

Upholding the Strategy on Hiring Employee under Meritocracy Procedure towards a Refined Performance

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Abstract

In today's competitive business environment, companies are constantly searching for novel recruitment and retention strategies. Recruitment and selection of employees are essential components of this process due to their direct impact on a company's overall performance and growth. Numerous companies have instituted a meritocracy system to ensure that the hiring process is equitable, efficient, and in line with company objectives.

A meritocracy is a system that emphasizes the significance of individual merit and performance in determining whether or not someone is hired or promoted. It promotes the notion that rewards should be distributed based on a person's abilities, skills, and achievements, as opposed to bias, partiality, or personal relationships. By enforcing a meritocracy method and fostering a culture of justice, openness, and equal opportunity, organizations strive to create a level playing field for all applicants.

In government agencies, unfair employment practices pose a serious problem. Consequently, the researchers propose to contribute to this issue by preserving the meritocracy recruiting method, which addresses a variety of issues such as employee comprehension of meritocracy and its consequences. The significance of enhanced performance and the enormous difference it can produce if not executed properly. A meritocracy method is one in which candidates are recruited, chosen, employed, and promoted solely based on their merit. This incorporates suitability for work and merit, with the aim of eradicating unethical employment practices and fostering effective job performance that contributes to the development of one's own community.

The study investigates the importance of maintaining the practice of selecting personnel on the basis of merit. It will examine the many facets of this strategy, including its benefits, drawbacks, and prospective effects on organizational performance.

Keywords: Meritocracy, Recruitment and Selection, Benefits, Abilities, Skills, Achievements, Government agency, Employment

Introduction

In the ever-changing business world, organizations are always looking for methods to optimize their recruiting procedures and ensure they attract the most qualified candidates. The implementation of a meritocracy process in the recruitment and selection of employees is a strategy that has garnered considerable attention. This thesis seeks to examine the significance of sustaining a meritocracy-based employment procedure and its prospective impact on organizational success.

Meritocracy is a system that uses individual merit, abilities, and accomplishments as the primary criteria for hiring and advancement within an organization. It promotes the notion that individuals should be rewarded based on their skills and performance, as opposed to personal connections, nepotism, or other forms of bias. By implementing a meritocracy procedure, organizations aim to create a fair and transparent employment procedure that guarantees equal opportunities for all candidates.

The first section of the thesis will evaluate the candidates solely based on merit that are influenced by factors such as age, gender, and years in service.

The second section will provide an in-depth analysis of meritocracy and its relevance in today's competitive business climate that will examine the awareness of the respondents on Recruitment, Selection, Hiring, and promotions. It will examine the theoretical underpinnings of meritocracy and its implications

for the recruitment and selection procedures. This section will also examine the potential benefits of adopting a meritocracy procedure, such as recruiting top talent, nurturing a culture of excellence, and boosting employee motivation and engagement.

The third section will focus on the obstacles and restrictions that organizations may face when implementing a meritocracy system. It will address issues including implicit bias, subjective evaluation criteria, and potential resistance from employees acclimated to conventional hiring practices. This section will also examine strategies and interventions that can be implemented to surmount these obstacles and guarantee an equitable and efficient meritocracy process.

The purpose of the paper is to explore the various facets of maintaining a meritocracy-based hiring strategy. It will investigate the benefits of implementing a meritocracy system, the challenges associated with its implementation, and the possible influence on organizational performance. Additionally, the research will examine best practices and strategies that can be employed to effectively implement and maintain a meritocracy procedure.

STATEMENT OF THE PROBLEM

1. What is the demographic profile of the respondents in terms of:
 - 1.1. Age;
 - 1.2. Gender;
 - 1.3. Years in Service.
2. How aware are the employee on meritocracy procedure based on the following:
 - 2.1. Recruitment
 - 2.2. Selection
 - 2.3. Hiring
 - 2.4. Promotion.
3. Is there a significant difference in the assessment of the two group of respondents when group according to profile?
4. What are the problems being encountered by the respondents.
5. Base on the findings and result, what strategies may be used by the agency to identify and select candidates based on merit?

Methodology

The research utilizes from empirical method known in descriptive research is strictly drawn from concretely empirical evidence and therefore “verifiable” evidence that involves trying to explain and understand a topic in a manner that is suitable for the given circumstance.

The use of quantitative research designs is emphasize much more while the course of the study. The design of quantitative research takes into account impact data, such as correlations, relative frequencies, and fluctuations among values, and attempts to establish a connection between the variables under consideration. The analysis explains the process that must be followed in order to acquire and analyze numerical data.

The data in this study are drawn from 50 selected permanent teaching government employees of the Eulogio Amang Rodriguez Institute of Science and Technology and the University of Caloocan City. The population is equally distributed among the areas of the study. Surveys were distributed using Google Forms and retrieved and tallied based on the timeline.

1. The demographic profile of the respondents in terms of:

5.1. Age

Table 1. Profile of Respondents According to Age

Age	Frequency	Percentage (%)
21 – 30	12	24
31 – 40	12	24
41 – 50	18	36
51 and above	8	16

Total	50	100
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As it showed in Table 1, there are a total of 50 respondents who participated in this study, where 24 or 48% are belongs to the age bracket from 21-40. However, there are a total of 26 or 52% of the respondents who are 41 and above.

According to Busayo and Longe (2021), researchers frequently include questions about age in surveys along with other demographic inquiries like gender and religion. Age-related survey questions are significant, but only when used appropriately. When not necessary, including them can sabotage your study process. In surveys, one of the most important demographic questions is age. These queries aid in the identification and appropriate categorization of various age groups within your target market during market research. In customer satisfaction surveys, age-related questions can be useful.

5.2. Gender

Table 2. Profile of Respondents According to Gender

Gender	Frequency	Percentage (%)
Male	15	30
Female	25	50
LGBTQIA+	10	20
Total	50	100

According to Table 2, most of the respondents are female, with the total of 25 or 50% of the respondents. Next, is male with 15 or 30% while 10 or 20% are LGBTQIA+.

Tannebaum, C. et. al. (2016) discovered that gender influences all aspects of decision-making, communication, stakeholder participation, and preferences for the adoption of treatments. Who adopts a method for implementation, when, and why is influenced by gender roles, gender identity, gender relationships, and institutionalized gender. There is mounting evidence that program theories may act differently within and across genders and other overlapping features depending on the circumstances.

5.3. Years in Service

Table 3. Distribution of respondents according to number of years in service

Number of years in service	Frequency	Percentage (%)
1 – 5	15	30
6 – 10	10	20
11 – 15	10	20
16 and above	15	30
Total	50	100

Table 3 presents the distribution of respondents according to the number of years in service. As shown in the table, there are 25 or 50% of respondents works from 1 to 10 years while the 25 or 50% also working from 11 years and above.

The findings of Mahajan, M. (n.d.) shows that an individual's conduct is affected positively or negatively starting on the day they start working and continuing for every successive year. In the early years, a positive factor like motivating level is higher than commitment level. While motivating level lowers as the

years go on, commitment level rises. Role efficacy, despair, anxiety, and wrath all rise when organizational role stress levels rise over time. Unexpectedly, the length of employment has no bearing on an employee's conduct when it comes to handling disagreement; both recently hired employees and seasoned veterans choose to compromise and work together.

2. The awareness of the employee on meritocracy procedure

2.1. Recruitment

Table 4. The awareness of the employee on meritocracy procedure based on recruitment

Indicators	Mean	Rank	Verbal Interpretation
1. The agency provides a clear understanding of the ideal candidate profile	3.50	3.5	Agree
2. Job vacancy is advertised in different channels	3.50	3.5	Agree
3. Applications are reviewed to assess the candidate	3.32	5	Agree
4. Creates a shortlist of candidates who meet the initial criteria	3.74	2	Agree
5. Requires the candidate to undergo tests to evaluate the abilities and competencies	3.96	1	Agree
Grand Mean	3.60		Agree

Table 4 presents the awareness of the employee on meritocracy procedure based on recruitment. It shows that indicator 5 “Requires the candidate to undergo tests to evaluate the abilities and competencies” obtained the highest weighted mean of 3.96. It means that respondents agree on this because it is part of the of the system. Although the goal is good because the company aims to ensure that employees who are place in the position is competent.

Second is indicator 4 “Creates a shortlist of candidates who meet the initial criteria” obtained the weighted mean of 3.74. The respondents agree on this because there are employees who are qualified but they are not included in the list.

Third, is indicator 1 “The agency provides a clear understanding of the ideal candidate profile” and indicator 2 “Job vacancy is advertised in different channels” both obtained the weighted mean of 3.50. It shows that company provides the criteria and qualifications of the applicants. They hired applicants based on the qualifications and each qualification is based on points system.

Lastly, is indicator 3 “Applications are reviewed to assess the candidate” obtained the weighted mean of 3.32. The respondents agree on this because it is to make sure that applicants are suitable to the job position.

The grand mean of 3.60 agree that respondents are aware on the meritocracy procedure based on recruitment. A firm functioning in a competitive market requires the best talent sources available to grow and prosper as an organization, according to Fagbadegun, J. (2019). A productive workforce will be produced by meritocratic hiring practices that select people purely on the basis of their competency, suitability, abilities, and experience. Although it may seem obvious, value judgments and nepotism continue to play a significant part in the hiring practices of the business world.

2.2. Selection

Table 5. The awareness of the employee on meritocracy procedure based on selection

Indicators	Mean	Rank	Verbal Interpretation
1. The agency announces the job opportunity to various channels	4.02	4	Strongly Agree
2. Receives application from interested applicant	4.22	2	Strongly

			Agree
3. Evaluates the qualifications and achievements of the candidate	4.14	3	Strongly Agree
4. The selection committee reviews the applications of the candidate	4.26	1	Strongly Agree
5. Provides feedback to candidates who are selected and are not selected	3.72	5	Agree
Grand Mean	4.07		Strongly Agree

Table 5 presents the awareness of the employee on meritocracy procedure based on selection. Based on the results, indicator 4 “The selection committee reviews the applications of the candidate” obtained the highest weighted mean of 4.26. The respondents strongly agree on this because it is the task of the committee to check and reviews the applications of the candidates to check if they are qualified in the job position.

Second, is indicator 2 “Receives application from interested applicant” obtained the weighted mean of 4.22. This means that the qualifications is clearly defined and posted in the advertisement wall to attract applicants on the job.

Third, is indicator 3 “Evaluates the qualifications and achievements of the candidate” obtained the weighted mean of 4.14. This means that respondents strongly agree because the selection committee carefully evaluates the qualifications and achievements of the applicants. They ensure that no fake documents submitted to them and to ensure the veracity of the documents.

Fourth, is indicator 1 “The agency announces the job opportunity to various channels” with a weighted mean of 4.02. This means that the company wants to hired people from different location and to announce the job vacancy and possible career opportunity in their company.

Lastly, indicator 5 “Provides feedback to candidates who are selected and are not selected” with a weighted mean of 3.72. The respondents agree on this because the company announces or posted the names of qualified applicants in the bulletin board or in their social media page.

The grand mean of 4.07 shows that the respondent strongly agree that most of the employees are aware on the meritocracy procedure based on selection of qualified applicants. This is because most of the respondents experienced this when they apply on their current job position now.

The study conducted by Mushtaque, T. et al. (2021) draws the conclusion that recruiting and selecting workers is thought to be of utmost importance and is utilized to lay the groundwork for a successful firm. As a result, their study argues that firms can benefit from a moderate approach to integrating global HRM standards with regional customs and cultures.

2.3. Hiring

Table 6. The awareness of the employee on meritocracy procedure based on hiring

Indicators	Mean	Rank	Verbal Interpretation
1. Creates a clear understanding of the ideal candidate profile	3.80	5	Agree
2. Job vacancy is advertised through the various channels	3.92	4	Agree
3. Applications are reviewed to assess the candidates	4.36	1.5	Strongly Agree
4. Creates a shortlist of candidates who meets the initial criteria	4.22	3	Strongly Agree
5. Facilitates assessments on technical skills, psychometric tests	4.36	1.5	Strongly Agree
Grand Mean	4.13		Strongly Agree

Table 6 presents the awareness of the employee on meritocracy procedure based on hiring. The table shows that indicator 3 “Applications are reviewed to assess the candidates” and indicator 5 “Facilitates assessments on technical skills, psychometric tests” both obtained the highest weighted mean of 4.36. The respondents strongly agree on these indicators because they know that the company assessed the different test and skills requirements of the applicants. They ensure that they will hire applicants who are knowledgeable on the nature of job offered to them.

Next, is indicator 4 “Creates a shortlist of candidates who meets the initial criteria” obtained the weighted mean of 4.22. Shortlist is intended to monitor the candidates and to easy assessed them.

Then, indicator 2 “Job vacancy is advertised through the various channels” obtained the weighted mean of 3.92. This activity is made to open to the public about the job vacancy of the company. Through this, everybody has the opportunity to apply.

Lastly, indicator 1 “Creates a clear understanding of the ideal candidate profile” obtained the weighted mean of 3.80. This means that the respondents agree on this because company ensure the profile of the candidates are in good.

The grand mean of 4.13 implies that the respondents strongly agree that the employees are aware on meritocracy procedure based on hiring. Meaning, the respondents are aware that the applications and requirement they submitted are subject to evaluation and rating purposes in to identify the who are qualified or not.

The research of Mushtaque, T. et al. (2021) outlines the significance of merit-based hiring and its effect on workers' output. As for the paper makes the case that the ideal candidate for the position would be the vital and significant for the success of enterprises. In light of key informant interviews and a review of the literature, the study finds a variety of socio-political factors that have played a crucial role in organizational contexts. The article concludes that hiring and personnel selection are thought to be paramount significance, and are employed to lay the groundwork for a prosperous company.

2.4. Promotion

Table 7. The awareness of the employee on meritocracy procedure based on promotion

Indicators	Mean	Rank	Verbal Interpretation
1. Employees are assessed base on job performance	4.36	2	Strongly Agree
2. Candidates shows exceptional skills, expertise, and a strong work ethic	3.84	5	Agree
3. Applicant employee meets the necessary experience, knowledge and competencies needed for the job	4.42	1	Strongly Agree
4. Assess the candidate based on their qualifications, performance records and potential to succeed in the higher-level position	4.32	3	Strongly Agree
5. Evaluate the suitability of employee candidate for the promotion	4.24	4	Strongly Agree
Grand Mean	4.24		Strongly Agree

Table 7 presents the awareness of the employee on meritocracy procedure based on promotion. It is shown, indicator 3 “Applicant employee meets the necessary experience, knowledge and competencies needed for the job” obtained the highest weighted mean of 4.42. This means that the respondents strongly agree that it is good to considered the knowledge and expertise of the employees in the promotion process.

Second, is indicator 1 “Employees are assessed base on job performance” with a weighted mean of 4.36. This means that all candidates for promotion are measured based on their performance for the certain period of time.

Third, is indicator 4 “Assess the candidate based on their qualifications, performance records and potential to succeed in the higher-level position” with a weighted mean of 4.32. This means that aside from job performance, other qualifications and records are also included in the process.

Fourth, is indicator 5 “Evaluate the suitability of employee candidate for the promotion” with a weighted mean of 4.24. This means that the respondents are aware that their qualifications are evaluated if they are suited to the nature of the job.

Lastly, is indicator 2 “Candidates show exceptional skills, expertise, and a strong work ethic” obtained the weighted mean of 3.84. The grand mean of 4.24 shows that the respondents strongly agree that all employees are aware of the meritocracy procedure based on promotion. That is why, some of them continue to study to the higher level. Keep themselves improving and their knowledge and skills are developed.

Two separate but connected elements make up the design of promotion incentives. Promotion policies should be primarily performance-based (high meritocracy), and the reward for a promotion should be sufficient (steep pay progression), in order to encourage lower-tier employees to put in extra effort. According to Deserranno, E, et al. (2021), salary development and meritocracy go hand in hand. Lower-tier employees' productivity rises when promotions are more meritocratic, but this effect is only felt when there is a sufficiently steep wage progression.

3. The significant difference analysis

Table 8. The significant difference between the responses of the respondents

Variables of the study	Df	Test Value	P-value	Critical Value	Decision	Remarks
1. Recruitment	48	12.207	2.506 E-16	2.011	Reject H ₀	Significant
2. Selection	48	12.031	1.576 E-14	2.011	Reject H ₀	Significant
3. Hiring	48	8.993	7.257 E-12	2.011	Reject H ₀	Significant
4. Promotion	48	3.961	0.00025	2.011	Reject H ₀	Significant

Table 8 presents the significant difference between the responses of the two groups of respondents (EARIST and UCC). The researcher used t-test at 5% level of significance to test the hypothesis. It shows that the test value of t-test for Recruitment, Selection, Hiring, and Promotion is greater than the critical value of t-test. And the p-value is less than 0.05 level of significance. Hence, there is enough evidence to reject the null hypothesis. Therefore, there is a significant difference between the responses of the two groups of respondents. This implies that the assessment of the two groups differs from each other. This is because each group has a different view or experience about the meritocracy implementation in the workplace.

4. The problems being encountered by the respondents

Table 9. The problems encountered by the respondents

Indicators	Mean Score	Rank
1. Bias and discriminatory	2.78	5
2. Limited opportunities for underrepresented groups	2.34	3
3. Lack of Standardized criteria	2.46	4
4. Over emphasis on credentials and experience	1.82	1
5. Lack of consideration for personal circumstances	2.08	2

Table 9 presented the problems encountered by the respondents in the meritocracy system. Based on the results, indicator 4 “Over emphasis on credentials and experience” obtained the highest mean of 1.82. It is considered as Rank 1 because a merit-based system will be based on documents and other proof of accomplishments. Rank 2 is indicator 5 “Lack of consideration for personal circumstances” with a mean score of 2.08. This means that it is also considered as a problem because it does not entertain the employees' situation. They always find proof as a basis for rewards and promotion. Third is indicator 2 “Limited

opportunities for under presented groups” with a mean score of 2.34. It is also considered problem in meritocracy system because sometimes that under presented groups are not seen or not be considered. Fourth, is indicator 3 “Lack of Standardized criteria” got a mean score of 2.46. It implies that sometimes meritocracy system has no indefinite criteria in selecting and promotion of employees. Sometimes, criteria will be change if the management has someone bet to be promoted. The last and the least is indicator 1 “Bias and discriminatory” with a mean score of 2.78. It is true that this indicator is not exempted in the meritocracy system. It sometimes be seen in the process of selecting and promotion.

5. The strategies may be used by the agency to identify and select candidates based on merit as to the findings of the study

P.R.O.U.D. Employee

The proposed strategies of the researcher in identifying and selecting the candidates on merit system is the P.R.O.U.D. Employee. In this system, the employee is rated and selected through the following criteria.

1. Educational Attainment (15%) – the level of education they had. The higher the educational attainment, the higher the score.

2. Performance Rating (60%) and it divided to the following indicators

Positive Attitude. Employees who had a positive attitude is a goal-oriented person. They will always think positive even in the worst situation. They always hopeful that something good will happen. They are risk takers employees.

Relations to co-workers. It refers to the relationship of the employee to others. This is how their character are measured. They must be cooperative, team player and friendly to their co-worker.

Overall Performance. It refers to the overall observation and performance of the employee. Punctuality, tardiness, productivity and others.

Unconditional Service. They serve both the management and their client honestly and wholeheartedly. They will make the number priority in the workplace.

Dedication to Work. The love and loyalty they shown to their work.

4. Training or Seminars Attended (25%) – It refers to relevant training or seminars attended by the employees and it should be valid within three years of evaluation.

Conclusions

1. The demographic profile of the respondents in terms of:

1.1. Age. There are a total of 50 respondents who participated in this study. From this, there are 24 or 48% are belongs to the age bracket from 21-40. However, there are a total of 26 or 52% of the respondents who are 41 and above.

1.2. Gender. Most of the respondents are female, with the total of 25 or 50% of the respondents. Next, is male with 15 or 30% while there are 10 or 20% are LGBTQIA+ who participated in the study.

1.3. Years in Service. The result shows that there are 25 or 50% of respondents who are working from 1 to 10 years in the company, and the other half are also working from 11 years and above.

2. The awareness of the employee on meritocracy procedure

2.1. Recruitment. Most of the respondents agree that every company 1) requires the candidate to undergo tests to evaluate the abilities and competencies; 2) creates a shortlist of candidates who meet the initial criteria; 3) the agency provides a clear understanding of the ideal candidate profile; 4) job vacancy is advertised in different channels; and 5) applications are reviewed to assess the candidate. The grand mean of 3.60 presents that the employees on meritocracy procedure based on recruitment process.

2.2. Selection. The grand mean of 4.07 strongly agree that the employees are aware on the meritocracy procedure based on selection. Hence, most of them, strongly agree that 1) the selection committee reviews the applications of the candidate; 2) they receive application from interested applicant; 3) they evaluates the qualifications and achievements of the candidate; 4) the agency announces the job opportunity to various channels; and 5) provides feedback to candidates who are selected and are not selected.

2.3. Hiring. Most of the respondents strongly agree that employees are aware on the meritocracy procedure based on hiring process. They strongly agree on the 1) applications are reviewed to assess the candidates; 2) facilitates assessments on technical skills, psychometric tests; and 3) creates a shortlist of candidates who

meets the initial criteria. On the other hand, respondents agree that job vacancy is advertised through the various channels and creates a clear understanding of the ideal candidate profile.

2.4. Promotion. The grand mean of 4.24 implies that the respondents are aware on the meritocracy procedure based on promotion. This means most of the respondents strongly agree on the following indicators, 1) applicant employee meets the necessary experience, knowledge and competencies needed for the job; 2) employees are assessed base on job performance; 3) assess the candidate based on their qualifications, performance records and potential to succeed in the higher-level position; 4) evaluate the suitability of employee candidate for the promotion; and 5) candidates shows exceptional skills, expertise, and a strong work ethic.

3. The significant difference analysis

There is significant difference between the responses of the two groups of respondents. This implies, that the assessment of the two groups differ from each other. This is because each group has different view or experience about the meritocracy implementation in the workplace.

4. The problems being encountered by the respondents

Most of the problem encountered by the respondents is over emphasis on credentials and experience and the least problem, while the least problem is the bias and discriminatory.

5. The strategies may be used by the agency to identify and select candidates based on merit as to the findings of the study

Recommendation

1. Applicants' profiles must be ascertained during the recruiting and selection procedure.
2. Human resource workers responsible for recruiting, selection, employment, and promotion should evaluate the applicants' information and notify ineligible candidates about the status of their application.
3. Ensures that appointed officials and staff must be career individuals who have passed a rigorous process of appointment based on merit and suitability, therefore guaranteeing them security of tenure.
4. Provide guiding principles for the merit system in employee recruitment, selection, employment, and advancement, and adhere to the Civil Service Commission's guiding principles as stated in RA 6713.
5. Appoint a proficient individual responsible for applicant selection.
6. Implement the proposed policy. P.R.O.U.D. Employee

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