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Effective Human Resources Recruiting and Hiring Practices for Improving Organizational Performance

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Walden University

College of Management and Technology

This is to certify that the doctoral study by

Marcus Karl Wardlaw

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

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Walden University
2019

Abstract

Effective Human Resources Recruiting and Hiring Practices for Improving

Organizational Performance

by

Marcus Karl Wardlaw

MS, Central Michigan University, 1991

BA, The Citadel, 1985

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

October 2019

Abstract

The purpose of this single case study was to explore the recruiting and hiring practices used by human resources (HR) and recruitment managers to support organizational goals for performance improvement. Data were collected from semistructured interviews with 4 HR and recruitment managers from a vegetation management company in Pennsylvania and review of organizational documents. Bertalanffy's general systems theory (GST) and Thelen and Smith's dynamic systems theory (DST) were the basis for the study's conceptual framework. Data reliability and validity were achieved through an interview protocol, member checks, interview transcriptions, and methodological triangulation. The study included an inductive analysis of interviewees' responses to identify patterns and themes. Four themes emerged from data analysis: improved strategies, practices, and processes to strengthen performance; methods for adhering to contractor and federal compliance requirements; sound measurement of HR performance and evaluation of candidates' needs; and incorporation of recruitment process outsourcing. The implications of this study for positive social change include the potential to improve HR strategies used to attract candidates through social media applications, competitive compensation packages, and streamlined onboarding processes. These practices and new workers may lead to increased productivity and a competitive advantage for businesses, which may result in enhanced employment opportunities in Pennsylvania communities.

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Dedication

I dedicate this degree to my late father Dr. McKinley Wardlaw, who inspired me to take on this endeavor before he passed. He always remained a positive influence in my life, and without him, I could not have achieved the many goals I planned throughout my life. To my mother, Thelma Wardlaw, my wife Yasmin Wardlaw, and mother-in-law, Felicita Santiago, I am grateful for the support you provided when I struggled and could not see the light at the end of the tunnel. To my boss, Tim Crowley, I appreciate the patience you exercised while I increased my time away from work to complete this program. To my friends and other family members, I thank you for understanding my absences during our regular get-togethers and family reunions to attain my program goals. Lastly, I am indebted to my children, Ragan and Karlie Wardlaw, for allowing me the time away from my fatherhood obligations of being available all times of the day.

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To my Walden colleagues, I am thankful for the insights and feedback you provided throughout the program. I learned from your experiences in and outside the program that helped me gain an increased understanding of the challenges and solutions you described, which enhanced my personal growth. Without you, I could not imagine how I could have completed the program while trying to live a productive life.

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Section 1: Foundation of the Study

As with other industries, vegetation management companies include human resources (HR) practices in their business operations. A system of HR practices is necessary for the success of an organization (Mazzei, Flynn, & Haynie, 2016). HR management activities, including recruiting and hiring employees, could improve a business' performance (Pasaoglu, 2015). The capabilities of HR and recruitment managers could be a determinant for achieving desired organizational outcomes. Business leaders in the vegetation management industry require workers capable of maintaining employment in a growing field.

In the vegetation management industry, evaluating effective HR recruitment and hiring practices aimed at employing the best workers could lead to recruitment and hiring strategies used by HR and recruitment managers to achieve business goals. These strategies and goals may include increasing productivity, profitability, and overall business performance. Integrating the applications of business processes derived from Bertalanffy's (1972) general and Thelen and Smith's (1994) dynamic systems theories could reveal an increased understanding of how to improve HR recruiting and hiring practices in a company. The theories could be a contributor to the existing literature for investigating solutions to enhance a company's HR recruiting and hiring processes (Saez-Rodriguez et al., 2016). Researchers and other industry HR professionals could gain insights into alternative methods for recruiting and hiring employees. An exploration of HR practices could be beneficial to industry HR professionals striving to strengthen

recruitment and hiring efforts and improve social relations with the residents in Pennsylvania communities.

Background of the Problem

Certain American business owners began using HR departments to provide oversight of employment, labor relations, employee benefits, and recruitment functions. In 1926, the human relations movement, a focus on group norms and workers' attitudes, led business owners to examine how to strategically manage workforces (Rotich, 2015). In 1985, the field of HR included an increased interest in economic performance (Beer, Boselie, & Brewster, 2015). During the 1990s, certain large overseas companies, including the banking industry, transformed personnel branches to HR departments (Mikhaylov, Julia, & Eldar, 2014). Because of business expansion, HR professionals became important to modern organizations. Mikhaylov et al. (2014) revealed that by mid-1990, HR leadership teams shifted to a strategic role and influenced organizational management. In 2007, HR employee responsibilities no longer included just managing benefits, labor relations, and hiring programs. Mikhaylov et al. reported that by 2007, HR comprised a more diversified structure than in previous years that also included managing workforce talent programs.

Various international executives from large and small firms have shown a profound interest in using HR professionals to conduct company operations. Lai, Saridakis, Blackburn, and Johnstone (2016) said these leaders believed company HR staffs lacked the required knowledge and training to advise operational managers on employee recruitment and selection. Lai et al. revealed that HR teams must possess the

background, skill sets, and organizational compatibility to collaborate with operational managers to recruit and hire employees to achieve organizational goals.

Kidwell, Hoy, and Ibarreche (2012) found that among family business owners surveyed, 85% of 1700 believed HR employees delayed their hiring processes. When HR managers' recruitment and hiring practices do not align with management goals, these managers will undermine company strategies (Gabriel, Cheshin, Moran, & van Kleef, 2016).

Problem Statement

Among business owners interviewed in global companies, these leaders believed HR recruitment and hiring staff experienced problems developing and implementing staffing strategies (Joniakova & Blstakova, 2015). Latorre, Guest, Ramos, and Gracia (2016) said that 62.5% of the American business owners surveyed acknowledged that HR hiring practices were unsupportive of organizational hiring and performance objectives. The general business problem is some vegetation management companies undergo adverse effects because of ineffective HR recruitment and hiring strategies. The specific business problem is some HR and recruitment managers lack effective recruiting and hiring strategies for supporting their organizations' goals for improving performance.

Purpose Statement

The purpose of this qualitative single case study was to explore effective recruiting and hiring practices used by HR and recruitment managers for supporting their organizations' goals for improving performance. This doctoral study involved a single descriptive case study design with an emphasis on effective HR recruiting and hiring

practices for achieving companies' goals for improving company performance. The population for this study was 4 HR and recruitment managers from a vegetation management company who have developed and implemented successful recruiting and hiring practices in their business strategy. The geographic location of the study was in Pennsylvania. The findings of this study may influence positive social change by providing insights into effective HR recruiting and hiring strategies, leading to increased company production and job opportunities in the state's communities.

Nature of the Study

Rosenthal (2016) stated that qualitative research provides an understanding of peoples' experiences through interviews and discussions. Bailey (2014) argued that qualitative research is identifiable when individuals with knowledge and expertise are interviewed to answer a research question. Park and Park (2016) asserted that quantitative researchers focus on establishing facts and causes of behaviors through measuring relationships among variables. Evaluating correlations among variables was not the purpose of this research project. Chiang-Hanisko, Newman, Dyess, Piyakong, and Liehr (2016) stated that mixed methods research includes a blend of qualitative and quantitative techniques to provide an in-depth understanding of phenomena. Quantitative or mixed methods were unsuitable for this study because examining relationships or differences between variables was inapplicable to this study.

A single descriptive case study design involves investigative research on a phenomenon involving a single organization (Hvalič-Touzery et al., 2017). Ates (2013) asserted that case studies could reflect a business' successes or failures at a given

moment. For exploring effective HR recruitment and hiring processes, Tate, Ellram, and Schmelzle (2017) said that using a single case study design would allow for a small-scale study of how a business problem evolves and can be successfully addressed. An exploratory case to help identify respondents' demonstrations of practical solutions to an HR-related business problem was goal of this research project. Gildersleeve (2016) said that phenomenological studies involve descriptions of respondents' lived emotions, memories, and perceptions of experiencing phenomena. Lewis (2015) said that narrative methods consist of exploring commonalities and variations in individuals' stories that extend over time. Phenomenological and narrative designs did not align with my study's purpose because they were not parallel with the research and interview questions, or conceptual framework. Jerolmack and Khan (2014) stated that researchers use an ethnographic design to observe behaviors preceding, during, and after events to describe and solve a problem. An ethnographic design was inappropriate for this study because it does not provide a method conducive to answering the research question. Johnson (2015) stated that a grounded theory design helps researchers identify universal explanations of interactions deriving from processes, behaviors, and interview participants' responses, which was not concurrent with the research and interview questions, or conceptual framework.

<div align="center">**Research Question**</div>

What strategies do HR and recruitment managers use for recruiting and hiring employees and supporting organizational goals for improving performance?

Interview Questions

1. What are the key strategies used for improving your HR recruiting and hiring practices to support the organization's goals for improving performance?

2. How did you identify the key strategies to recruit and hire employees for supporting the organization's goals for improving performance?

3. How did your organization assess the effectiveness of the HR strategies for recruiting and hiring employees to support your organization's goals to improve performance?

4. What recruiting and hiring practices do HR managers use to support organizational goals and improve performance?

5. What are HR's prequalification procedures for determining the eligibility of job applicants?

6. What are the challenges you experience with recruiting and hiring employees?

7. What additional information would you like to share regarding HR recruitment and hiring practices for supporting organizational goals?

Conceptual Framework

A general system is a set of principles established by an organization and its workers to create new ways to conduct work processes. Bertalanffy (1972) asserted that an organization's achievements are contingent on changes that occur at all levels of an organization. Bertalanffy said that plans for a business must include growth and

competition. Mayer (2015) said that Bertalanffy's GST includes an exploration of HR processes that satisfy a common purpose when evaluating HR professionals' practices to create realistic organizational goals. Caws (2015) described GST as a natural process where business owners react based on the climate and performance in a work environment. Essentially, effective HR recruiting and hiring efforts could support achieving organizational goals. HR and recruitment managers could strive to hire the best employees and identify top talent through effective HR recruitment and hiring practices.

A dynamic system is a business' processes that are contingent on economic growth leading to an enhanced provision of services to increase production. Consistent with Thelen and Smith's dynamic systems theory, employee development is a process of growth consisting of employee interactions at all levels of an organization (Smith & Thelen, 2003). Font, Garay, and Jones (2016) said that a dynamic systems theory refers to changes in interrelated company functions over time to achieve desired outcomes. HR professionals could maintain continuous interactions with line managers to improve their recruitment and hiring processes. Smith and Thelen (2003) argued that business owners and their HR employees could apply dynamic systems theory by creating effective and efficient processes for improved organizational performance. Developing efficient HR recruiting and hiring practices could lead to strengthening talent and realizing organizational goals. Thelen and Ulrich (1991) said that one or more control parameters of measurement (i.e., HR recruitment and hiring goals) could influence other changes in company work processes leading to increased productivity (i.e., improvements in organizational performance). Based on Thelen and Ulrich's assertion, HR and

recruitment managers could work with other company managers to establish effective recruitment and hiring practices through collaboration.

Operational Definitions

Human resources professional: A managerial employee in an HR department who leverages HR resources to influence relevant organizational outcomes (Ployhart, Nyberg, Reilly, & Maltarich, 2014).

Human resources recruiting and hiring practices: The processes HR professionals use that involve an organization's recruitment, selection, compensation, employee participation, internal labor market, and training (Ding, Kam, Zhang, & Jie, 2015).

Organizational performance: The concept of measuring a company's market position; the degree to which corporate leaders fulfill their businesses' goals, objectives, and customer needs (Nikpour, 2017).

Succession planning: A process that company executives and HR professionals use to identify future leaders to fill critical leadership positions based on specific skills, experiences, and characteristics (Newhall, 2015).

Talent management: An organizational HR practice used to identify, recruit, and select job candidates from outside a company, as well as develop and retain the best employees (Vaiman, Haslberger, & Vance, 2015).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions in a qualitative study are assertions researchers accept as true or are reasonably related to the selected research design and method, population, data, and participants (Yin, 2014). An assumption could influence an academic work by excluding evidence beyond a researcher's control. Simon and Goes (2011) said that assumptions are unproven beliefs that could add value to the research.

I assumed the vegetation management company HR professionals sought to recruit and hire optimal candidates. I assumed these HR and recruitment managers possessed strategies to recruit and hire for improving organizational performance. I assumed that HR and recruitment managers would require enhanced staffing strategies and communication processes to identify and hire potential employees conducive to the organization's job requirements. Also, I assumed a qualitative single descriptive case study was appropriate for the study. Other assumptions I made included that participants provided their insights and actual viewpoints that would lead to themes related to effective HR recruitment and hiring practices for improving performance. Lastly, I assumed the data was reliable and valid, and the findings would be a contribution to research in the field.

Limitations

Limitations of the study included potential and uncontrolled weaknesses. Simon and Goes (2011) said that limitations represent uncontainable constraints that stem from the research method and design and could affect conclusions. In qualitative research, a

limitation relates to the validity and reliability of the academic work. Using a case study design, Simon and Goes (2011) said that limitations involving individual and group behaviors representing one company might be unreflective of behaviors among similar organizations. A limitation of this study was the sample size of four participants. Scholefied and Cox (2016) said that a small number of respondents could lead to biased responses because of participants failing to represent an entire group.

Some respondents might have attempted to provide responses believed to be desirable to the interviewer. Participants must exhibit trustworthiness (Yin, 2014). Because HR and recruitment managers' demonstrated practices underwent exploration, obtaining their participation was troublesome because of their availability for an interview. Another limitation included scheduling interviews for all 6 company HR and recruitment managers because two were on extended medical leave.

Delimitations

Simon and Goes (2011) stated that a study's delimitations are indicative of defined boundaries based on choices made by an investigator. A delimitation of this research project was the respondents' experience levels. One participant worked for the company for more than six years while the other three participants worked between two and three years. Another delimitation of this study was the participant criteria to be HR and recruitment managers , which excluded regional managers involved in the company's hiring process.

Significance of the Study

The findings of this study were valuable to businesses that need enhanced HR recruiting and hiring practices to realize organizational goals. Effective employee recruitment and selection processes enabled HR professionals to help their organizations achieve proper staffing for improving business processes. The results of this study led to effective practices for identifying talent required to fill key company positions. The findings from this research project demonstrated how HR and recruitment managers could fill vacant positions to improve company performance and thereby provide additional resources for increasing job opportunities for the Pennsylvania communities.

Contribution to Business Practice

The findings of this research project revealed contributions to a company's business practices for achieving organizational goals. The findings in this study will help HR professionals in the vegetation management and other industries, who are involved in recruiting and hiring employees, create HR strategies aimed toward long-term increased productivity. The results could lead HR professionals to enhance hiring practices, resulting in a contribution to effective business practices for companies who provide wood debris management, storm emergency response, and herbicide application services. The findings could help HR staff members gain an understanding of companies' goals and aligning staffing decisions. Pasaoglu (2015) said that connecting HR function policies and procedures to an organization's strategic goals can lead to improved performance through employees achieving their individual goals. HR professionals can

obtain increased insight into issues related to business goals and take relevant actions to recruit and hire new employees to increase business performance.

Implications for Social Change

The findings of this research project will contribute to positive social change by identifying strategies to strengthen recruiting and hiring in the Pennsylvania communities. The strategies may contribute to increasing employment opportunities in the local vegetation management industry. With these increased opportunities, citizens may obtain more jobs, which could improve the Pennsylvania economy. The results of this research may enhance social relations between the company and communities' residents in terms of HR and recruitment managers' efforts to recruit and hire to support organizational goals.

<div align="center">

Review of the Professional and Academic Literature

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The purpose of this qualitative study was to reveal effective HR recruitment and hiring practices demonstrated by HR and recruitment managers for improving organizational performance. Stone and Deadrick (2015) argued that because of globalization, diversification, and information technology, HR professionals must engage in successful recruitment and hiring activities to meet the demands of changes in employment laws in the HR field. Tian, Cordery, and Gamble (2016) said that HR recruitment and hiring practices could improve business productivity by implementing training and development programs that are attractive to prospective and current employees. However, Ma, Silva, Callan, and Trigo (2016) said that improper controls in HR processes led to fewer acceptances of job offers. This literature review included an

exploration of practices involving recruiting and managing talent, employee selection, succession planning, HR and organizational performance, and HR management strategies for managers.

Literature Review Organization

The literature review begins with an outline of topics related to effective HR recruiting and hiring practices for supporting organizational goals. Because of the lack of current research on vegetation management corporations related to the topic, I used relevant academic works involving HR processes in other industries. Incorporating Bertalanffy's (1972) GST and Thelen and Smith's (1994) DST into the literature review showed that realizing organizational goals to improve performance is achievable through a variety of new HR practices. The review also includes HR professionals' recruiting and hiring strategies to address the business problem. The review will include successful practices demonstrated by HR and recruitment managers when recruiting employees and making final selections. Figure 1 depicts the flow of the literature review for this research project.

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┌─────────────────────────────┐        ┌─────────────────────────────────────┐
│      Aligned Theories        │        │      HR Practices and Strategies     │
└─────────────────────────────┘        └─────────────────────────────────────┘

┌──────────────┐   ┌──────────────┐    ┌─────────────────────────────────────┐
│ Bertalanffy's │   │  Thelen and  │    │ HR Practices and Organizational     │
│   General     │→  │   Smith's    │  → │ Performance including GST and DST    │
│   Systems     │   │   Dynamic    │    └─────────────────────────────────────┘
│   Theory      │   │   Systems    │                      ↓
│    (GST)      │   │   Theory     │    ┌─────────────────────────────────────┐
│               │   │    (DST)     │    │ Effective HR Recruiting and Hiring  │
└──────────────┘   └──────────────┘    │ Practices including GST and DST     │
                                        └─────────────────────────────────────┘
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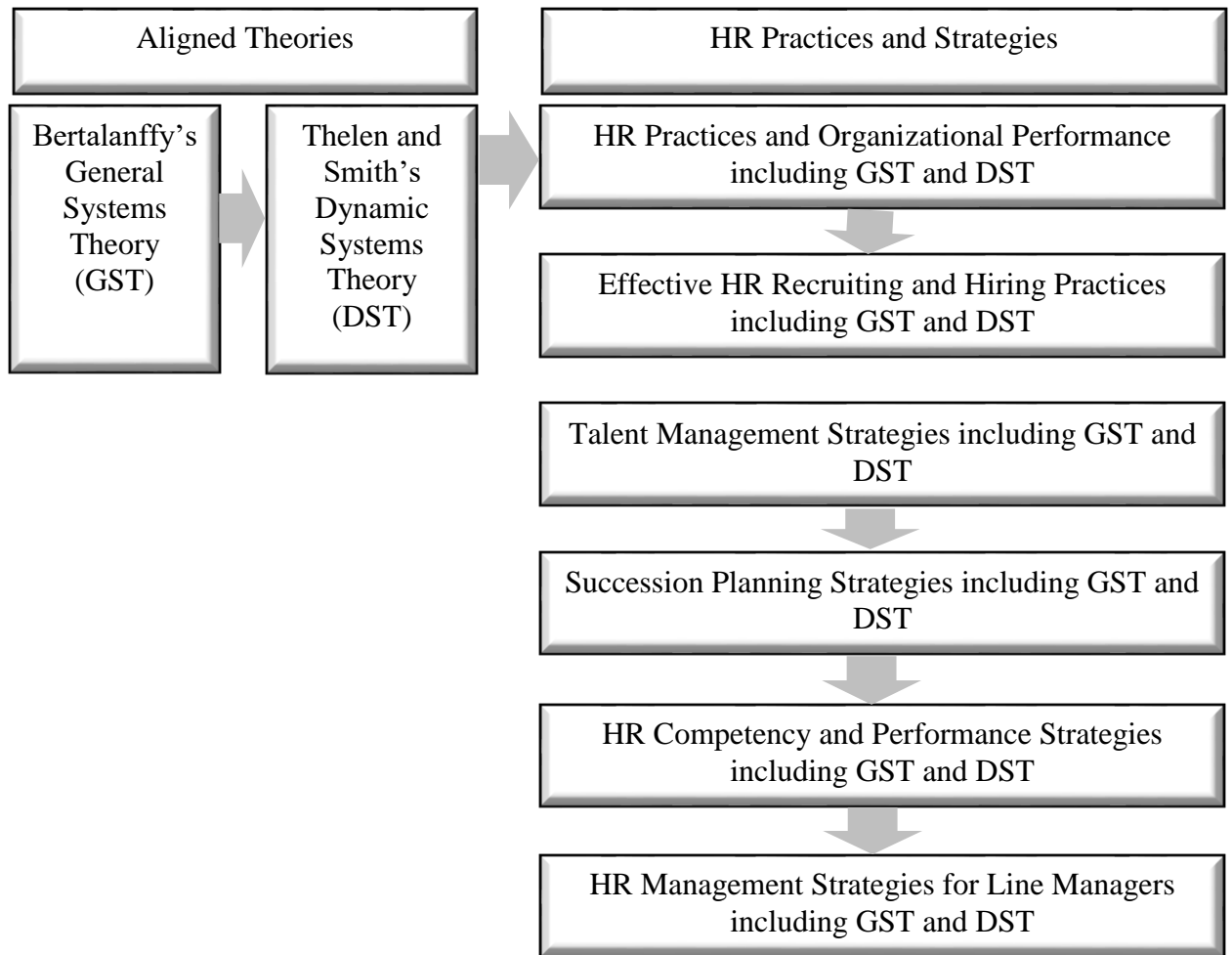
Figure 1. Literature review flow.

Search Strategy

A search strategy is necessary to retrieve published academic works related to a topic of study during selected years (Maynard, Vaughn, & Sarteschi, 2014). The search engines included Science Direct, Google, EBSCOHost, ProQuest, ResearchGate, SAGE Premier, Directory of Open Access Journals, Online Journals Search Engine, Google Books, and Google Scholar. I used the following key terms: *HR practices and development*, *HR performance*, *organization productivity*, *HR processes*, *recruiting*,

succession planning, *hiring*, and *talent management*. While conducting the research, I used the literature found in the search engines to identify limitations of and the need for future studies on the topic under study.

I explored effective HR recruitment and hiring practices used for achieving organizational performance. In this study, I cited 304 articles where 261 (86%) were derived from peer-reviewed sources published between 2014 and 2018. The literature review comprised 142 (88%) citations from peer-reviewed sources published between 2013 and 2018. Tables 1 and 2 depict data involving number of references in the study and literature review.

Table 1

Data from References in the Study

Group	Total
Number of references	304
Number of references published within the last 5 years	275
Number of peer-reviewed references	276
Number of peer-reviewed references within the last 5 years	261
Percentage of peer-reviewed references published within the last 5 years	86%

Table 2

Data from References in the Literature Review

Group	Total
Number of references	156
Number of references published within the last 5 years	142
Number of peer-reviewed references	152
Number of peer-reviewed references within the last 5 years	138
Percentage of peer-reviewed references published within the last 5 years	88%

Application to the Applied Business Problem

The purpose of this qualitative single descriptive case study was to reveal effective HR recruiting and hiring practices demonstrated by HR and recruitment managers for improving organizational performance. Tzabbar et al. (2016) said that researchers in this field of study had discovered that American business owners increased their awareness that a relationship between HR practices and corporate productivity existed. However, some HR professionals fail to employ effective recruiting and hiring strategies for supporting and achieving business performance goals. Ozolina-Ozola (2014) stated that certain company HR recruitment and hiring managers' ineffective hiring processes contributed to decreased retention rates, which had a negative impact on company productivity. I explored a vegetation management company's HR recruitment and hiring managers and their views of recruitment and hiring practices. Analyzing and synthesizing literature on Bertalanffy's (1972) GST and Thelen and Smith's (1994) DST helped accentuate how utilizing effective HR practices could lead to improved organizational performance through achieving company goals.

Beginning in 1998, HR recruiting and hiring practices had become significant factors in the success of organizations. Obeidat et al. (2016) said that HR practices must align with an organization's strategy to attain a competitive advantage. For organizational growth, corporate leaders rely on recruiting and employing productive workers who can strengthen business performance. HR processes can lead to enhancing employee performance and achieving organizational goals through the recruitment, employment, and development of highly qualified job candidates (Guerci, Radaelli, Siletti, Cirella, & Shani, 2015). Business owners and leaders depend on HR professionals to establish recruiting and hiring processes leading to increased productivity. HR and recruitment managers are partners in achieving organizational objectives. Jamali, El Dirani, and Harwood (2015) concluded that HR professionals perform managerial and strategic actions for their businesses that could potentially result in favorable business performance outcomes, if executed successfully.

When employing job candidates, HR recruitment and hiring practices could be positive or adverse determinants for corporate leaders achieving company goals. Hollenbeck and Jamieson (2015) said that without developing valid measures for selecting talented employees, HR and recruitment managers could fail to predict future organizational performance and realize a competitive edge. With the purpose of revealing effective HR recruiting and hiring practices for improving performance, the literature review of this qualitative case study included comparisons and contrasts involving HR processes for improved performance aligned with Bertalanffy (1972) and Thelen and Smith's (1994) theories. Bertalanffy's theory involves relationships between people and

work processes while Thelen and Smith's relates to ongoing practices or processes in an organization. I explored HR recruitment and hiring processes that included talent management and succession planning strategies, selecting employees, HR development and organizational performance, and HR management strategies for line managers to address the business problem.

Bertalanffy's General Systems Theory

Valentinov (2014) said that Bertalanffy provided a concept of how an organization's employees could account for phenomena involving the creation of policies and development of workers based on situational demands. Bertalanffy (1972) said that GST is indicative of an organization's growth based on a transformation from one method of conducting business to different methods. HR and recruitment managers should consult line management to recruit and hire talented employees. Ensuring HR practices are conducive to managerial needs could prevent future issues in business performance. Caws (2015) said that GST represents a relationship between a corporation's processes and its organized groups of workers. Adams, Hester, Bradley, Meyers, and Keating (2014) said that HR professionals use GST to view specific processes and identify associated problems.

HR and recruitment managers could demonstrate recruiting and hiring competencies and strategies to support the attainment of organizational goals. Rousseau (2015) said that business leaders use GST to determine employees' knowledge and how processes evolve to build an improved organization. However, Rousseau stated that GST is contingent on principles in a company's structure and could fail in establishing an ideal

corporation because of a lack of evolving processes. Without effective HR recruitment and hiring practices, a company could undergo a decline in productivity. HR professionals could seek to understand organizational values before creating new recruiting and hiring practices. If uncertainty exists in terms of managing HR processes, organizations must enable an integration of their job responsibilities into processes to achieve their mission and improve performance (Moeller & Valentinov, 2012).

GST includes a focus on employee interactions in an organization that requires methods of evaluation (Bertalanffy, 1972; Karakurt & Silver, 2014). When HR professionals audit HR processes, new standards can be achievable to improve performance. A general system must include work processes derived from a direction based on goals (Corning, 2014). HR and recruitment managers should establish recruitment and hiring measures with line managers to strengthen performance. GST could be a basis for describing real world situations involving how to establish business practices (Whitney, Bradley, Baugh, & Chesterman Jr., 2015). Caws (2015) suggested that GST is an established process that enables managers to make decisions after realizing the circumstances of an environment. HR professionals could consider whether a pool of applicants meets the desired criteria of vacant positions in an organization. Zdenka, Rosi, Mulej, Tatjana, and Nastja (2013) said that a GST approach could lead to changes in employees' work habits that result in improved performance. If modifications are necessary to established job standards, HR and recruitment managers should advise managerial staff to revise job descriptions that lead to increased business productivity.

Thelen and Smith's Dynamic Systems Theory

Smith and Thelen (2003) stated that concepts of dynamic systems apply to a conceptual theory. A researcher could use DST to evaluate the achievement of organizational goals by identifying the flexibility required of employees in their roles during different work assignments (Thelen, 2005). DST is contingent on employees increasing knowledge to achieve business goals derived from different hierarchies in an organization (Clearfield, 2013; Schöner & Thelen, 2006). HR professionals could apply DST to establish effective recruitment and hiring practices, leading to improved performance. However, Allen and Bickhard (2013) said that implementing unnecessary processes could cause a business to fail at achieving its goals aligned with the concept of DST. HR professionals should provide clear and logical guidance about recruiting and hiring processes followed by other company managers. Thelen (1994) stated that employing DST could reduce the complexity of existing processes and streamline them. HR and recruitment managers, who recruit and employ workers, should understand the qualifications needed for hiring talented employees. Clearfield (2013) said that incorporating new ideas must involve strategies and decision-making based on organizational needs.

DST could involve a time-dependent process for measuring outcomes from real-time events or current organizational performance (Salvatore, Tschacher, Gelo, & Koch, 2015; Thelen & Smith, 1994). HR and recruitment managers should create timelines to achieve recruiting and hiring goals. HR and recruitment managers could confer with other managerial staff and be receptive to necessary modifications to these schedules. HR

professionals must maintain established recruitment and hiring practices before observing employee reactions to their current recruiting and hiring goals.

HR and recruitment managers could use strategies and demonstrate competence when executing recruitment and hiring programs conducive to an organization's needs and desired performance. Witherington (2014) argued that with a DST approach, a set rules and regulations is a core principle to achieve organizational growth. HR professionals should improve their skills and capabilities to use required approaches for improving business outcomes. Establishing new practices for increased productivity could be attractive to an organization if HR professionals promote a learning atmosphere toward change for employees (Headrick, Renshaw, Davids, Pinder, & Araújo, 2015). HR professionals must demonstrate consistency in their recruitment and hiring processes and ensure alignment with the business' goals to help enhance organizational performance (Zanone & Kelso, 1992).

HR Practices and Organizational Performance

Effective HR practices could be necessary to achieve organizational goals and improving productivity. Fabling and Grimes (2014) examined the characteristics of HR professionals and found that establishing employee awards and recognition programs would increase morale and lead to increased employee productivity. A set of HR program procedures could lead business owners to achieve organizational hiring and retention goals and increase morale and production (Jaskiene, 2015; Tracey, 2012; Tzabbar et al., 2016).

van Dun, Hicks, and Wilderom (2016) said that some HR hiring strategies exclude value-added activities and that managerial values and behaviors are determining factors for increasing productivity. Vermeeren (2014) said that HR processes were secondary duties for line managers and represented impediments to achieving strategic goals. Vermeeren suggested that HR recruitment and managers should implement hiring strategies based on the managers' capabilities and leadership styles across an organization. Caws (2015) said that GST involves using processes based on collaboration with the employees. HR professionals could engage in a strategic role through collaboration and executing high-performance based HR initiatives into work operations leading to long-term success toward increasing productivity (Mitchell, Obeidat, & Bray, 2013).

HR practices for implementation to improve performance. When performing organizational HR practices, these processes involve HR and recruitment managers engaging in recruiting and hiring activities. Their HR activities could result in positive or adverse outcomes affecting long-term business performance. Amalou-Dopke and Suß (2014) discovered that top business leaders depended on HR staff when making strategic decisions. DST involves the development of a process through interactions with managers while excluding external or outside employees' influences (Thelen & Smith, 1994). HR staff measure HR productivity to determine company manager's performance. Evaluating the use of innovative HR training and development and recruiting programs could also be contributors to increasing managers' and employees' capabilities and improving business performance (Farouk, Elanain, Obeidat, & Al-Nayhan, 2016;

Mikhaylov et al., 2014). However, Pasaoglu (2015) revealed that delays stemming from

HR recruitment and hiring procedures led to a decline in business performance. The basis

was that HR professionals required improved planning and job capabilities. Ozolina-

Ozola (2014) revealed that HR professionals failed to support employee retention efforts

because of a lack of effective processes for recruiting and hiring, training and

development, succession planning, internal communications, and performance

management activities. Aladwan, Bhanugopan, and D'Netto (2015) discovered that some

workers believed that training and development programs were forms of leisure activities

and unnecessary for successful performance. Aladwan et al. also unveiled that HR

policies adversely affected employees' attitudes because of impromptu recruitment and

hiring efforts after massive losses of workers.

      HR professionals' activities for assessing and supporting business goals.

Organizational performance includes factors stemming from the economy, environment,

and community as well as humans and governance (Crucke & Decramer, 2016). HR

professionals engage in these influences through trustworthy and valuable HR activities

leading to increased productivity (Vagnani, 2015). HR professionals could assess the

factors of organizational productivity by evaluating performance elements obtained

through inputs from workers that add value to business operations (Oyemomi, Liu,

Neaga, & Alkhuraiji, 2016). A company's performance could be measurable through HR

managers soliciting feedback from managerial staff about the effectiveness of HR

practices (Singh et al., 2016). Effective HR processes for increased productivity could

include increasing and leveraging employee knowledge and procedures for solving

problems (Jiang & Liu, 2015). Consistent with DST, a developing organization is reliant on interactions among employees within the internal environment (Thelen & Smith, 1994). Consistent with GST, HR professionals could create HR processes that are ideal for a business (Rousseau, 2015). Efficient HR processes and assessment techniques could lead to effective HR recruitment and hiring practices leading to improved organizational performance. Other researchers could explore further the HR managers' practices during mergers and acquisitions.

Effective HR Recruiting and Hiring Practices

The quality of an HR department is dependent on its recruiting and staffing practices (Gamage, 2014). Effective recruitment and hiring methods are necessary HR practices that could improve organizational performance (Kepha, Mukulu, & Waititu, 2014; Phillips & Gully, 2015). Recruiting is time-consuming and involves "attracting, screening, selecting, and hiring" job candidates who demonstrate the required skills and experience conducive to an organization's needs (Allden & Harris, 2013). Abraham, Kaliannan, Mohan, and Thomas (2015) argued that identifying and hiring employees are processes apart from recruitment and include employing and onboarding the best applicants. Abraham et al. asserted that properly designed HR recruiting and hiring practices are parallel and distinguishable to the needs of an organization. Kepha et al. debated that meaningful recruitment and employment strategies are difficult to implement irrespective of a well-established plan.

Cross (2015) contended that standardized recruiting and hiring processes are efficient methods for HR professionals to obtain a consistent and overall assessment of

job candidates. With GST, Rousseau (2015) declared that a company must have order and unity among its work activities. Gamage (2014) stated that effective HR recruitment and hiring practices could have a positive influence on future employees' behaviors and attitudes by motivating them to achieve improved performance. Consistent with DST, changes in organizational processes and a work environment could lead employees to engage in developing HR policies (Thelen & Smith, 1994). Fabling and Grimes (2014) revealed that workers' qualities, changing business practices, and strengthening HR policies increased business productivity. However, Aladwan et al. (2015) discovered that some employees believed well-planned HR activities were of leisure and led to decreases in morale after unexpected terminations. Aladwan et al. uncovered further that workers argued that HR policies were unnecessary for success and adversely affected employees' attitudes and commitment. The basis was that employees could succeed without interference from HR management staff.

HR professionals' effective and alternative recruiting and hiring practices.
Some HR managers have demonstrated effective HR recruitment and hiring practices contributing to a pattern of new actions leading to improved performance. Allden and Harris (2013) revealed that many job seekers are using alternative approaches to find employment versus traditional methods. Because numerous job applicants have Facebook and LinkedIn accounts, employers are using social media to recruit and hire employees (Melanthiou, Pavlou, & Constantinou, 2015). Gibbs, MacDonald, and MacKay (2015) stated that HR managers are using social media initiatives to attract, pre-screen, and hire job candidates. Allden and Harris asserted that HR professionals view and use the

Internet as a large opportunity to recruit and select workers to stay competitive and demonstrate effective HR recruitment and hiring practices. Consistent with GST, HR recruitment staff and managers could integrate the Internet into recruiting and staffing processes to respond to global and pressing hiring challenges encountered by business leaders (Rousseau, 2015).

Strategies for successful recruitment and hiring. When recruiting and hiring, HR and recruitment managers consider their and the job candidates' competencies, motivation, and commitment to improve organizational performance (Guest, 2011). Ekwoaba, Ikeije, and Ufoma (2015) revealed that employing efficient recruitment and hiring processes is dependent on the caliber of and talent in the workforce. Phillips and Gully (2015) declared that recruiting the best employees involves HR professionals who could positively improve the organizations' capabilities and strategies leading to enhanced performance. Abraham et al. (2015) asserted that HR recruitment and staffing practices should have an emphasis on strategic goals, rewards, and tasks to increase productivity and achieve a competitive advantage. Also, qualified workers could be a recruiting source to competent employees. Engel and Finch (2015) stated that HR professionals could use employee referrals to hire competitors' staff and provide monetary rewards for successful hires. However, Kepha et al. (2014) discovered that some recruitment and hiring plans with effective teams and HR practices were hard to implement. Consistent with GST, Whitney et al. (2015) revealed that HR managers consider and analyze managerial characteristics and organizational policies to execute efficient HR practices. Kepha et al. recommended that HR recruitment and staffing

processes must be objective and include specific job requirements aimed at increasing productivity. Future research is necessary to identify how HR professionals use effective recruitment and hiring practices during a recession.

Talent Management Strategies

HR professionals use talent management strategies to recruit, hire, and develop employees who meet the organizational needs and can improve business performance (Kontoghiorghes, 2016; Thunnissen, 2016). The talent management process involves HR professionals advancing ideas leading to businesses employing skilled workers who achieve superior outcomes (Sparrow & Makram, 2015). The strategies must go beyond economic purposes of financial growth. HR managers should consider organizational values, types of key vacant positions, and the distribution of human capital resources (Al Ariss & Sidani, 2016; Vaiman & Brewster, 2015).

HR talent management practices include approaches that support changes in business and its structure for organizations to achieve strategic goals (Tatoglu, Glaister, & Demirbag, 2016). McCracken, Currie, and Harrison (2016) asserted that talent management systems include stakeholders and align to an organization's strategy to realize a competitive advantage. However, HR professionals consulting line management could experience difficulties in implementing talent management strategies. Sikora and Ferris (2014) stated that line managers who are unsupportive of these HR initiatives could harm employees' attitudes, which could lead to decreases in job performance and increases in worker turnover. Beamond, Farndale, and Härtel (2016) revealed that a lack of effective HR talent management strategies could also hurt business productivity. Per

Bertalanffy (1968), Rousseau (2015) demonstrated that GST could enable HR

professionals to improve organizational cooperation and collaboration among

management as a team when developing HR processes. Consistent with DST, managerial

behaviors could change based on interactions with multiple entities (Samuelson et al.,

2015). Through teamwork, HR professionals' effective talent management strategies

could lead to positive outcomes and behaviors deriving from increased productivity and

supported strategic objectives (Festing & Schafer, 2014).

Talent management and organizational competencies. When employing talent

management strategies, HR and recruitment managers use other approaches to achieve

business objectives. HR professionals determine employees' capacity by developing core

competencies involving the workers' required skills, knowledge, and abilities based on

organizational goals to recruit and hire employees (Gallardo-Gallardo, Nijs, Dries, &

Gallo, 2015; Rutledge, LeMire, Hawks, & Mowdood, 2016; Sparrow & Makram, 2015).

However, Karatop, Kubat, and Uygun (2015) stated that a competency is a soft skill that

derives from an employee's behavior contingent on job performance. Luna-Arocas and

Morley (2015) asserted that talent-minded competencies include business goal alignment

and workers' perceptions of recruitment and hiring. Per GST, HR and recruitment

managers could take a comprehensive approach by considering the behavioral aspects

and objectives of an organization when staffing and managing talent (Katina, Keating, &

Ra'ed, 2014).

Employees' support of talent management strategies. HR and recruitment

managers could gain insight from workers to plan and implement talent management

strategies. Swailes and Blackburn (2016) revealed that soliciting employees' input could ease potential adverse responses by including them when designing these HR practices. Per DST, knowledge at various organization levels could prevent workers from reacting to unfamiliar situations (Clearfield, 2013). Benitez-Amado, Llorens-Montes, and Fernandez-Perez (2015) unveiled that employees' organizational commitment strenghthend talent management strategies. Still, Mensah (2015) argued that managing talent is contingent on positioning skilled workers to lead the firm and other employees to improve performance. Morley, Scullion, Collings, and Schuler (2015) concluded that some private sector employees believed a talent management strategy should have a focus on job satisfaction to improve business performance.

Identifying organizational talent. Talent management strategies for HR managers could include an emphasis on workforce diversity leading to increased productivity. Gallardo-Gallardo et al. (2015) stated that diversity in business is necessary to retain talented employees. Managing talent could involve recruiting and hiring minorities to gain a competitive advantage. Böhmer and Schinnenburg (2016) argued that HR professionals must consider that identifying talent occurs at different career stages along with an employee's gender and ethnic background. Incorporating diversity into a talent management strategy enables workers to represent the demographics of the organization's community (Stewart, 2016). Tanwar and Prasad (2016) asserted that HR recruitment practices should be reflective of an all-inclusive talent pool indicative of the customer base.

HR professionals must be cognizant of equal employment laws to avoid legal consequences when managing talent (Zaccaria, 2014). Polak-Sopinska, Wisniewski, and Jedraszek-Wisniewska (2015) contended that diversity training for all workers is necessary to avoid stereotyping. HR and recruitment managers including diversity in talent management plans could experience other complications. Davis, Frolova, and Callahan (2016) revealed that a lack of organizational commitment hurts HR staff's ability to manage talent through diversity programs. Some workforce employees are uncomfortable with an all-encompassing approach to diversity in a talent management strategy (Martin, Farndale, Paauwe, & Stiles, 2016). The basis is that because of Equal Employment Opportunity (EEO) and Affirmative Action (AA) programs that some workforce members believed that minorities receive preferential treatment (Shen, Chanda, D'netto, & Monga, 2009). Al Ariss and Sidani (2016) discovered that varying cultures could have adverse effects on HR practices in local areas, which could lead HR professionals to fail at improving organizational performance. However, consistent with DST, HR professionals could positively impact a business' plans by understanding how the employees think (Samuelson et al., 2015). Another issue with talent management through diversity is that diversity would harm future HR hiring strategies because of a mixture of older employees with younger workers (Stone & Deadrick, 2015). An implication for future research could involve researchers exploring how HR managers use talent management strategies when skill shortages exist.

Succession Planning Strategies

When striving to improve organizational performance, HR professionals include

succession planning in their hiring strategies (Packard & Jones, 2015). Martin (2015)

described succession planning as a leadership development activity for establishing a

pool of internal talent ready to fill projected leadership vacancies. Hiring potential

internal leaders is beneficial to a successful leadership development program because of

their organizational knowledge (Kellner, Townsend, Wilkinson, & Lawrence, 2016).

Fabling and Grimes (2014) suggested that determining skills and gaps created by leaders

who could leave a firm is a part of succession planning that leads to increased

productivity. Linked to Bertalanffy's (1968) GST, decisions for successor plan processes

are contingent on relevant starting points (Zdenka et al., 2013). HR professionals

developing potential leaders involves selecting employees based on merits and strengths

demonstrated through emulating characteristics of existing leadership members (Dhar,

2014). When creating leadership development activities, HR professionals must

understand job characteristics and the available and suitable talent who would

demonstrate short-term and strategic success (Chen & Zhang, 2017; Desai, Lockett, &

Paton, 2016). HR professionals must clarify leadership roles and responsibilities for

potential candidates (Staehr, 2015) and provide incentives for participation and conduct

performance reviews to strengthen succession planning (Ikramullah, Van Prooijen, Iqbal,

& Ul-Hassan, 2016).

HR and recruitment managers could fail in executing a sound leadership

development program strategy for achieving organizational goals. Failing to retain

potential qualified leaders could derive from a lack of effective recruitment, hiring, and

succession planning practices (Ozolina-Ozola, 2014). Choosing successors could result in

biased selections if HR managers fail to use department managerial panels and adhere to

the business' HR policies (Lee, Pitesa, Thau, & Pillutla, 2014). Lee et al. revealed that

some cross-functional hiring officials selected applicants from their respective

departments. Obstacles to effective succession plans also include aging workforces and

budget constraints (Cole & Harbour, 2015). Per GST, HR professionals must take an all-

inclusive approach to evaluate their practices (Whitney et al., 2015). Eneh and Awara

(2016) contended that HR professionals must understand future market conditions and

seek outside human capital resources resulting from inadequate internal candidates to

realize a competitive advantage. Desai et al. (2017) revealed that involving stakeholders

(i.e., owners and board members) and hiring external successors led to improved

performance indicative of an HR manager's need to consider a candidate's organizational

fit. HR professionals could fail to execute succession planning by failing to integrate AA

programs into the leadership development process. HR managers must include AA in

recruitment and hiring to avoid discrimination based on gender, ethnicity, and racial

profiling among available talent (Balafoutas, Davis, & Sutter, 2016).

Succession planning methods for improving performance. HR professionals

could implement a leadership development program by merging off-site training, 360-

degree feedback, coaching, and mentoring activities into a curriculum to support the

application of skills and knowledge gained through candidates' participation (Packard &

Jones, 2015). HR managers could use assessment centers in a successor strategy to

evaluate candidates' skills, strengths, and developmental needs to increase organizational productivity (Lopes, Sarraguça, Lopes, & Duarte, 2015). HR professionals could help transfer tenured employees' knowledge as an approach to succession planning. A business' knowledge transfer is imperative to achieving a competitive advantage (Massaro, Handley, Bagnoli, & Dumay, 2016). When developing future leaders, including job shadowing with successor development strategies is a method for retaining organizational knowledge (Serenko, Bontis, & Hull, 2016). HR professionals could use succession planning to retain talented workers by establishing performance and competency measurements (Kimble, de Vasconcelos, & Rocha, 2016).

   Unbiased HR practices when selecting candidates for succession planning. HR professionals employ impartial succession planning strategies based on developing and attracting culturally diverse candidates to improve organizational performance (Goodman, French, & Battaglio Jr, 2015). Per Kumaran (2015), incorporating culture into successor development programs involves revising HR employment practices and job announcements to eliminate barriers to minority participation. HR managers could strengthen business succession planning by recruiting and including women in the applicant pools (Blackmore, 2014). Karikari, Boateng, and Ocansey (2015) and Leon Rohr (2016) stated that HR professionals could use human resource information systems to track the availability of minority candidates when succession planning. Leon Rohr asserted that HR managers avoid violating EEO laws when succession planning by identifying employees' developmental needs opposed to focusing on their gender or personal characteristics. With millennials entering the workforce, their expectations of a

work environment are why HR professionals must account for changes in gender for organizational successor planning (Lucas, D'Enbeau, & Heiden, 2016). Still, an unbiased successor plan could lead to dissention among nonminority applicants. Durrani and Rajagopal (2016) discovered that in some organizations, choosing employees with diversity had an adverse impact on achieving organizational goals. Cole and Harbour (2015) revealed that HR professionals must be cautious when selecting successors because some workers might perceive favoritism toward specific groups. Per DST, HR management's collaboration with line managers could be an approach to understanding employees' beliefs (Salvatore et al., 2015). Future research is necessary to determine what factors relate to attracting candidates to participate in succession planning programs.

HR Competency and Performance Strategies

Some HR professionals engage in HR competency-based and performance-related activities for recruitment and hiring leading to increased organizational productivity. HR managers must demonstrate the behaviors and valuable competencies to assist businesses in gaining a competitive edge (Ahmad, Kausar, & Azhar, 2015; Meijerink, Bondarouk, & Lepak, 2016). Amechi and Long (2014) described HR management's necessary competencies as linked skills, knowledge, capacities, and qualities that increase job performance. Ulrich and Dulebohn (2015) stated that HR professionals must retain capabilities conducive to recruiting and hiring to build an organization's core competencies for improved performance. Hamid (2014) asserted that HR leaders require entrepreneurial, technological, and knowledge management skills coupled with creativity, problem-solving, and decision-making capabilities to strengthen organizational

productivity. HR managers must exhibit behaviors representative of a company's image to recruit and hire talent (Voegtlin & Greenwood, 2016). Bal and Dorenbosch (2015) stated that HR management's attitudes affect employees' motivation and performance. Cohen (2015) declared that HR professionals need wide-ranging HR competencies comparable to business leaders and managers. Benson and Filippaios (2015) revealed that HR leaders must use shared skills to advance knowledge management practices to achieve a competitive advantage. Lo, Macky, and Pio (2015) proclaimed that HR competencies are a significant predictor of HR managers realizing improved HR effectiveness.

While developing HR professionals, some researchers fail to agree that HR recruitment and hiring capabilities are necessary to improve organizational performance. Ozolina-Ozola (2014) discovered that HR managers' inability to establish sound recruitment and hiring practices attribute to increased employee attrition. HR competencies should be contingent on a strategic focus. Lo et al. (2015) revealed that some HR leaders lack the required competencies to function as strategic business partners for improving performance. Schutte and Barkhuizen (2016) stated that HR professionals must emphasize their role as strategic allies and identify, apply, and promote clear HR competencies throughout an organization. HR leaders' performance could lead to conflicting interests between HR management and business managers. Some HR leaders fail to create effective HR recruitment and employment standards, but instead, focus on implementing flawless standards (Mufti, Parvaiz, Wahab, & Durrani, 2016). O' Brien and Linehan (2014) asserted that HR managers have different perspectives of HR's

responsibilities opposed to organizational stakeholders resulting in varying criteria for measuring performance. Consistent with Bertalanffy (1967), a process must include a mathematical basis to establish a system of principles and goals for measurement (Drack & Pouvreau, 2015). Ferrary (2015) stated that effective recruitment and hiring practices are more important than HR leaders' individual knowledge and capabilities.

HR effectiveness. HR professionals could demonstrate actions to strengthen their effectiveness leading to improved business performance. The efficacy of HR and recruitment managers is contingent on their performance opposed to measuring their HR practices (Woodrow & Guest, 2014). Efficient HR leaders drive organizational change by establishing equitable and impartial hiring, training programs and job requirements and motivating employees to commit to changes leading to increased productivity (Guerci & Pedrini, 2014). The determinant of fairness is dependent on employees' perceptions about whether HR professionals' recruiting and employing practices will enhance business outcomes (Cullinane, Donaghey, Dundon, Dobbins, & Hickland, 2014).

Effective HR leaders could use strengthened communications skills to demonstrate competence. Competent HR managers communicate clear and understandable HR recruitment and hiring practices and goals to organizational staff and enable staff to internalize the goals (Oh, Blau, Han, & Kim, 2017; Pereira & Fontinha, 2016). Efficient HR professionals incorporate high-performance HR practices (HRHRPs) into organizations to improve performance. Employing HPHRPs increases employees' job satisfaction, organizational commitment, motivation on the job, and retention through rewards programs, training and development, and career progression opportunities

(Mostafa & Gould-Williams, 2014). The HPHRPs must include HR professionals'

concern for employees' morale and welfare and assessments of workers' performance

(Van De Voorde & Beijer, 2015). Woodrow and Guest asserted that HR leaders'

effectiveness is contingent on the transparency of measurable HR practices in business.

HR professionals could be ineffective in improving organizational performance.

DeNisi, Wilson, and Biteman (2014) stated that HR leaders had demonstrated more

emphasis on their professional standing than identifying and executing resolutions to

business issues. The resulting dilemma is that determining HR managers' effectiveness

might be disadvantageous to employees' views of HR efficacy and performance

(Heffernan & Dundon, 2016). Aladwan et al. (2015) revealed that some HR leaders

delivered inadequate training and development programs where employees viewed the

programs as leisure activities. The differing opinions could be dependent on cultural

differences. Workers expect HR managers to add value to an organization, but some HR

professionals fail to account for the existence of cross-cultures; instead, they focus on

their recruiting and hiring technical roles (Tenhiälä et al., 2016). Improperly

implementing HPHRPs into an organization leads to increased stress levels, job

requirements, and pressure on workers (Van De Voorde & Beijer, 2015). HR managers

should engage in strategic recruitment and employment activities that enable

organizations to achieve sustainability.

HR performance metrics. HR managers could use various approaches to analyze

and measure their job performance. Ulrich, and Dulebohn (2015) asserted that HR

professionals require insight into measuring their performance to improve decision-

making. Analyzing HR metrics could be the foundation for success. Examples of including data to evaluate HR performance involve assessing HR leaders' education, knowledge, and motivation levels for identifying goal achievements, organizational costs, and individual productivity (Molodchik, Shakina, & Barajas, 2014). HR analytics comprise measuring employees' retention, absenteeism, and disciplinary action rates, which are reflective of HR professionals' performance after recruiting and hiring job candidates (Pape, 2016). Jackson, Schuler, and Jiang (2014) stated HR recruiting and training practices are the primary factors for businesses to achieve a return on investment.

HR and recruitment managers use other data-driven mechanisms to assess their effectiveness. A balanced scorecard is a tool used to evaluate progress toward realizing organizational goals (Shen, Chen, & Wang, 2016). HR leaders could implement a balanced scorecard approach to communicate and assess HR and organizational workers' productivity by establishing strategic targets for increasing productivity. The essential measurement of HR professionals' performance is their ability to minimize barriers to implementing business objectives (Jabbour, & de Sousa Jabbour, 2016). However, HR-related performance data could involve unfavorable circumstances. Rasmussen and Ulrich (2015) revealed that some HR leaders lack an analytical outlook and require training to succeed in evaluating productivity. HR and recruitment managers could adjust data to reflect the achievement of unplanned outcomes that are irrelevant to attaining HR goals.

HR Management Strategies for Line Managers

Some HR leaders collaborate and strategize with line managers to accomplish effective HR recruitment and hiring strategies leading to improved business performance. In organizations, some line or middle managers execute core HR functions because of a decentralization of HR activities that enable HR professionals to act in a strategic capacity (Azmi & Mushtaq, 2015). A devolution of HR obligations is indicative of managerial employees' responsibility to perform HR activities (Sheehan, De Cieri, Greenwood, & Van Buren, 2014). Per Bertalanffy (1950), GST increases the understanding of how a system operates (Morgeson, Mitchell, & Liu, 2015). The middle managers' involvement could be a basis for strengthening their HR and business' performance. HR professionals must support multi-tasked line supervisors implementing HR processes because middle managers have direct interactions with employees (Sheehan et al., Currie, Burgess, & Hayton, 2015). Line managers determine workers' attitudes and productivity, which are necessary to achieve HR and organizational goals (Gilbert, De Winne, & Sels, 2015; Pereira & Fontinha, 2016). Per DST, Samuelson et al. (2015) revealed that processes change contingent on collaborations that lead the direction of a process.

HR leaders could collaborate with line management to demonstrate effective recruitment and hiring practices for improved performance. Guerci and Pedrini (2014) declared that gaining consensus among HR managers and line supervisors strengthens HR systems leading to enhancements to HR goal-oriented behaviors and business productivity. O'Brien and Linehan (2014) described HR professionals as agents and

negotiators for middle managers to promote trust and support the guidance of line supervisors' HR management decisions. Partnerships between HR leaders and middle managers are drivers for creating and implementing HR policies to realize organizational goals (Thite, Budhwar, & Wilkinson, 2014). Consistent with Bertalanffy (1968), GST represents the transformation of ideas into business outcomes (Hughes, Anund, & Falkmer, 2015).

In some instances, line managers could fail to accept their roles on engaging in HR recruitment and hiring practices for increased organizational productivity. Gooderham, Morley, Parry, and Stavrou (2015) revealed that decentralizing HR management practices to middle management increased organizational HR responsibilities but decreased managerial controls. Knies and Leisink (2014) discovered that some line managers preferred to implement HR processes over focusing on the practices. Consistent with Thelen and Smith's (1994) DST, preference is an attractor that could be the adopted method over time (Hayes, Yasinski, Barnes, & Bockting, 2015). Under the circumstances, many line managers lack HR knowledge and the ability to maintain their supervisory responsibilities because of an increased workload from implementing HR systems (Kuvaas, Dysvik, & Buch, 2014).

Consequences could exist when middle managers engage in HR management practices. Link and Müller (2015) revealed that line managers lack a strategic HR focus and emphasize short-term priorities. With increases in HR management systems' technology, the devolution of HR practices to middle management could lead to decreases in HR and organizational performance (Stone & Deadrick, 2015). Line

managers could have various agendas about HR processes for increasing productivity. Sikora and Ferris (2014) revealed that some middle managers disrupt HR management activities because of resistance to implementation, lack of motivation, and low commitment to receiving the essential HR-related training. Gilbert et al. (2015) revealed that some middle managers believed that HR management activities restricted their time and capabilities because of the need to resolve employees' concerns that differ from business HR goals.

Line managers' implementation of HR practices. Line managers should consult HR leaders when implementing HR practices that add value to achieving organizational goals. Op de Beeck, Wynen, and Hondeghem (2016) stated that through HR and middle managers' interactions, line managers must collaborate with HR professionals to identify employees' views of HR systems. Relying on HR leaders' experiences and knowledge enables social interactions with middle supervisors who could articulate HR processes in their daily work activities (Jackson et al., 2014). Business leaders must provide line managers with the autonomy and flexibility to implement HR systems based on their perspectives and supervisory obligations (Kuvaas et al., 2014). Line supervisors' perceptions could affect HR recruitment and hiring activities and other HR practices. Middle managers must separate HR policies involving employees' compensation, development, moral, and welfare to improve HR and organizational performance (Knies & Leisink, 2014). The differentiation could involve other considerations for line supervisors. Knies and Leisink stated that line managers should contemplate their responsibilities for implementing and understanding HR

policies. Kuvaas et al. asserted that line supervisors must use discretion when

determining their employees' attitudes and motivation toward implementing HR systems.

Durbin and Tomlinson (2014) described middle managers as mentors for their

employees.

Training line managers for HR policy implementation. Training middle

managers on HR practices could improve organizational performance. Per DST,

knowledge at various levels enables individuals to respond to situations using the

appropriate expertise (Clearfield, 2013). HR leaders should develop line management to

implement HR systems and accomplish HR responsibilities (Link & Müller, 2015).

Kuvaas et al. (2014) declared that because line managers are knowledgeable about the

employees, increased line management training helps them understand the HR processes

necessary to achieve organizational strategic objectives. When recruiting, hiring, and

managing talent, middle managers could learn about HR programs for developing their

employees. Line supervisors must understand the benefits of individual development

plans and career-progression assignments based on business views and values (Meyers &

van Woerkom, 2014). Line managers trained as change agents could alleviate suspicion

of HR practices among employees by understanding the critical aspects of HR systems.

(Brown, Kulik, Cregan, & Metz, 2017). With a devolution of HR practices, middle

managers must possess the capacity to allow make decisions about work-life balance

opportunities for their workers (Daverth, Hyde, & Cassell, 2016). Addressing employees'

concerns, morale, and welfare could be a contributor to increasing productivity. Workers

influence the value of HR systems, and line supervisors must maintain the competencies

needed to collaborate with employees to realize a competitive advantage (Meijerink, Bondarouk, & Lepak, 2016). Still, per DST, development will take weeks to years to occur through interactions at all levels (Goldenberg & Galván, 2015).

Transition

This study included contributions of effective HR recruiting and hiring practices verified through HR and recruitment managers' experiences that led to improved organizational performance. I used open-ended questions. The study comprised a single descriptive case study design and included concepts from Bertalanffy's (1968) general and Thelen and Smith's (1994) dynamic systems theories. In this section, I provided an introduction, the background of the problem, and the significance of literature related to the business problem. In Section 2, I included an overview of the research process for the study. These procedures involved the researcher's role, participant criteria, research method and design, population and sampling, ethical research, and data evaluation. In Section 3, I included the results, conclusions, social change implications, the application to business practice, and recommendations for future research from the study.

Section 2: The Project

Purpose Statement

The purpose of this qualitative single case study was to explore effective HR recruiting and hiring practices used by HR and recruitment managers for supporting their organizations' goals for improving performance. This doctoral study comprised a single descriptive case study design with an emphasis on effective HR recruiting and hiring practices for achieving a company's goals for improving company performance. The population for this study included professionals who are HR and recruitment managers from a vegetation management company who have developed and implemented successful recruiting and hiring practices in their business strategies. The geographic location of the study was in Pennsylvania. The findings of this study may influence positive social change by providing insights into effective HR recruiting and hiring strategies leading to increasing company performance and job opportunities in the state's communities.

Role of the Researcher

Researchers engage in various roles when performing academic research. For this study, I was the primary researcher. My responsibilities included networking, collaboration, and managing, conducting, publishing, and evaluating research. My experience as a corporate recruiter in the automotive industry led to the foundation for my topic of study. While serving as a private sector recruiter, I interviewed over 1500 job applicants and hired almost 300 employees in 4 years. The automotive company's HR hiring practices facilitated but also limited the applicant selection process. During my

tenure from 1999 to 2003, I recruited workers amidst an economic downturn and recovery period. Interviewing HR recruitment and managers could reveal data conducive to exploring this phenomenon. With qualitative interviewing, Galvin (2015) stated that scholars obtain current evidence and data involving interviewees' experiences based on an event. Mazanderani and Paparini (2015) said that qualitative interviews enables a researcher to attain opinions from respondents about their understanding of a topic. Rosenthal (2016) said that study participants could provide an in-depth reflection of viewpoints related to a business problem.

The role of the researcher is to ask questions related to respondents' views and experiences and verify the validity and quality of data through a consistent process (Foures, Albert, & Nketsa, 2016). The researcher's responsibilities include conducting critical analyses of different interviewee approaches and obtaining informed consent and academic approval (Cairney & St Denny, 2015). For this study, my role as the researcher also included selecting and interviewing respondents and creating questions. Afterward, I identified codes and themes for data interpretation.

Cairney and St Denny (2015) said that qualitative interviewing involves ethical issues related to engaging with participants. Under the Belmont Report protocol, integrity in research includes respecting individuals and their welfare and entitlements when conducting a study. Based on the report, researchers could treat respondents equitably and equally without inflicting harm. Before interviewing participants, I obtained study approval number 07-10-18-0637545 from the Walden University Institutional Review Board (IRB). The IRB process is necessary for protecting participants from preventable

risks and enabling valuable and judicious research reviews (Freed et al., 2016). A researcher must gain IRB approval for the interview questions and study sites (Rogers et al., 2015). Before submitting a study, scholars could consult an IRB reviewer to explain issues related to securing participants' confidentiality (Akard, Wray, & Gilmer, 2015). For this research project, I contacted the IRB to change the nomenclature, which involved changing from a company in the chemical industry to one in the vegetation management.

When conducting research, failing to document interviewees' responses verbatim can result in unethical implications. I ensured my study was ethical and free of falsification, plagiarism, and violations of professional rules of conduct (Ulrich et al., 2015). I followed specific procedures when conducting the qualitative interviews to improve the trustworthiness of data (Goodell et al., 2016). When collecting data, I documented transcriptions that excluded personal identifiers to preserve the confidentiality of participants. After interviewing, storing interviewees' information in a safe place was necessary to maintain the privacy of the company and its participants. My key to performing successful interviews was to protect participants' confidentiality and prevent disclosure and retribution. I transcribed participants' responses and used member checks to validate their answers and mitigate the chances of bias on my part. Anney (2014) said that member checking enables the elimination of bias when analyzing and interpreting responses. I accomplished this process by reading the participants' responses back to them to ensure I captured what they intended to say. Fusch and Ness (2015) said that researchers must detach their personal views, perspectives, and cultural and

experimental backgrounds from the participants' responses to understand their reflections of their experiences.

As an HR professional, I continuously reassessed interviewees' responses while challenging my existing beliefs regarding effective HR practices and organizational performance. Anney (2014) said that maintaining a neutral stance on the topic of study and an awareness of cultural assumptions are attributes necessary of a researcher to mitigate bias. Elger, Handtke, and Wangmo (2015) stated that including preconceived ideas about a topic during interviews can lead a researcher to transcribe false respondent impressions. Failing to ask interview questions in a proper sequence can stimulate untruthful responses to a subsequent inquiry. Mill and O'Connor (2014) said that a misplaced query could influence a participant's reply if the question relates to a previous one. To prevent respondents from providing pre-formatted statements, I asked open-ended interview questions

Participants

The study was located at a vegetation management corporation in Pennsylvania. Company employees use specialized equipment to provide wood debris management, storm emergency response, and herbicide application services. I selected HR and recruitment managers as participants who were at least 18 years or older and have worked for the company for 2 or more years. I excluded multiple interviews of the same participants but included enough observations for validating the study (Greiner, 2015). I selected 4 different respondents capable of answering the research question. I selected HR and recruitment managers who have successfully demonstrated using organizational

recruiting and hiring practices resulting in sustained performance based on the Global HR Manager's recommendation. The basis for interviewing this population was these individuals could relate their experiences involving recruiting and hiring aimed at achieving their organizational goals. I contacted the Global HR Manager and participants via email or a formal letter (see Appendix E) to gain access to the participants. These notifications outlined the purpose and expectations of respondents for the research project.

I interviewed participants by visiting the local location to gain access to participants and the company's HR-related documents. Greiner (2015) and Shekar Singh (2014) declared that conducting a meeting to establish the premises and data collection methods for interview participants aligns with case study research. Cunliffe and Alcadipani (2016) asserted that accessing a site for a study is necessary for successful research and could require negotiations between the company and researcher to secure the interview location. I also solicited interviewees with different socioeconomic backgrounds as part of the eligibility requirement. The interviews included HR and recruitment managers with tenure of 2 years or more. I interviewed these managers because I determined I would obtain richer data than those with less tenure. Robinson (2014) said that cross-cultural qualitative research involving demographically heterogeneous participants enables comparisons of respondents' similarities and differences. I notified participants of my role, the purpose of the research project, and the risks and advantages of participation to establish trusting relationships. Singh (2014) said that when interviews are the primary data collection method, researchers must prioritize

building trust with interviewees. Elger et al. (2015) suggested that providing and explaining a consent agreement can be a validation of understanding between an interviewer and respondents. Haahr, Norlyk, and Hall (2014) asserted that respectful questioning and trusting relationships are necessary to conduct a qualitative study.

Research Method and Design

In qualitative studies, the research method helps answer the what, why, or how questions of phenomena, and the research design represents the formulation of a study to identify relevant findings (McCusker & Gunaydin, 2015). Scholars apply qualitative methods to answer a research question and understand other researchers' concepts of a phenomenon under debate (Roulston & Shelton, 2015). Yazan (2015) revealed that academics choose a research design based on the quality of the instrument for answering a research question. Yazan stated that researchers frequently use case studies in qualitative research. I used a qualitative method and case study design for this study.

Research Method

The research method for this study was qualitative with a single descriptive case study design. In qualitative research, scholars explore a matter to obtain participants' responses derived from a research question. Barnham (2015) revealed that qualitative research allows researchers to determine what respondents think and do in the workplace. An exploratory method could disclose an employee's involvements within a business problem. Le Roux (2017) discovered that qualitative data derives from participants' experiences based on different situations. A qualitative study could reveal alternative explanations for an organizational recruiting and hiring issue. Arino, LeBaron, and

Milliken (2016) argued that researchers could use a qualitative method to uncover new phenomena related to study in a field. Unlike exploratory research, quantitative and mixed methods could lead to statistical and generalizable findings. In quantitative studies, researchers use hypotheses to obtain and measure data (McCusker & Gunaydin, 2015). A mixed method involves integrating qualitative and qualitative research to address research questions and hypotheses in a study (Guetterman, Fetters, & Creswell, 2015). Using quantitative and mixed methods are impractical for investigating effective HR recruiting and hiring practices for improving organizational performance. Qualitative research for this study was more advantageous than quantitative and mixed methods because evaluating statistical data and triangulating methods were unnecessary. Rather, the purpose of this research project was to explore effective HR recruitment and hiring practices used by HR and recruitment managers for achieving organizational goals.

Research Design

Yazan (2015) revealed that a qualitative case study design supports identifying a complete description and investigation of a phenomenon involving a program or an organization. I used a single descriptive case study design to explore HR professionals' effective recruiting and hiring practices used to realize the business' goals. The intent of this research project was to obtain explanations for this phenomenon based on the participants' experiences. Wamba, Akter, Edwards, Chopin, and Gnanzou (2015) revealed that a case study is practical for research when determining how and why respondents use various processes in a work environment. Atchan, Davis, and Foureur (2016) asserted that researchers use case study research to gain an understanding of an

issue or concern thereby translating knowledge into practice. Using a single descriptive case study design for this research project helped explore effective HR recruiting and hiring practices in an organization. Hvalič-Touzery et al. (2017) declared that scholars employ a descriptive case study approach to evaluate a phenomenon among a single entity.

Fusch and Ness (2015) proclaimed that researchers achieve data saturation in qualitative studies after discovering enough information to replicate a study where coding further any additional information is unnecessary. Porte (2013) suggested that data saturation is achievable through duplicating previous data collection methods used by other researchers. Fusch and Ness stated that interviewing multiple participants and asking matching questions result in data saturation. Per O'Reilly and Parker (2013), I interviewed respondents and conducted member checking until new themes failed to develop. Researchers can use a single descriptive case study design to obtain information about effective HR recruitment and hiring practices demonstrated by HR professionals. Other qualitative models under consideration include phenomenology, narrative, ethnography, and grounded theory. These designs did not align with this research project. Filhour (2017) proclaimed that scholars perform phenomenological studies to identify assumptions based on participants expressing a meaning of a situation through their experiences and interpretations. Garud and Giuliani (2013) asserted that narrative research signifies how businesses merge over time contingent on employee relationships. A researcher could take years to accomplish a narrative study (Genoway, Caine, Singh, &

Estefan, 2016). Phenomenological and narrative designs were impractical for my

academic work. My goal was to provide a response to the specific business problem.

The use of ethnography could have also presented a challenge. Bristowe, Selman,

and Murtagh (2015) contended that ethnography involves describing and interpreting an

organization's cultural values and beliefs. Ethnography was impractical for the study

because of its failure to support identifying effective HR recruiting and hiring strategies.

Scholars employ a grounded theory approach for explaining a theory. Foley and Timonen

(2015) demonstrated that a grounded theory design is an inductive process for generating

a theory of behavior based on general explanations of a phenomenon. I refrained from

investigating organizational culture and behavior for this research project. For these

reasons, I used a single descriptive case study to identify and explore the solutions to the

specific business problem.

Population and Sampling

Boddy (2016) stated that the number of participants in qualitative research are

contingent on the scientific model researchers use for a study. Using 4 HR and

recruitment manager participants from a vegetation management organization was

advantageous to identifying effective HR recruiting and hiring practices for supporting

organizational goals. Boddy posited that a smaller participant size in a single case study

leads to data saturation and educational research provided the participants derive from a

homogeneous population. This study included 4 HR professionals working for the

company. I used codes and themes based on keywords until reaching data saturation

(Emmel, 2015). Through purposeful sampling, the study involved selecting participants

based on their use of strategies for HR recruitment and hiring practices to support

organizational goals (Mulugeta, 2017). Per Wilkerson, Shenk, Grey, Rosser, and Noor

(2015), using a purposeful snowballing participant recruitment method assisted in

identifying HR and recruitment managers representing a homogeneous group in the same

setting.

Palinkas et al. (2013) declared that purposeful sampling is necessary for selecting

information-rich cases supporting research of a phenomenon. The appropriate

participants for this study had the knowledge to provide responses related to the research

question (Robinson, 2014). Selecting HR and recruitment managers from the company

revealed the homogeneity of participants and organizational setting. Palinkas et al.

contended that respondents meeting the criteria and knowledge for a phenomenon under

study contribute to achieving information-rich cases. A rich business setting assists with

analyzing findings and transferring them to a field of study (Noble & Smith, 2015).

Ethical Research

When conducting studies involving human subjects, researchers must adhere to

recognized ethical standards and U.S. federal regulations (Harriss & Atkinson, 2015).

The research protocol of the study (see Appendix C) included a description of the

context, purpose, and objectives of the study. I considered any potential biases and

identified, explained, and described the components of the research protocol (Hyett,

Kenny, & Dickson-Swift, 2014; Yin, 2014). I provided interviewees' the right to forgo

participation and the required ethical protections. I avoided coercing interviewees to

participate in the study. Harriss and Atkinson (2015) asserted that scholars must brief and

debrief participants of the option to refuse or discontinue their involvement in a research

study. I protected the identity of the organization, names of HR professionals, and

integrity of the study by shredding and disposing of information that could link the

organization and respondents to the research project (Damianakis & Woodford, 2012;

Fleming, 2015; Yin, 2012). I provided ethical protections to safeguard the confidentiality

of the organization and HR professionals by storing the data securely for 5 years. I

secured the data by creating passwords for documents and information from participants'

responses and storing them on a thumb drive secured in a fireproof vault. Cox and

Pinfield (2014) revealed that researchers must use a process that avoids ethical and legal

consequences when storing and securing sensitive research data.

Before performing the study, I obtained the participants' written informed consent

to conduct ethical and valid research (Faden et al., 2014). I provided a Letter of

Cooperation from a Research Partner (see Appendix A) and listed the agreement in the

Table of Contents. Sanchini et al. (2014) stated that an informed consent form outlines

the procedures for obtaining interviewees' willful and autonomous choice and

understanding to participate in studies. The agreement also included prospective

incentives, benefits, and risks of participation. Participants will receive feedback on the

findings after this research project as an incentive to partake in the study. While

excluding payment-based incentives, I explained that HR professionals' participation

could lead to contributions to future research in the field of HR Management. Zhao and

Zhu (2014) declared that respondents could achieve intrinsic incentives by providing

solutions to a business problem. Robinson (2014) revealed that incentives could help motivate and retain interviewees.

Some respondents could have viewed that participating in the study could involve risks related to a potential loss of confidentiality. Explaining the consent agreement helped eliminate the concern. Hiriscau, Stingelin-Giles, Stadler, Schmeck, and Reiter-Theil (2014) stated that researchers maintain confidentiality by securing interviewees' data based on a relationship of trust and abiding by the provisions of the consent agreement. Upon completion of the study, I included a Walden IRB approval number. An IRB approval number signifies verification of an approved review of a study's research data and procedures (Dangle et al., 2016).

Data Collection Instruments

I was the data collection instrument and maintained a connection to the research (Fusch & Ness, 2015). The data collection process included face-to-face, telephone and semistructured interviews using predetermined interview questions (see Appendix B) to answer the research question. Jamshed (2014) and Shi (2014) proclaimed that semistructured interviews with preset open-ended questions are necessary to conduct in-depth inquiries. Before the study, I obtained the HR professionals' informed consent to establish trust and guarantee the privacy of data (Elger et al., 2015; Haahr et al., 2014; Hiriscau et al., 2014). The consent form included the construct and structure of the research project (Haahr et al.). During the interviews, I used a location that was free of interruptions. I prevented disruptions by discussing the protocols for interruptions and determined an agreed meeting place with the respondents (Morgan, Eliot, Lowe, &

Gorman, 2016; Reczek, 2014; Roy, Zvonkovic, Goldberg, Sharp, & LaRossa, 2015). I asked the interviewees identical questions and used visual observations and an audio recording device to capture responses. Rosenthal (2016) revealed that researchers acquire reliable and valid data by exploring participants' equivalent experiences. I verified transcriptions of the HR members' replies through audio recordings to capture accurate responses (Khangura et al., 2016). The recording process involved verifying the use of a quality recorder, avoiding background noises, and performing tests of the audio device before each interview to ensure the accuracy of respondents' information.

I used member checking by providing informed feedback to HR professionals to validate responses to increase the accuracy and credibility of respondents' accounts of the phenomenon under study (Birt, Scott, Cavers, Campbell, & Walter, 2016; Zitomer, & Goodwin, 2014). After transcribing responses, I used member checks to allow HR and recruitment managers to review responses to confirm their ideas and assertions, so I could determine final interpretations (Harvey, 2015). Incorporating triangulation based on different views can lead to an understanding of a phenomenon (Joslin & Muller, 2016). I solicited HR recruiting and hiring documents from the HR staff who believed the documents supported the use of effective HR recruiting and hiring practices. Gemenis (2015) stated that retrieving a history of HR recruitment and hiring processes from company documents could reveal a source of information that is objective. Triangulating this data helped validate research from other sources (Wilson, 2014).

Data Collection Technique

I collected data through interviews by using observations and documentation to identify evolving categories through comparative analyses (Cronin, 2014). Per Cronin and Sanchini et al. (2014), I provided an overview of the research project, specific questions, and procedures to retrieve the data while employing the same tools and format. I provided the participants with a consent agreement and preview of the interview questions (Appendix B) before conducting the study to explain the research process (Faden et al., 2014). The consent agreement and preview of the interview questions was advantageous because the HR and recruitment managers agreed to participate in taped interviews based on their familiarity with the interview questions (McDermid, Peters, Jackson, & Daly, 2014). However, Killawi et al. (2014) discovered that a disadvantage of using interviews is some respondents fear adverse consequences during the process. Noble and Smith (2015) declared that semistructured interviews with audio recordings enable researchers to readdress data, identify themes, and capture a respondent's accurate account of a phenomenon. I observed and record 2 respondents' facial expressions and body language characteristics and transcribed and interpreted responses accurately to conduct a reliable and valid research project. Birt et al. (2016) indicated that member checking is also advantageous because interviewees have an opportunity to provide additional information to the researcher's interpretation of the data. Birt et al. and Caretta (2016) asserted that a member check could help an interviewer modify and verify transcriptions. However, if I misinterpreted participants' responses, I would have provided inaccurate information related to the Research Question. Harvey (2015)

revealed that changing interpretations could be disadvantageous to deciding on the final explanation of a phenomenon. Upon completing the interviews, I solicited and reviewed the company documents and materials for resolutions to the business problem and triangulated all research data to increase the validity of the study (Brooks & Normore, 2015; Gultekin, Anumba, & Leicht, 2014; Lochmiller & Lester, 2017). After gaining IRB approval, I did not conduct a pilot study because pilot studies represent miniature versions of a study necessary for researchers to address issues leading to an unacceptable delivery of the findings (O'Cathain et al., 2015). When exploring effective HR practices for organizational performance, some researchers failed to include pilot study data because minor modifications were necessary (Soto-Acosta, Popa, & Palacios-Marqués, 2016). I excluded a pilot study in the data collection plans because the interview questions did not result in irrelevant responses to the research question (Achi & Sleilati, 2016).

Data Organization Techniques

QSR International's Pty Ltd. NVivo 12 Plus qualitative data analysis software, released in 2018, was the device used to organize, track, and record research data in this research project. Per Paulus, Woods, Atkins, and Macklin (2017), I used the NVivo software program to build citation sets and evaluate reporting practices in the study. The data tracking method included coded identifiers, descriptions, and areas of research. Goodell et al. (2016) revealed that academics use coding to categorize research information by including or excluding criteria. Coding led to identifying characterized themes and subthemes based on an academic's interpretations (Lewis, 2015). The data

organization techniques were methods for providing transparency and an understanding of the participants' responses. Paulus et al. asserted that linking NVivo with interviewers' documented accounts could enhance the trustworthiness of the research and validity of data. Interviewee observations, member checking, and triangulation will also be methods for establishing the reliability and trustworthiness of the study (Brooks & Normore, 2015). I coded and secured participants' data to ensure anonymity and confidentiality. Nebeker, Linares-Orozco, and Crist (2015) stated that precautionary and security measures are necessary to prevent releasing respondents' data to third parties. Per the Walden University guidelines, I will store respondents' data securely for 5 years. Kennan and Markauskaite (2015) declared that researchers must avoid storing data in software required for future use.

Data Analysis

In qualitative case study research, Yazan (2015) revealed that four types of triangulation include data, investigator, methodological, and theoretical. Methodological triangulation was the appropriate data analysis process for this study because methodological triangulation involves using multiple methods to collect data. Joslin and Müller (2016) proclaimed that researchers employ methodological triangulation to gather data and provide various perspectives of the same phenomenon under evaluation. I ensured written transcriptions were accurate and linkable to codes and themes that supported future data analyses of the study (Stuckey, 2014). The study included an inductive analysis of interviewees' responses to identify patterns and themes when I evaluated the qualitative case study data (Percy, Kostere, & Kostere, 2015; Sutton &

Austin, 2015). I interpreted participants' implications related to the research question. Per Percy et al., the data analysis process for each respondent will involve: (a) transcribing and identifying meaningful HR managers' responses, (b) eliminating unrelated data, (c) coding and clustering data, (d) determining patterns and themes, (e) providing supportive words for themes, and (f) combining and synthesizing participants' data related to the research question.

Before using the NVivo software to code the data and identify themes, I determined how the interviewees' responses signified answers to the research question. Based on data retrieved from open-ended interview questions, the NVivo software helped develop codes, subcodes, and themes that exemplify the meanings of participants' responses (Paulus et al., 2017; Stuckey, 2015). I established and compared categories of key themes related to the literature and conceptual framework and related my ideas and described the common patterns and universal themes to report the data (Aburn, Gott, & Hoare, 2016). Schulze, Nehler, Ottosson, and Thollander (2016) revealed that coding, analyzing, and correlating research articles help identify collective themes related to the literature and a growing framework. Whittemore and Knafl (2005) and Aburn et al. discovered that comparing themes from different articles could help researchers provide readers with an explanation of the meaning of participants' data. As required, I included published studies in the data analysis from research conducted before and after approval of the proposal.

Reliability and Validity

Qualitative research can be weighable based on reliability deriving from replicating processes and results and validity contingent on using appropriate methods and data (Leung, 2015). Bloemen et al. (2015) revealed that quality criteria for a qualitative study includes credibility, transferability, dependability, and confirmability. Researchers can use subsequent member checks to support these criteria of the results and findings of a study (Warner & Dixon, 2015).

Dependability. I addressed dependability by conducting member checks and transcript reviews. During the interviews, I used the member checking process to validate the participants' responses by obtaining their feedback to verify the accuracy of the findings (Birt et al., 2016; Lub, 2015, Rosenthal, 2016). When reviewing the participants' information, I coded transcriptions by designating phrases for the themes and modifying themes when necessary (Fletcher, De Massis, & Nordqvist, 2016; Hauer et al., 2015). I ensured dependability by maintaining the stability of research and adjusting to required changes in data during the study (Bengtsson, 2016).

Credibility. I used triangulation by combining research data and analysis methods to strengthen the credibility of the phenomenon under study (Hussein, 2015). I ensured credibility by establishing a logical data collection and analysis process aligned to the procedures for performing the study (Bengtsson, 2016; Santiago-Delefosse, Gavin, Bruchez, Roux, & Stephen, 2016).

Transferability. I ensured transferability by transferring rich descriptions of findings and results of the study to other companies, contexts or situations (Hadi & Closs,

2016; Hammarberg, Kirkman, & De Lacey, 2016; Morse, 2015). I addressed transferability by identifying characteristics of participants to enable other researchers and readers to determine if similar or different attributes existed for future research (Wu, Thompson, Aroian, McQuaid, & Deatrick, 2016). I conducted interviews in a similar setting and timeframe that could be comparable to a larger group of participants to ensure transferability is an extension of the research findings and conclusions (Hays, Wood, Dahl, & Kirk-Jenkins, 2016). Per Hadi and Closs, I provided specific details about the research setting, data collection and analysis methods, and criteria of the participants to enable readers to transfer the conclusions to other settings and situations in future research.

Confirmability. I verified confirmability by showing that research data were neutral and objective (Bengtsson, 2016). I demonstrated confirmability by using rich quotes from participants to ensure the data were indicative of the participants' responses (Cope, 2014). I achieved confirmability of a study through researcher reflexivity by designing questions that led participants to understand the outcomes of the study (Martínez-Piedrola, & Pérez-De-Heredia, 2016; Palacios-Ceña et al., 2016).

Data Saturation. I ensured data saturation by determining that any new insights, categories, or themes from the data failed to emerge (Hagaman & Wutich, 2017; Wu et al., 2016). Data saturation was dependent on the topic, purpose, and data collection and analysis methods of a study (Tran, Porcher, Falissard, & Ravaud, 2016). Thus, I ensured data saturation by collecting and analyzing quality information and continuing interviewing participants if new data emerged during the analysis (Fusch & Ness, 2015).

Transition and Summary

This study could lead to insights into effective HR recruiting and hiring practices demonstrated by HR managers for improving organizational performance. The findings and conclusions could apply to the recruitment and hiring practices of businesses with HR departments. In this phase of the study, I presented an overview of the purpose statement, the role of the researcher, participants, research method and design, participants, and population and sampling. I included my plans for conducting the study by explaining the requirements of ethical research, data analysis and collection instruments and organization techniques. In this section, I also demonstrated the importance ensuring reliability and validity of a quality study through descriptions of credibility, transferability, dependability, confirmability, and data saturation. The next section included a summary and presentation of findings, the applicability of the research to professional practice, implications for social change, and a conclusion.

Section 3: Application to Professional Practice and Implications for Change

HR and recruitment managers in the vegetation management industry use effective recruiting and hiring practices to support their goals for improving performance. Four key themes emerged from participants' responses and company documents that could lead to improved organizational performance in the vegetation management industry and other industries. In Section 3, I included the presentation of findings, applications to professional practice, implications for social change, recommendations for action, and recommendations for further research. The section closes with my reflections and conclusions.

Introduction

The purpose of this qualitative single case study was to explore effective recruiting and hiring practices used by HR and recruitment managers for supporting their organizations' goals for improving performance. I collected information from face-to-face, telephone, and semistructured interviews and documents from the vegetation management company in Pennsylvania. I used purposeful sampling to select participants. After gaining the company's approval for participation, I contacted participants by phone and email to introduce myself, describe the purpose of the research project, and outline the study's criteria for participation. Before the interviews, I provided participants with consent forms through email for them to sign to participate. I collected the signed consent forms and conducted two face-to-face and two telephone semistructured interviews. I transcribed the data from the audio recordings and included data from company HR recruiting and hiring documents and flyers in preparation for the data analysis via NVivo

software. During the interview process, I used member checks by having participants verify their responses and that I interpreted them correctly to increase the reliability of the study. During the data analysis, I identified themes from effective HR recruiting and hiring practices used for improving organizational performance.

After the data analysis, I coded the four participants as P1, P2, P4 ,and P4. Afterward, four key themes emerged: (a) improved strategies, practices, and processes to strengthen performance, (b) methods for adhering to contractor and federal compliance requirements, (c) sound measurement of HR performance and evaluation of job candidates' needs, and (d) incorporation of recruitment process outsourcing (RPO) for a positive job candidate experience. The vegetation management company uses RPO by transferring recruitment and candidate prescreening activities to external contractors who work for the company. The participants said their key methods of recruiting and hiring employees who were best fits for the job vacancies in the company. Participants also emphasized their need to comply with internal and federal safety guidelines to qualify applicants. The third theme derived from qualitative data from how HR and recruitment managers identify relevant performance hiring metrics and workforce trends using technology. With the fourth theme, participants demonstrated the company's initiative to use RPO to recruit and hire candidates conducive to the organization's culture.

Presentation of the Findings

A single case study design was used to explore effective HR recruiting and hiring practices in a vegetation management company via semistructured interviews. The participants were four HR and recruitment managers. The research question for the study

was: What strategies do HR and recruitment managers use for recruiting and hiring employees and supporting organizational goals for improving performance? Participants provided adequate responses involving their shared experiences, leading to data saturation. Triangulation of data occurred through validation of responses using information on the company's website and documents located in the HR department. Among the four themes that emerged from the data analysis, the first linked to the vegetation management HR professionals' efforts to improve their recruiting and hiring processes to attract the caliber of candidates sought by HR, recruitment, and regional managers. The second theme showed how these HR management professionals complied with internal and federal requirements when recruiting and hiring candidates, which led to screening out unqualified applicants. The third theme showed the types of assessments used to determine patterns in terms of the company's recruiting and hiring statistics contingent on the needs of workers in the industry. The study showed how HR professionals used metrics and trends to recruit and hire employees for extensive vacancies. The final theme demonstrated the advantages of using RPO to recruit and hire new employees. All participants agreed that effective HR recruiting and hiring practices are necessary to achieve organizational goals leading to improved performance.

Improved Strategies, Practices, and Processes to Strengthen Performance

The first theme revealed how the vegetation management company advanced its efforts in establishing improved recruitment and hiring processes to achieve its goals. P1 said, "We had no structure in recruiting a year ago. It was all done with what we call our strategy BFF (Brother, Father, Friend)." The organization's HR professionals initially

appeared to lack sound methods and required improved strategies to achieve their recruiting and hiring goals. P1 stated, "We wanted to create a compliant and easy-to-follow hiring process that included a robust listening strategy and a candidate experience strategy." P2 indicated the company needed to hire "landscaping or people seeking out forestry degrees and who are already working in nature related fields" P2 also stated that "sometimes we try to pull people from our competition, especially with unemployment being so low."

Because HR and recruiting managers also could not always attract applicants, they had to devise another recruiting strategy. P4 said, "We promote all people through the ranks and show that and back that, that's a key strategy. Brand awareness is also getting the brand out there; we can do more within social media." These HR professionals used text messaging and other tools to contact potential employees. P4 stated they use "social media, i.e. Instagram, Facebook, Craigslist, etc." P4 also mentioned, "having a presence in getting your client's name out there when candidates are thinking of making a job change" is advantage of using the Internet. The participants believed their company's reputation for being a reputable employer was necessary to attract the best job candidates. P3 agreed and stated they use an "online presence or they rely on simpler forms of technology, so it's guiding or directing them to those platforms to attract candidates; i.e., texting, email; everybody has a cell phone nowadays." Gibbs, MacDonald, and MacKay (2015) said that some HR professionals use social media to attract, prescreen, and hire job candidates. Also, per Melanthiou, Pavlou, and

Constantinou (2015), some employers use social media for recruiting and hiring because of an abundance of job applicants who use the Internet.

The HR professionals at this vegetation management company use an hourly pay system for their hired employees. P1 said, "We have a very large hourly workforce, and because of that, it can be transient at times, just like any large hourly workforce." The organization has a variety of nonprofessional job opportunities that include administrative, landscaping, snow removal, drivers, and other outdoor jobs. P2 said, "we go to the vocational schools and high schools to try to get people excited about courier in our industry." Because of the nature of the company's job positions, HR and recruitment managers must use strategies that enable them to achieve hiring goals. Salvatore et al. (2015) said that collaboration leads to an understanding of values and beliefs. P1 mentioned that it is important to collaborate with the HR team because they recruit and hire employees "quickly by communicating what's easiest for the demographics of workforce."

The HR professionals in this organization appear to collaborate at a high-level to improve performance. Per Thelen and Ulrich (1991), consistent with DST, more than one control structures (i.e., HR recruitment and hiring strategies) could lead to other process changes (i.e., improvements in organizational performance). P4 stated, "Recruiting is not the job of HR and the recruiter, it's the job of the entire organization to work in partnership to understand the goals." Their ability to work together on the hiring needs of the company enabled them to improve their recruitment and hiring processes. Their efforts resulted in an 18% increase in hiring over the past year. New HR processes could

lead to HR and recruiting managers to achieve their goals (Tzabbar et al., 2016). The

participants expressed a new strategy that targets candidates who are conducive to the

organization's hiring needs. Organizational performance is contingent on the economy,

community, and humans and governance (Crucke & Decramer, 2016). The HR

professionals' use of text messaging and social media appeared to have a positive impact

on their recruiting and hiring efforts. Because of the nature of the company's services, the

organization has mostly hourly employees and some senior and front-line management

positions. Table 3 includes a summary of the word frequencies identified when the first

theme emerged during the data analysis.

Table 3

Improved Strategies, Practices, and Processes to Strengthen Performance

Theme 1 Nodes	*Source*	*Reference*
Hiring practices for HR professionals	4	17
Recruiting and hiring strategies	4	16
Text messaging and social media	4	9
Hourly recruiting	3	6
Total references for Theme 1		48

Methods for Adhering to Internal and Federal Compliance Requirements

In the second theme, this vegetation management company revealed that it has

numerous federal and local government contracts. The HR and recruitment managers

must be aware of regulations related to recruiting and hiring staff to improve organization

performance. P1 responded, "We have to follow government regulations and OFCCP

guidelines. Under those guidelines, you treat everybody the same, and they need to all go

through the same type of hiring process. They all need to be dispositioned in your system

to ensure that you're creating an environment that gives everybody the same ability and doesn't inadvertently discriminate against any races or genders." HR professionals must understand equal employment opportunity laws to prevent legal consequences when recruiting and hiring employees (Zaccaria, 2014). HR professionals use standardized job descriptions to ensure compliance. Kepha et al. (2014) recommended HR include specific job requirements geared toward increasing productivity. P1 indicated, "The minimum starts with a job description and then vetting them against minimum qualifications." As demonstrated by Clearfield (2013), DST involves obtaining new information including a decision contingent on organizational needs. P2 stated that "because of the dangerous nature of the job, they have to be 18 years or older and eligible to work in the US." The HR and recruitment managers agreed that safety awareness is paramount to the company. P2 indicated, "We work with safety department to ensure the physical requirements are included in the job description, especially in the field many jobs have physical requirements, so that it's clear when people are applying for the job. The safety department will make sure that we accurately have the hazards and physical part of the job."

Drug testing and background checks are a significant part of the HR and recruiting managers' HR practices aimed toward maintaining a safe work environment. The company's drug testing occurs before and sometimes after hiring. P1 stated, "There are several reasons for automatic drug-testing: pre-employment, post-accident, reasonable suspicion, and random for anybody in the CDL (certified driver's license) program." However, the participants revealed that drug screening could hurt hiring and retaining

employees. P1 responded, "On one hand, you can't find people, because unemployment is so low, and if you drug test everybody randomly, it doesn't mean necessarily they're high at work; it means they make poor decisions when it comes to drugs. So, you could potentially lose 10% to15% of your workforce, and when you're in a very low margin business, you make hard decisions, and ask how committed are we to safety? If that's the main driver and main core value." During the hiring process, the HR professionals pose questions to applicants related to drug testing and background screening. P4 replied, we ask, "are you willing to submit to a drug/background screening if offered the position." Checking an applicant's background is critical to whether the HR staff will commit to hiring and onboarding an individual. P1 indicated, "No one starts without the background check, and drug screens are complete." The HR and recruiting managers use a comprehensive and full-bodied background check process. P1 stated, "We have a robust background check process where things are looked at holistically. Just because you've done something wrong doesn't mean automatic disqualification." As demonstrated by Caws (2015), GST represents a corporation's holistic processes in the workforce.

The company HR professionals allow job applicants to provide additional information related to a potential disqualifier. P3 responded, "We do come across background issues from time to time that are more on the corporate level and ask the candidate to provide documentation in an attempt to clear the individual from that reason." In some instances, the HR and recruitment managers use the background check process to exclude applicants based on the company's internal guidelines. P1 indicated we do not hire an applicant who is a "sex offender" or has a "felony conviction." The HR

professionals sometimes experience challenges with applicants completing pre-employment documentation for the background check. P4 replied, "it's more of getting them to that point by filling out that information that leads to the background."

Applicant pre-screening also involves other factors to ensure the HR professionals hire employees to work in a safety-conscious environment. During applicant pre-interviews, the HR staff pre-qualify candidates before engaging with senior and frontline managers in the interview process. P3 indicated, "We have some standardized prequalification questions that we do have to ask the candidates in the initial application." As an aspect of compliance, the HR and recruitment managers ask eligibility questions during applicant pre-screening. As demonstrated by Rousseau (2015), GST is a process involving principles in a company's structure that could fail when establishing an ideal corporation if not correctly followed. P4 responded, "The initial pre-qualifications are: Are they 18, are they able to work in the US without sponsorship?" and "Can they do the physical requirements of the position with or without accommodations?" The company employees work under numerous local and federal contracts. The HR professionals consider the organization's contractual obligations during pre-screening, P2 stated, "Sometimes it may be specified in the contract, so that's reviewed to make sure we meet all requirements."

The company leaders and HR staff utilize job descriptions, drug testing, and background checks to ensure they comply with legal requirements and achieve the goal of maintaining a safe work environment. After reviewing company documents, it was evident that safety is a primary concern of this organization. All participants agreed that

job descriptions are vital in ensuring safety and clarifying the job duties for potential and active employees. The HR professionals manage drug testing before and after an employee gains employment. In doing so, they adhered to local and federals laws, especially when screening drivers requiring a CDL. The HR and recruitment managers improved their HR practices by incorporating a holistic background check process. Through its policies, the HR staff members excluded applicants who could have posed a risk to the organization in achieving its safety and HR performance goals. Table 4 displays a summary of the word frequencies identified when the second theme emerged during the data analysis.

Table 4

Methods for adhering to internal and federal compliance requirements

Theme 2 Nodes	Source	Reference
Job description	4	12
Drug testing and background checks	4	7
Prescreen interviews	4	13
Compliance process aimed toward safety	4	8
Total references for Theme 2		40

Sound Measurement of HR Performance and Evaluation of Candidates' Needs

In the third theme, HR and recruitment managers established improved performance measurement and candidate assessment practices to accomplish its goals and improve performance. Based on GST, a business must focus on interactions with applicants to develop processes under evaluation that lead to improved performance (Bertalanffy, 1972; Karakurt & Silver, 2014). P1 responded, "For example, we know that in our demographic of the workforce in the age range that we look for in the hourly workforce that makes between $15 and $30 per hour. We do the background/data

analysis to know that majority of the people only access is through their phone. It's a lot

of background work." P1 mentioned how the company increased its candidate flow and

stated, "We seem to be generating a lot of leads from the texting technology." P1

elaborated on how the HR staff members verify their recruiting data. P1 replied, "It's

helping to look in and identify those ways with the information and data to back it up,

and to be able to say we need to do this; let's roll." HR professionals use other means to

track and increase performance. Consistent with Bertalanffy (1967), a process must have

a statistical basis contingent on a system of principles and goals for measurement (Drack

& Pouvreau, 2015). P2 stated, "We're still currently assessing as it's pretty new; running

reports, getting accurate data and metrics, looking at views of job ads, reviewing

applications and numbers." P4 indicated, "Any employer should be networking and

talking about their organization to their community, to their friends and everyone around

them." HR professionals consider the external market to measure and increase the

candidate flow. P2 replied we are "looking at the geographic area to see what makes

sense to bring people in - fondling information through the applicant tracking system;

getting more metrics and basing it on that." Per GST, an improved process must involve

practices derived from a direction based on goals (Corning, 2014). P3 stated, we are

"evaluating where we were one year ago and the same period one year later" by looking

at "the candidate flow, how many hires we made, the differences between numbers, and

what the retention rate was." Because of the HR and recruitment managers' hiring

strategies, the organization exceeded its hiring goals last year.

Another goal of this vegetation management company is to ensure the organization meets the expectations of its applicants. P4 indicated the HR team conducts 15 to 30-minute "phone assessments" to decide whether to interview an applicant with field hiring managers. Per Beeck, Wynen, and Hondeghem (2016), HR officials and management teams must collaborate to determine employees' views of HR systems. During this process, the HR staff members verify if their job opportunities are conducive to the candidates' needs. P1 stated, "Interviews are held directly with the hiring manager of whom the person will be working for, which allows the candidate to ask questions that a recruiter can't answer." P1 described the company's practice as a "value proposition" based on its goal to improve communications with potential employees. P4 agreed and indicated, "The key strategies are capitalizing on brand recognition, employee value proposition," and "why is it great to work here." During the pre-interview process, the HR professionals provide applicants an opportunity to watch current workers perform their duties. P2 indicated, "some people are taken out to see what they'll be doing."

To achieve the organization's goals, the HR team established an improved recruiting and hiring system that includes creating jobs cycles, requisitions, and exit interviews. P4 responded we determine "what was the time to fill" a vacancy and "what was the cycle time from when a requisition was opened and closed." The HR professionals cycling and sub-cycling to evaluate the quality of requisitions and include these processes in company applicants' pre-screening. P4 indicated, "We look at sub-cycle times, each part of the process, and how long it takes to reach out to candidates." P3 replied, "We developed a process flow as to how everything works from creating the job

requisitions, how they are transferred or recognized by the recruiter as a need by the hiring managers in the field." HR and recruitment managers also identify expectations by conducting exit interviews via text messaging. P1 stated the company uses "a link in a text that includes an exit interview."

The HR professionals' value proposition with field managers to recruit and hire employees by measuring processes to improve performance. Maintaining an awareness of the available candidates in the market, and their expectations have enabled the organization to recruit and hire candidates conducive to the organization's hiring needs. Per Gamage (2014), effective HR recruitment and hiring practices could influence future employees' behaviors and attitudes, which could lead to improved performance. The HR team created job requisitions based on their hiring cycles, candidate flow, and inputs from applicants. The implementation of exit interviews through text messaging was also a contributing factor to the company in achieving its HR goals. Table 5 includes a summary of the word frequencies identified when the third theme emerged during the data analysis.

Table 5

Sound measurement of HR performance and evaluation of candidates' needs

Theme 3 Nodes	Source	Reference
Candidate expectations	4	12
Employee value proposition	3	8
Exit interviews and candidate flow	3	5
Job requisitions and cycles	3	14
Total references for Theme 3		39

Incorporation of Recruitment Process Outsourcing for a Positive Candidate Experience

The fourth theme revealed the company's practice of using RPO to achieve its HR goals and strengthen performance. Per Zdenka, Rosi, Mulej, Tatjana, and Nastja (2013), per GST, an entity could change its processes resulting in improved performance. P2 stated we use "RPO, Recruitment Processing Outsourcing, for large volume recruiting and is very much necessary in this particular industry." P1 agreed and believed using contract recruiters (RPO) in the recruitment and hiring process was necessary because of the company's need for their expertise for "good candidate experiences." P1 indicated that incorporating RPO in our processes led to improved methods for quickly identifying candidates for "this type of demographic workforce." Five years ago, the HR staff relied on traditional methods for recruiting and hiring employees. P2 stated that recruiting "was mostly done by word of mouth." All participants agreed they were part of a team that often communicates with each other. Per Guerci and Pedrini (2014), the consensus among HR professionals enhances HR systems leading to increased business productivity. P4 indicated, the team communicates "weekly and monthly" to get feedback from the recruiter and onboarding team." One of the HR team's goals was to continue to improve the recruitment and hiring process. HR professionals developed a strategy with regional company managers. P3 described the process as identifying "each step of the recruitment up to the onboarding side, so that everyone was following one specific process throughout, and there weren't any deviations of how an applicant gets hired into

the position." Table 6 displays a summary of the word frequencies identified when the

fourth theme emerged during the data analysis.

Table 6

Incorporation of recruitment process outsourcing for a positive candidate experience

Theme 4 Nodes	Source	Reference
Good candidate experience	4	11
Process improvement	4	8
Senior management engagement	3	8
Recruitment team	3	6
Total references for Theme 4		33

Challenges in Recruiting and Hiring

While this vegetation management company demonstrated practices for achieving

its HR goals and improving performance, the HR professionals experienced challenges.

Per GST, without evolving processes, a company's structure could fail (Rousseau, 2015).

P1 responded, "The first challenge is" that some employees fail to follow through after

receiving an offer of employment and "while they're doing the new hire paperwork." P3

agreed and stated, "Another challenge is getting them to the onboarding phase of things

after they've accepted a contingent offer; it's getting them through the onboarding

process." For this reason, P1 and P2 indicated that new employees now complete in-

processing on-line using an easy process. P1 mentioned that applicants apply "for roles

where they don't qualify, which makes the vetting process that much longer." The HR

team is currently exploring ways to adjust the website to minimize the number of these

types of applicants. While the company exceeded its hiring goals, its retention rate was

less favorable. P1 replied, our "average turnover rate is at 55% a year, but it's different

for different levels in the organization and different regions of the country. One reason

for the high turnover could arise from wage rates in non-professional jobs. P2 mentioned

that many candidates are already working and are seeking higher wages than their

current. The HR professionals appeared to have similar challenges as other organizations

in the industry.

Applications to Professional Practice

Business owners in the vegetation management industry could use the study's

findings to re-evaluate their existing HR practices. The findings could lead these officials

to establish improved processes related to maintaining legal compliance, measuring HR

performance, and devising teams for the recruitment and hiring of new employees in the

industry. The findings could enable corporate leaders to consider using increased

technology among their HR practices to attract candidates and provide a measurable

streamlined onboarding process for new hires. Evaluating job candidates' expectations

and tracking existing and departing employees' experiences could also undergo

consideration. Among the discoveries in this study, leaders in the vegetation management

industry could gain an awareness of the importance of providing specific job

advertisements and descriptions for new and existing employees to adhere to local and

federal laws.

The results from the study could represent a need for some leaders in the industry

to use contract recruitment and hiring staff to strengthen their HR team and improve

communications with field management. Overall, the vegetation management industry

must use strategies that will gain the interests of the applicants, existing employees, and

the public. Leaders in the vegetation management industry should consult local and federal agencies when modifying current HR practices to improve performance.

Implications for Social Change

The implications for social change for industry businesses leaders include identifying strategies to improve HR recruiting and hiring practices in Pennsylvania communities. The findings of this study could lead to contributions other industries could use to recruit and hire qualified workers to meet their before and after employment. The strategies identified in this study could result in an increased awareness of different methods available for other industry leaders to increase employment opportunities. The social change implications signify strategies for strengthening communications through technology that vegetation management industry and other business leaders could use during their recruitment and hiring process. This approach might enable HR staff to attract additional candidates in the state's communities. With increased opportunities, citizens of Pennsylvania may obtain more jobs, which could improve the economy's employment rate, stability, and capital. The results of this research may enhance social relations between the vegetation management company and the communities' residents about its HR team's efforts to recruit and hire the best-suited candidates to support organizational goals and improve performance.

Recommendations for Action

Hiring employees who can contribute to achieving goals is a strategy among industry leaders. Company employees' capability is measurable through performance factors related to recruiting and hiring workers with the necessary experience to perform

successfully on the job. With a vast amount of vegetation management companies throughout the United States, industry leaders seek a competitive advantage to improve performance. In this industry, corporate officials need to evaluate their pay scales and available employee benefits to remain competitive and obtain the best-qualified workers. Because safety is paramount in the industry, business leaders must ensure their HR departments recruit and hire employees who have the skills, abilities, and knowledge required to perform their duties successfully. Attaining workers with the needed expertise could be achievable through a certified apprenticeship program. The industry includes environmental-related work activities where safety awareness is necessary at all levels of an organization. Industry leaders must provide the appropriate safety training to all staff, especially with the field managers and laborers.

The findings of this research project applied to HR staff members who are closely engaged in their company's recruitment and hiring process and have intimate knowledge of their organization. I recommend that business leaders explore this study to create improved HR processes that will lead to improved performance based on strengthening their recruitment and hiring practices. I plan to publish the results of my study in research journals and on the LinkedIn website.

Recommendations for Further Research

This study included a single qualitative case study to explore effective HR recruiting and hiring practices used by HR and recruitment managers for supporting their organizations' goals for improving performance. After the data analysis, the findings showed a need for future research. The study occurred at the company site in

Pennsylvania in private offices to obtain the HR and recruitment managers' insights and experiences into improved recruiting and hiring processes. I used a small sample size because of the limited availability of participants based on the selection criteria for the research project. All participants appeared to provide honest responses and additional information from my questions aimed at gaining clarification to some responses. I recommend further research that would include a larger sample size coupled with a multi-case study design using other vegetation management companies in the state's communities. The additional participants could potentially provide information on other effective HR practices resulting in richer data than reported.

Reflections

Deciding to commit to receiving a doctorate through the Walden DBA program was challenging but was worth every moment because I increased my writing skills and job proficiencies. Because of my enrollment, my employer detailed me into a position to oversee the agencies' HR activities. Throughout the program, I experienced frustration with mastering the program requirements during each phase. However, I found the discussion sessions to be a valuable experience, where I received feedback from my colleagues and instructors. I learned from my classmates' experiences who were further along in the program. In doing so, I saved valued time completing my prospectus and proposal. I established goals early on in my journey, which I did not always achieve. However, through persistence and encouragement from my Chair, I realized the need to focus on submitting pristine papers rather than meeting a self-established timeline.

I underwent challenges while navigating through the IRB process, and at times, I lost confidence in my ability to complete the DBA program. However, I took a semester off to become proficient with the NVivo qualitative data analysis software located at https://www.qsrinternational.com, which enabled me to rekindle my self-assurance that I was nearing program completion. During the participant interviews, I received a warm welcome and interacted with a group of people who were eager to participate in my study. I was unfamiliar with the vegetation management industry but realized the company was suited to my research goals. I learned about how the organization valued safety, and the steps taken to ensure compliance. Against my previous beliefs, I discovered how using recruitment process outsourcing could be advantageous to an organization to improve performance. While the participants shared their effective HR recruitment and hiring practices, they were upfront about their challenges. I failed to realize in some industries that newly hired employees withdraw from the onboarding process because of an inability to complete the necessary documents. The participants shared that while they achieved annual hiring goals, retaining employees in the industry was problematic. From my experience, I worked for companies that also underwent retention issues. From this study, I am motivated to review my agency's retention strategy and to help improve it.

During my research on the vegetation management company, I learned the valuable skills required of its workers. The organization's strategies used in creating effective job announcement and descriptions as a guide for potential and existing employees to hire qualified employees. My agency could improve its job advertisements

and descriptions by using the vegetation management company as a model. Overall, the study increased my understanding of how an organization uses effective HR recruiting and hiring practices to improve performance and the need to explore further other successful HR processes.

Conclusions

Recruiting and hiring workers based on outdated strategies that vegetation management HR professionals use can be costly and require a large workforce for a significant amount of labor contingent on their ability to evaluate work cycles (Sudhakaran, 2019). Because of these factors, industry HR recruiting and hiring managers must use effective HR practices to employ the best available employees. For this study, I used semistructured interviews, member checks, and methodological triangulation, and reviewed the company's documents to achieve data saturation. After the data analysis and identifying four themes that emerged, I elaborated on the study's findings to demonstrate the effective HR recruiting and hiring practices used by HR and recruitment managers to achieve their goals and improve performance. During this process, I aligned my findings to study's conceptual framework and body of literature, which included Bertalanffy's General systems theory, Thelen and Smith's dynamic systems theory, and other headings in the literary review. The four key themes that emerged in this study were: (a) improved strategies, practices and processes to strengthen performance, (b) methods for adhering to contractor and federal compliance requirements, (c) sound measurement of HR performance and evaluation of candidates' needs, and (d) incorporation of recruitment process outsourcing (RPO) for a positive

candidate experience. The finding of this study could help HR professionals in the

industry and other industries in identifying improved HR practices that lead to selecting

qualified workers who can assist organizations in attaining their goals.

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Appendix A: Letter of Cooperation from a Research Partner

Statement of Understanding for Permission to use
Premises, Names, and Documents

██████████████████
██████████████

February 26, 2019

Dear Mr. Wardlaw,

Based on my review of your research proposal, I give permission for you to conduct the study entitled Effective Human Resources Recruiting and Hiring Practices for Improving Organizational Performance within the ███████████████████. As part of this study, I authorize you to interview company Human Resources (HR) and recruitment managers to collect data about our organization's strategies for recruiting and hiring personnel. Also, I authorize you to conduct follow-up interviews with HR and recruitment managers to verify their responses to publish your findings without identifying the name of our organization. Individuals' participation will be voluntary and at their own discretion.

We understand that our organization's responsibilities include providing an on-site location to interview participants and company documents related to processes for recruiting and hiring employees. We reserve the right to withdraw from the study at any time if our circumstances change.

I understand that the student will not be naming our organization in the doctoral project report that is published in ProQuest.

I confirm that I am authorized to approve research in this setting and that this plan complies with the organization's policies.

I understand that the data collected will remain entirely confidential and may not be provided to anyone outside of the student's supervising faculty/staff without permission from the Walden University IRB.

Sincerely,

████████

Authorization Official
Contact Information

Appendix B: Interview Questions

Interview Questions

1. What were the key strategies used for improving your HR recruiting and hiring practices to support the organization's goals for improving performance?

2. How did you identify the key strategies to recruit and hire employees for supporting the organization's goals for improving performance?

3. How did your organization assess the effectiveness of the HR strategies for recruiting and hiring employees to support your organization's goals to improve performance?

4. What recruiting and hiring practices do HR managers use to support organizational goals and improve performance?

5. What are HR's prequalification procedures for determining the eligibility of job applicants?

6. What are the challenges you experienced with recruiting and hiring employees?

7. What is any additional information you could share about HR recruitment and hiring practices for supporting organizational goals?

Appendix C: Interview Protocol

Interview Protocol

1. I will maintain notes with reminders to ensure I focus on the purpose of the study.

2. I will start all interviews with the opening protocol and introduction statements listed below.

3. I will use open-ended questions during face-to-face interviews with participants by using an identical sequence of questioning, which will include the same interview questions (see Appendix B).

4. I will probe and analyze participants' responses to solicit the appropriate feedback required to answer each interview question.

5. I will observe the body language of participants, which will include non-verbal cues such as level of eye contact, universal facial expressions (anger, fear, joy sadness, and surprise), and other bodily gestures.

6. I will keep a journal of notes and clarify participants' responses during the interviews to ensure I capture the meaning of their statements.

Introductory Protocol Statement:

While taking notes today, I will seek your permission to audio record our conversation.

As a reminder, I outlined the need to audio record in the informed consent process. The agreement shows that: (a) all information is confidential, (b) your participation is voluntary, and you may terminate the interview at any time for whatever reason, and (c) I will avoid causing any harm. I thank you for agreeing to participate in this study. The

interview should take up to 30 minutes. During that time, I have 6 questions I would like

you to answer. The allotted time should enable you to answer all questions in detail

without interruption. If interruptions occur, we will end the interview process, and I will

immediately stop collecting any more data.

Introduction Statement

   I request your participation in this study because you are a Human Resources

(HR) manager who maintains knowledge of the company's HR recruiting and hiring

practices related to the purpose of this study. You have worked for the company for at

least of 2 years as an HR manager and can provide valuable information to support this

study. The purpose of my study is to explore effective HR recruiting and hiring practices

used by HR and recruitment managers for supporting their organizations' goals for

improving performance.

Appendix D: Email Invitation Letter to Global HR Manager

Dear Global HR Manager:

  My name is Marcus Wardlaw, and I am a student pursuing a Doctor of Business Administration degree from Walden University. I request your permission to invite your team of Human Resources (HR) managers to participate in a study titled, Effective HR Recruiting and Hiring Practices for Improving Organizational Performance. The purpose of this study is to explore effective HR recruiting and hiring practices used by HR and recruitment managers for supporting their organizations' goals. I plan to conduct face-to-face interviews with your company HR and recruitment managers (see attached Consent Form).

  If possible, I would like to interview your HR and recruitment managers at your company's site. Your HR and recruitment managers' participation in this study is voluntary, and they are free to accept or decline the invitation. Please contact me via telephone at ██████ or by email at ████████.

Sincerely,

Marcus K. Wardlaw, DBA Candidate
Walden University