

Kinga Ewa Podleśna

Faculty of Management and Security
Sciences, SAN University, Poland
kpodlesna@san.edu.pl
ORCID ID: 0009-0001-0516-0439

Sandra Julia Dzierż

Faculty of Management and Security
Sciences, SAN University, Poland
sandradzierz@icloud.com
ORCID ID: 0009-0002-5440-9816

The Recruitment and Selection Process as a Key Component of Human Resource Acquisition Strategy

ABSTRACT

Objectives: The main objective of the study is to comprehensively assess the level of satisfaction of candidates participating in recruitment processes at Company X and to identify key factors determining their satisfaction.

Methodology: The study used a diagnostic survey method with a survey technique. The research tool was a proprietary survey questionnaire containing both closed-ended questions and a sociodemographic metric. The study was conducted in March 2025 on a group of 53 people who participated in recruitment for various positions at Company X. Candidates received invitations to participate in the study by email.

Findings: Key factors influencing candidate satisfaction include the attractiveness of the terms and conditions of employment, the length and transparency of the recruitment process, the respect shown by recruiters and receiving constructive feedback after the recruitment process. An efficient and transparent process reduces candidates' stress levels, reinforcing their positive feelings toward the organization, which is conducive to building loyalty and promoting the company as an employer.

Value Added: This study underscores the key role of the recruitment process, which is an important part of business strategies, with increasing importance being given to candidate satisfaction levels. A positive recruitment experience significantly influences both the decision of candidates to accept an offer of employment and the perception of the company as an attractive employer.

Recommendations: Respondents rated their satisfaction with the recruitment process mostly positively, but areas for further improvement were nevertheless identified. Satisfaction with recruitment is determined not only by the specifics of a particular job offer, but also by the overall perception of the organization, including its organizational culture and corporate values. The results of the study indicate that candidate satisfaction is influenced by the quality of recruitment materials, the preferred form of recruitment and the way feedback is provided, as well as other factors.

Key words: recruitment, employee selection, human resource management, recruitment tools, recruitment process, factors influencing satisfaction

JEL Codes: M12, M51, M53

Introduction

Recruitment is one of the fundamental processes in human resource management, having a direct impact on the effectiveness of an organization's operations and its long-term development. In the context of dynamic changes in the market environment, the effective recruitment of suitably qualified candidates who fit the organizational culture is becoming a key factor in building a competitive advantage for companies (Armstrong, 2016; Pocztowski, 2007). The contemporary approach to recruitment extends beyond the traditional understanding of this process as a mechanism for selecting candidates with the required competencies. Currently, there is an increasing emphasis on the compatibility of the values, attitudes, and goals of potential employees with the mission and organizational culture of the company, which translates into a higher level of employee engagement and retention (Ployhart, 2006).

At the same time, technological developments and demographic and social changes are influencing the evolution of recruitment methods. Organizations are increasingly using innovative tools such as ATS (Applicant Tracking Systems), HR analytics, online recruitment platforms, social media, and artificial intelligence elements to support candidate selection (Chamorro-Premuzic et al., 2016). These solutions not only make it possible to reach a wider group of candidates, but also increase the efficiency of the entire recruitment process and improve the candidate experience.

This article focuses on the analysis of selected recruitment tools and factors influencing candidate satisfaction with participation in the recruitment process. The first part of the paper presents theoretical issues concerning the essence and importance of recruitment in the context of human capital management. It

also discusses contemporary methods and tools used in recruitment activities, drawing attention to their practical application in a changing labor market.

The next part of the article is devoted to the characteristics of recruitment processes at Company X. The company's activities are described, the recruitment strategies used are presented, and the recruitment tools and techniques used are discussed. The rest of the article describes the methodological basis of the author's own research, which aimed to identify the factors influencing the level of satisfaction of candidates with their participation in the recruitment process at Company X. The research method used was a diagnostic survey, using the questionnaire technique, and the research tool was an original questionnaire. The study covered a group of 53 employees who had previously participated in the recruitment process for the company in question.

The last part of the article presents an analysis of the results of the empirical research. The results allowed us to identify key factors influencing the positive or negative experiences of candidates, such as the quality of communication with the recruiter, the transparency of the process, the speed of feedback, and the consistency of the job offer with reality. Based on the analysis, practical conclusions were also formulated regarding the optimization of recruitment processes, which may contribute to increasing candidate satisfaction and improving the effectiveness of HR activities in the organization.

Recruitment as a strategic tool for human capital management in the context of contemporary organizational challenges

Recruitment is one of the key elements of human resources management of which goal is to attract individuals with the appropriate qualifications, professional experience, and personal competencies that correspond to the specific nature of a given job position. In the literature on the subject, recruitment is defined as a complex, systematic, and strategic process of acquiring candidates in which not only competence matching is important but so is compatibility with the organizational culture and values represented by the organization (Szałkowski, 2000).

From the organization's point of view, effective recruitment is the foundation for building competitive advantage, enabling the effective achievement of



strategic goals by attracting and retaining talent that is key to the company's development (Masibigiri & Nienaber, 2011). A properly conducted recruitment process affects not only the current functioning of the organization, but also its long-term effectiveness, innovation, and adaptability in the face of dynamic market changes.

The candidate selection process is another important stage of recruitment, consisting of analyzing applications in the context of the requirements of a given position. To this end, modern organizations use automated systems such as Applicant Tracking Systems (ATS), which allow for effective filtering of candidates according to predefined criteria (Kostera, 2000). An important element of the selection process are also interviews, which take the form of face-to-face, telephone, or remote (video) interviews, using structured methods that enable the comparability of responses and objectivity of assessment (Golnau et al., 2017).

The final stage of the recruitment process involves making a decision to hire a specific candidate. To this end, a number of assessment methods are used, such as reference checks, psychometric tests, and assessment center techniques, which provide a comprehensive assessment of competencies and cultural fit.

Recruitment also has a strategic role in shaping the employer's image (employer branding). As the first point of contact between the candidate and the organization, it influences the perception of the company as a workplace. Transparency, professionalism, and responsiveness in contact with candidates determine their perception of the company and influence future loyalty and commitment.

Technological developments and changing market expectations have led to an evolution in recruitment methods. The most commonly used practices today include:

- Recruitment platforms and online recruitment, enabling quick access to a wide range of candidates (e.g., LinkedIn, Indeed, Glassdoor);
- The use of artificial intelligence (AI) in CV analysis, automation of the initial stages of selection, and conducting video interviews using tools such as HireVue or Pymetrics;
- Video recruitment, which saves time and offers greater flexibility for both candidates and recruiters;

- Psychometric and competency tests, which provide an objective assessment of candidates' personality traits, cognitive abilities, and technical skills (e.g., Hogan Assessments, Thomas International);
- Gamification, which allows for an innovative assessment of candidates' behavior and competencies through simulations of professional situations;
- Social media and employer branding, used to build a positive image of the organization as an attractive employer;
- Data-driven recruitment, enabling decisions to be made based on an analysis of the effectiveness of individual candidate sources and stages of the process;
- Recruitment chatbots, streamlining communication with candidates and automating administrative tasks;
- Recruitment in line with the organizational culture, where the alignment of the candidate's personal values with the company's values is analyzed.

In summary, modern recruitment is a multidimensional process whose effectiveness determines both the current operational efficiency of the organization and its long-term competitiveness. The use of advanced tools and the integration of employer branding strategies with HR processes helps to attract high-potential candidates, which is becoming crucial in the face of growing competition in the labor market.

Characteristics of Company X's operations and recruitment strategy

Company X is a modern enterprise located in the Mazovia Province, specializing in the production of innovative food storage solutions. The company's product range includes a wide variety of plastic and glass containers, as well as thermoses, lunchboxes, and kitchen accessories for organizing space. The key objective of the company's activity is to provide functional and aesthetic products that meet high safety standards in terms of contact with food and support healthy and sustainable consumer habits (Griffin, 2017).



The organization employs approximately 550 people, making it a significant employer in the region and an active participant in local social and economic life. Through its participation in social and cultural initiatives, the company strengthens its role in corporate social responsibility (CSR).

The company's mission is to design and deliver high-quality solutions that support a healthy lifestyle while caring for the environment. To this end, environmentally-friendly technologies and recyclable materials are implemented, which is in line with current trends in sustainable development in the packaging industry. The company's vision is to become a leader in the production of food containers and to build long-term relationships with customers based on trust, quality, and innovation.

In terms of human capital management, Company X implements a recruitment strategy that ensures a multifaceted approach to attracting and retaining talent. Particular emphasis is placed on attracting candidates with experience in the food production sector and technical and operational skills in line with the company's business profile.

As part of its recruitment activities, the company is actively involved in local labor market initiatives – it participates in industry fairs, conducts information campaigns in schools and universities, and develops relationships with educational institutions. Another element of the strategy is the consistent development of employer branding through social media (LinkedIn, Facebook, Instagram, TikTok), which helps to build a positive image of the employer and increases the attractiveness of job offers in the eyes of potential candidates (Backhaus & Tikoo, 2004; Kucherov & Zavyalova, 2012).

The company uses a range of modern recruitment tools, including:

- ATS (Applicant Tracking Systems) – enabling the automation and optimization of the candidate selection process, contributing to a reduction in recruitment time (Stone et al., 2015);
- Video interviews – used in particular at the pre-selection stage, ensuring flexibility and cost savings;
- Recruitment platforms and social media – enabling precise targeting of job offers and promotion of organizational culture;
- Assessment Center – used for an in-depth assessment of competencies through simulations and practical tasks, especially for specialist and

managerial positions. Due to the increased competitiveness of the labor market and the growing expectations of candidates in terms of flexibility, professional development, and quality of the work environment, Company X strives to maintain staff stability through internal development. It offers its employees training programs, mentoring, and career paths, which translates into reduced turnover and increased engagement.

Research methodology and description of the respondent group

Purpose and scope of the research

The purpose of this study is to comprehensively assess the level of satisfaction of candidates participating in recruitment processes at Company X and to identify the key factors determining their satisfaction. The study aims to explore candidates' perceptions of the individual stages of the recruitment process, from the moment of application to the final recruitment decision. Based on the analysis, it will be possible to formulate practical recommendations for optimizing recruitment activities, which may contribute to increasing the attractiveness of Company X as an employer. In addition, the study will make it possible to determine the extent to which positive recruitment experiences influence candidates' decisions to accept job offers.

According to W. Zaczyński, the purpose of the research should be understood as "a more precise definition of what the researcher is aiming for, what he wants to achieve in his work", and this purpose should be characterized by "concreteness, clarity, and realism" (Zaczyński, 1995, p. 86).

Subject and scope of the study

The subject of the study is the experiences and opinions of candidates participating in recruitment processes at Company X. According to J. Sztumski, the subject



of the study may cover various aspects of social reality, including communities, institutions, processes, and social phenomena (Sztumski, 1995, p. 7).

The study was carried out using the diagnostic survey method, a questionnaire technique, and a survey questionnaire addressed to people who had participated in recruiting for various positions at Company X was used as the research tool. The group of respondents was carefully selected to ensure high accuracy of the data obtained. The questionnaire also included a form enabling the identification of the basic demographic and social characteristics of the respondents, such as gender, age, level of education, and job position.

A total of 53 responses were collected – 36 from women (67.9%) and 17 from men (32.1%). Respondents were classified into six age categories: under 18 (1 person, 1.9%), 18–25 years old (34 people, 64.2%), 26–35 years old (7 people, 13.2%), 36–45 years old (5 people, 9.4%), 46–55 years old (6 people, 11.3%), and over 55 years old (no respondents). The level of education was as follows: primary – 3 people (5.7%), vocational – 6 people (11.3%), secondary – 27 people (50.9%), higher – 17 people (32.1%).

In terms of job positions, the majority of respondents were line employees – 34 people (64.2%), 10 people (18.9%) were specialists, 6 people (11.3%) held managerial positions, and 3 people (5.7%) declared other positions, such as: team coordinator (1 person), intern (1 person), while one person did not specify a specific position. Data analysis revealed a predominance of women in the research sample and a predominance of respondents aged 18–25. Among women, those with secondary and higher education predominated, while among men, secondary education was most frequently indicated. Regardless of gender, most of the respondents were line employees.

Research problem and research questions

According to T. Pilch's definition, a research problem is "a question about the nature of the phenomenon under study, about the essence of the relationships between events or characteristics of processes" (Pilch & Bauman, 2001, p. 43). The main research problem of this study was to determine what factors determine the level of candidate satisfaction with the recruitment process.

The following research questions were asked as part of the study:

- Does the quality of recruitment materials affect the level of candidate satisfaction?
- What form of recruitment do candidates prefer – traditional or remote?
- Does feedback after a recruitment interview, regardless of its outcome, affect candidate satisfaction?
- How does the level of satisfaction with the recruitment process affect the candidate's final decision to accept a job offer?

Research hypotheses

The main research hypothesis assumes that the level of candidate satisfaction with the recruitment process at Company X is significantly dependent on the quality of communication, the transparency of the individual stages of recruitment, and the waiting time for a decision.

The following specific hypotheses were formulated for the research questions posed:

- High-quality recruitment materials (job advertisement, website, job description) have a positive impact on candidate satisfaction.
- Candidates prefer the traditional form of recruitment because it provides them with a greater sense of security, trust, and direct contact with the employer.
- Receiving feedback after the recruitment interview, regardless of the outcome, increases candidate satisfaction.
- Satisfaction with the recruitment process influences the candidate's decision to accept the job offer by building a positive image of the employer and strengthening trust in the organization.

Research methodology

The study used a diagnostic survey method with a questionnaire technique. The research tool was a proprietary questionnaire containing both closed questions and sociodemographic data. The study was conducted in March 2024 in electronic



form. Candidates received invitations to participate in the study by email, along with instructions and information about its purpose and nature.

The questionnaire was designed to obtain reliable and complete data, allowing for a multidimensional analysis of the factors influencing candidates' experiences and their attitudes towards the company as a potential employer.

Analysis of empirical data on the identification of factors determining the level of satisfaction of participants in the recruitment process at Company X.

The results of the survey were presented in descriptive form, taking into account both percentages and absolute numbers of responses, which allows a detailed analysis of the collected empirical material.

The first question of the survey concerned the respondents' overall level of satisfaction with participation in the recruitment process. The respondents could indicate one of six responses: "very good", "rather good", "don't know", "rather bad", and "very bad". The largest percentage, 43.4%, indicated a response of "rather good", and 37.7% rated the process as "very good". Undecided was expressed by 11.3% of the respondents ("don't know"), while 5.7% described the process as "rather bad" and 1.9% as "very bad". These data indicate that the overwhelming majority of the participants (81.1%) viewed the recruitment process positively. At the same time, it is worth noting the existence of a group of those who were undecided and critical of the experience (a total of 13.2%), which may indicate the need for improvements in some areas.

The second question asked respondents to rate the availability of information on job openings, salaries and requirements for candidates. 62.3% of respondents described this information as "rather available" and 18.9% as "very available". Negative answers ("rather unavailable" and "very unavailable") received 15.1% and 3.8%, respectively. A total of 81.2% of the respondents rated the availability of information as sufficient, which can be interpreted as a positive signal regarding the transparency of offer communication. At the same time, almost one in five respondents indicated difficulties in accessing these data, which may affect application decisions.

The next question examined the impact of the quality of recruitment materials (such as advertisements, job descriptions and handouts) on the decision to participate in the recruitment process. 81.1% of the respondents agreed that

well-prepared materials encourage them to participate in recruitment. Only 13.2% said they did not pay attention to their quality, and 5.7% had no opinion. These results clearly indicate the high importance of the quality of the recruitment message. Among those downplaying the quality of materials, young people (18–25 years old) predominated, which may be due to limited experience or lower awareness of HR processes.

Another question concerned the impact of the length of the recruitment process on candidate satisfaction. 83% of the respondents declared that the length of time was important to their evaluation of the process. A further question specified the preferred length of the process, with 79.2% of the respondents indicating a response of “rather short” and 7.5% indicating “very short”. Only 13.2% of respondents felt that a longer process could have a positive impact on satisfaction. This means that for most candidates, it is important that the recruitment process is efficient and not prolonged beyond the need.

Respondents were also asked about their preferred form of implementing the recruitment process – traditional or online. 66% of the respondents preferred face-to-face meetings, while 34% preferred the remote formula. The preferences vary by demographics – the online form was most often chosen by younger respondents (18–25 years old), especially women.

The importance of feedback after a recruitment interview was rated very highly, with as many as 81.1% of the respondents considering it to be definitely important to satisfaction levels, and another 9.4% expressing moderate agreement. Despite this, another question showed that only 26.4% of the respondents said they always receive feedback. As many as 52.8% admitted that they do not receive it at all, indicating a significant inconsistency between candidate expectations and recruitment practices.

One question asked about the relationship between satisfaction with the recruitment process and the decision to accept a job offer. 49.1% of the respondents indicated a “definitely yes” answer, while 41.5% indicated a “rather yes” answer. A total of 90.6% of the respondents admitted that the quality of the recruitment process influenced their decision to accept employment, highlighting the strategic importance of this stage for the employer’s image.



With regard to communication during the recruitment process, 58.5% of the respondents said they were satisfied, while 41.5% expressed some reservations (“not always”). No one indicated the “no” option, which may indicate a generally positive, though not uncritical, perception of communication on the part of the employer.

In the next question, the respondents were able to indicate the factors that had the greatest impact on their satisfaction with the recruitment process (multiple choice option). The most common choices were: attractive terms of employment and salary (58.5%), empathy and respect from recruiters (49.1%), duration of the process (50.9%), quality of feedback (49.1%), and quality of the interview (41.5%). Aspects such as ease of application (18.9%), form of recruitment (13.2%), and regular contact during the process (18.9%) were less important, although still important.

The survey also included an assessment of fairness and equal opportunity in recruitment processes. 54.7% of respondents rated them as rather favorable to equal opportunities, and 20.8% as definitely favorable. However, 17% of respondents expressed doubts (“rather not”) and 3.8% indicated “definitely not”, signaling that some candidates perceive potential areas of unequal treatment.

The last three questions were open-ended and allowed the respondents to freely express their opinions.

In the question on the preferred form of recruitment, 13 people indicated online recruitment as more convenient – mainly due to convenience, time savings and the opportunity to participate in a familiar environment. In contrast, 26 people opted for the traditional form, arguing for the possibility of direct contact, getting to know the company and prospective team better, and assessing the atmosphere in the workplace.

The second open-ended question concerned the impact of satisfaction with the recruitment process on the decision to accept an offer. Respondents indicated that the clarity of communication, the professional approach and the respect shown to candidates translate into a positive assessment of the company and a desire to be associated with it professionally. Thus, the recruitment process represents, for many, the first key experience with a prospective employer.

In the last open-ended question, respondents provided their suggestions for possible improvements to Company X's recruitment process. Among the suggestions, the most frequently mentioned were: the need for systematic feedback, reducing the length of the process, increasing transparency about responsibilities and financial terms, and improving the quality of communication and the interview atmosphere. These suggestions underscore the need to build a recruitment process based on respect, transparency, and professionalism.

Conclusion

Recruitment is now a key element of business strategies, with increasing importance attributed to candidate satisfaction levels. Respondents rated their satisfaction with the recruitment process mostly positively, but areas for further improvement were nevertheless identified. Satisfaction with recruitment is determined not only by the specifics of a particular job offer, but also by the overall perception of the organization, including its organizational culture and corporate values. A positive recruitment experience significantly influences both the candidates' decision to accept a job offer and the perception of the company as an attractive employer.

Important factors influencing candidate satisfaction include the attractiveness of the terms and conditions of employment, the length and transparency of the recruitment process, the respect shown by recruiters and receiving constructive feedback after the recruitment process. An efficient and transparent process reduces candidates' stress levels, reinforcing their positive feelings toward the organization, which is conducive to building loyalty and promoting the company as an employer. Professionally prepared recruitment materials and their readability are an important factor in determining candidates' interest in an offer. Precise communication of the requirements of the position motivates candidates to apply.

In addition, receiving constructive feedback, regardless of the outcome of the recruitment, is fundamental to building a positive corporate image. Timely



and clear communication minimizes uncertainty and stress, emphasizing the professionalism of the organization.

The impact of satisfaction with the recruitment process on the decision to accept an offer is significant. A positive recruitment experience increases candidates' motivation to work with you, and a well-organized process contributes to attracting highly qualified employees. Satisfied candidates often act as brand ambassadors, promoting the company in social settings and on social media.

The results of the survey indicate that the level of candidate satisfaction is influenced, among other things, by the quality of recruitment materials, the preferred form of recruitment, and the way feedback is provided. The level of satisfaction is important for the decision to continue working together, especially when the recruitment process is effective and conducted in a friendly atmosphere. Clear communication and consistent messages about the organizational culture increase candidates' willingness to hire. Despite the limited size of the research sample, the results provide a valuable basis for further in-depth analysis in this area.

References

Armstrong, M. (2016). *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page.

Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career Development International*, 9(5), 501–517. <http://dx.doi.org/10.1108/13620430410550754>.

Chamorro-Premuzic, T., Winsborough, D., Sherman, R. A., & Hogan, R. (2016). New Talent Signals: Shiny New Objects or a Brave New World? *Industrial and Organizational Psychology*, 9(3), 621–640. <http://dx.doi.org/10.1017/iop.2016.6>.

Golnau, W., Kalinowski, M., & Litwin, J. (2004). *Zarządzanie zasobami ludzkimi: praca zbiorowa*. Warszawa: CeDeWu.pl.

Griffin, R. W. (2017). *Podstawy zarządzania organizacjami*. Warszawa: PWN.

Kostera, M. (2000). *Zarządzanie personelem*. Warszawa: Wydawnictwo Naukowe PWN.

Kucherov, D., & Zavyalova, E. (2012). HRD practices and talent management in the companies with the employer brand. *European Journal of Training and Development*, 36(1), 86–14. <http://dx.doi.org/10.1108/03090591211192647>.

Masibigiri, V., & Nienaber, H. (2011). Factors affecting the retention of Generation X public servants: An exploratory study. *SA Journal of Human Resource Management*, 9(1), 1–11. <http://dx.doi.org/10.4102/sajhrm.v9i1.318>.

Pilch, T., & Bauman, T. (2001). *Zasady badań pedagogicznych. Strategie ilościowe i jakościowe*. Warszawa: Wydawnictwo Akademickie „Żak”.

Ployhart, R. E. (2006). Staffing in the 21st century: New challenges and strategic opportunities. *Journal of Management*, 32(6), 868–897. <https://psycnet.apa.org/doi/10.1177/0149206306293625>.

Pocztowski, A. (2007). *Zarządzanie zasobami ludzkimi. Strategie – procesy – metody*. Warszawa: Polskie Wydawnictwo Ekonomiczne.

Stone, D. L., Deadrick, D. L., Lukaszewski, K. M., & Johnson, R. (2015). The Influence of Technology on the Future of Human Resource Management. *Human Resource Management Review*, 25(2), 216–231. <https://doi.org/10.1016/j.hrmr.2015.01.002>.

Szałkowski, A. (Ed.). (2000). *Wprowadzenie do zarządzania personelem*. Kraków: Wydawnictwo Akademii Ekonomicznej w Krakowie.

Sztumski, J. (1995). *Wstęp do metod i technik badań społecznych*. Katowice: Wydawnictwo „Śląsk”.

Zaczyński, W. (1995). *Praca badawcza nauczyciela*. Warszawa: Wydawnictwa Szkolne i Pedagogiczne.