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Staffing Process

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Abstract

Purpose: The paper discusses the importance of staffing process to the companies in terms of recruiting, selection, orientation, socializing and retention techniques. To this end, the paper analyses two roles, particularly Financial Risk Specialist and Industrial Production Manager, to highlight the differences in the staffing process based on job criteria and organizational demands.

Methodology: This research used a qualitative descriptive approach, using human resource management theories, staffing ideas, and academic sources to analyze staffing practices for both jobs.

Findings: The findings suggest that different job types require different staffing processes and techniques to achieve person-job fit, employee performance and organizational productivity. The study also found that external recruitment strategies are more effective for very specialized positions with specific technical competencies, while internal recruitment strategies are more effective for managerial positions requiring organizational experience and established leadership skills.

Unique Contribution to Theory, Practice and Policy: The study recommends that organizations look further into the strategies used to recruit and retain employees, according to the position descriptions and requirements, as it will boost the efficiency of any recruitment processes, ensuring that employees are well positioned.

Keywords: *Person–Job Fit, Recruitment, Retention, Staffing Process, Organizational Performance*

JEL Codes: *M12, M51*

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INTRODUCTION

The staffing process refers to the effectiveness of the planning processes for acquiring, deploying and retaining a workforce that meets the organizational objectives and goals. Recruiting is not a one-event time process, rather it is a long-term commitment of excellence from the HR department to ensure the effectiveness and the best utility of the employees.

Defining the goals of recruiting is crucial to the staffing plan as it will rely heavily upon the objectives of the organization's vision and strategic goals. A well-studied plan will ensure the concepts of the person-job fit and person-organization fit to ensure a well-studied staffing process that will positively enhance the job performance and leverage the organization performance in the market.

Statement of the Problem

Organizations often face challenges in recruiting their candidates in improper positions, where their knowledge, skills, abilities, and other characteristics are wasted, underutilized, and unmatched departments and job titles requirements. As a result, these strategies lead to lower performance and productivity, unmet expectations and poor employee satisfaction, misalignment between individual and organizational objectives, wasted talents and high turnover intentions.

Kaur and Kang (2021) stated that employees who have the required skills and competencies for their jobs tend to attain a higher level of performance, meet organizational expectations, and have a lower turnover rate. Hence, it is important for organizations to follow effective staffing practices that align recruitment, selection, orientation, socialization, and retention strategies with requirements for each job. This paper helps determine HR practices and descriptive analysis of staffing processes to ensure proper positioning takes place under specific strategies.

Theoretical Framework

This study is based on the Person-Job Fit Theory that suggests that staffing processes should match the employees' knowledge, skills, abilities and characteristics with job requirements. Person-Job Fit Theory is a set of staffing practices that studies the candidate's readiness and matches the job requirement and job description. Kaur and Kang (2021) stated that recruitment should not only focus on person-job fit but organizations should also consider person-organization fit by making sure that employees' values are congruent with the organization's culture and values. This theory is significantly important as it matches the right person to the right position to ensure effective organizational impact such as higher productivity, organizational performance, high employee satisfaction and lower turnover rates.

Research Gaps

Although previous studies have extensively examined individual staffing activities such as recruitment, selection, and retention, staffing practices research has often focused on these functions separately and at the individual level rather than examining staffing as an integrated organizational process (Ployhart, 2006). Previous studies had limited attention to a comprehensive perspective that integrates staffing activities and demonstrates how staffing strategies should be adapted according to different job requirements. This study proposes a complete staffing framework that integrates all strategies with a comparative analysis between two different job positions with different job requirements.

METHODOLOGY

The study relied mainly upon academic literature, human resources concepts and theories, staffing frameworks and HR courses materials conducting the descriptive analysis of the staffing strategies used for both positions, Financial Risk Specialist and Industrial Production Manager. The analysis examined recruitment, selection, orientation, socialization, and retention practices applicable to each role. No primary data such as interviews or surveys were collected for this study. The research design involved a comparative analysis between two positions, examining staffing strategies and showcasing the major differences when applying HR practices for each job.

FINDINGS

External Recruitment Plan

The first job will be considered as an external recruitment planning strategy is Financial Risk Specialist. Such daily activities required by the candidate would be assessing risk to business operations, analyzing financial data, conducting statistical analyses using financial software, developing financial and business systems, applying mathematical models of financial conditions and more. These tasks skills are acquired by specific academics and courses and could be attained once the candidate finishes the education duration, with a modest percentage of experience in a relevant field. Hence, it would be more effective if we employed the external recruitment planning strategy to identify the exact required KSAOs for this critical role. Additionally, the plan will include the time frame of an immediate hiring process, prioritizing and concentrating efforts towards effective employment decision making for this position.

In relation to our recruitment goals, our approach is centered on the Targeted Recruiting Approach which will focus on recruiting advertising efforts by tailoring the content of the message to attract a niche audience with specific KSAO in the business sector, specifically in finance and accounting with experience in a relevant field. The Targeted Approach is best to use when the organization requires specific skills in specific segments in the labor market. Instead of wasting recruitment resources on a larger scale and a variety of job seekers, the Targeted Recruiting Approach will be more effective in our plan to narrow down the pool of applicants, allowing the concentration to focus on the qualified applicants in the financial and accounting backgrounds.

As for the recruitment communication method, the proposed plan is to use the Targeted Message with designed advertising themes to focus on attracting applicants who possess specific and required KSAOs to fulfill the job requirements. As a financial risk specialist, daily tasks such as analyzing areas of potential risk and conducting statistical analyses require a specific technological skill set and expertise in a relevant field, hence the Targeted Message will study the given requirements of the job and nature of the tasks to articulate a well-planned advertised message.

In terms of strategy implementation, we will utilize individual recruiting sources such as targeting direct individual job seekers and niche employment websites instead of employee referrals and employee networks. The rationale behind this choice is the position of Financial Risk Specialists requires a specific and a unique KSAOs since the nature of the job demands a critical skill set and knowledge in financial systems and risk assessment techniques. Hence, such websites will showcase and demonstrate the applicants' KSAOs and their given expertise in the field, which will facilitate the search for the best-fit for the job.

Internal Recruitment Plan

The second job will be considered as an internal recruitment planning strategy is Industrial Production Manager. Such daily activities required by the candidate would be monitoring processes and materials, making decisions and solving problems, hire, train and evaluate employees, coordinate production and distribution of inventory and other products and more. These tasks are developed by experience and time, and rely more upon the practical side of experience, hence it would be more effective if we employ the internal recruitment planning strategy to promote and identify the most qualified fit for the position from within the organization.

In relation to our recruitment goals, our internal strategy approach will follow the Open Internal recruitment system that will ensure that the current employees are aware of the vacancy. The open internal recruitment system will allow all employees to consider the position, having access to reach all details by them, and to ensure that overlooked employees are given a fair chance to join the application process.

As for the recruitment sources, the outlined plan is to utilize nominations and talent management system for this position. The rationale behind these choices is that the position of Industrial Production Manager requires a well-established reputation of hands-on experience and high-quality job performance within the organization during a solid amount of time in the field. Therefore, employees could nominate themselves, their peers or even get nominated by their supervisors. Talent management systems could also be effective as well since such systems monitor and identify employees' skills and abilities in different perspective in their respective field. Hence, utilizing these systems helps identify and showcase the most qualified candidate for the position with regards to their abilities, knowledge and skills.

External Selection Strategy

As mentioned above, Financial Risk Specialist role followed the external recruitment strategy, hence the selection will be utilizing the external selection strategy. As an initial assessment, the outlined plan is to use resumes and initial interviews. The rationale behind this choice is that this position is highly critical and demands specific technological skills such as the use of analytical and scientific software and conducting statistical analyses to analyze economic models. Hence, a resume will showcase these requirements, courses and experiences in a relevant field, additionally to the initial interviews that will provide a solid amount of time for the candidate to demonstrate their abilities and experience in this field. Through interviews, a part of showcasing their abilities, the employer will be able to demonstrate their personality through talking and identify their approaches to challenges as it is a highly complex position.

In relation to the substantive assessment, the proposed plan is to use ability test, specifically cognitive test and personality test. The rationale behind this choice is that the position of a financial risk specialist requires the focus on quantitative reasoning, the candidates' ability to perform under pressure, analyzing numerical data, conducting mathematical complex models, and assessing risk potential in financial portfolios. According to Salgado (2017), cognitive tests are the most successful predictor of job knowledge of the job and performance in job training programs. Personality tests will be effective as well as this position requires problem-solving and adaptability skills, risk tolerance, and attention to details. Hence, the candidate will be thoroughly studied for this critical role.

Internal Selection Strategy

As mentioned above, the Industrial Production Manager role followed the internal recruitment strategy, hence the selection will be utilizing the internal selection strategy. In terms of the internal selection strategy, the recommended approach for initial assessments is to utilize managerial sponsorship, informal discussions and recommendation and talent management system. The rationale behind this choice is as mentioned previously, this job requires well-fit identified leadership and problem-solving skills, as well as their readiness to the managerial vacancy with their work reputation and job performance experience in a relevant field, hence managerial influence and recommendation in the decision making of selection process will be effective. Talent management systems will be beneficial as well since they keep on-going records of the employees' talents and capabilities, which will act as a main pillar in matching the requirements of a managerial role.

In terms of the internal selection strategy, the recommended approach for substantive assessments will be seniority and experience, job knowledge test and assessment centers. The rationale behind this decision is that as industrial production manager, a solid amount of experience will serve the need of an experienced and a well-established personality to hold about their leadership skills for this role. Additionally, job knowledge tests will be used to ensure that the candidate is well prepared and informed about the nature of the role, as it requires problem-solving skills and the ability to perform under pressure. According to Kaushik (2024), such assessments as job knowledge tests determine the employees' technical skills for the given role and their specific qualifications necessary to work effectively in the role.

Employment Decision Making for Financial Risk Specialist

In relation to the employment decision making for the financial risk specialist, the planned predictors to use for this role were personality test and ability cognitive test as mentioned above. To determine the assessment score, compensatory model specifically unit weighting will be utilized as a strategy to determine the qualified applicants among different predictors. The rationale behind this choice is that compensatory model determines different scores provided by different predictors, which might result in lowers scores in some predictors and higher ones in others. In our case, financial risk specialists are required to be competent and talented in several aspects, such as assessing risk to business operations, analyzing financial data, conducting statistical analyses, analyzing areas of potential risk and conducting statistical analyses. Therefore, a candidate might score high in one predictor and score lower one in another one. Hence, this model compensates the strengths of a candidate for the weaknesses of an overlooked skill that could be learned and acquired through time.

To determine the cut score for this role, a minimum competency method will be used to identify the passing score. The rationale behind this decision is that as a financial risk specialist, critical and complex demands are required to perform this job. Such skills and qualifications required will be the usage of planning software, financial analysis software and analytical software. Hence, a minimum competency method will set the minimum qualifications required to perform this critical role. However, predictors should have a low correlation to each other but a high correlation to the criterion, and such predictors should be studied thoroughly to avoid false negative and false positive consequences. According to Westhuizen and Borneman (2024), poorly cut scores can negatively affect the candidate and the organization.

Employment Decision Making for Industrial Production Manager

In terms of the employment decision making for the industrial production manager, the planned predictors to use for this role were seniority and experience, knowledge job test and assessment center as mentioned above. To determine the assessment score, multiple hurdles models will be utilized as a strategy to determine the qualified applicants among different predictors. The rationale behind this choice is that the role of an industrial production manager requires the candidate to acquire several skills such as being people-oriented, problem-solving skills, leadership skills, decision making, adaptability, flexibility and risk management. Hence, using the multiple hurdles models enables us to filter and narrow down the qualified applicants by earning a passing score for each predictor assessment. This provides an efficient and competent strategy to follow which will result in knowledgeable, well-studied decisions.

To determine the cut score for this role, a top-down method will be used to identify the passing score. A top-down method is a strategy that enables HR specialists to consider highly qualified candidates that fall after a specific threshold, which makes the process more efficient in identifying top performers. The rationale behind this choice is that for the role of industrial production manager, the predictors will be seniority and experience. Hence, a large pool of candidates could be considered if these predictors were applied. To narrow down the pool of candidates to the most qualified ones, a top-down strategy could be used to identify the candidates based on the order of their scores, where applicants will be chosen from the top till the desired number is obtained.

Orientation Strategy for Financial Risk Specialist

In terms of job orientation, activities are essential to ensure that the employees will navigate their role well in the company, introduce them to the company's policies and procedures such as the dress code, work ethics and emergency procedures, introduce them to their coworkers, build relationships and familiarize work areas with employees. According to Oragui (2024), orientation activities are crucial as they manage and regulate the expectations of the employee and improve the integration process. Such activities to be utilized in our proposed plan for the financial risk specialist will be formal discussion of the company's history, values and culture, introducing the new employee to their colleagues and supervisors and scheduling a lunch for the coworkers during the first week. The rationale behind these choices is that the position will be externally filled, and to avoid cultural shocks, the strategy needs to familiarize the new joiner with their coworker's presence and work areas. Additionally, a lunch gathering will make the orientation enjoyable and fun for a new employee in the company, where they will share common interest and enjoy their time while answering the new employees' questions. (Contributor, 2020)

Socialization Process for Financial Risk Specialist

As for the socialization process for the financial risk specialist, several main points must be well identified prior to the practical steps. The main point from the socialization process is the long-term efforts to fulfill the needs of the organization's strategic goals. Additionally, the new employee will understand how to function effectively within the organization during several socialization processes. As an HR specialist, we need to consider the prearrival knowledge the new joiner is holding about us. Since they are externally recruited, some activities might include informal discussions about their initial knowledge and impressions about the company, to ease and comfort their new presence within the organization. Afterwards, we can either

elaborate on the true points or clarify and adjust the misunderstood ones. Once the employee has reached the Encounter process where they realize the reality of the organization, we will assign an informal meeting to discuss and go over all their queries, realizations and different points.

Orientation Strategy for Industrial Production Manager

In terms of the job orientation for the Industrial production manager, as much as the activities that have been mentioned above for the financial risk specialist are essential, it won't be the same since the vacancy is filled internally. Hence, the employees will be already familiarized with the work area, have worked for a solid amount of time with their colleagues, and build relationships and acquaintances throughout their duration in the organization. However, to strengthen and improve their ability to perform effectively in their new position, some strategies should be addressed to accommodate the new positions' requirements. Assigning the first month as an orientation will be one of the strategies used, as the new vacancy will have a new handover of tasks and project. Hence, to facilitate a smooth transition and an effective performance of the job, the new candidate will also be assigned with a mentor to ease the journey of new responsibilities handed over to them.

Socialization Process for Industrial Production Manager

Socialization activities for the industrial production manager will differ from the previous position, and that is because this vacancy is planned to be filled internally. Hence, the socialization process will focus more on the nature of the tasks and the responsibilities instead of the work environment, colleagues or supervisors. The rationale behind this reason is that the employee is already familiarized with the people, work area and the environment. The new perspective they will be assigned to learn and grasp is the nature of the job, such as the policies of reporting, their superior managers and the functionality of their job roles within their respective departments. Such activities will be formal discussions with a current manager in the same department, scheduling a meeting with an HR specialist to address concerns and questions, and scheduling a meeting between an HR specialist and the mentor previously assigned to them.

Retention Management Strategy for Financial Risk Specialist

As for the retention management strategies, firstly we need to identify whether the turnover is voluntary or involuntary. Voluntary turnover is an employee-initiated step, and the involuntary turnover is an organization-initiated step. Hence, the retention strategies will be applied if it is an employee-initiated step, which is the voluntary, avoidable turnover. After identifying the type of turnover, HR specialists must classify the type of employee leaving the company, whether they are a high value employee or a low value employee. The reason such classification should be addressed is whether the organization is losing an employee or making a room for a better employee.

The retention managements strategies should be applied solely to the high value employee, and that is because a high value employee has a high performance, acquires strong KSAOs, has a high promotion potential and they are difficult to replace. Hence, well-studied and thorough strategies should be implemented. As for the financial risk specialist, such initiatives will be post-exit surveys, career development opportunities and the offer of a promotion. The rationale behind this reason will be that a specialist will consider acquiring a new position since there are several more superior levels above them. Hence, promotion and career development

opportunities initiative will be most effective for this position. Additionally, a specialist will consider several open superior vacancies, hence the career development strategies will be as an opportunity to enable him/her to acquire better experience, more knowledge and skills.

Retention Management Strategy for Industrial Production Manager

As for the retention management strategies for the industrial production manager, the initiative will not be the same as the previous position, and that's because the superiority level is different. A further explanation could be that a manager has already gained this high-level position, hence an offer of a promotion could be considered; however, it won't be as effective as it should. For a high value employee, the initiatives must be effective and thoroughly studied to accommodate the needs of the employee. Such initiatives as post-exit surveys will be beneficial to address their concerns and accommodate their needs in this job. Additionally, offering supportive agendas to work-life balance will be strongly effective, since a manager usually encounters several challenges and faces stress throughout their day, not allowing time for their personal life. Hence, a formal supportive agenda will be applied as a main retention initiative to enhance their work-life balance, re-structure their responsibilities and to alleviate a bit from their series of stress throughout their day.

Performance-based salary increase will be the third retention initiative. The rationale behind this choice is that the manager might be frustrated, that while taking on more responsibilities, their efforts and well performance aren't being rewarded with a pay raise. Hence, a recognition of their constant well-performance with a salary increase will strongly affect their leaving decisions as their job are being rewarded with a salary increase and recognized by their department. This initiative will comfort the employee as his/her job has been recognized, resulting in a satisfied present employee in their department. Table 1 shows an integrated comparative analysis of the staffing strategies for both positions.

Table 1: Staffing Strategies for Both Positions

Staffing Activity	Financial Risk Specialist	Industrial Production Manager
Recruitment	External	Internal
Selection	Cognitive tests	Assessment centers
Orientation	Culture-focused	Responsibility-focused
Retention	Career growth	Work-life balance

Discussion

The findings of this research indicate that the staffing process must be compatible with the job requirements and the KSAOs (knowledge, skills, abilities and other characteristics) of the candidates for an effective person-job fit and to enhance organizational performance. The analysis showed that external recruitment and specialized selection methods such as cognitive and personality tests that are focused on technical and analytical skills had a significant and positive effect on the Financial Risk Specialist position. On the other hand, the Industrial Production Manager position is better supported through internal recruitment, experience, and situational assessment centers strategies given the importance of organizational knowledge and leadership capabilities. These findings support Person–Job Fit Theory, which emphasizes the importance of matching employees' KSAOs with the job requirements. Moreover, the study focuses on integrated staffing practices, therefore emphasizes organizational level staffing rather than individual level staffing processes. Organizations can achieve higher performance by integrating recruitment, selection, orientation, socialization and retention practices which

can enhance the effectiveness of staffing decisions and thus add value to individual and organizational success.

CONCLUSION AND RECOMMENDATIONS

Conclusion

In conclusion, this report has discussed a comprehensive overview of the core staffing activities that initiates its initial point on the appropriate planning and job analysis, to ensure a thorough, well-studied recruitment plan, selection plan, employment decision plan, and finally retention plan. Throughout this report, we examined the role of each staffing activity for the role of a financial risk specialist and the role of an industrial production manager, and how the difference of the positions has shaped each plan according to the nature of the job. These differences are crucial to highlight the differences of strategies each organization should bring attention to, to ensure an effective staffing strategy that emphasizes the importance of acquiring, deploying and retaining a sufficient workforce to create a successful impact on the organization's objectives.

Recommendations

The findings of this study may assist HR professionals, recruiters, organization, and managers who strive to find effective staffing processes to ensure high performance, person-job fit, and align organizational and individual objectives. Findings can provide a comprehensive guide to specifically address each step academically to adopt evidence-based HR decisions. Moreover, recruiters and HR professionals are encouraged to further adopt the application in their staffing processes, particularly in the selection strategies tests mentioned in this study such as cognitive test, personality tests, assessment test, job-knowledge test, and ability test to ensure an effective and an accurate recruitment process that align individual knowledge, skills, abilities and other characteristics (KSAOs) with the job requirements.

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