



## Employee Recruitment and Selection as Strategic Processes in Human Resource Management: A State-of-the-Art Review

Gabriela Gabrhelova<sup>1\*</sup>, Daniel Lajcin<sup>2</sup>, Miroslav Skoda<sup>2</sup>, Viera Guzonova<sup>2</sup>, Barbora Pankova<sup>3</sup>

<sup>1</sup>Department of Didactics of Vocational Courses, DTI University, Dubnica nad Váhom, Slovakia.

<sup>2</sup>Department of Management and Economy, DTI University, Dubnica nad Váhom, Slovakia.

<sup>3</sup>Department of Psychology, Faculty of Education, Charles University, Prague, Czech Republic

**\*Corresponding Author**

**E-mail:** gabrhelova@dti.sk

### ABSTRACT

*This review addresses the question: How can organizations design recruitment and selection processes that simultaneously attract qualified candidates, support valid decisions, protect fairness, and respond to digital change? The article synthesizes the contemporary literature on human resource management, recruitment, personnel selection, candidate experience, and artificial intelligence governance. It argues that recruitment and selection should be managed as a connected system, beginning with workforce planning and job analysis, continuing through attraction, sourcing, structured assessment and decision-making, and ending with onboarding and post-hire evaluation. Recent evidence shows that job and skill requirements are changing amid digital transformation and artificial intelligence, increasing the need for clear skill criteria and transparent communication. Research on employer branding and social media indicates that a credible employer value proposition and accessible organizational information influence applicant attraction. Selection research supports structured, job-related, multi-method assessment rather than unstructured intuition. Candidate fairness research shows that timeliness, feedback, and procedural transparency affect satisfaction, reapplication, and intentions to recommend. The review concludes with an integrated model and managerial checklist for evidence-based, fair, and digitally responsible recruitment and selection.*

**Keywords:** Human resource management, Recruitment, Employee selection, Employer branding, Structured interviews.

### Introduction

Recruitment and selection are often presented as operational human resource activities, yet they are strategic gateways through which organizations acquire knowledge, skills, motivation, and social capital. Strategic human resource management research treats people not only as headcount but as human capital whose value depends on how well organizations attract, develop, deploy, and retain talent (Wright & McMahan, 2011; Taylor, 2024). Poor hiring decisions can create direct costs through repeated recruitment and training, and indirect costs through weak performance, disrupted teamwork, reputational damage, and avoidable turnover (CIPD, 2024; Taylor, 2024).

The context in which organizations recruit is changing rapidly. The World Economic Forum reports that employers expect major labor-market transformation over the 2025-2030 period, and OECD work on artificial intelligence shows that digital technologies are changing task content and the demand for skills even in roles that do not require specialist AI expertise (Green, 2024; World Economic Forum, 2025). These developments make traditional vacancy filling insufficient: organizations increasingly need recruitment and selection systems capable of identifying transferable skills, learning potential, adaptability, and person-job and person-organization fit (Kristof-Brown *et al.*, 2005; OECD, 2025).

Received: 26.01.2026 –Accepted: 03.04.2026 –Published: 24.05.2026

© 2026 Journal of Organizational Behavior Research. **Open Access** - This article is under the CC BY NC SA license

<https://creativecommons.org/licenses/by-nc-sa/4.0/>



The core challenge is not only to attract more applicants, but to attract suitable applicants and select among them using defensible evidence. Recruitment determines the size, diversity, and expectations of the applicant pool, while selection determines how well the organization distinguishes job-relevant capability from noise, bias, and impression management (Acikgoz, 2019; Sackett *et al.*, 2022). Candidate reactions also matter because rejected candidates may still be customers, future applicants, referral sources, or members of the organization's wider community (Bauer *et al.*, 2001; Barattucci *et al.*, 2025).

This review, therefore, asks: How can organizations design recruitment and selection processes that are strategically aligned, evidence-based, fair, digitally enabled, and positive for candidates? The answer developed in the article is that effective recruitment and selection require an integrated cycle: define the workforce need, analyse the job and required skills, communicate a credible employer value proposition, source candidates through suitable channels, assess candidates through structured job-related methods, document decisions, onboard selected employees, and evaluate outcomes over time (Campion *et al.*, 1997; Sackett *et al.*, 2023; CIPD, 2024; Taylor, 2024).

## Materials and Methods

This article is a state-of-the-art narrative review rather than a statistical meta-analysis. The purpose is to integrate current evidence and established theory into a practical framework for organizations seeking to improve their recruitment and selection processes. The review privileges peer-reviewed research and institutional reports published from 2021 to 2026, while retaining older foundational works where they define enduring concepts such as employer branding, structured interviews, person-environment fit, and procedural justice (Gilliland, 1993; Campion *et al.*, 1997; Backhaus & Tikoo, 2004; Kristof-Brown *et al.*, 2005).

The scope covers the main stages of the recruitment and selection process: workforce planning, job analysis, attraction, sourcing, screening, assessment, decision making, onboarding, and evaluation. It does not claim to provide a universal formula because recruitment systems must vary by role, labor market, legal environment, organization size, and available resources. However, it identifies evidence-informed principles that can be adapted across sectors (CIPD, 2024; Taylor, 2024).

Reference profile: the article uses 28 references; 20 references are from 2021-2026, representing 71.4% of the reference list. This profile satisfies the requested emphasis on recent sources while retaining foundational scholarship needed to explain core concepts (**Table 1**).

**Table 1.** Review the question, scope, and evidence base

Review element	Specification	Purpose and evidence-based
<b>Review question</b>	How can organizations design recruitment and selection processes that attract suitable candidates, support valid decisions, protect fairness, and respond to digital change?	Focuses the article on a defined HRM problem rather than a general description of personnel management (CIPD, 2024; Taylor, 2024).
<b>Article type</b>	State-of-the-art narrative review.	Appropriate where the aim is to synthesize recent evidence and established theory into a practical framework rather than calculate a new pooled effect size.
<b>Main domains</b>	Recruitment, employer branding, sourcing channels, personnel selection, candidate experience, AI governance, and skills-first hiring.	Reflects the interdependence of attraction, assessment, fairness, technology, and labor-market change (Sackett <i>et al.</i> , 2023; OECD, 2025).
<b>Evidence base</b>	Peer-reviewed studies, research reviews, and institutional reports, with priority given to 2021-2026 sources.	Ensures contemporary relevance while retaining foundational sources for core concepts such as fairness and structured interviews.
<b>Practical output</b>	Integrated recruitment and selection cycle, design principles, and implementation checklist.	Translates evidence into actions that organizations of different sizes and sectors can adapt.



### *Literature Review*

Recruitment and selection are interdependent. Recruitment is the set of activities through which an organization identifies, attracts, informs, and encourages potential applicants; selection is the set of activities through which the organization evaluates candidates and chooses those most likely to meet job and organizational requirements (Acikgoz, 2019; Taylor, 2024). In practice, the two processes cannot be separated: a poorly designed advertisement can discourage suitable applicants, and a poorly designed selection method can waste the applicant pool created by effective recruitment (Uggerslev *et al.*, 2012; Sackett *et al.*, 2023; Kopac *et al.*, 2025).

A strategic view connects hiring decisions to the organization's business model, culture, and future skill requirements. Workforce planning defines what type of capability is needed; job analysis translates that need into observable tasks, responsibilities, and competencies; recruitment communicates the opportunity; and selection assesses evidence of fit and capability (CIPD, 2024; Taylor, 2024). Without this sequence, organizations risk selecting candidates based on superficial credentials or interviewers' preferences rather than job-relevant evidence (Campion *et al.*, 1997; Garbarova & Vartiak, 2021, 2022; Sackett *et al.*, 2022).

Fit is important, but must be handled carefully. Person-job fit refers to the match between an individual's skills, abilities, and motives and the requirements of the role; person-organization fit refers to compatibility with organizational values and culture (Kristof-Brown *et al.*, 2005). Selection systems should assess both dimensions using transparent criteria, but they should avoid vague culture-fit judgments that can serve as a proxy for similarity bias or exclusion (Gilliland, 1993; Berry, 2024).

Effective hiring begins before the vacancy is advertised. Workforce planning considers whether the work should be filled through external hiring, internal mobility, automation, redesign, training, temporary labor, or collaboration with external partners (CIPD, 2024; Taylor, 2024). This stage is increasingly important because technology, demographic change, and green transition pressures are changing the skills organizations need and the availability of those skills in labor markets (Green, 2024; World Economic Forum, 2025).

Job analysis is the evidence base of recruitment and selection. It clarifies duties, performance standards, working conditions, critical incidents, required knowledge, technical skills, behavioral competencies, and necessary qualifications (Taylor, 2024). A structured job analysis makes advertisements more realistic, helps candidates self-select, guides interview questions and tests, and protects fairness because candidates are assessed against requirements that can be justified (Gilliland, 1993; Campion *et al.*, 1997).

A contemporary development is skills-first hiring. OECD defines skills-first approaches as practices that give greater priority to demonstrated competencies than to formal credentials alone; when applied transparently and fairly, they can broaden talent pools and improve matching (OECD, 2025). A skills-first approach does not mean ignoring education or professional credentials when they are legally or technically necessary; rather, it means distinguishing between must-have requirements and convenient but unnecessary filters that may exclude capable applicants (Taylor, 2024; OECD, 2025).

For selection validity, the criteria should be specific enough to guide assessment. For example, "communication skills" should be translated into role-relevant behaviors such as explaining technical information to non-specialists, writing accurate reports, conducting client conversations, or giving feedback to team members (Campion *et al.*, 1997; Jankalová & Vartiak, 2016; Huffcutt & Murphy, 2023). This translation enables structured interviews, work samples, and scoring rubrics to be designed around observable evidence rather than general impressions (Sackett *et al.*, 2023).

## **Results and Discussion**

### *Recruitment: Attraction, Sources, and Candidate Experience*

Recruitment quality depends on how accurately and attractively the organization communicates the job and itself as an employer. Employer branding research shows that job seekers use information about organizational image, reputation, development opportunities, social value, economic value, and work environment as signals when deciding whether to apply (Backhaus & Tikoo, 2004; Thang & Trang, 2024). Social media and professional networking platforms have increased the visibility of these signals and made employer reputation more interactive and candidate-driven (Ruparel *et al.*, 2023).



Internal and external recruitment sources serve different strategic purposes. Internal recruitment through promotion, transfer, and talent pools can strengthen retention and reduce adjustment time because the organization already knows the employee's performance and values; external recruitment can bring new skills, diversity, networks, and ideas that are not available internally (CIPD, 2024; Taylor, 2024). A balanced strategy normally uses both, with transparent rules to protect internal motivation and external fairness (Gilliland, 1993; Berry, 2024).

Digital recruitment channels increase reach but also increase the need for disciplined messaging. Job portals, company career pages, employee referrals, professional social media, and targeted social media campaigns can reach different candidate groups, and field-experimental evidence indicates that signals in social media advertisements can influence interest in public-sector jobs (Keppeler & Papenfuss, 2021; Ruparel *et al.*, 2023). The implication is that organizations should not post the same generic advertisement everywhere; they should adapt channels and messages to target groups while keeping information truthful and consistent (Taylor, 2024; Thang & Trang, 2024).

Candidate experience begins before the application is submitted (**Table 2**). Clear job advertisements, realistic role descriptions, transparent requirements, visible salary or reward information where possible, and clear process timelines reduce uncertainty and enable applicants to self-select (CIPD, 2024; Taylor, 2024). Evidence on candidate reactions shows that timely communication and fair treatment influence satisfaction, reapplication intentions, and recommendations to others, even when candidates are not selected (Bauer *et al.*, 2001; Barattucci *et al.*, 2025).

**Table 2.** Evidence-informed recruitment design decisions

Recruitment decision area	Evidence-informed design implication	Risks if unmanaged	Key sources
<b>Workforce planning</b>	Clarify whether the need should be met through hiring, internal mobility, training, redesign, or automation.	Vacancies are filled reactively, and roles may be hired even when work requirements have changed.	CIPD (2024); Taylor (2024)
<b>Job and skills criteria</b>	Use job analysis to identify tasks, competencies, working conditions, and must-have versus trainable requirements.	Selection methods assess vague preferences or unnecessary credentials rather than job-relevant evidence.	Campion <i>et al.</i> (1997); OECD (2025)
<b>Employer brand</b>	Communicate credible value propositions: development, social value, economic value, work environment, and mission.	Applicants self-select out because the organization is unknown or its offer is unclear.	Backhaus and Tikoo (2004); Thang and Trang (2024)
<b>Channel mix</b>	Combine internal sources, job portals, career pages, referrals, professional platforms, and social media according to target groups.	The applicant pool is too narrow, too homogeneous, or high in volume but low in fit.	Keppeler and Papenfuss (2021); Ruparel <i>et al.</i> (2023)
<b>Candidate communication</b>	Provide clear timelines, confirmation of receipt, process information, respectful rejection, and timely feedback.	Candidates perceive the process as unfair, leading to reduced reapplication, recommendation, or acceptance intentions.	Bauer <i>et al.</i> (2001); Barattucci <i>et al.</i> (2025)
<b>Monitoring</b>	Track source quality, diversity, conversion rates, time-to-fill, cost, candidate satisfaction, and new-hire outcomes.	Recruitment channels and messages are continued without evidence of effectiveness.	CIPD (2024); Taylor (2024)

#### *Selection: Validity, Structure, and Fairness*

Selection methods should be judged by their ability to produce job-relevant, reliable, fair, and useful information. Traditional methods such as CV screening and unstructured interviews are common because they are easy to implement, but they can be vulnerable to impression management, inconsistent questioning, halo effects, and subjective similarity judgments (Campion *et al.*, 1997; Sackett *et al.*, 2022). Evidence-based selection, therefore, emphasizes structure, standardization, clear rating criteria, and documentation (Huffcutt & Murphy, 2023; Sackett *et al.*, 2023).



Structured interviews remain central because they can assess both technical and behavioral competencies while allowing two-way communication. A structured interview uses job-related questions, the same core questions for candidates, anchored scoring scales, trained interviewers, and systematic notes (Campion *et al.*, 1997; Huffcutt & Murphy, 2023). Compared with an informal conversation, this approach improves comparability and reduces the likelihood that decisions depend on charisma, interviewer preference, or irrelevant background information (Gilliland, 1993; Sackett *et al.*, 2023).

Work samples, job simulations, job knowledge tests, and practical tasks are especially useful when they directly reflect key aspects of the role. They can show how candidates apply knowledge and solve problems under job-like conditions, but they must be designed to avoid unnecessary barriers for candidates who have not had identical previous opportunities (Sackett *et al.*, 2023; Berry, 2024). Cognitive ability, personality, integrity, and language tests can add value, but their use should be guided by job analysis, professional standards, appropriate interpretation, and monitoring for adverse impact (Sackett *et al.*, 2022; Berry, 2024).

The latest validity literature also cautions against simplistic rankings of selection methods (**Table 3**). Sackett and colleagues revisited meta-analytic estimates of commonly used predictors and argued that organizations should design systems using current evidence, role-specific criteria, and combinations of methods rather than assuming that any single predictor is always superior (Sackett *et al.*, 2022, 2023). This supports a multi-method approach in which each tool contributes a different type of evidence, and final decisions are based on a transparent synthesis rather than intuition (Huffcutt & Murphy, 2023; Taylor, 2024).

Fairness is not an optional add-on; it is part of the quality of the selection system. Gilliland's procedural justice model and later applicant reaction research show that candidates evaluate whether selection procedures are job-related, consistent, transparent, respectful, and informative (Gilliland, 1993; Bauer *et al.*, 2001). Fairness also includes diversity and inclusion concerns: a method can be predictive but still require safeguards if it creates avoidable adverse impact or measures access to opportunity rather than job-relevant capability (Berry, 2024).



**Table 3.** Selection methods, contributions, risks, and safeguards

Selection method	Main contribution	Risks and limits	Recommended safeguards
<b>CV and application screening</b>	Efficient initial information about education, experience, achievements, and eligibility.	May overvalue prestige, keywords, or linear career paths; may under-detect transferable skills.	Use structured screening criteria, separate must-have and desirable criteria, and monitor adverse impact.
<b>Structured interview</b>	Assesses behavioral, technical, motivational, and fit evidence while enabling two-way communication.	It can become subjective if questions, scoring, or interviewer training are weak.	Use job-related questions, scoring anchors, trained interviewers, and systematic notes (Campion <i>et al.</i> , 1997; Huffcutt & Murphy, 2023).
<b>Work sample or simulation</b>	Shows how candidates perform tasks similar to the job.	May privilege candidates with identical prior exposure or create a high preparation burden.	Base tasks on job analysis, give clear instructions, and score with explicit rubrics.
<b>Job knowledge or technical test</b>	Measures role-specific knowledge or skill efficiently.	May test memorization rather than work performance if poorly designed.	Validate against critical tasks and provide reasonable accommodations where needed.
<b>Cognitive, personality, integrity, or language tests</b>	Adds standardized evidence about abilities, tendencies, or job-relevant requirements.	Can be misinterpreted, overused, or produce an adverse impact if not job-related.	Use qualified interpretation, current evidence, local validation where feasible, and adverse-impact monitoring (Sackett <i>et al.</i> , 2022; Berry, 2024).
<b>Assessment centre</b>	Combines multiple exercises and assessors for complex roles.	Resource-intensive and vulnerable to inconsistency when assessors are untrained.	Use role-relevant exercises, assessor calibration, and documented scoring.

<b>Reference checks</b>	Provides contextual information from previous work relationships.	May be biased, incomplete, or legally constrained.	Ask job-related questions and treat references as supplementary evidence.
<b>AI-enabled screening or ranking</b>	Can process large volumes, support consistency, and reduce administrative workload.	Opacity, data bias, automation bias, privacy concerns, and candidate mistrust.	Maintain human oversight, audit performance and fairness, document use, explain procedures, and comply with high-risk AI rules (European Parliament & Council of the European Union, 2024; Mori <i>et al.</i> , 2025).

### *Digital and AI-Enabled Recruitment and Selection*

Digital recruitment has moved beyond online job advertisements. Applicant tracking systems, professional social media, automated scheduling, chatbots, online assessments, video interviews, and AI-enabled screening can reduce administrative workload and increase speed, but they also change the evidence trail and candidate experience (Hunkenschroer & Luetge, 2022; Ore & Sposato, 2022; Ruparel *et al.*, 2023). The central question is not whether digital tools should be used, but how they can be governed to support valid and fair human decision-making (Milanez *et al.*, 2025; Mori *et al.*, 2025).

AI-enabled systems can support sourcing, ranking, screening, communication, and assessment, but they introduce risks of opacity, automation bias, data protection problems, and the reproduction of historical discrimination embedded in training data (Hunkenschroer & Luetge, 2022; Mori *et al.*, 2025). Candidate studies also show that trust, perceived novelty, and organizational attractiveness influence willingness to engage in AI-enabled recruitment and selection processes (Ligeiro *et al.*, 2024). Organizations, therefore, need transparent explanations, human oversight, accessible alternatives, and audit mechanisms when using such tools (Ore & Sposato, 2022; Mori *et al.*, 2025).

The regulatory environment is tightening. The EU Artificial Intelligence Act classifies AI systems used for recruitment or selection, including systems that place targeted job advertisements, filter applications, or evaluate candidates, as high-risk when they materially influence decisions (European Parliament & Council of the European Union, 2024). This reinforces the need for risk management, documentation, data governance, human oversight, accuracy monitoring, and accountability in AI-supported hiring (European Parliament & Council of the European Union, 2024; Milanez *et al.*, 2025).

Digital transformation also changes the skills organizations should seek. OECD analysis of online vacancies across ten countries shows that AI exposure is associated with changing demand for management, business process, social, emotional, cognitive, and digital skills, while WEF identifies skills disruption as a major concern for employers over the 2025-2030 period (Green, 2024; World Economic Forum, 2025). Recruitment and selection systems should therefore be able to assess learning agility, collaboration, problem-solving, and adaptability, rather than relying solely on past job titles (Taylor, 2024; OECD, 2025).

### *Integrated Evidence-Based Model*

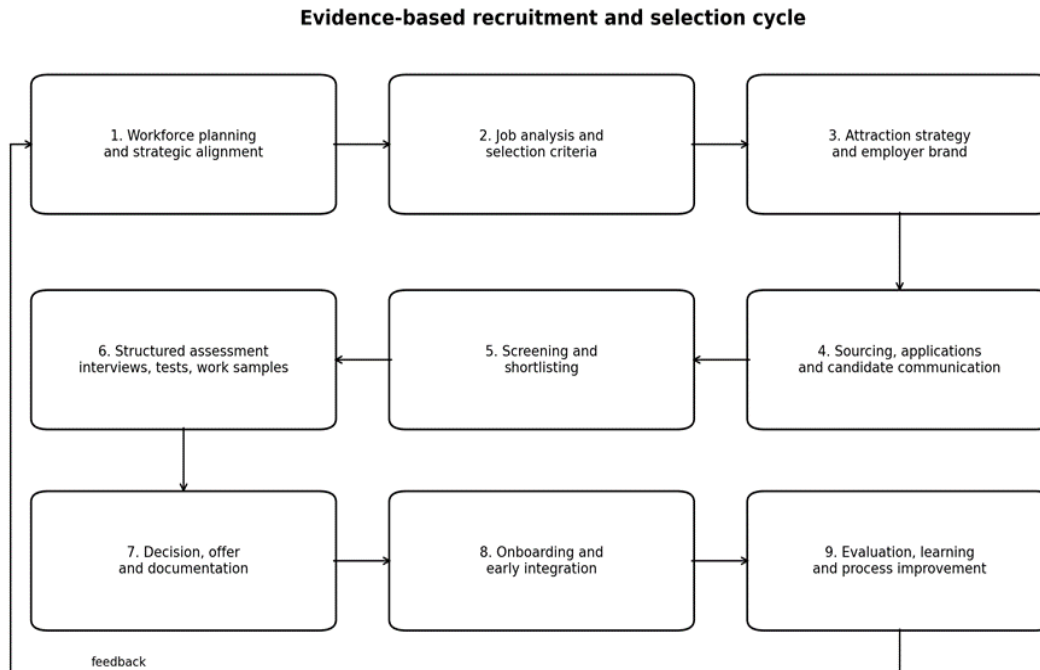
The evidence suggests that recruitment and selection should be designed as a continuous cycle rather than a sequence of disconnected administrative tasks. The cycle begins with strategic alignment and ends with evaluation, but evaluation feeds back into workforce planning because outcomes such as new-hire performance, retention, diversity, time-to-fill, cost-per-hire, and candidate satisfaction reveal whether the system is working (CIPD, 2024; Kariri *et al.*, 2024; Taylor, 2024).

The model in **Figure 1** integrates the findings of the review. It emphasizes that each stage creates information for the next stage: job analysis guides attraction messages and selection criteria; recruitment data indicate whether the right applicant pool is being reached; structured assessment produces comparable evidence; onboarding tests whether the chosen candidate can transfer into performance; and evaluation identifies which methods predict desired outcomes (Sackett *et al.*, 2023; Tam *et al.*, 2023; Taylor, 2024).

The model also highlights governance responsibilities (**Figure 1, Table 4**). At each stage, organizations should document decisions, monitor fairness, protect personal data, communicate with candidates, and review whether digital tools are necessary, valid, and accountable (European Parliament & Council of the European Union, 2024; Mori *et*



al., 2025). This creates a practical bridge between HR strategy, evidence-based assessment, and candidate-centered implementation (Singh et al., 2023; CIPD, 2024; Barattucci et al., 2025).



**Figure 1.** Integrated evidence-based recruitment and selection cycle

Note. The cycle summarises how strategic alignment, job analysis, attraction, assessment, onboarding, and evaluation should reinforce one another in an evidence-based recruitment and selection system.

**Table 4.** Practical monitoring checklist for recruitment and selection

Stage	Key managerial question	Examples of useful indicators
<b>Strategic alignment</b>	Does the vacancy reflect a real capability need?	Workforce plan, role priority, internal availability, business case.
<b>Job analysis</b>	Are the criteria observable and job-related?	Updated job description, competency map, must-have criteria, and scoring matrix.
<b>Attraction and sourcing</b>	Are suitable candidates been reached and informed?	Source conversion rates, applicant quality, diversity of applicant pool, and candidate questions.
<b>Screening and assessment</b>	Are candidates assessed consistently and fairly?	Interview score distributions, test completion rates, inter-rater agreement, and adverse-impact checks.
<b>Decision and offer</b>	Is the decision documented and explainable?	Decision notes, evidence summary, offer acceptance rate, and time-to-decision.
<b>Onboarding and evaluation</b>	Did the hiring process predict integration and performance?	Early turnover, probation outcomes, manager satisfaction, new-hire feedback, and candidate satisfaction.

The review question can be answered through five design principles. First, recruitment and selection must be aligned with workforce strategy, not simply with immediate vacancies; this requires workforce planning and job analysis before sourcing or assessment begins (Guzek et al., 2023; CIPD, 2024; Hashem et al., 2024; Taylor, 2024). Second, selection should be structured and evidence-based, using job-related criteria, comparable assessment methods, trained assessors, and documentation (Campion et al., 1997; Huffcutt & Murphy, 2023; Sackett et al., 2023; Csep et al., 2024).




Third, recruitment should be treated as a communication process. A credible employer brand, consistent information across channels, and realistic job previews help applicants decide whether the organization and role fit their expectations (Backhaus & Tikoo, 2004; Xie *et al.*, 2023; Park, 2024; Thang & Trang, 2024). Fourth, fairness and candidate experience are performance concerns, not only ethical concerns, because perceived fairness affects satisfaction, reapplication, and recommendation intentions (Gilliland, 1993; Bauer *et al.*, 2001; Chen & Chen, 2023; Cissé *et al.*, 2024; Barattucci *et al.*, 2025).

Fifth, digital and AI-enabled tools require governance. They can support efficiency, reach, and consistency, but they do not remove accountability from HR professionals and line managers (Hunkenschroer & Luetge, 2022; Ore & Sposato, 2022; Huata-Panca *et al.*, 2025). The appropriate model is not blind automation but human-centered augmentation: technology should help generate, organize, and audit evidence, while humans remain responsible for final decisions, explanations, accommodations, and value judgments (European Parliament & Council of the European Union, 2024; Milanez *et al.*, 2025; Mori *et al.*, 2025).

A practical implication for organizations is that improvement should not focus only on one visible stage, such as the interview. A firm may have a well-structured interview but still fail because its advertisements are unclear, its application processes are slow, its selection criteria are outdated, or its candidates receive no feedback (Carpio-Vargas *et al.*, 2023; CIPD, 2024; Barattucci *et al.*, 2025; Torres-Cruz *et al.*, 2025). Conversely, a strong employer brand can attract many applicants, but without structured selection, it may only increase volume rather than quality (Carpio-Vargas *et al.*, 2023; Sackett *et al.*, 2023; Taylor, 2024).

## Conclusion



Recruitment and selection are strategic HRM processes because they determine who enters the organization and how well human capital is matched with organizational needs. Current evidence supports an integrated, evidence-based approach in which workforce planning, job analysis, attraction, sourcing, selection, onboarding, and evaluation are linked into a single cycle (Sackett *et al.*, 2023; CIPD, 2024; Taylor, 2024).

The strongest systems combine credible recruitment communication, skills-based and job-related criteria, structured multi-method assessment, fair treatment, timely feedback, and continuous evaluation. Digital tools and AI can strengthen these systems by improving consistency and efficiency, but they also require transparency, monitoring, human oversight, and compliance with emerging regulations (Hunkenschroer & Luetge, 2022; European Parliament & Council of the European Union, 2024; Mori *et al.*, 2025).

The practical answer to the review question is therefore clear: organizations should design recruitment and selection as a governed evidence system, not as a set of isolated tasks. Such a system attracts better-matched applicants, supports fairer and more valid decisions, improves candidate experience, and creates a feedback loop through which hiring practices can evolve with labor-market and technological change (Barattucci *et al.*, 2025; OECD, 2025; World Economic Forum, 2025).

**Acknowledgments:** The authors would like to express their gratitude to colleagues and reviewers for their insightful comments and suggestions, which significantly improved the quality of this article. The authors also acknowledge the support of their home institutions, which provided the academic environment necessary for conducting this research.

**Conflict of Interest:** None

**Financial Support:** None

**Ethics Statement:** None

## References

Acikgoz, Y. (2019). Employee recruitment and job search: Towards a multi-level integration. *Human Resource Management Review*, 29(1), 1–13. doi:10.1016/j.hrmr.2018.02.009

- Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career Development International*, 9(5), 501–517. doi:10.1108/13620430410550754
- Barattucci, M., Russo, A., Grobelny, J., Santisi, G., & Ramaci, T. (2025). Candidates' reactions to job application rejections at different phases of the recruitment process: The impact of employability and communication delays on perceived fairness and recruitment selection outcomes. *Journal of Management and Organization*, 31(5), 2341–2359. doi:10.1017/jmo.2025.11
- Bauer, T. N., Truxillo, D. M., Sanchez, R. J., Craig, J. M., Ferrara, P., & Campion, M. A. (2001). Applicant reactions to selection: Development of the Selection Procedural Justice Scale (SPJS). *Personnel Psychology*, 54(2), 387–419. doi:10.1111/j.1744-6570.2001.tb00097.x
- Berry, C. M. (2024). Personnel selection systems and diversity: Continued relevance, evolving evidence, and opportunities for future research. *Current Opinion in Psychology*, 60, Article 101905. doi:10.1016/j.copsyc.2024.101905
- Campion, M. A., Palmer, D. K., & Campion, J. E. (1997). A review of the structure in the selection interview. *Personnel Psychology*, 50(3), 655–702. doi:10.1111/j.1744-6570.1997.tb00709.x
- Carpio-Vargas, E. E., Ibarra-Cabrera, E. M., Ibarra, M. J., Choquejahuá-Acero, R., Calderon-Vilca, H. D., & Torres-Cruz, F. (2023). Categorical stress predictors in higher education students amidst remote learning in the COVID-19 pandemic. *Journal of Advanced Pharmacy Education and Research*, 13(2), 131–139. doi:10.51847/ImofrnDDZg
- Carpio-Vargas, E. E., Torres-Cruz, F., Bernedo, E. G. M., Yanqui, F. J. M., Chaiña, H. C. P., Zapana, W. H. M., & Villasante-Saravia, F. H. (2023). Triadic mental quotient and lifestyles in university students during pandemic-induced confinement. *Journal of Advanced Pharmacy Education and Research*, 13(3), 88–95. doi:10.51847/bDdfMvcJ1
- Chartered Institute of Personnel and Development. (2024). *Resourcing and talent planning report 2024*. CIPD.
- Chen, A. M. H., & Chen, Y. (2023). Pharmacognostic and phytochemical comparison of *Moringa oleifera* and *Moringa concanensis*. *Special Journal of Pharmacognosy, Phytochemistry, and Biotechnology*, 3, 1–9. doi:10.51847/iVjkOGlcDE
- Cissé, C., Konaré, M. A., Samaké, M., & Togola, I. (2024). Exploring the anti-inflammatory potential of *Sericanthe chevalieri* and *Ceiba pentandra* as natural antitussives for children. *Special Journal of Pharmacognosy, Phytochemistry, and Biotechnology*, 4, 49–58. doi:10.51847/0OVczhRtw1
- Csep, A. N., Voița-Mekereș, F., Tudoran, C., & Manole, F. (2024). Understanding and managing polypharmacy in the aging population. *Annals of Pharmacy Practice and Pharmacotherapy*, 4, 17–23. doi:10.51847/VdKr0egSln
- European Parliament, & Council of the European Union. (2024). *Regulation (EU) 2024/1689 laying down harmonized rules on artificial intelligence (Artificial Intelligence Act)*. Official Journal of the European Union.
- Garbarova, M., & Vartiak, L. (2021). Consequences of the sharing economy on passenger transport. *Transportation Research Procedia*, 55, 57–62. doi:10.1016/j.trpro.2021.06.006
- Garbarova, M., & Vartiak, L. (2022). Identification of customer's preferences as one of the main activities of destination management. *TEM Journal*, 11(1), 159–163. doi:10.18421/TEM1111-18
- Gilliland, S. W. (1993). The perceived fairness of selection systems: An organizational justice perspective. *Academy of Management Review*, 18(4), 694–734. doi:10.5465/amr.1993.9402210155
- Green, A. (2024). Artificial intelligence and the changing demand for skills in the labor market. *OECD Artificial Intelligence Papers*. OECD Publishing. doi:10.1787/88684e36-en
- Guzek, K., Stelmach, A., Rożnowska, A., Najbar, I., Cichocki, Ł., & Sadakierska-Chudy, A. (2023). A preliminary investigation of genetic variants linked to aripiprazole-induced adverse effects. *Annals of Pharmacy Practice and Pharmacotherapy*, 3, 40–47. doi:10.51847/ZT28xcs95J
- Hashem, W., Mokhtar, M., Rahman, A. A., & Rashad, A. (2024). Adult acute lymphoblastic leukemia: Insights from six years of clinical practice in an Egyptian tertiary care center. *Asian Journal of Current Research in Clinical Cancer*, 4(2), 51–61. doi:10.51847/fFirKGgI3X



- Huata-Panca, P., Apaza, J. M. H., Carita, A. J. Q., Mamani, G. Q., & Torres-Cruz, F. (2025). Determinants of mortality type in a high altitude Andean context using a multivariable logit regression model in Puno, Peru. *Journal of Advanced Pharmacy Education and Research*, 15(3), 198–204. doi:10.51847/1vvhNPv5Vy
- Huffcutt, A. I., & Murphy, K. R. (2023). Rethinking the structured interview: More than a selection device. *Industrial and Organizational Psychology*, 16(3), 344–348. doi:10.1017/iop.2023.42
- Hunkenschroer, A. L., & Luetge, C. (2022). Ethics of AI-enabled recruiting and selection: A review and research agenda. *Journal of Business Ethics*, 178, 977–1007. doi:10.1007/s10551-022-05049-6
- Jankalová, M., & Vartiak, L. (2016). Corporate social responsibility issues in the Slovak e-commerce companies. *Scientific Papers of the University of Pardubice, Series D: Faculty of Economics and Administration*, 23(37), 43–55.
- Kariri, H. D. H., Radwan, O. A., Somaili, H. E., Mansour, M. E. I., Mathkoo, S. A., & Gohal, K. M. M. (2024). The role of psychological capital in enhancing empowerment among female leadership. *Annals of Organizational Culture, Leadership, and External Engagement Journal*, 5, 17–27. doi:10.51847/w41TjwMAzM
- Keppeler, F., & Papenfuss, U. (2021). Employer branding and recruitment: Social media field experiments targeting future public employees. *Public Administration Review*, 81(4), 763–775. doi:10.1111/puar.13324
- Kopac, L., Weber, M., Volkmann, U., Berner, M. R., & Altnau, C. H. P. (2025). Enhancing managerial effectiveness through systematic self-reflection and structured self-assessment practices. *Journal of Organizational Behavior Research*, 10(2), 169–182. doi:10.51847/aO93es7cFc
- Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individuals' fit at work: A meta-analysis of person-job, person-organization, person-group, and person-supervisor fit. *Personnel Psychology*, 58(2), 281–342. doi:10.1111/j.1744-6570.2005.00672.x
- Ligeiro, N., Dias, I., & Moreira, A. (2024). Recruitment and selection process using artificial intelligence: How do candidates react? *Administrative Sciences*, 14(7), Article 155. doi:10.3390/admsci14070155
- Milanez, A., Lemmens, A., & Ruggiu, C. (2025). *Algorithmic management in the workplace: New evidence from an OECD employer survey* (OECD Artificial Intelligence Papers No. 31). OECD Publishing. doi:10.1787/287c13c4-en
- Mori, M., Sassetti, S., Cavaliere, V., & Bonti, M. (2025). A systematic literature review on artificial intelligence in recruiting and selection: A matter of ethics. *Personnel Review*, 54(3), 854–878. doi:10.1108/PR-03-2023-0257
- OECD. (2025). *Empowering the workforce in the context of a skills-first approach* (OECD Skills Studies). OECD Publishing. doi:10.1787/345b6528-en
- Ore, O., & Sposato, M. (2022). Opportunities and risks of artificial intelligence in recruitment and selection. *International Journal of Organizational Analysis*, 30(6), 1771–1782. doi:10.1108/IJOA-07-2020-2291
- Park, K. (2024). Advances in controlled drug release systems: Current trends and future prospects. *Pharmaceutical Sciences and Drug Design*, 4, 26–34. doi:10.51847/m708A2Qw3b
- Ruparel, N., Dhir, A., Tandon, A., Kaur, P., & Islam, J. U. (2023). The influence of online professional social media in human resource management: A systematic literature review. *Journal of Business Research*, 154, Article 113482. doi:10.1016/j.jbusres.2022.113482
- Sackett, P. R., Zhang, C., Berry, C. M., & Lievens, F. (2022). Revisiting meta-analytic estimates of validity in personnel selection: Addressing systematic overcorrection for restriction of range. *Journal of Applied Psychology*, 107(11), 2040–2068. doi:10.1037/apl0000994
- Sackett, P. R., Zhang, C., Berry, C. M., & Lievens, F. (2023). Revisiting the design of selection systems in light of new findings regarding the validity of widely used predictors. *Industrial and Organizational Psychology*, 16(3), 283–300. doi:10.1017/iop.2023.24
- Singh, D., Piplani, M., Kharkwal, H., Murugesan, S., Singh, Y., Aggarwal, A., & Chander, S. (2023). Comprehensive Review on the Anticancer Potential of Thiazolidin-4-One Derivatives. *Asian Journal of Current Research in Clinical Cancer*, 3(1), 46-62. doi:10.51847/MpJ9fZKGZT
- Tam, L. T., An, H. T. T., Linh, T. K., Nhung, L. T. H., Ha, T. N. V., Huy, P. Q., & Luc, P. T. (2023). The Impact of COVID-19 on Value Co-Creation Activities: A Study of Economics Students in Vietnam. *Annals of*



- 
- Organizational Culture, Leadership and External Engagement Journal*, 4, 25-34. doi:10.51847/QeaHrAoLoL
- Taylor, S. (2024). *Resourcing and talent management: The theory and practice of recruiting and developing a workforce* (9th ed.). Kogan Page.
- Thang, N. N., & Trang, P. T. T. (2024). Employer branding, organization's image and reputation, and intention to apply: The moderating role of the availability of organizational information on social media. *Frontiers in Sociology*, 9, Article 1256733. doi:10.3389/fsoc.2024.1256733
- Torres-Cruz, F., Pari-Condori, E. Y., Tumi-Figueroa, E. N., Coyla-Idme, L., Tito-Lipa, J., Gonzalez, L. A., & Tumi-Figueroa, A. (2025). Prediction of university dropouts through random forest-based models. *Journal of Advanced Pharmacy Education and Research*, 15(1), 78-83. doi:10.51847/PFb18QB60j
- Uggerslev, K. L., Fassina, N. E., & Kraichy, D. (2012). Recruiting through the stages: A meta-analytic test of predictors of applicant attraction at different stages of the recruiting process. *Personnel Psychology*, 65(3), 597–660. doi:10.1111/j.1744-6570.2012.01254.x
- World Economic Forum. (2025). *The Future of Jobs Report 2025*. World Economic Forum.
- Wright, P. M., & McMahan, G. C. (2011). Exploring human capital: Putting human back into strategic human resource management. *Human Resource Management Journal*, 21(2), 93–104. doi:10.1111/j.1748-8583.2010.00165.x
- Xie, B., Liu, Y., Li, X., Yang, P., & He, W. (2023). Enhancing the dissolution rate of dolutegravir sodium using nanosuspension technology and a 32 factorial design. *Pharmaceutical Sciences and Drug Design*, 3, 12–19. doi:10.51847/2uCOYf3jPn

