remains a need for hiring managers to evaluate whether individual candidates are the correct choice for the organization (Jackson, 2013). Organizations should consider developing a workforce

screening program that protects against the risks posed by poor recruitment (Doumic et al., 2017). Workforce screenings may assist managers in recruiting skilled employees. Outsourcing hiring responsibilities can eventually put an organization at a disadvantage because subcontractors may not fully understand the company's needs (Dyer et al., 2016). But background screening can help address these issues. In a study on background checks, 56% of respondents reported that the top benefit of screening was that it improved the quality of hires, and 49% believed that screening helped create more consistent workplace safety and security (Doumic et al., 2017). Background screening is a tool IT hiring managers can utilize to recruit skilled personnel.

Some IT hiring managers lack strategies to recruit skilled personnel. The CHRM model provides evidence that an incompetent person could fit in another position to provide good service instead of being fired (Savino, 2016). Using the CHRM could provide IT hiring managers with strategies to recruit skilled personnel and prevent repositioning workers, wasting resources such as time and money. Tethering positions to competencies could create a competitive advantage for organizations as well as enhance recruitment efforts. Adding competencies in the recruitment process could give IT hiring managers new insight into recruiting skilled personnel.

Supporting and Contrasting Theories

Guest Model

Contrary to the CHRM, Guest (1997) recommended that worker attitudes and behavior link to HRM performance and that certain HR practices could relate to higher work and life satisfaction. According to Guest, there are two primary techniques to HRM:

concentrating on organizational concern for the relationship between HRM and performance and the carefully mounting critique of HRM (Cakar et al., 2003). The Guest model's strength is that it comprises seven policies: formulation and management of change, employee evaluation, training and development, communication techniques, workforce and recruitment, selection and socialization, and organizational and job design. This theory's limitation is how broad the policies are, which does not allow a narrow focus on recruitment.

I did not choose the Guest model as a conceptual lens to explore my problem because it focuses on higher work-life satisfaction, which would occur after the recruitment process. The Guest model also includes reward systems (Dehaghani & Faradonbeh, 2013), which increase the company's expenditure but may not increase profit (Dash et al., 2018). These practices can incorporate job design, direct participation, and information provision associated with higher performance. Still, work satisfaction could also relate to equal opportunities and family-friendly and anti-harassment policies (Dehaghani & Faradonbeh, 2013). There are many problems with this view of HRM, including the primary focus on internal characteristics of HRM instead of the broader strategic issues, such as competencies, skills, and abilities.

Harvard Policy Model

Beer et al. (1984) developed the Harvard model, applying a social systems perspective and acknowledging the influence and relevance of internal and external stakeholders, their social interactions, and their influence on HRM policy choices (Beer et al., 2015). The model consists of two parts: an HR system and a map of the HR

territory. HR systems signify labor relations and personnel administration perspectives under four classifications: employee influence, HR flow, rewards, and work systems (Cakar et al., 2003). The Harvard model is ideal to use within the public sector because it helps track how a change in HRM policy choices such as workload and conditions affecting HRM outcomes (Brunetto et al., 2011). The HRM territory map shows how HRM directly ties to external environments, such as stakeholder interests and the internal organization or situational factors (Cakar et al., 2003). However, this study focused on competencies and not territory HRM mapping.

The advantages of the Harvard model include recognizing stakeholder interests and trade-offs between owners, employees, and other interest groups. The Harvard model offers a systems perspective that all the elements interact such that the whole is greater than a sum of its parts (Bondarouk & Brewster, 2016). I did not choose the Harvard model because the focus was on managers' view of the employees fit into the enterprise instead of attracting potential employees. The Harvard model is ideal for tracking policy choices and outcomes, which was not the focus of this study (Brunetto et al., 2011). Without a central philosophy or a strategic vision, HRM will remain a set of independent activities for organizations guided by its practiced tradition.

Warwick Model

The Warwick model, created by Hendry and Pettigrew (1990) at the University of Warwick, reflects European traditions and management styles. The Warwick model is built on the Harvard model but focuses more on internal and external situations and strategy (Cakar et al., 2003). The Harvard model has HRM policy choices that consist of

HR flows, work systems, reward systems, and employee relations (Cakar et al., 2003). But Hendry and Pettigrew (1990) argued that better descriptions of structures and strategy make complex organizations, and the frameworks for understanding them are essential foundations for HRM. The Warwick model has a technology task and business strategy but does not focus on recruiting, so I did not use it for my study. The effects of making poor recruitment decisions include increased cost, turnover, and lower morale for existing employees (Paisey & Paisey, 2016). The model recognizes the broader context in which HRM operates and emphasizes the full range of tasks and skills that define HRM as a strategic function but lacks cultural context outside of the United States (Hendry & Pettigrew, 1990). However, the Warwick model was not the correct framework to identify recruitment strategies for IT managers.

Organizational Performance

Workforce planning is one tool that allows hiring managers to assist organizations with their future human capital needs (Goodman et al., 2015). Determining which positions are required and who should fill them can require strategic planning for companies to determine an appropriate workforce. Despite the abundance of literature on strategic workforce planning, a common challenge is implementation (Sánchez-Medina, 2020). There is no standard way to recruit or record successful efforts.

Surveys or successful recording methods could increase workforce planning strategies by documenting effective methods. Surveys can measure actions that could impact business outcomes. Utilizing survey results in workforce planning can increase customer satisfaction, expand intent to recommend and return, amplify return on

investment, boost productivity, augment service quality, lessen turnover, diminish safety incidents, curtail theft, and reduce absenteeism and tardiness (Heymann, 2015). Creating a productive workforce and reducing absenteeism can lead to successful recruitment because employees want to work for fair and equitable practices and retain employees.

Organizations must find ways to locate appropriate talent to fill positions, which will decrease turnover costs. Hiring managers must be able to look past the resume to find out more about employees before selecting. Resume fraud is a significant risk. A bad hire's cost can be considerable, deserving a closer look at screening policies and procedures to validate effectiveness in detecting applicant falsifications (Doumic et al., 2017). The screening process, background checks, interviews, and skills assessments are all tools to evaluate candidates and ensure highly qualified applicants' recruitment and hiring. Recruiting highly qualified applicants might also require targeting the correct talent pool with the proper stimuli.

Recruiting Skilled Personnel

Hiring managers must first understand what requirements highly qualified employees desire to recruit them for selection. Stimuli unrelated to financial compensation, along with excellent working conditions, getting the attention of highly qualified employees, and engagement yields more productive workers (Obedgiu, 2017). Through the workforce planning process, organizational leaders can ascertain their needs and HR availability to meet the objective.

Most organizations assess recruitment, retirement, training and development, and critical hiring areas in their workforce plans. Workforce planning strategies that focus on

strategic staffing, information management, executive succession, and development planning are imperative if organizations intend to attract knowledgeable, diverse, and highly skilled employees to meet demand (Goodman et al., 2015). But an increased emphasis on training and development, IT, and diversity management, though potentially costly and time-consuming, may be essential to hiring managers' success in attracting highly qualified candidates.

Along with cost and time, integrated information management is a crucial component of effective workforce planning. Integrated information management allows hiring managers to access workforce analyses and forecasting (Goodman et al., 2015). Assessments of long-term recruitment, hiring, retention, promotion, and training and development could utilize workforce planning. Information systems are imperative for workforce planning and improving organizational productivity.

Workforce Planning

If organizations are to compete for talent successfully, they must develop strategies to maximize hiring strategies. Workforce planning provides data for reporting and evaluation. HR information systems allow hiring managers to generate reports that enable organizations to translate strategic plans to operational decisions (Goodman et al., 2015). Balanced scorecards are reports to keep track of execution activities to monitor the consequences of actions.

Workforce planning has five parts for a complete executable plan. These parts include staffing, infrastructure, organizational design, organizational culture, and risk management (Goodman et al., 2015). The primary focus of workforce planning could be

to identify gaps between needs and available labor supply for organizations to continue providing quality services and fulfill their mission. Firms with strategic workforce planning practices are likely to have lower turnover and absenteeism rates, which will enhance organization performance (Kang & Kaur, 2018). Hiring managers may face persistent turnover, loss of institutional knowledge, and vital skills if quality recruitment efforts fail.

Workforce planning is imperative during economic downturns. As local governments manage layoffs and furloughs during financially difficult times, organizations need to prioritize their missions and manage human capital to fill new and revised tasks (Goodman et al., 2015). Training could be vital to a successful workforce and succession planning and ensuring continuity of services and mission implementation. Training might be an essential tool in recruitment, allowing employees to stay competitive and meet changing workforce demands and priorities. Training and development integration into hiring managers' recruitment strategies is imperative. Training and development for recruitment should include, among other things, executive development, mentoring, cross-training, job sharing, job rotation, and professional development (Goodman et al., 2015). These strategies allow potential recruits to shape their career path, making these companies more attractive to highly qualified candidates.

Occupational commitment could also be a link between an individual and their occupation. Professional duty is associated with positive organizational behaviors, such as low turnover, increased service length, and high job satisfaction and performance (Wang et al., 2019). When employees are committed to their work, they are more likely

to remain, be highly productive, receive recognition and promotion. Employment in IT occupations projected future growth of 13% from 2016 to 2026, which is faster than the average of all other occupations (Moquin et al., 2019). Hiring managers should look for ways to increase occupation commitment during the recruitment process to increase productivity and employee retention.

Establishing Applicant Pool

Employees are an organization's most valuable asset, and as such, recruitment should be a top priority. How well organizations utilize their HR's diversity affects a firm's ability to create a sustained competitive advantage whereby institutional knowledge is shared and exploited among its members to the degree that competitors cannot imitate the benefits (Cocchiara et al., 2016). Recruitment may perhaps touch every aspect of a business, including its ability to be competitive and transfer institutional knowledge internally or to competitors. Organizations should recruit and retain qualified employees to keep institutional knowledge and prevent competitors from stealing skilled employees.

Employees' well-being is enhanced, and performance strengthened in the hiring systems that create win-win situations. There is evidence that individual employees' actual perceptions of hiring systems (i.e., staff training, selective hiring, performance appraisal, workplace support, team working, and job autonomy) promote performance rather than reports on intended outcomes that are relevant for understanding the effects of hiring systems on employee attitudes and behaviors (Ogbonnaya & Messersmith, 2019). The hiring system promotes performance and aligns employee interest with

organizational goals; when employees' interest aligns with organizational goals, productivity, and competitive advantage increase.

Employment practices include strategies to recruit, motivate, develop, and retain employees. The job redesign initiative implementation changed leadership roles by reducing administrative tasks to provide managers with more time to interact with employees, attend leadership training, and practice skills related to supporting employees (Tafvelin et al., 2019). A vital tool in recruiting is to have leaders ready to interact with potential new hires to lead and support them in their positions. Creating an environment for success in an organization is a necessity in recruiting.

Hiring manager support in recruiting is associated with potential employees' perception of a positive environment for innovation. Employees who perceive their supervisors as caring, supportive, reliable, and loyal exhibit higher levels of innovative behaviors (Tafvelin et al., 2019). Highly skilled potential employees look for organizations that will support them and their future goals. Companies need to create and advertise environments of support and inclusion to attract highly skilled talent.

Attracting Candidates

Attracting, maintaining, and developing a productive workforce is a continuous process. Recruitment and selection are the primary and most essential HRM practices in an enterprise (Kumar & Gupta, 2017). Recruiting might be the first step in attracting talent; once talent is recruited, managers should continue the employee's development and maintain involvement with hires to ensure continued success. Recruitment is considered a tool for succession planning and an integrative process for attracting,

utilizing, developing, and retaining high-potential employees (Kang & Kaur, 2018). The initial stage of HR is to attract a competent workforce through HR planning and recruitment. Employees recruited through the proper procedure or multi-level screenings perform more seriously (Kumar & Gupta, 2017). The recruitment and selection process may psychologically impact employees who could directly affect productivity, and improper recruiting practices could cause short-and long-term losses for organizations.

HRM takes a long-term view of the HR requirements of the business. The competitive advantage obtained through recruitment and selection of employees considers the proper procedure and flexibility, encouraging more significant employee commitment (Kumar & Gupta, 2017). Hiring managers could recognize the importance of individuals to business performance and consider rewarding staff extremely well when employees and organizations perform effectively.

A compelling force for organizational effectiveness and success is a committed workforce. To ensure continued service delivery to the community, companies should review high employee turnover rates, increased competition for attracting potential employees, and gain insights into attracting and retaining employees (Sabella et al., 2016). Worker perceptions of job characteristics and organizational effectiveness have potent effects on organizational outcomes, such as increased productivity, enhanced organizational performance, lower absenteeism, and abundant employee satisfaction opportunities.

Affective commitment could have a strong positive association with desired organizational outcomes. The three dimensions (i.e., affective, normative, and

continuance) are better predictors of non-turnover behaviors, such as absenteeism, employee performance, and citizenship (Sabella et al., 2016). Components such as supervisory consideration, perceived promotional opportunities, organizational fairness, integration, and institution communication, are positively associated with organizational commitment (Sabella et al., 2016). Affective components are included in job characteristics to attract highly skilled talent.

Job Analysis

Job characteristics have three main categories; motivational, socio-technical, and contextual (Sabella et al., 2016). Motivation addresses job characteristics and relationships to individual reactions to work. Simultaneously, socio-technical is concerned with how people interact with each other, how they technically produce products and services, and how these two facets are interrelated (Sabella et al., 2016). Lastly, contextual elements may influence individual needs and behaviors. Job characteristics may determine which candidates apply for positions and could be a recruitment tool to solicit potential employees. Successful recruitment strategies target highly qualified employees by addressing workers' motivation, socio-technical, and contextual concerns.

Job characteristics closely connect with job satisfaction. Characteristics of jobs combine various aspects, such as role clarity, overload, conflict, task-significance, degree of autonomy, job scope, and skill variety (Sabella et al., 2016). Role clarity and the significance of tasks may increase organizational commitment. Work-life balance and a supportive equitable work environment will help organizations attract and retain talented

employees with diverse backgrounds based on job characteristics and corporate commitment policies (Sabella et al., 2016). Job characteristics and corporate commitment policy may lead to the recruitment of highly skilled personnel.

Structured procedures in personnel selection can lead to an optimal selection process. Formal methods should encompass; defining specific criteria related to job content employing a job analysis, gathering, and evaluating information (i.e., selection instruments, interview, assessing applications, and inquiring for references), and decision-making (Wolgast et al., 2017). Structured selections produce more accurate recruitment decisions. Stringent recruitment procedures specify relevant tasks for recruiters, duties, and characteristics needed to achieve them.

The job-analysis tool may focus on tasks, skills, and characteristics necessary to manage the specific job. Job-analysis is a broad term for procedures for examining, documenting, and making inferences about work activities, worker attributes, and work contexts to identify relevant criteria and characteristics for a particular job (Wolgast et al., 2017). Job analysis helps recruiters specify related tasks and duties and the traits needed to achieve them. The analysis helps recruiters identify relevant skills, knowledge, and abilities possessed by job applicants. Job analysis decreases the risk of recruiters relying on personal beliefs about job requirements and reliance on preexisting fixed categories when processing information about the applicants.

Working with the structured procedure and job analysis leads to an improved ability to select a more competitive applicant. Principles for the validation and use of personnel selection procedures can be found from the Society for Industrial and

Organizational Psychology and include cognitive ability tests, biodata instruments, assessment center evaluations, personality inventories, and structured interviews (Wolgast et al., 2017). The principles provide standards for the proper selection, evaluation, and development of personnel assessment procedures and affect selection procedures that use employment decisions, including hiring and retention (Wolgast et al., 2017). Personnel assessment may lead to IT hiring managers recruiting highly skilled employees.

Job analysis data, used as the foundation for developing any selection procedure and the relevant knowledge, skills, and abilities that correspond to critical business tasks. Essential tasks of business and corresponding knowledge and skills could develop or select relevant criteria and predictors of job performance in recruiting. Job analysis data may provide enough information to hypothesize the relationship between selection criteria and predictors to recruit an optima selection (Yu, 2019).

To enhance the motivation to perform recruitment-related tasks thoroughly, companies should provide feedback to the recruiters during and after the recruitment process. Recruiting key personnel requires a work environment conducive to growth and compensation based on transparent performance evaluation (Kang & Kaur, 2018). Organizations may consider instilling routine, periodic performance checks so that recruiters know hiring managers will scrutinize their work. For example, after having selected candidates, recruiters or hiring managers can provide information on how well they performed, and whether their recruitment selection decisions matched their previous ratings of the applicants; this way, recruiters and organizations are aware of when and

where the selection recommendations deviated and can follow evidence-based recommendations and procedures (Wolgast et al., 2017). Job analysis is a tool to help IT hiring managers select skilled personnel through the specification of tasks, duties, and traits required to be successful in vacancies.

Evaluating Candidates

Job evaluation is how the job value is determined and linked to compensation (Jackson, 2013). In reverse, evaluating candidates is how hiring managers decide which candidates have the skills required to meet the available positions (Jackson, 2013). An amazing fact about the hiring process is the small amount of time spent recruiting, hiring, training, and mentoring a potential employee (Jackson, 2013). Job analysis and competency modeling's fundamental concern might be obtaining descriptive information to design selection systems, establish performance criteria, and implement job evaluation systems to create career paths. The hiring manager's specific steps depend on the job's purpose; worker behavior knowledge, skills, and abilities required; and personality attributes relevant to targeted outcomes.

Judgments and decision-making under conditions of uncertainty describe most of the decisions managers make during recruitment. There are often excellent candidates for positions, but they will need HR to evaluate if they are the correct choice for the organization (Jackson, 2013). The application of decision and judgment theory includes vigilance in employee recruitment. Various recruitment strategies include job advertisements, candidate targeting, video interviewing, employee referrals, and employer review sites.

There are many tools available to evaluate candidates. Situational interviews predict work-related performance by measuring interviewees' behavioral intentions and ability to correctly decipher situational demands (Latham & Itzchakov, 2021). Situational interviews, situational judgment tests, structured interviews, and general mental ability assessments are instruments that could evaluate candidates to find highly skilled workers. Combining more than one tool could significantly improve the predictive validity of the hiring process.

Telephone interviews provide hiring managers with access to a broader pool of applicants without incurring the cost associated with face-to-face interviews. Telephone prescreen interviewing is one of the most widely used types of interviews utilized by hiring managers and helps gauge whether applicant qualifications are compatible with the position and the organization (Cocchiara et al., 2016). Telephone interviews also allow hiring managers to promote the company to qualified candidates to encourage accepting a possible future offer. Hiring managers should recruit highly qualified candidates, and highly qualified candidates should be looking to work for organizations that value employees and their contributions.

Leaders can significantly improve the chances of successfully implementing a recruitment strategy by incorporating the service-dominant logic, based on a service perspective that includes several components such as concerted, developmental, empowered, and individuated interaction, along with relational capabilities and ethics (Winn, 2017). Competences could be applied to benefit others and reciprocally benefit

from other used abilities through the service-for-service exchange. The recruitment process may include attracting and evaluating elite candidates for positions.

IT Hiring Managers

A key challenge facing IT managers is identifying critical skill sets today and in the future. IT managers emphasize business domain and project management skills rather than technical skills (Goles et al., 2008). As a result, outsourcing continues to grow, along with the increasing demand for technology solutions (Goles et al., 2008). As technology advances and businesses evolve, the challenge may become compounded. Technology advances may have implications for recruiting, hiring, and retention practices of managers.

IT workforce research may identify and classify skill requirements for IT professionals. Prior research in this area resulted in two categories of skills (technical and non-technical) (Goles et al., 2008). Technical skills consist of those skills specific to the IT field, including knowledge and competencies associated with hardware, systems and application software, and telecommunications, while non-technical skills include business skills such as knowledge of the organization's structure, strategy, processes, culture, and the ability to understand the business environment (Goles et al., 2008). Management skills or the ability to perform some variation of the traditional management activities of planning, leading, organizing, and controlling and interpersonal skills, sometimes referred to as soft skills, may be undervalued. These consist of communicating, working in teams, relationship-building skills, and leadership (Goles et al., 2008). Successfully

recruiting may depend on administration making management skills a priority to attract skilled employees.

Highly skilled workers are looking to be recruited by companies offering the highest hourly rate and benefits. IT hiring managers expect to recruit employees with a minimum of a bachelor's degree and work experience (Mankasingh & Ramsoomair, 2017). IT firms can gain a competitive advantage over other firms by offering high-quality salary and benefits packages. IT managers should provide an internship for college students to obtain the necessary work experience to hire after graduation.

Cloud services have successfully created new jobs allowing recruits to get into IT at the university level; however, encouraging students to become software engineers or infrastructure engineers as it fills perspective organizations' needs is not a realistic recruiting plan (O'Neal, 2018). The drawback is that encouraging students to pursue certain positions does not help the skills gap across IT ecosystems (O'Neal, 2018). IT hiring managers looking for experienced hires could consider computer scientists for technical work. Recruiters may look at universities for potential talent and certifications on resumes for various operating systems when recruiting technical skills.

Identifying Employee Competency

Individual assessments are one tool for identifying employee competencies. Assessments are an integrative process in which multiple predictors, such as standard tests, work samples, and interviews, are administered to an individual (Principles for the validation and use of personnel selection procedures, 2018). The hiring manager assesses

the results, a narrative report about the individual created, findings compared, and the most qualified candidate selected.

Potential is about seeing qualities needed to complete work in an applicant. Identifying characteristics that make a difference in hiring could be a winning strategy deployed to recruit skilled talent. People's personalities are 50% built-in and 50% developed; given self-awareness, a plan, and a goal and a boss, mentor, or coach to help, mostly everyone can grow and build anything (Eichinger, 2018). High-potentials candidates may move through roles and jobs faster than others and might not stay long. Master performers may be more likely than high-potentials to remain with organizations.

The earlier hiring managers create a plan for recruiting skilled talent, the better the potential outcome (Eichinger, 2018). Many hiring managers, especially at the lower levels, are not very good at assessing potential (Eichinger, 2018). Research-based assessment tools are available to assist organizations in recruiting skilled talent. Assessment tools and early identification is key to identifying high potentials.

Management of talent could be considered a future-oriented practice. Human talent management's strategic importance is substantial; therefore, the hiring manager should spend time on this practice as a source of competitive advantage. Talent management is one of the most challenging functions for businesses in business environments that are dynamic and unpredictable (Ganaie & Haque, 2017). The best strategy to remain ahead of the competition is to manage the organization's required skills according to business objectives.

The future-oriented organization makes recruitment a crucial function by managing human capital and helping organizations cope with possible future talent shortages. Recruitment focuses on identifying critical positions which are highly valuable and then create and develop a group of high potential employees to fill these positions, taking care of an effective HR system for identifying pivotal openings, preparing and developing a talent pool to sustain the commitment of talent towards the organization (Ganaie & Haque, 2017). Recruiters could find talent from within and retain them. This approach could allow hiring managers to prepare a group of high potential candidates for future leadership positions.

Competency is an ancient concept dealing with attributes (Ganaie & Haque, 2017). Organizational success has four distinct dimensions, competency focus, talent pooling, talent investment, and talent orientation (Ganaie & Haque, 2017). Competency mapping could be an essential strategy for the adequate performance of talent management recruitment practices. Succession and human capital planning may be critical to organizational functions.

The main talent management approaches and strategies in a competitive environment are finding, attracting, and raising genuine leaders (Borisova et al., 2017). Recruited talent should possess high potential, adapt to operational processes, and know work processes perfectly (Borisova et al., 2017). Firms could no longer fight to recruit talented employees but raise them from within the company. Creating a highly skilled workforce may make retention even more important to maintain institutional knowledge.

The term talent management is a branch of HR dealing with and attracting efficient employees (Borisova et al., 2017). It also integrates new personnel, motivation, and support for employees to achieve the current corporate goals (Borisova et al., 2017). Talent management in firms following a recruitment strategy could be the hiring manager's responsibility for labor resources. Searching for and attracting efficient employees are maybe the first steps in talent management to achieve organizational goals.

Competency implies knowledge, skills, experience, and personal qualities, while talent is a natural gift of mental aptitude, prominent abilities, and brilliance (Borisova et al., 2017). Talent is permanent, unique, and given at birth, while knowledge and skills are not obtainable without talent (Borisova et al., 2017). Managing talent could be strategically focused, integrated with business goals, and future-focused. When building a recruitment system, hiring managers may consider competencies, performance, and potential for further development and professional growth.

It may not be enough to recruit talented employees. Hiring managers may provide an opportunity to fulfill their potential for the company's benefit. Automated personnel management systems such as HR Information System or HR Management System should maintain talent recruitment policies and procedures (Cakar et al., 2003). HR Information System or HRM System are tools for personnel management, facilitating attraction, efficient use, and reproduction of employees' skills, which will allow them to contribute to company improvement (Cakar et al., 2003). Systems activities in personnel

management aim at attracting new employees or adding innovation to the organization's process.

Most companies attempt to implement a recruitment program to find skills for leading positions and the right skills. Recruitment programs may not always be the right way to start, as 90% of an employee's talent is based on hard work and incessant practice (Cakar et al., 2003). Tactics may begin with a strategic process where the main objectives are delineated. Talented employees are an essential asset and a hard-to-get resource and could provide employees with motivation and development.

Recruitment tools that contribute to company prosperity are education opportunities, career growth, provision for employee's needs, a qualified mentor system, guidelines for personnel management, a reward system, and a positive work environment (Cakar et al., 2003). Hiring managers can find a company's efficient functioning in a detailed approach to search, selection, motivation, education, development, retention, and employee promotion up the career ladder (Cakar et al., 2003). An expertly created and implemented recruitment strategy may increase the competitive advantage and function of organizations. A carefully planned process could be formed by hiring managers to attract employees and achieve corporate goals.

Talent attraction, identification, development, deployment, and other core functions of HR tie to competency management (Ganaie & Haque, 2017). Employees with high potential and high performance are the key players in organizational success (Ganaie & Haque, 2017). Top performing employees with crucial competencies may fill current or future vital positions of the organization. Recruitment may be the foundation of

finding and placing skilled employees within an organization who will fill vital future positions within organizations.

Investments in people in organizations may become unproductive and challenging. The misalignment between human talent strategy and business strategy creates these challenges. Inefficiencies optimized properly may align the recruitment strategy with the business strategy (Ganaie & Haque, 2017). Human talent could be critical for value creation in any business. Value creation must be satisfied, and employees attracted, motivated, and retained by a tailored HR strategy (Ganaie & Haque, 2017). Early investments in recruiting and retaining skilled personnel may decrease the cost of hiring and training new talent, increased employee satisfaction, and improved customer loyalty.

Recruiting Strategies

Recruiting strategies may vary by industry and sector. Organizations can create a plan to attract skilled personnel. IT recruitment and retention strategies may consist of allowing flexible hiring practices. Hiring managers should employ technologically advanced hiring techniques, such as web-based applications and database skill tracking (DeMers, 2002). A comprehensive organizational commitment to hiring qualified IT staff may be adopted while increasing employee recognition through bonuses and innovative awards. Organizations could create a well-funded professional development training program, examine the work environment, and the ability to innovate. Lastly, the organization may stress the importance of publicity to attract qualified employees to an excellent company.

A potential strategy for recruiting is Facebook. Facebook's widespread use, relative anonymity, cost-effectiveness, and acceptability have shown success in facilitating the recruitment of populations who might not respond to traditional recruitment strategies (Kayrouz et al., 2016). Traditional recruitment strategies may include media releases, emails, and print advertisements. Facebook strategies could include boosting posts, promoting websites, events, and public fan pages.

Computer-Assisted Web Interviews have increased over the last decade (Hansen & Pedersen, 2012). Computer-Assisted Web Interviews use four different contact strategies when recruiting for a web panel: Email, fax, letters, and flyers (Hansen & Pedersen, 2012). Email recruitment may be the most successful method. Email could be considered the most cost-effective recruitment method.

Hiring managers may interact with applicants' information instead of with the applicants. Many employers cybervet or secretly gather online information from informal online sources such as social media and search engines to help decide whom to recruit, hire, promote, or fire (Berkelaar, 2017). Social media and searches may offer more honest applicants and provide another way to recruit skilled employees. Cybervetting can be an extension of conventional selection strategies and resume reviews.

Criminal background checks may be excellent tools for hiring managers to use when recruiting to minimize risks associated with hiring, retaining, and promoting employees. The use of criminal background checks requires employers to be cognizant and compliant with various federal and state laws that protect applicants (Kurlychek et al., 2019). The decision to use background checks in hiring is up to organizations and

hiring managers. Organizations that choose to forego background checks may subject themselves to negligent hiring liabilities, such as time and fees.

Recruitment may help organizations achieve goals. In addition to recruitment, screening applicants create a manageable pool; interviews offer rapport building, applicant information seeking about organizations, and early organizational identification (Berkelaar, 2017). Recruitment can be effective socialization, introducing an organization's culture and management style, and laying the foundation for the psychological contract between employees and employers (Berkelaar, 2017). When a recruit deems the selection procedures as fair, it may allow the hiring manager and recruits the opportunity to gather job-relevant information.

Many organizations may proactively invest in the development of recruitment capabilities. The business case for developing recruitment capabilities must be clear, compelling, and evidence-based (Spofford, 2017). Benchmarking studies and research could be presented to top management as an evidence-based rationale. Companies can implement strategies that will elevate the strategic priority of recruitment.

Organizations may effectively sharpen business cases for investing in recruitment by conducting forecasting analysis. Seven strategies for elevating strategic priority are supporting talent management, assessing talent and succession planning, performance appraisal practices, incentive pay practices, leadership development culture, role-based leadership development, selection and onboarding practices, and talent management return on investment (Spofford, 2017). Forecasting could show looming retirement waves

as well as future priorities that will require skilled employees. Forecasting may be an organizational strategy along with business cases to visually future needs for recruiting.

Recruitment initiatives could occur annually. Five strategies for evaluating recruitment initiatives consist of conducting annual talent reviews to assess strategic talent pools, benchmarking an organization's recruitment system, communicating the return on investment of talent management capabilities, aligning talent management practices with diversity initiatives, and engaging senior leadership teams in assessing and developing talent (Spofford, 2017). The hallmark of a high-performance talent management system is creating a compelling, evidence-based business case for sustained investment in talent management capabilities (Spofford, 2017). Recruitment systems could be required to sustain investments in recruitment. High-performance recruitment systems may require evidence-based business cases to provide a visual, fact-based representation of the business need.

Businesses may devote substantial resources to identifying leadership potential. Hiring managers should focus on ways to attract, develop, and retain star employees (Chamorro-Premuzic et al., 2018). Organizations may focus on predicting who can build high-performing teams. Hiring managers could identify internal and external talent capable of occupying leadership positions and other critical roles.

Hiring manager incompetence in many organizations consists of leaders who stress their employees, squash employee engagement and productivity, and risk derailing their careers and the entire organization (Chamorro-Premuzic et al., 2018). Recruitment may entail finding qualified candidates for all positions, including management. Hiring

managers could assess their performance in the recruitment cycle to ensure they are not losing highly skilled performers due to their behavior.

Corrupt leaders may negatively impact employees and organizations. Research provides overwhelming evidence that employees expect four critical characteristics of leaders; integrity, competence, good judgment, and vision (Chamorro-Premuzic et al., 2018). Bad leaders could cause poor financial performance for the organization while profiting personally. Good leaders may encourage employees to push themselves to new heights of performance, leading to the organization's superior financials.

Organizational leaders could review managers, specifically hiring managers' performance. Seventy percent of American workers say that they would take a cut in pay if management would fire their immediate boss (Chamorro-Premuzic et al., 2018). Organizations could be failing at recruitment efforts because hiring managers lack strategies. Senior leadership may ensure hiring managers have the necessary tools to assist hiring managers in recruiting skilled personnel.

Competency-based hiring not only improves recruitment efforts but enhances retention of knowledge employees and guides performance management, talent review, and professional development for staff throughout the organization (Peregrin, 2014). Job descriptions may require analysis to add value to the organization. A competency-based job description emphasizes the experiences and skills the staff member will need to thrive in positions (Peregrin, 2014) successfully. Hiring managers may have many tools to use in recruitment processes, such as background checks, social media, and interviews. Hiring managers could be responsible for ensuring that recruitment effort is reviewable

annually, using a business case to provide facts behind the need for positions. Senior managers could assess hiring managers and their strategies to ensure that the best employees are found and recruited.

Transition

Section 1 included the study's foundation and background information regarding the business problem that some IT hiring managers lack strategies to recruit skilled personnel. The segment also includes the nature of the study and the research and interview questions, followed by a summary of the literature related to strategies IT managers use to recruit skilled personnel. The first section of the literature review was a synopsis of the strategy used to conduct the literature review on CHRM, recruitment, and attracting candidates. Also presented was information relating to workforce planning and establishing applicant pools as strategies for IT managers to recruit skilled employees. The following section is the theoretical framework and critical constructs of the underlying supporting and contracting theories. Section 2 recaps the purpose of the study and introduces my role in the research process. Also included are a description of the participants, the research method and design, and a description of the population and the sample. In section 3, I present the study findings, outline applications for future research, and conclude with final reflections on my research.

Section 2: The Project

Section 2 provides a detailed description of the methods and procedures for the study. This section contains an overview of my role as a researcher and reveals ways of avoiding potential biases. I will disclose the participants of the study and detail the relevance of the research method and design. This section also covers the population and sampling and ethical requirements for protecting data during interviews. I will conclude Section 2 with a discussion of reliability and validity, assuring the quality of my study.

Purpose Statement

The purpose of this qualitative single case study was to explore the strategies that IT hiring managers use to recruit skilled personnel. The target population consisted of five IT hiring managers at one tax collection agency in Maryland who successfully developed and implemented strategies to recruit skilled personnel. The implication for positive social change includes the potential to successfully recruit skilled IT personnel. Successfully recruiting skilled IT personnel may translate into greater revenue, which increases the local tax base the local government could use to improve social services delivered to local communities.

Role of the Researcher

One of the most powerful uses of the case study method is to explain real-life experiences. The researcher can appreciate individuals' subjective richness recounting their experiences in a particular context (Cronin, 2014). The researcher's role in the data collection process while studying human behavior in cultural settings is to prevent the projection of their values onto the study participants (Karagiozis, 2018). I served as the

primary instrument for data collection as participants recounted their experiences. My role was to ensure that participants understood the purpose of the study and the interview questions. I collected data through face-to-face interviews and analyzed the data.

In this study, I followed the protocols outlined in *The Belmont Report* by preserving ethical standards when selecting and interviewing participants. *The Belmont Report* provides an ethical foundation for human research (National Commission for the Protection of Human Subjects and Biomedical and Behavioral Research, 1979). The ethical foundation of research includes three equally weighted fundamental ethical principles: respect for persons, beneficence, and justice (Adashi et al., 2018). I ensured no harm came to participants and received consent before beginning the study per *The Belmont Report*. Additionally, bias has been investigated intensively in the research environment (Toews et al., 2017) as a potential source of error throughout the study's design, conduct, and analysis, and representation of findings (Moosa, 2018). The absence of a direct relationship between the topic and the participants will reduce the potential for personal bias and ethical issues. To mitigate bias, I maintained detailed field and coding notes to capture my attitudes and reactions to the data I collected to explore. Using the interview protocol is another way to ensure consistency in interviews and reduce researcher bias.

Interviewing includes the initial exploration of domain expertise and sheds light on the learning processes involving, acquiring, and maintaining expertise and how experts deal with critical incidents (Van de Wiel, 2017). The interview protocol maintains the focus of the research objectives and the conversation. The most prominent interview

protocols recommend that interviewers explain the interview process's purpose and conversational rules to the participant (Hamilton et al., 2017). The interview guide (see Appendix) included an outline for conducting interviews and interview questions. Current interview protocols indicate that interviewers build rapport to facilitate trust and ease discomfort before discussing intimate information (Hamilton et al., 2017). I used the interview guide for my study to maintain an inquiry-based conversation and keep the interview focus.

Participants

The participants in this study were five IT hiring managers who successfully recruited skilled IT personnel. The five participants offered a wealth of experience related to recruiting skilled personnel in IT. The criteria for the study participants were (a) employed as a hiring manager in IT and (b) used successful strategies to recruit skilled personnel in a tax collection agency in Maryland. Due to their industry recruitment expertise, the participants could describe strategies hiring managers use to recruit skilled IT personnel.

I solicited permission from the IT director to email IT hiring managers in the organization to participate in my study with a letter of cooperation. The informed consent form stated the participants' criteria of using successful recruitment strategies to recruit skilled IT personnel and verification by the director. Once I received responses from five IT hiring managers who had successful recruitment strategies to recruit skilled IT personnel accepting my invitation, I reached out to the participants to explain the process and requested a virtual Zoom meeting. Constant and transparent communication is

imperative to the research's success (Yin, 2018). To interview participants, the researcher must cater to the interviewees' schedules (Yin, 2018).

Ethical safety in studies is present by developing mutual trust relationships with the research participants (Morgan et al., 2017). I built a working relationship with the participants by creating transparency and trust by fully briefing the study's purpose and procedure. Establishing a working relationship with the participants helped ease access and encourage participation.

Research Method and Design

Research Method

The research method chosen for this study was qualitative. Qualitative research focuses on new insights based on data observations that can generalize beyond the specific contexts (Bansal et al., 2018). Qualitative methodology is a rigorous systematic approach focusing on observations or narratives of subjects' experiences to explore complex phenomena, gain a deeper comprehensive understanding of a problem, understand potential causal mechanisms, and study special populations (Wong et al., 2017). I selected a qualitative method to address the business issue and accomplish an exhaustive exploration of IT hiring that may progress IT performance. Qualitative research includes many genres, each offering a different lens with which to view phenomena (Bansal et al., 2018). The qualitative method was suitable for this study because the participants could share their own experience recruiting skilled personnel.

Quantitative researchers attempt to count and provide statistical relevance relative to how often a phenomenon occurs and generalize findings. In contrast, qualitative

research methods provide opportunities to explore a phenomenon and determine meaning during and after its occurrence (Williams & Moser, 2019). Quantitative methods data sources are surveys and market data and considered a data triangulation approach (Dewasiri et al., 2018). Quantitative methods provide evidence that hypothesis testing achieves research objectives in controlled and fixed studies (Bloomfield & Fisher, 2019). My study's objective was to explore IT hiring managers' recruitment strategies by collecting data through interviews and did not involve statistical analysis. The quantitative method was thus not appropriate for this because it involves measurements and analysis of causal relationships between variables, relying on mathematical models and statistical data.

A mixed methods design includes both qualitative and quantitative research using empirical observations to address research questions for a comprehensive, meaningful, and credible understanding of a phenomenon (Alavi et al., 2018). Mixed methods researchers combine qualitative and quantitative research approaches during data collection, analysis, integration of findings, and drawing conclusions (Claasen et al., 2015). Mixed methods has four important factors: timing, weighting, mixing, and theorizing (Dewasiri et al., 2018). This study's objective was to explore IT hiring managers' recruitment strategies by collecting data through interviews and did not involve statistical analysis. Mixed methods was not suitable for this study because I was not combining or mixing any theories to explain the phenomenon of interest.

Research Design

I chose a case study design for this study, which involved exploring a real-life, contemporary bound system over time through in-depth data collection from multiple sources (Alpi & Evans, 2019). The case study approach involves studying individual cases in their real-life context for an extended period pertaining to culture, society, community, organization, or phenomenon, such as beliefs, practices, or interactions (Harwati, 2019). Methods of data collection in case studies include archival records, interviews, documents, participant observation, direct observation, focus groups, and physical objects (Yin, 2018).

In this single phenomenon study, the data collection method was individual semistructured interviews comprising five IT hiring managers to reach data saturation to understand better how this entity operates. This study aimed to explore recruitment strategies of IT hiring managers, making a case study the appropriate choice. Considering the characteristics of IT managers for recruiting strategies decisions in this study, I excluded other research designs, such as phenomenological, narrative, and ethnographic approaches to explore a detailed examination of the phenomenon of recruiting strategies by IT hiring managers. A phenomenological approach contributes to the understanding of the participants' everyday experiences, reflects an accurate and authentic description of experiences and views shared by participants, and allows the researcher to gain deep insight into the manifestations of reality while refraining from emphasizing preconceived ideas (Gauche et al., 2017). The intent of a phenomenological approach is to understand others' experiences and views rather than strategies. This study aimed to gain knowledge

about successful strategies IT managers used to recruit skilled personnel; therefore, a phenomenological design was not appropriate for this study. Narrative methods consider how social interactions relate through assessing incidents of play, socialization, fun, and amusement (Mohajan, 2018), but my goal was not to assess incidents or socialization in hiring but the strategies used by IT hiring managers. Ethnography represents an approach in which the researcher engages in prolonged observations of behaviors, values, and interactions that are deeply studied, described, and interpreted (Mohajan, 2018). This approach involves the researcher immersing in interpreting opinions of behavior and interaction. Research for this study did not involve observing the research participants' values or interactions; therefore, ethnography was not suitable for this study.

Another part of the research design was data saturation. Using a small case study sample, researchers use member checking interviews to obtain in-depth data and reach data saturation (Fusch & Ness, 2015). Data saturation is when no new information will come from the data (Patton, 2015). Collecting data from multiple sources to corroborate the same findings is data triangulation (Yin, 2018). I used method triangulation, collecting data through interviews and document analysis. Member checking can help reach data saturation by obtaining detailed information and enhancing academic rigor through the synthesis of the data (Fusch & Ness, 2015). I provided a summary of information captured in the interview and then shared it with the participant to validate my interpretations to ensure that I did not omit relevant data and check my interpretations. I asked if the participants would like to change, add, or delete any information to capture the participants' data adequately. I reviewed the interviews line by

line and common themes to ensure no new information had emerged after member checking.

Population and Sampling

The population for this study was IT hiring managers. The sampling included five IT hiring managers of a company in Maryland who had successful strategies to recruit skilled personnel. The purposeful sampling method is used to select a sample of participants; purposeful sampling presents the complexity of different conceptualizations (Campbell et al., 2020). Purposeful sampling originated from the need to access information-rich cases to gain an in-depth understanding of research topics (Patton, 2015). Purposeful sampling is nonrandom, allowing the researcher to intentionally select knowledgeable and suited individuals to address the case of interest (Etikan et al., 2016). I used purposeful sampling for this study to select IT hiring managers in Maryland with strategies of recruiting skilled personnel.

Sample size in qualitative interviews influences the differences and the number of iterations necessary to achieve an adequate descriptive; a researcher has to be confident that enough has been done to provide a satisfactory answer to the research questions (Blaikie, 2018). The sample of participants reflects the knowledge and experience related to the research question. Research has suggested a sample size of three as sufficient for a case study (Yin, 2018), with data saturation also being reached at four participants (Gholston, 2015). In qualitative studies, sample sizes should be sufficient to achieve saturation. Saturation is present once the data collected provides little to no new information or themes (Saunders et al., 2019). Data saturation refers to both information

that points to novel themes and information that illuminates relationships between themes. I selected five IT hiring managers to participate in this study, using interviews and company documents to explore successful recruitment strategies until no new information emerged. The strategy to achieve data saturation was to follow case study protocol and collect rich and thick data using appropriate data collection methods (Fusch & Ness, 2015). I ensured access to rich and thick data by selecting participants with more than 3 years of IT hiring experience. I also used member checking to clarify and collect additional data.

I conducted interviews in a setting in which the participants felt comfortable (their work environment) based on recommendations to hold interviews in a convenient location that provides comfort to participants and limited disruptions (Saunders et al., 2019). This setting allowed the participants to feel relaxed when answering questions. The Zoom interviews took about 60 minutes per participant. I conducted Zoom interviews for the safety of myself and the participants due to COVID restrictions. Logistically, it is easier to draw a sample from a place where the population is already convening and in a space where participants will feel comfortable talking to researchers (Jasny et al., 2021). The population was currently working from home and using Zoom meetings, easing logistic concerns and participant comfort.

Ethical Research

Ethical review ensures that ethical standards are upheld, establishing that contemporary research has scientific and social relevance and set according to sound methodological standards ensuring scientific validity (Snoek & Horstkötter, 2018). I

conducted this study with integrity and maintained data validity. I adhered to the informed consent rules, informed participants about the process for withdrawing, and ensured the participants' confidentiality, privacy, and participating organizations. I requested permission from five IT hiring managers at one tax collection company to conduct this study. The request included permission to interview IT hiring managers who had successfully used recruitment strategies to select skilled personnel. The consent form clearly stated that participation was voluntary. Consent conveyed the participant's right to decline or discontinue participation at any time and included written assurance that declining or discontinuing would not negatively impact the participant's relationship with the researcher. There was no incentive for participating.

As management scholars, researchers have an ethical responsibility to the research subjects because they are responsible for the ethical nature of their research and how the research impacts communities (Greenwood, 2016). The role of ethical decision-making in business research is to ensure that the results are correct and the process is replicable, rendering a similar finding. Management research processes should include ethical scrutiny within research institutions that focus on protecting research participants (Greenwood, 2016).

Documents for the study do not include names or any other identifying information of individuals or organizations. Data collection was 100% anonymous. The data was locked in a file cabinet at the researcher's home. Electronic files were kept on the researcher's password-protected computer and backed up on a password-protected hard drive for 5 years to protect participants' rights.

Confidentiality agreements require signatures by anyone who may view data that contains identifiers. Protecting participants' confidentiality and privacy is necessary to ensure participants are not in an undesirable position (Yin, 2018). To ensure that the participants' names did not appear in the study, I used the identification and labeling of S1, S2, S3, S4, and S5, from beginning to end. Pseudonyms protect participants' confidentiality (Smith et al., 2019). To guarantee sustained confidentiality after 5 years, I will erase the recorded interviews and shred written information. I included the Walden IRB approval number 01-11-21-0143730 in the letter of consent for conducting this study.

Data Collection Instruments

In qualitative research, the researcher is the main instrument for collecting data (Yin, 2018). I served as the primary data collection instrument. Data collection instruments include tools such as scales, questionnaires, tests, and rubric forms along with semistructured interviews, field notes based on personal observations, and company documents as secondary instruments to collect data from study participants (Haseski & Ilic, 2019). For this qualitative single case study, I used various data collection instruments such as interviews and field notes to enhance data reliability and confirm findings. The qualitative researcher's role is as the primary instrument in data collection and analysis to collect data from the study participants (Clark & Vealé, 2018). Gathering data is essential to all qualitative studies, and the stance of the researcher is a participant-observer (Bretschneider et al., 2017).

The semistructured interview questions were the second data collection instrument for collecting data from the prospective participants of this study. The development of a qualitative semistructured interview guide contributes to studies' objectivity and trustworthiness and makes the results more plausible (Kallio et al., 2016). The interview protocol document that guided the interview process is listed in Appendix A of this study also. Confidence in research is a central consideration defined as the degree to which practitioners can be confident that the knowledge claims presented will beneficially impact their research (Baillie, 2015).

I started the interviewing process as per the interview guide (see Appendix A) by scheduling an interview with the participant, reviewing the consent forms, and answering questions of concern. During each interview process, I used semistructured interview questions. I was the primary data collection instrument to obtain descriptive responses with rich, in-depth data to answer the research question. Throughout each Zoom interview, I used Zoom recordings as well as an audio recorder and took notes. Upon completing each interview, the related participant provided a copy of the company's archival document that formed the secondary data. I used semistructured interview techniques and interview notes of observations to form the study's complete set of data. After transcribing each interview and interpreting the data, I delivered a concisely written summary of each interview to the respective participant to ensure responses and perspectives of participant's recruitment strategies were recorded accurately by the researcher.

Validity and reliability explore the credibility, transferability, dependability, and confirmability of the study's instrumentation and results (FitzPatrick, 2019). Validity refers to the integrity and application of the methods used and the precision in which the findings accurately reflect the data, while reliability describes consistency within the employed analytical procedures (Cian, 2021). I enhanced the data's reliability and validity with member checking until no new data was collected, which allowed the researcher to gain in-depth knowledge of the participant's perceptions. Data triangulation is typically a strategy or test to improve the validity and reliability of research or evaluate findings (Rooshenas et al., 2019). Obtaining validation of the participant's responses through member checking enhanced the data's reliability and validity and supported data saturation. To enrich the interview's reliability and validity, I clearly described the connection between collection instruments, research objectives and conducted member checking.

Data Collection Technique

In this qualitative case study, I used the semistructured interview technique with open-ended interview questions to collect primary data pertaining to strategies IT hiring managers used to recruit skilled personnel. I kept notes and documented observations of the participants during each interview. Qualitative data or empirical information about the world and the findings used to build a theory or identify a phenomenon's further research (Chhabra, 2021). Notetaking is an essential reference document to deepen understanding through the personal articulation of topics (Seid & Teklay, 2018). Yin (2018) opined that researchers could enhance data credibility by evaluating a minimum of three sources for

data collection in a qualitative case study. To demonstrate rigor and enhance the data credibility, I assembled secondary data from member checking participant's input, particularly hiring documents and policies used to guide IT managers in the recruitment process. I collected organizational recruitment manuals and policies to confirm the data collected in the interviews.

The interviewing process comprised five interviews with IT managers within one tax collection organization in the eastern United States, who used recruitment strategies to recruit skilled personnel. I followed the interview protocol to guide the interview process and create a comfortable environment. The interview process per the interview protocol (see Appendix A) started with (a) greetings, (b) reiterating the purpose of the interview, (c) issuing the consent form to participants, (d) recording and addressing participants by pseudonyms/identification coding, starting with the interview questions, and (e) thanking each participant and scheduling an appointment for member checking. During each interview, I recorded the participant's voice using an audio tape recorder and labeled each tape to keep the data organized.

The interview protocol consists of ensuring interview questions align with research questions, constructing an inquiry-based conversation, receiving feedback on interview protocols, and piloting the interview protocol to strengthen reliability in qualitative research and improve the quality of data obtained from research interviews (Baygi et al., 2017). I transcribed each interview, interpreted each transcript, and sent the interpretation report to the participant for member check. I repeated this process until reaching the point of no new information gathered. After conducting each interview, I

collected company archival recruitment documents as a secondary source of data to crosscheck it with each participant's responses for enhancing the data reliability. After reviewing archival recruitment documents, I used triangulation to verify the reliability and validity of the data collected from the Zoom interviews.

I considered the possibility of encountering some challenges that act as barriers to participants' cooperation, such as cultural diversity, stress, and work obligations. Disadvantages can exist in using archival documents as the secondary source. Some organizations have limited documentation on their processes for review. Developing a comprehensive understanding of phenomena is a qualitative research strategy to test validity through information convergence from different sources (Carter et al., 2014). A potential disadvantage to data triangulation is it is time-consuming to analyze multiple sets of data (Yin, 2018). The advantages of document collection are large amounts of rich data to review and sort (Saunders et al., 2019). Combining interviewing and triangulation increased the quality of my study and mitigated the disadvantages.

I used member checking and triangulation to increase the quality of my study. I scheduled appointments with the participants to conduct member checking. Member checking or respondent validation is a technique for exploring the credibility of results or data returned to participants to check for accuracy and resonance with their experiences (Brear, 2018). The member checking process is a conversation between participants and the researcher, as the researcher engages participants in interviews around individual themes, participant themes, and finally, individual narrative case studies (Naidu & Prose, 2018). Member checks can be useful for obtaining participant approval and using

quotations or case studies where anonymity cannot be guaranteed (Thomas, 2017). This study did not include a pilot.

Data Organization Technique

It is easy to become overwhelmed by data volume while conducting a study (Hume & West, 2020). To avoid redundant data, researchers should identify methods to document and organize data. Qualitative researchers use data from multiply organized sources to find themes and structure the data to be usable (Yin, 2018). The specific strategy utilizing the data analysis collected from semistructured interviews is thematic analysis (Saunders et al., 2019). Thematic analysis is a technique to make sense of large volumes of data and enables the researcher to determine patterns from the data (Saunders et al., 2019). A field diary captures interview notes, observations, and document analysis (Yin, 2018). The notes can be organized into significant topics, as outlined in the case study. I placed the data from the interviews into the NVivo software system. NVivo software helped organize my data for each participant. Methodological control during the data collection process ensures quality control (Yin, 2018). Creating study identifiers and assigning them to study participants is an important feature ensuring the study data's consistency and privacy (Olden et al., 2016). Each participant had a file with a unique alphabetical code stored in a locked office safe. Ensuring masked data used for analysis is an appropriate transformation of the original data, a partial masking technique grants data users access to information. In contrast, sensitive information remains hidden (Wu et al., 2018). I will keep all data for 5 years as mandated by Walden IRB.

Data Analysis

The appropriate data analysis process for case study research is methodological triangulation. Methodological triangulation uses different approaches to study a specific phenomenon that offers broader, deeper, and more accurate insights into the investigated phenomenon (Nwanna-Nzewunwa et al., 2019). Triangulating helps researchers overcome the weakness of intrinsic biases and research design problems by using a single method, observer, data source, or theory (Ye et al., 2021). Methodological triangulation involves multiple sources to provide a robust understanding of a specific phenomenon while revealing relationships (Battaglio & Hall, 2018). I used methodical triangulation to analyze interview data in my study to overcome biases and provide a rich and robust understanding of IT hiring managers' recruitment strategies.

Data analysis is a process of synthesizing multiple data sources to discover information that can be used to form conclusions and support decision-making (Edelstein et al., 2019). In this qualitative research study, data collection occurred through interviews, note-taking, and tape recording (Renz et al., 2018). The analysis process comprised five steps: (a) compiling data, (b) stripping the data, (c) reassembling the data, (d) understanding and interpreting the meaning of the data, and (e) deducing data (Castleberry & Nolen, 2018). These steps included (a) preparing the data (transcription of interviews), (b) reading transcripts repeatedly to achieve absorption, (c) making notes on the transcripts while listing different types of information found in the text, (d) defining the unit of analysis using themes (e) developing a coding scheme to organize the data in a comprehensible way (f) coding all the text, (g) make conclusions from coded data, and

(h) interpret findings (Renz et al., 2018). I used the CHRM conceptual framework model for this study to produce codes and develop themes. Yin (2018) stated that themes should be connected to codes to maintain the credibility of data. I connected the theme and code back to the literature to maintain the credibility and trustworthiness of the qualitative data analysis.

To find and correlate critical themes within the literature and conceptual framework, I read and summarized the data several times to become familiar with it. The overall objective of framework analysis is to identify, describe, and interpret key patterns within themes within the phenomenon of interest (Goldsmith, 2021). I summarized the interviews, collated the responses, and organized the archival documents to include in the analysis. Triangulation can increase confidence in the research data, provide a more robust understanding of the research problem, and reveal findings that would otherwise remain undetected using a single method (Renz et al., 2018). According to Maxwell-Murphy (2018), data should be collected, studied, and summarized. I collected the data, studied the collected data, and summarized what was learned. Each theme, subtheme, and code were reviewed. Agreement between the codes determines an accurate representation of the theme (Roberts et al., 2019).

After getting the data in a consistent format, I disassembled the data by creating meaningful groupings. Farquhar et al. (2020) stated that triangulation can capture the phenomenon of data in studies. I used triangulation of the various data sources to capture the phenomenon of the study. I created meaningful groupings through coding. Coding was completed by identifying similarities and differences in the data. When no new

themes emerged, I was confident in my coding scheme and started reassembling the data. I mapped the concepts to the codes or categories then put them back into context to create themes. Themes capture essential data related to the research question and represent a level of patterned responses or meaning within the data set (Castleberry & Nolen, 2018). By gathering all relevant data into each potential theme and continuously reviewing each theme to determine if it was robust in relation to the coded extracts and dataset, I was diligent in telling the story of the data and not arranging the data to support the research theory.

I then interpreted the data involved making analytic conclusions from the data presented as codes and then themes. My interpretation should be repeatable with the same data and represent an accurate view of the raw data. The data was presented visually in a hierarchy chart of the theme's codes and their relationships. NVivo software was used to assist with qualitative analyses and helped with coding and categorizing data. Software does not create the categories, code transcripts, identify patterns or draw meaning from identified patterns (Renfro et al., 2021). The data collected was analyzed in more than one way. Researchers should analyze data in multiple ways to prove the findings from more than one standpoint (Ellis, 2021). The interpretations are the foundations for the conclusions and the deduction of the data. The conclusion is the response to the research question or the purpose of the study. After the data collection and analysis process, participants receive explanations of the data (Azulai, 2021). I shared my interpretations of the data with the participants. I also included new studies published since writing the

proposal and described the practical implications and suggested directions for future research in concluding the data analysis phase.

Reliability and Validity

The rigor of a study refers to the degree of confidence in data, interpretation, and methods used by the researcher to establish protocols and procedures necessary for a study to be considered worthy (Connelly, 2016). Reliability and validity are achievable through awareness of biases and errors on the part of the researcher and the participant. To assess the study's robustness, the researcher will assess four criteria: credibility, dependability, confirmability, and transferability (Forero et al., 2018). To measure the four criteria, researchers must ensure that the questions asked measure what is being studied and look for other relevant evidence to support the interview questions (Saunders et al., 2019). Testing for reliability is to produce consistent findings during different interviews and conditions (Saunders et al., 2019). Measuring validity, testing reliability, triangulation, and research accuracy must be done during a qualitative research study to ensure a repeatable data collection technique to support the findings.

Reliability

External reliability refers to data collection techniques that produce consistent findings if repeated or replicated by the researcher or another scholar (Saunders et al., 2019). Threats to data quality and reliability are participant error, participant bias, researcher error, and researcher bias. Dependability is similar to reliability and refers to the stability of the data over time and the conditions of the study (Connelly, 2016). Dependability is the consistency and reliability of the research findings to produce

research procedures allowing someone outside of the research to follow (Moon et al., 2016). Procedures for dependability include maintaining an audit trail of process logs or researcher notes of all activities that happened during the study and decisions about aspects of the study, such as whom to interview and what to observe (Connelly, 2016). Validity, credibility, and authenticity are useful in qualitative studies, while triangulation adds depth, breadth, complexity, and richness to the research (Saunders et al., 2019). I addressed dependability through member checking and maintaining research notes of all activities that happened during the study. Reaching data saturation assured the dependability of my findings.

Validity

Credibility is the equivalent of internal validity and is concerned with truth-value through strategies such as prolonged engagement, persistent observation, triangulation, and member check (Korstjens & Moser, 2017). Credibility establishes confidence that the results from the participant's perspective are accurate and believable (Forero et al., 2018). Replicability of works is viewed as the golden standard for scientific research since transparency is mandatory to reproduce studies (Mendes-Da-Silva, 2019). Replicability signifies that someone who is not a participant in the authorship can obtain the same empirical models, with substantially similar data, by applying the same steps and creating incentives for scholars to generate reliable results (Christensen & Miguel, 2018). I ensured credibility through member checking and triangulation.

Transferability extends the degree to which the results can be generalized or transferred to other contexts or settings (Forero et al., 2018). Without a clear presentation

of research findings, the reader cannot transfer the results placing trustworthiness in question (Hancock et al., 2016). External validity, the study's ability to be replicated, is known as transferability, while construct validity is proven by using multiple sources or data triangulation, preserving the chain of evidence, and allowing key informants to review the data (Fusch et al., 2018). I clearly presented my research and findings, which will be reproducible and validated through data triangulation.

Confirmability extends confidence that the results are corroborative by other researchers (Forero et al., 2018). Methods of confirmability include audit trail analysis, memo logs, and peer-debriefing discussions to prevent biases, along with member checking with study participants (Connelly, 2016). The achievement of confirmability is through the researcher, demonstrating that the results are linked to the conclusions and replicated (Moon et al., 2016). Data triangulation corroborated the confirmability of the findings.

Data saturation is data adequacy, meaning no new information, and when further coding is no longer feasible (Hancock et al., 2016). Data saturation should be rich and thick and attained by as little as six interviews, depending on the population's sample size (Fusch et al., 2018). By reading and reflecting on participant answers, researchers can identify meaningful variations and relationships of concepts, which allows for developing theories on how the phenomenon works. Interviews are a method by which one's study results can reach data saturation (Tran et al., 2017). I used the interviews of the five participants, archival documents, and notes to reach data saturation and assured my findings' credibility, transferability, and confirmability.

Transition and Summary

In Section 2, I provided a comprehensive account of the qualitative research study method, including the justification for a qualitative single case study research design and methodology. I described the researcher's role, the purpose, participants, research method and design, population, the need for ethical research, data collection, data analysis, and data organization techniques. I discussed the significance of data reliability and validity, including the dependability and credibility of the study. Section 2 concluded with credibility, transferability, dependability, methodological, and data saturation. Section 3 includes presenting the study findings, application to professional practice, the implication for social changes, recommendations for action and future research, reflections, and conclusions.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative single case study was to explore the strategies that IT hiring managers use to recruit skilled personnel. The data collection methods used included semistructured interviews, documentation, and archival recruitment records. I recruited participants with strategies to recruit skilled personnel to provide input on their experiences to answer the research question. The use of different data collection methods, data triangulation, and member checking ensured validity and data saturation. The research findings supported the literature and fundamental concepts of the CHRM model. Four main themes emerged from the data analysis: (a) job descriptions based on competencies of the position, (b) colleges are great recruitment environments, (c) consistently actively recruit to maintain the applicant pool, and (d) the recruitment strategy must align with the organizational strategy. These four themes provided answers to the overarching research question: What strategies do IT hiring managers use to recruit skilled personnel?

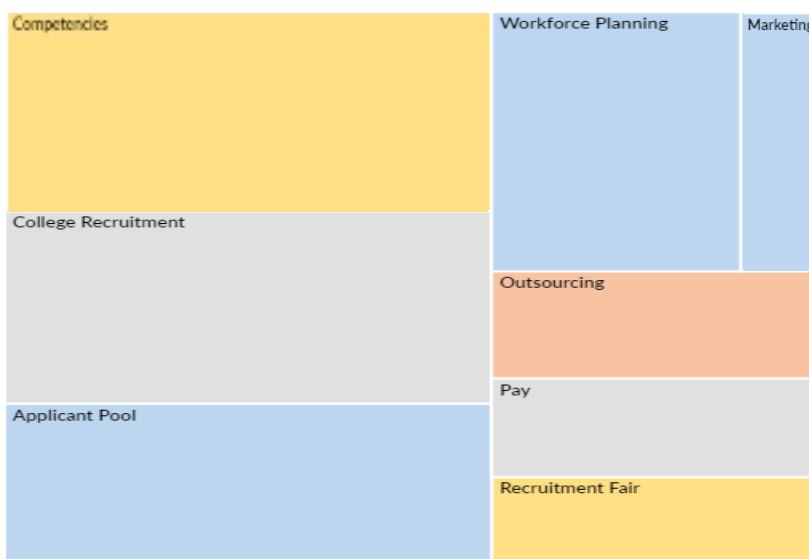
Presentation of the Findings

I sought IT managers with successful recruitment strategies in Maryland and sent emails to prospective participants. Once the participants confirmed their willingness and eligibility, I obtained informed consent from five IT managers and scheduled interviews. I interviewed the IT managers, summarized the interviews, and sent the summary to the participants to check their authenticity. The five samples were sufficient, and I reached data saturation by the fifth interview as no new themes emerged. I imported the

summaries, documentation, and archival data into NVivo for analysis and discovered four dominant themes: competencies, college recruiting, creating applicants, and workforce planning. To summarize my data, I used the hierarchy chart presented in Figure 1. To ensure confidentiality, I used a unique alphanumerical code to identify the participants.

Figure 1

Hierarchy Chart Showing Themes Coded in NVivo



Theme 1: Using Competencies in Recruiting

The first theme, job descriptions based on the position's competencies, aligns with the literature on CHRM. Based on this theme, IT managers should begin the recruitment process by understanding their organizational needs. Competency-based job descriptions assist in recruitment efforts like screening, interviewing, and workforce planning (Bhandari et al., 2020), because competence involves the skills and ability needed to complete job descriptions and their requirements (Yenipinar et al., 2020), which can predict an individual's behavior with various jobs (Kaur & Kaur, 2020). The

primary role of managers is to maximize value through optimal deployment of resources and capabilities and develop the firm's resources for the future (Jøranli, 2018).

All participants agreed that they define their positions by the skills necessary to do the advertised job. Core competencies are essential knowledge, skills, abilities, and attitudes that the workforce should possess to deliver essential functions, and identifying core competencies effectively can help address the mismatch of professional competencies (Jamshidi et al., 2018). But all participants were unaware that the competency model tools were available and would have found them helpful. The tools were available 10 years ago but have disappeared. All participants have identified the skilled sets necessary to complete tasks and look for these skills and abilities when recruiting. The tax collection agency had abandoned its strategic recruitment plan, which fell under employment operations. IT managers in Maryland were unaware that this branch or their recruitment services existed. By reviewing archival documents, I was able to locate a strategic recruitment plan no longer in use. The archival documents had marketing strategies and short and long-term hiring goals. Strategic recruitment was not defined by filling a vacancy but by planning for the future and anticipated targeted recruitment. Targeted recruitment uses a competency modeling and assessment format with a full range of proficiencies necessary for high performance. The competency modeling and assessment format developed a framework for identifying competencies required and created tools to assess competencies and prepare roadmaps for career planning.

Connecting Theme 1 to the Conceptual Framework

Competencies should include knowledge, skills, and attitude the employee should possess to do their task; competencies like knowledge, skills, and attitude prepare applicants for employment (Celarta & Esponilla, 2021). The strategies that IT hiring managers use to recruit skilled personnel are clear and concise job announcements and interpersonal skills such as storytelling and work ethic. Empirical evidence suggests that management competency is positively linked to improved management outcomes, hence better service delivery and outcomes (Liang et al., 2020). Evidence also confirms that competence can be acquired and developed through training and continuous professional development. Managers should understand that employee motivation to complete the job stems from the individual but can improve in the workplace through appropriate leadership and a conducive work environment along with skills and abilities (Zaheer et al., 2020). Decreased potential candidates and lack of recruitment combined with an ageing workforce poses an additional threat to organizations (Maxwell-Murphy, 2018). Competencies along with employee personal traits should be included in IT hiring managers' recruitment strategies.

Connecting Theme 1 to the Literature

All participants agreed on the importance of defining positions by the skills and abilities necessary to complete the job. Assessments found in archival data measure competencies applicants may possess that are associated with successful job performance. Written tests, according to archival data, are an assessment tool for general and technical competencies. Recruiting qualified and competent employees should be

purposeful and systematic to avoid a lack of specific criteria, internal recommendations, and recruitments based on personal taste instead of skills and abilities (Romiani et al., 2021). P2 stated that building job announcements with very tight and specific requirements are crucial to documenting competencies and recruiting qualified candidates. P2 and P5 agreed that problem-solving was a necessary competency in IT, and P3 stated that the school did not matter. Traditional interviews continue to prioritize proven skills and competencies over organizational culture fit (Withiel et al., 2019). Still, an employee's ability to tell a concise story and paint a clear picture are sought-after attributes. P4 looks for technical abilities and interpersonal skills to determine team fit, whereas P5 thinks using contractors to see competencies in action is the best route for recruiting. Personal management skills are comprehensive competencies with an overall purpose to possess underpinning traits and dispositions, such as trustworthiness and friendliness (Zaheer et al., 2020). To remain highly competitive, managers should focus on skills and abilities during the recruiting process.

Theme 2: College Recruiting

All participants agreed that colleges are the best place to recruit for IT positions, supporting the literature review around recruiting strategies and establishing an applicant pool. Students with relevant technical knowledge-based competencies, along with practical and life-based projects and group skills, are sought after in the workforce (Zaheer et al., 2020). All participants collectively agreed that relationships with colleges would lead to better recruiting. The rapid change and complexity of higher education activities require managers to recruit talent so that they can adapt to these changes and

gain a competitive advantage (Romiani et al., 2021). IT managers view college students as having the proper skills by graduation and believe that these recruits are more pliable and able to learn the organization and the work. College students also offer the potential for longevity if they form a relationship with a company and see potential growth along with the possibility of a salary increase. P1 stated that local colleges are full of talent, and P5 stated that managers should build relationships with professors to gain access to top students.

The major impediment to recruiting is that managers cannot make offers to prospects but creating college connections helps students build relationships with hiring managers and can be done through online forums or college fairs (Peterson, 2020). Developing collaborative relationships with colleges and universities for recruitment is a mutually beneficial strategy (Hudson et al., 2021). P5 stated that tuition reimbursement might attract more college students. Additionally, employer brand equity, or the value attached to a company's brand name, derives from applicants' knowledge about an organization and the reputation or image of that company as an employer (Stockman et al., 2020).

Another impediment to recruiting is the hiring process. The hiring process is too long, and managers find that skilled recruits find other positions or lose interest before they can onboard. To correct this internal shortcoming, all participants are always recruiting and on the lookout for talent. Though formal education represents a basic selection criterion, previous work-life experience and personality are elements that should be validated through the screening process (Jøranli, 2018). Further, organizations

will have to identify mechanisms and strategies to attract potential students into their programs since direct competition exists from other institutions (Alston et al., 2020). P1 and P2 found the scholarship-for-service program useful. The scholarship-for-service program design is recruiting and training the next generation of IT professionals to meet the cybersecurity field's needs. The program provides scholarships for up to 3 years in support of cybersecurity undergraduate and graduates education. In return for their scholarships, recipients must agree to work in a position with the agency for an equal amount of time to the scholarship.

Connecting Theme 2 to the Conceptual Framework

An additional internship program mentioned by P5 is targeted toward a wide variety of educational institutions to work at the agency while still in school. Soft skills are identified and developed at college and are essential to effective job performance, such as significant interpersonal and communication skills, self-management, and critical thinking (Zaheer et al., 2020). The internship lasts more than 1 year and with eligibility to become a full-time employee. The student volunteer program is another option to offer unpaid training opportunities to students in high school and college. Entrepreneurship, adaptability, dynamism, extroversion, concern for others, service spirit, and sociability are among the important personal characteristics to be considered for recruiting talented individuals as future employees (Marttinen et al., 2021). This kind of recruiting opportunity would provide work experience and competencies related to their academic program and allow students to explore career options and develop personal and professional skills.

Connecting Theme 2 to the Literature

Skills and competency gaps lead to reduced marketability, decreasing the likeliness of attaining a position (Zaheer et al., 2020). The participants explained the limitation to these programs is they cannot interview and select from resumes. As the requirements or functionalities such as classification of skill sets and mapping of profile with job specification increases, it becomes difficult to achieve recruitment objectives through the current systems (Mutudi & Iyamu, 2018). Some IT areas do not have specialized needs for positions, and in high competition areas, most students prefer jobs with Amazon or Google. The agency cannot compete with those salaries. IT managers like to communicate with students through LinkedIn and job fairs when they cannot build relationships with colleges or IT professors.

Theme 3: Creating Applicant Pools

To create an applicant pool, the participants found it necessary to always be recruiting and looking for talent that they can pull from when they are permitted to hire. Who is hired ultimately defines the organization, influencing its effectiveness, long-term viability and increases their chances of obtaining and retaining top talent (Lawong et al., 2019). During the recruitment process, organizations will want to attract suitable applicants, and the applicants themselves will make important considerations related to their own reflections about who they are and who they want to become by applying to an organization (Born et al., 2018). A qualified workforce has become one of the priorities for firms seeking to maintain competitiveness (Liao & Cheng, 2019). P1 passes out business cards at conferences to keep the agency name out there and create interest. P1

and P5 found it challenging to compete with large companies and would hire contractors on a trial basis. Collecting information about candidates using internet search engines in the recruitment process is almost a standard recruitment step being used for the procurement of candidates (Aliye, 2019). Hiring contractors allows IT managers to find personnel with the correct skillset and test them in the work environment. IT managers build internal and external relationships to build a queue of talent they can pull from at any time. The participants also find it essential to retain people they have already hired and help them move up, leading to allies in the agency. High levels of employee participation ensures lower absenteeism, improved employee effort, productivity and is highly related to the degree of job satisfaction (Kaur & Kaur, 2020). Allies in the agency may know other recruitable individuals. Potential employees apply for a job opening if the hiring organization (a) raises individuals' awareness of the opening and (b) applicants process the job opening information content as information relevant for their careers (Kazmi et al., 2021). A limitation to the allies' method is that the participants may steal talent from each other or play musical chairs instead of bringing on new talent.

Connecting Theme 3 to the Conceptual Framework

Talent-based employee recruitment has become a crucial strategic issue for companies (Romiani et al., 2021). IT hiring managers are constantly recruiting talent based on skills and ability to have applicants ready when jobs become available. The ability to attract and recruit talented employees is a source of competitive advantage for companies (Buil et al., 2020). Archival records show that the organization had a team to

assist with marketing material and short and long-term hiring goals. Once this organization disappeared, managers have taken it upon themselves to find talent.

Organizations should have a vision of a future workplace and future workers to manage the necessary structural, technological, and psychological changes involved in adopting workforce strategies (Wickramasinghe et al., 2019). The hiring managers who do not constantly recruit cannot fill workforce gaps with the competencies necessary to complete the work and be more productive.

Connecting Theme 3 to the Literature

Human capital is considered the driver of successful organizations (Romiani et al., 2021). Recruiting for IT managers has become a difficult task due to the slowness of the onboarding system. The war for talent is a top business agenda as organizations look to attract the most talented employees to their business's core activities using strategic HR has led to the outsourcing of talent recruitment (Baldo et al., 2019). Once managers locate talent, they cannot make an offer on the spot, leaving the organization at a disadvantage. P5 suggested hiring bonuses and tuition reimbursement to attract talent and training programs that lock the candidate in based on the organization's investment in human capital. Losing top candidates to private companies has also become an issue. To mitigate this problem, managers have started to sell work-life balance such as telework to keep applicants interested in positions.

Few organizations have established formal programming to support existing talent (Romiani et al., 2021). P3 created a training program for new employees that has become an example to other managers of attracting and retaining employees. Technology

requirements in the workplace affect personnel skills (Binici, 2021). By providing new employees training and comradery through the program., the organization can attract more talent through word-of-mouth recruiting. The employees' skill acquisition and course contents determine success in information schools (Binici, 2021). Employees who receive hands-on training speak favorable about the program to others, creating applicant interest when positions become available.

Theme 4: Workforce Planning

Workforce planning is the continual process used to align the organization's needs and priorities with its workforce to ensure it can meet its objectives. To achieve sustained competitive advantage, firms must focus on resources that are valuable, rare, and non-substitutable (Kaur & Kaur, 2020). P1 and P2 have found it helpful to mentor or become mentored by people in the organization, leading to relationship building. These relationships have led to the understanding that it is essential to recruit from within and solicit and train internal candidates. Investing in current staff and mentoring each other builds a solid workforce, leading to employees talking to others about the agency and its programs, word-of-mouth recruiting. Workers learn from experience gained performing tasks and from each other (Valeva et al., 2017). Word-of-mouth is a valued source of employment information for job seekers and can influence how potential applicants process subsequent information about the organization (Stockman et al., 2020).

Managers may ask employees if they know anyone with the proper skills to fill positions. Employees use the agency's work-life balance and health care benefits to recruit and build interest in positions. A wide variety of predictors for a firm's

attractiveness include the type of work, the organizational structure, the recruiters' characteristics, the perception of the recruitment process, perceived fit, and perceived alternatives (Liao & Cheng, 2019). To meet organizational objectives, IT hiring managers use the strategy of always actively recruiting skilled IT personnel. Electronic HRM practices such as e-recruiting and workforce planning can be activities that help the organization meet their objectives by increasing effectiveness (Kwan et al., 2019).

Connecting Theme 4 to the Conceptual Framework

Most organizations in the current economy cannot afford to lose a senior officer or a high potential administrator without a suitable replacement due to the tremendous costs related to hiring a candidate from outside (Romiani et al., 2021). P4 creates lists of technical skills necessary to perform the job. Training programs can leverage competency gaps and imbalances to meet demand from the industry (Ogoe et al., 2018). Asking questions around skills and competency related to the positions helps managers determine fit and skill level. Assessments during brief conversations are critical to the IT hiring manager's strategy of recruiting skilled personnel.

Connecting Theme 4 to the Literature

Recruiting the right people, removing the wrong people, and placing the right people in the correct positions demonstrate consistency in talent and provides confidence for both internal and external stakeholders (Romiani et al., 2021). Recruiting employees with soft skills and technical abilities is a primary objective of most IT managers for workforce planning. Technology is continually changing, affecting all fields with which information resources are related (Binici, 2021). Recruiting strategies of IT managers

should be agile to continually adapt to the rapidly changing environment and maintain a competitive advantage in this high pace field.

Applications to Professional Practice

Successful recruitment in IT is an evolving area with abundant opportunities for further research, particularly regarding effective recruitment in small businesses or when organizations can only review resumes for vacancies. One major challenge is creating and maintaining a recruitment pool to select candidates when organizations do not have openings and maintaining interest in the company when there are no vacancies.

Unfortunately, most of the available literature and recruitment studies in education, psychology, and nursing do not develop a theory related to creating effective recruitment strategies. Based on the reviewed literature and the findings of this research, there appears to be a lack of convincing evidence of positive business outcomes based on multiple recruitment methods. Managers must be able to integrate technology into its activities, such as in selection and recruitment, learning and development, performance management, organizational effectiveness, as well as workforce planning strategies (Renanita & Himam, 2020). I suggest further academic research into recruitment tools and effective selections. Qualitative studies could determine which assessment tools are best suited for recruitment.

The findings of my study can apply to professional practice by educating managers on the best way to recruit skilled personnel. Creating accurate competencies for positions, building relationships with local schools to create an applicant pool allows students to learn marketable skills while also creating future employees for managers

who will have the skills and knowledge to be productive employees. Recruiting is key to workforce planning and maintaining skilled talent. Business leaders can apply the study's findings to solve recruiting problems and gain a competitive advantage by having a roster of skilled applicants readily available.

Implications for Social Change

This study's findings may contribute to creating agency-wide recruitment strategies. Researchers have demonstrated that recruitment contributes to organizational success and that successful recruitment strategies lead to fewer underqualified applications and decreased pressure and cost on the screening system (Young & Casey, 2019). Implementing strategies outlined in this study may lead to creating a culture of recruiting skilled personnel. Recruiting skilled personnel and building relationships with high schools and colleges ensures an ongoing talent pool. It allows students to learn professional skills and possibly gain full-time employment, contributing to more stable employment and improved retention and employee morale.

Recommendations for Action

Often IT hiring managers leave the responsibility of recruitment to the HR department, leading to missed opportunities to recruit skilled personnel. When IT managers actively recruit, managers and organizations benefit. Managers can keep a pipeline of highly skilled employees, and organizations benefit from higher productivity and lower turnover rates. IT managers should build relationships with local universities or professors in IT to increase college recruitment. IT managers should also make sure announcements for vacancies include the skills and abilities necessary to succeed in the

position. Managers in need of skilled personnel should pay attention to these results and employees who want to work for forward-thinking companies. The results of this study will be distributed during manager training and quarterly conferences.

Recommendations for Further Research

The findings of this study lead to several recommendations for action. First, IT managers should build relationships with high schools and colleges, making opportunities available to students to increase skilled personnel recruitment. IT managers should invest in their staff through training and promotion opportunities to build the company's reputation internally and externally while building mentoring opportunities for growth. Second, IT managers should always be actively recruiting skilled personnel at conferences, job fairs, and other professional environments. Lastly, IT managers should use outsourcing opportunities to recruit skilled personnel. It provides both parties the opportunity to test out the working environment and skills.

Based on this study's findings, IT managers should be consistently looking for skilled IT personnel to be ready for opportunities to fill vacancies. One recommendation is for IT managers to build relationships with high schools and colleges to create a pool of experienced, skilled employees to recruit from with proven experience. IT managers with successful recruiting strategies should share their knowledge with other agency managers to strengthen the workforce. Upon completion, I will share the study results with the participants and summarize my research by speaking at management and leadership conferences.

This study has several delimitations that future research may address. First, the sample size was limited to five IT managers from a tax collecting organization. Future research could include a larger sample, potentially constructed to represent managers from different occupations. Second, the location could expand to include managers from other states, which enhances the data. Future studies may follow a mixed method design and include surveys to provide a more holistic view and validate recruitment strategies' effectiveness. Future research may follow the differences between strategies to recruit skilled personnel and hire skilled recruited personnel. Additional research on managerial strategies among IT managers versus the successful onboarding of recruited personnel may clarify this topic. Finally, a study based on managers who use recruitment strategies versus those IT managers that do not may help deepen the understanding of recruiting from an organizational perspective.

Reflections

I found the doctoral degree process to be long and arduous. I learned the importance of building a supportive community and having people push you when you grow weary. I have met some wonderful people on this journey, and I am grateful to all of them. I hope that my journey will inspire others and give back to those coming behind me. This process required me to be agile, accept constructive criticism, and persevere through challenges. I did not start the program with any biases and expected to work hard. I have learned a lot about myself and the research process, and I am excited to use what I learned here in the next chapter of my professional adventure.

I selected this topic because of my interest in recruiting and understanding how to locate the best talent. My research methods and ethical research practices provided strategies for mitigating the risks of bias and reflexivity in the doctoral program. My doctoral committee was fabulous in this process. Their corrections, advice, and coaching helped me improve my work quality, and I gained a wealth of knowledge and experience from them in the process. Having completed research on recruiting, I have broadened my understanding of the topic and strategies for implementing effective recruitment strategies that I hope to share with others.

Throughout the research process, I made sure I focused solely on the interview data and documents reviewed and remained aware of my biases. I was fortunate to interview five IT managers who fit the study criteria. The fifth interview confirmed the point of data saturation. The study participants who were vastly knowledgeable on the topic represented different views of the same topic. The IT managers provided valuable practical experience and strategies for recruiting from diverse perspectives. Successful recruitment strategies are vital to building strong organizations, and serious IT managers can benefit from recruiting strategies when interviewing is not permitted.

Conclusion

Managers need successful recruiting tools to build strong teams and organizations. IT managers should form relationships with colleges to keep an applicant pool ready when positions become available. Managers should create internships to give students on-the-job training and provide word-of-mouth advertisements on campuses. Forming relationships with colleges and students build a prominent candidates list that

can be accessible at any time. Building out competencies based on the staffing requirements makes the expectations clear on both sides about the positions and skills necessary to complete the job successfully.

The purpose of this study was to identify strategies to successfully recruit skilled IT professionals. The emergent themes emphasized the need to pursue IT careers, build relationships with colleges to create a large applicant pool, and workforce planning. Contextualized data from my study provides an appropriate interpretation of the results to support improved decisions. The study acts as a bridge between academics and practice by providing clear strategies and a process roadmap that IT managers and business leaders can follow to implement recruitment strategies. I hope this study's results influence a change in how managers recruit skilled IT professionals by encouraging managers to form relationships with colleges and recruit based on the competencies needed for their vacancies. This realization should facilitate social change by shifting focus to recruitment before a hiring surge begins and to view recruitment as a full-time process and ultimately increase employment opportunities to improve the community.

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Appendix: Interview Guide

Recruitment Strategies for Talent Management in Information Technology

Introduction:

1. Thank the participant for their agreement to participate. Explain the informed consent, voluntary nature, and the process of withdrawal. Q&A
5 min
2. Explain the purpose of the study, the potential contribution to business practices, and social impact.
5 min
3. Describe the interview plan and logistics (recorded, end in 1 hour next steps, confidentiality). Q&A
 - Record the interview
 - The estimated time for the interview will be 1 hour
 - Explain how I will maintain confidentiality**5 min**

Main Section:

30 min

1. Ask the participant to introduce themselves – their experience as an IT manager and recruiting.
2. Inquire about what are some of the strategies you use to recruit skilled IT personnel? Probe for details.
3. Ask which are the most effective strategies the participant has used to recruit skilled IT personnel and, based upon your experience, why?
4. Probe for additional details on the key barriers hindered the implementation of your organization's strategies for recruiting skilled IT personnel?
5. Ask how did your organization overcome those key barriers to implementing the strategies for recruiting skilled IT personnel? Probe for additional information.
6. Ask how did you assess the effectiveness of your strategies for recruiting skilled IT personnel?
7. Explore what else the participant would like to share with me about the strategies you have used to recruit skilled IT personnel?

Conclusion:

15 min

1. Thank the participant for their time and openness.

2. Describe the next steps:
 - 2.1 Request documents that may be useful around recruiting strategies
 - 2.2 Transcribe interview
3. Schedule follow up member checking interview
4. Q&A
5. Thank the participant and close the interview