A Bivariate Tertiary Sector Analysis of The Impact of Employee Recruitment on Employee Efficiency: A Case Study of Tesco Ltd.

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Abstract: This study examines how staff recruitment influences employee efficiency within the UK tertiary sector using Tesco LTD as a single-case study. Using a bivariate analysis framework, investigating how specific recruitment practices such as values-based hiring, structured onboarding, and technology-enhanced selection affect employee performance outcomes. Under a deductive approach and a qualitative mono-method the study employs secondary data derived from academic literature, organisational reports, and real-time industry statistics under the Resource-Based View (RBV) and Attractiveness-Selection-Attraction (ASA) theories. The study reveals a positive, strategic link between efficiency and recruitment depending on the alignment of recruitment practices with organisational values, inclusiveness, and onboarding effectiveness. Although applied inconsistently across Tesco's operations, AI-driven recruitment tools and varied hiring policies emerged as clearly main performance enhancers. The dissertation claims that recruitment should be positioned as a strategic driver of efficiency instead of a transactional HR tool. Tesco should run ethical artificial intelligence audits, standardise onboarding processes, and mix performance data with recruiting KPIs. The study provides insightful analysis to HRM professionals and expands the scholarly knowledge of the efficiency influence of recruitment in the retail sector.

Key terms: Tesco, RBV, ASA Model, Secondary Research, Strategic HRM, UK Retail, Values-Based Hiring, Onboarding.

I. INTRODUCTION

1.1 Background of the Research

Particularly in fiercely competitive markets like the retail sector in the UK, tertiary sector employee recruitment has evolved into a sophisticated and strategically important function. With more than 2.9 million workers, the UK retail sector is still among the most labour-intensive sector; yet, it suffers continuous difficulties with regard to labour shortages, retention, and productivity (ONS, 2023). Workforce availability and management have been further taxed by the COVID-19 epidemic, Brexit, and fast changing consumer expectations. Recruitment is now more closely linked with more general organisational goals including efficiency, cost control, and talent sustainability (CIPD, 2023) than it is limited to the operational level of merely filling vacancies.

With more than 300,000 workers spread over several operational divisions, Tesco Plc is the biggest private-sector company in the United Kingdom in this setting (Tesco, 2023). The company has embraced internal mobility programs, values-based hiring, artificial intelligence (AI) candidate screening, and regionalised hiring campaigns among other recruitment approaches. These tactics have developed not only from a need for faster hiring but also from a drive to raise workforce quality and efficiency in a highly cost-sensitive context.

Measures such speed-to---productivity, retention, and output relative to effort and cost (Rouse, 2023) define employee efficiency—that is, how fast and effectively employees reach full productivity following recruitment. Particularly in logistics, customer service, and supply chain roles, Tesco's operational needs call for employees to contribute effectively within short time-frames. Therefore, this study is based on the developing perspective that recruitment policies have to be assessed not only for their capacity to draw talent but also for their capacity to influence effective workforce results.

Growing scholarly and organisational interest in investigating the link between recruitment and employee efficiency drives this study especially as retail companies deal with fierce competition, higher automation, and growing employee expectations. Underlining the need of more data-driven recruitment and workforce planning systems, the cost of bad hiring decisions has been estimated to be thirty% of an employee's annual salary (SHRM, 2023). Tesco's

size, creative approach to hiring, and performance-oriented culture provide a pertinent and rich case study for looking at how hiring affects effectiveness in reality.

1.2 Brief Introduction

This bivariate case study approach study looks at Tesco Plc's relationship between employee efficiency and recruitment policies. Acknowledging the operational scale and workforce challenges in the retail sector of the United Kingdom, the study investigates how different recruitment strategies influence employee performance indicators including time-to--productivity, retention rates, and job involvement. Grounded in the strategic HRM field, the study uses a secondary data methodology.

Tesco's case is especially pertinent since the business has put several ideas meant to increase efficiency and recruitment first. These comprise values-based interviews, AI-enabled screening tools, and regional customising of onboarding procedures. Tesco's internal development and workforce analytics investment also show a move towards evidence-based HRM.

The study falls inside two main theoretical models: Schneider's Attractiveness-Selection-Attraction (ASA) model and Barney's Resource-Based View (RBV). While the ASA model shows how recruitment decisions affect cultural fit, retention, and long-term productivity, the RBV supports the view that employees are a critical internal resource and source of sustainable competitive advantage (Barney, 1991; Schneider, 1987).

Using this theoretical perspective, the research assesses how Tesco's hiring choices affect post-hire results and support more general organisational effectiveness.

1.3 Aim of the Research

Investigating the effects of employee recruitment strategies on employee efficiency at Tesco Plc is the main goal of this study The study aims to examine recruitment as a strategic HRM tool influencing employee performance results as well as operational continuity support.

By doing this, the study hopes to find trends between the kind and degree of recruitment strategies and the effectiveness with which fresh hires support Tesco's objectives. Based on the secondary data analysis, it also seeks to suggest changes to HRM policies.

1.4 Objectives of the Research

The following main objectives guide this study:
- To review Tesco's present hiring policies in light of the tertiary sector of the United --Kingdom.
-To specify and assess important metrics of employee performance pertinent to Tesco's business.
- To examine, with secondary data, the bivariate link between employee efficiency and recruitment policies.
-Based on the results, to create strategic recommendations for Tesco's HRM practices improvement.
- These goals direct the dissertation's organisation and help to guide the choice of data analysis approaches, literature, and methodology.

1.5 Research Questions

The research question has been honed to more precisely represent the scope and goal of the study based on received comments:
- How much do Tesco's hiring policies affect employee efficiency results?
- How might HRM techniques be maximised to support performance in the UK retail sector? This question supports more generalisability to like companies in the sector and lets a targeted research using Tesco as a case study.

1.6 Rationale for the Chosen Topic

Three reasons guided the selection of this theme. First, among the most resource-intensive HR operations in the retail industry is still employee recruitment. In addition to costing money, bad hiring choices affect processes, compromise service quality, and lower team morale (Ulrich et al., 2013). Therefore, knowing how hiring might improve employee efficiency is not only relevant but also rather practical.

Second, Tesco is leading the way in recruitment innovation, using cutting-edge technologies, encouraging internal development, and testing distributed hiring techniques. These developments offer a real-world setting for investigating how HRM policies change in use and how recruitment ties to

performance. Focussing on a single case with lots of data helps the study provide depth and accuracy absent from more general surveys or experimental research.

Third, the scholarly research reveals a knowledge vacuum about the direct link between hiring policies and staff performance. Few studies link recruitment or performance across empirical data or strategic theory, although many concentrate on either separately. By using real operational data to validate hypotheses and applying theoretical frameworks to a modern corporate environment, this study helps to close this discrepancy.

Furthermore, the study supports Tesco's continuous attempts to be a "employer of choice" by providing insights on how recruitment excellence might boost goals related to retention and productivity, so complementing HR and corporate leadership.

1.7 Significance of the Research:

From both intellectual and pragmatic angles, this research is important. Academically, it synthesises recruitment and efficiency under strategic frameworks, so extending the field of HRM research. Application of RBV and ASA theories offers a logical framework for comprehending how strategies for acquiring human capital affect corporate results. Furthermore, the study contributes to the increasing corpus of research demanding more contextualised, data-informed HRM study.

Practically, the study tackles a critical corporate issue: how to raise efficiency without sacrificing employee welfare or service quality? In the framework of Tesco and related companies, where thousands of employees are hired every year, even little changes in time-to--productivity or retention can have significant operational and financial effects.

The studies also show the need of assessing HR strategies using secondary data. Organisations who might lack time, money, or access to primary research techniques will find this especially helpful. Combining Tesco's internal reports with industry data from CIPD, ONS, and other reputable sources gives the study a useful model for companies trying to audit or improve their hiring policies.

At last, the results can guide HR managers, corporate leaders, and legislators seeking to create post-pandemic data-driven, more effective recruiting strategies. While the application of transferable theories allows insights to be generalised to other contexts within the tertiary sector of the UK, the emphasis on Tesco makes the results relevant to big-scale employers.

II. LITERATURE REVIEW

2.1 Introduction to Theoretical Approaches of Recruitment and Efficiency

Particularly in the tertiary sector, this analysis of the literature evaluates the empirical and theoretical foundations of employee efficiency and recruitment strategies. It offers a scholarly basis for looking at the primary research question: how do Tesco's recruiting policies affect employee efficiency? This chapter mostly addresses two main HRM models, the Attractiveness-Selection-Attraction (ASA) model and the Resource-Based View (RBV) both of which provide strategic and operational lenses to view human capital and its relationship to performance. Under the guidance of the supervisor, this section stays away from general criticism and instead concentrates on synthesising themes, contrasting author points of view, and connecting to the research goals.

2.2 Strategic Framework applying Resource-Based View (RBV)

From the Resource-Based View (RBV), the company is seen as a collection of internal resources and capabilities building foundation for continuous competitiveness. Originally proposed by Barney (1991), RBV argues that if an organisational resource is to greatly contribute to long-term success, it must be valuable, rare, inimitable, and non-substitutable. One such resource that is much acknowledged as human capital, especially employees who are competent, flexible, and consistent with organisational values is notional (Wright et al., 2001).

RBV counsels within the HRM domain that recruitment policies greatly influence the acquisition and development of valuable human capital. Armstrong and Taylor (2023) note that recruitment is the gateway through which valuable talent finds its

way into the company, so determining the future capacity for creativity, efficiency, and agility. Thus, rather than only a downstream HR statistic, employee efficiency is formed at the point of entry through hiring.

Scholars like Storey (2007) and Ulrich et al. (2013) broaden this viewpoint by linking hiring practices to organisational capabilities. Companies that invest in recruitment systems in line with strategic objectives such as competency-based interviews, talent analytics, and internal promotions develop workforces that are not only more efficient but also more resilient to market shocks, they argue. Tesco's internal mobility program, for example, which supports staff members from inside depending on performance data, fits the RBV ideal of resource preservation and development (Tesco, 2023.).

RBV has limits even if it presents a strong case for strategic hiring. Critics such as Kaufman (2020) argue RBV routinely overlooks the social dynamics and outside labour market influencing employment outcomes. Changes in regional employment rates, industry patterns, or candidate expectations can all compromise even the most internally coherent HR strategies. Thus, even if RBV is crucial, models including person–organization fit and workforce alignment such as ASA must be complemented by them.

2.3 The Attractiveness-Selection-Attraction (ASA) Model

Cultural Compatibility and Behavioural Alignment holds importance in workforce. Designed by Schneider (1987), the Attractiveness-Selection-Attraction (ASA) model presents a psychological and personal view of workforce composition. ASA argues that people are drawn to businesses whose values match their own chosen depending on perceived fit, and finally either stay or leave depending on the congruence between personal and organisational identity. Apart from defining cultural consistency, this continuous cycle affects performance, involvement, and—relevantly—efficiency.

The ASA model helps to understand how hiring practices influence outcomes following hire. For values-based hiring, for instance—used in roles including customer service and management—Tesco

targets cultural alignment during the interview process. Early attrition and onboarding speed—two measures of employee efficiency—have shown to be lower in this year 2024 and higher in others. Research by Guest (2017) supports this by arguing—especially in front-line retail roles—that person-organizational fit increases engagement, drive, and job performance.

The ASA model also stresses the need of reasonable employment projections and coordinated evaluations all through hiring. These rules ensure mutual understanding between company and employee, so reducing mismatch risks and related inefficiencies. Companies that give behavioural compatibility top priority during selection experience less onboarding challenges and lower time-to-productivity rates, as Silverman (2012) notes.

ASA has faced criticism, meanwhile, for possibly promoting homogeneity. Schneider himself acknowledged that too much focus on fit could lead to cultural stagnation, in which case diversity and innovation are sacrificed in favour of alignment. Tesco's context makes it difficult to balance ASA-driven recruitment with diversity objectives stated in its ESG pledges (Tesco Annual Report, 2023). ASA must thus be carefully operationalised to ensure efficiency without limiting the pool of talent.

2.4 Strategy Synopsis of RBV and ASA for Recruitment

Although RBV and ASA originate from different theoretical traditions—strategic resource management and organisational psychology respectively—their convergence offers a strong prism for study of recruitment. While the latter shows how, by alignment and retention, recruitment decisions produce efficiency results, the former clarifies why companies want to hire strategically—that is, to create competitive advantage.

Tesco runs at the junction of values-based culture and cost-driven performance, hence this synthesis is essential for it. Tesco's regional recruitment programmes, for example, not only address local labour shortages (an RBV problem) but also aim to employ people who reflect community values and service expectations (an ASA application). Strategic HRM books, where authors such as Harzing and Pinnington (2011) argue that good recruitment must

balance strategic alignment with cultural fit, increasingly reflect this duality.

Furthermore recently studied is how integrated recruitment strategies affect workforce performance. A CIPD (2023) analysis shows that UK businesses using a combined approach—prioritising both capability and fit—had 25% lower early turnover and 18% faster productivity rates than those using transactional hiring strategies. This supports the research hypothesis that recruitment influences efficiency not only at the individual level but also in total workforce measures.

The comparative analysis by Gallup (2023) supports even more the inclination of workers with cultural alignment to be more engaged, productive, and loyal. Based on their global workplace study, companies with strong cultural alignment during recruitment show 41% less absenteeism and 21% more profitability. For Tesco specifically, matching RBV and ASA ensures that hiring practices are both financially sensible and culturally sustainable.

2.5 Conceptual Linkages: Employee Efficiency and Recruitment

Employee efficiency for the purposes of this study refers to an employee's capacity to soon after being hired to regularly and greatly support organisational goals. Time-to---productivity, retention rate, engagement score, and output per hour are key indicators—all metrics Tesco has reported and benchmarked across the industry (Statista, 2024). HRM literature notes increasingly the conceptual link between efficiency and recruitment.

Lussier and Hendon (2021) argue that the foundation of employee efficiency is laid during recruitment, when expectations are set, job–person fit is assessed, and role clarity is established. From their point of view, recruitment is more about obtaining the right talent than about obtaining any talent at all. Longer onboarding, more mistakes, and ultimately attrition—all indicators of inefficiency—are results of a bad match.

Building on this, Storey (2007) notes that hiring decisions determine workers' cognitively and behaviourally preparedness for their jobs. Structured interviews, reasonable job projections, and competency-based tests form mechanisms that cut

the time between recruiting and peak performance. Tesco makes increasing use of these tools, especially in roles where fast performance is absolutely essential.

Moreover, Deloitte (2023) findings show that businesses who make pre-employment testing and recruitment analytics investments have a 22% rise in new-hire performance during the first ninety days. This helps to support the view that hiring influences not only hypothetical but also measurable commercial outcomes.

2.6 Tertiary Sector Strategic Recruitment

In the tertiary sector especially in retail, where companies mostly depend on workforce agility, customer involvement, and operational efficiency, strategic recruitment has become ever more crucial. Recruitment in this industry is progressively proactive, data-driven, in line with long-term corporate goals (Armstrong & Taylor, 2023), instead of reactive or transactional. Recruitment policies that draw the appropriate talent greatly affect service delivery, customer satisfaction, and ultimately profitability in very competitive industries like the UK retail sector.

To improve hiring quality and lower inefficiencies, companies including Tesco, Sainsbury's, and ASDA have made investments in recruiting analytics, internal mobility projects, and employer branding. For example, Tesco bases campaigns on regional workforce data and projects hiring needs—a strategy that reflects a movement towards "smart recruitment"—by means of which it is able to Deloitte (2023) reports that 78% of retail companies in the UK plan to raise financing in recruiting technologies that enhance hiring decisions and efficiency.

Furthermore connected with increases in production has been the deliberate use of recruitment. Lussier and Hendon (2021) find that companies with well-developed recruitment strategies—especially those using predictive analytics and structured interviews—report up to 30% higher early productivity among new hires. This link emphasises how more of a performance improvement hiring is than a single HR tool can offer.

Nearly half of UK companies have rebuilt their hiring systems over the past three years to meet growing needs for skills, flexibility, and cultural fit, according to the Chartered Institute of Personnel and Development (CIPD, 2023). Policy-wise. These changes affect employee involvement as well as cost-efficiency, which emphasises the need of a recruitment strategy in operational planning.

2.7 Hiring and Internal Transportation

Promotion from within—that is, internal recruitment—has become well-known as a means of raising involvement and efficiency while lowering recruiting expenses. This approach has several benefits: it reduces onboarding time, makes already familiar corporate culture and systems clear career paths visible, so raising employee morale; it also shortens onboarding times. Tesco has long made investments in internal talent development, providing structured paths through performance reviews, mentoring, and training to cover openings within before looking outside.

In terms of time-to--productivity, quality of work, and retention, 62% of big UK stores say internal candidates surpass outside ones in a CIPD poll (2023). These results complement the emphasis on cultural fit of the ASA model since internal candidates already engaged in the company are more likely to be quick learners and effective contributors. Encouragement from within also reflects the growth of valuable and demanding internal resources that competitors could copy, so fostering RBV thinking.

Internal recruitment is limited even with its benefits. Should outside recruitment plans fail, talent shortages at lower levels, less diversity of ideas, and organisational inertia could follow (Storey, 2007). Tesco's and most other strategic HRM plans combine internal promotion with outside talent acquisition to keep agility while preserving institutional knowledge.

2.8 Outside-Hiring and Employer-Branding

Particularly in companies that have to quickly grow, choose fresh talent, or encourage innovation, outside hiring is still quite important. Tesco keeps expanding employment through local company alliances, recruitment fairs, and internet channels. Drawing top outside candidates mostly relies on a strong company brand. Ulrich et al. (2013) claim that a pillar of recruitment strategy, employer branding shapes not only who applies but also how recently hired employees see their responsibility and behave once hired.

In the UK's tertiary sector especially, employer branding is now quite important. Because talent is more highly sought for, especially among millennials and modern companies are marketing not only pay but also work-life balance, diversity, environmental responsibility, and development opportunities. Tesco's employee value proposition including these concepts catches this change (Tesco Careers, 2024).

Gallup's 2023 research indicates that workers who join companies because of strong brand alignment show 20% better first year performance. Moreover, Indeed (2024) statistics indicates that companies with high employee ratings show up to 40% less early turnover. This data implies that the way Tesco uses employer branding during the hiring process affects efficiency results clearly.

Still, corporate brand has to be real. Mismatches between brand promises and actual workplace reality cause one to feel disillusionment, disengagement, and inefficiencies (Silverman, 2012). Tesco's strategy to link real cultural practices—including its training, team support, and advancement policies—with recruitment messaging so promotes efficiency and alignment.

2.9 Artificial Intelligence and Integration of Hiring Technologies

Hiring now reflects technological change. Digital tools today drive speed, accuracy, and reach in hiring activities from applicant tracking systems (ATS) to artificial intelligence-enabled resume screening and chatbots for candidate interaction. Specifically in highly volume frontline roles to help with candidate pre-screening and interview scheduling, Tesco has embraced artificial intelligence (Tesco Annual Report, 2023). These developments free HR managers to concentrate on value-added tasks including onboarding and interviewing, so reducing their administrative load.

Appropriately calibrated recruitment technologies, say Creswell and Creswell (2022), reduce bias and improve consistency in selecting treatments. In a

recent SHRM poll (2023), 64% of UK companies said that AI-driven tools enhanced their capacity to identify high-potential candidates, so improving workforce performance six months after hire.

Furthermore, predictive analytics is applied more and more to project which candidates—based on past performance data—would be successful. Tesco supports this predictive approach by investing in workforce analytics dashboards, which helps the business to forecast performance risks and customise onboarding programmes.

Still, questions arise. Should data sets be skewed, over-reliance on technology could depersonalise the candidate experience or unintentionally bring algorithmic bias (Bryson, 2017). Silverman (2012) notes that sometimes overlooked by algorithms, qualitative subtleties including team fit or interpersonal dynamics can affect long-term employee efficiency. Tesco's hybrid strategy, which combines online screening with in-person interviews, so targets efficiency against human judgement.

2.10 Hiring in Connection to Inclusion and Diversity

Modern hiring practices have to also cover diversity, equity, and inclusion (DEI). Apart from meeting ethical and legal criteria, an inclusive hiring process improves organisational learning, creativity, and more general market reach. Studies by CIPD (2023 shows that diverse teams outperform homogeneous ones in problem-solving, customer engagement, and innovation especially in service-oriented sectors like retail).

ingrained in its hiring process, Tesco's diversity approach consists in blind resume reviews, inclusive job descriptions, and targeted outreach to under-represented groups. These initiatives seek to guarantee equal access and improve the spectrum of ideas inside teams, so intimately related to adaptation and, hence, efficiency.

Studies demonstrating the link between inclusive hiring and staff performance abound. According to Deloitte's 2023 inclusive teams make decisions 29% more collaborative and 17% more efficient. Higher degrees of involvement experienced by various teams help to also lower absenteeism and boost customer satisfaction.

Still, inclusive hiring has to be matched with inclusive onboarding and advancement rules. Lack of this harmony could cause attrition or disengagement, so losing the advantages of diversity. Tesco tackles this by providing inclusive leadership training, diversity councils, and mentoring programs all of which help to support staff success and long-term effectiveness.

2.11 Onboarding and Integration Derived from Recruitment

While formally a post-hiring process, onboarding is increasingly regarded as an extension of recruitment since it greatly affects the speed and quality with which new employees turn out work. Armstrong and Taylor (2023) contend that by defining clear expectations, including new employees into team projects, and so lowering uncertainty during the transition period, onboarding increases employee efficiency. Early-stage output in big companies like Tesco, where roles are often customer-facing and fast-paced, can be much influenced by good onboarding.

CIPD (2023) research shows that companies with formalised onboarding systems retain 50% in the first year and increase new hire productivity by 54%. Tesco, for instance, has developed a thorough onboarding program including job shadowing, welcome packs, manager mentoring, and 90-day review check-ins. These projects improve the human capital of the company by means of focused support at the first phases of employment, so complementing the RBV structure.

Moreover, onboarding is a subject on which ASA theory still finds relevance. During the onboarding period, the alignment between new hires and organisational culture becomes more evident since mismatches invisible during the interview may manifest itself. Tesco reduces this risk by means of team-based induction courses and role-specific simulations, so enabling new employees to accumulate and clarify behavioural expectations.

Still, onboarding can present difficulties. As in peak seasonal hiring, when recruitment is distributed or accelerated, onboarding may be erratic and lead uncertainty, disengagement, and longer ramp-up times (Silverman, 2012). Thus, onboarding has to be deliberately planned as a necessary component of

hiring to maximise employee efficiency right from the beginning.

2.12 Evaluating Staff Members Hired Recently

Valid validation of recruitment strategies depends absolutely on accurate assessment of employee efficiency. Efficiency in this sense describes several performance criteria including time-to---performance, error rates, attendance, customer satisfaction ratings, and output per hour. Tesco depends more and more on data to direct HRM decisions, thus workforce optimisation mostly revolves on measurements.

According to Storey (2007), evaluating employee performance calls for a combined approach including numerical KPIs together with qualitative comments. Tesco uses key indicators including speed-to-competency assessments, departmental training completion rates, and real-time performance dashboards to help it to operationalise this. These tests direct continuous workforce development in addition to assessing the effectiveness of hiring policies.

Gallup (2023) defines high-performance employees as typically those who were successfully hired, trained, and integrated. Based on behavioural and competency-based recruitment, their studies reveal that workers who fit their roles reach 23% faster production targets. Moreover, highly efficient teams typically have lower absenteeism and higher rates of internal promotion, so supporting the case that hiring decisions affect the whole pool of talent accessible to a company.

Still, it is challenging to create uniform efficiency standards between positions. For jobs involving consumers, for instance, back-office operations and customer-facing duties could call for different efficiency measures. Tesco uses departmentally driven assessment tools and role-specific benchmarks to handle this. These several tools guarantee that, depending on the aim of the work, efficiency is rather and exactly measured.

2.13 Strategic Retention of Talent Product of Recruitment

Although retention is sometimes discussed apart from recruitment, studies show more and more that good recruitment results in better retention. In the retail industry, where turnover is often high and hiring expenses are significant, this relationship is particularly important. Deloitte (2023) claims that underlining the financial relevance of strategic hiring, the average cost of turnover in UK retail rises above £3,000 per frontline worker.

RBV theory underlines the need of preserving basic human capital as the basis of competitive advantage (Barney, 1991). Retention turns in this context both a strategic advantage and a performance result. Tesco Annual Report, 2023 shows a 30% higher retention rate for staff hired via values-based interviews and referred by current employees over two years. These numbers confirm that hiring for alignment and prospective yields longer tenures and better performance—not only technical fit.

ASA theory provides still more insight by characterising attrition as the outcome of inadequate selection alignment. Those who deviate from organisational norms are more likely to leave—either on purpose or by underperformance, claims Schneider (1987). Tesco reduces this by applying multi-stage assessments and trial runs for particular roles, so promoting mutual evaluation before long-term commitment. This exercise has been linked to better team stability and retention.

Still, literature cautions against letting efforts at retention limit creativity. Too much focus on cultural fit could result in workforce homogeneity, so suppressing fresh ideas and points of view. Strategic HRM must, as Kaufman (2020) points out, strike stability with adaptability. Tesco responds to this by encouraging lateral movement between departments, so preserving institutional knowledge and enabling staff development.

2.14 Issues Involving Large-Scale Retail Companies: Hiring

Big businesses like Tesco have particular hiring difficulties that affect both approach and execution. These include seasonal demand swings, talent competition, regional labour shortages, and the difficulty upholding consistent standards over hundreds of sites. Further complicating the recruiting environment for large companies are post-Brexit labour shortages in the UK and changing immigration policies (ONS, 2023).

Underlining how the scale and scope of retail companies cause logistical difficulties for effective recruitment, Harzing & Pinnington (2011) These include delays in onboarding, varying policy application and candidate experience. Supported by CIPD (2023), Tesco has sought to address this by a centralised recruitment platform combined with regional HR autonomy—a best practice for juggling consistency with local responsiveness.

Through improved communication and automated repetitive tasks, technology has helped to solve some problems. Still, hiring has a rather major "human element." Overdependence on automation, as Silverman (2012) contends, can hide red flags, overlook small indicators of team fit, and lower candidate participation. To reach speed and excellence, Tesco thus combines automation with face-to--face interviews, trial shifts, and probationary reviews.

Volume hiring presents another ongoing difficulty, particularly in holidays or sales seasons when urgency might compromise effectiveness. Armstrong and Taylor (2023) warn that sometimes rapid hiring results in poorer customer satisfaction, higher turnover, and worse fit. Tesco responds by creating a reserve candidate pool and assigning seasonal work to returning employees.

2.15 Global Comparisons and Recruitment Best Practices

Comparative study shows best practices in terms of size and market dynamics for recruitment from worldwide running stores fit for Tesco. Walmart (USA) for example has launched a "Hire Right First" campaign stressing competency-based assessments and values alignment, so lowering early attrition and accelerating onboarding (Deloitte, 2023). Furthermore embraced by Lidl and Aldi are regionally autonomous recruitment strategies, which let stores vary hiring depending on local labour availability and demographics.

Marks & Spencer uses digital gamification in early-stage tests in the UK to improve candidate experience and find qualities related with service excellence. These methods support the central research thesis— that hiring is a fundamental determinant of employee efficiency—while underlining the increasing complexity of hiring in the retail sector.

Five elements consistently result in better efficiency outcomes, according a SHRM (2023) study of recruitment policies across ten worldwide stores:

reasonable job forecasts

Standards anchored in values for guiding decisions Methodical absorption of newly acquired knowledge channels of internal mobility for predictive analytics application
Tesco already combines some of these components, implying that its hiring practices generally follow industry best standards. Still, there are gaps especially in terms of formalising predictive analytics, standardising onboarding metrics, and customising onboarding by role.

Including these best practices gives Tesco opportunity for growth, particularly as it works to increase operational efficiency and workforce stability against economic uncertainty. Still RBV and ASA models are a good prism through which one can evaluate which developments really offer value and which could be motivated by trends.

2.16 Literary Contradictions and Arguments

Although most of the research supports the link between recruitment policies and employee efficiency, there are continuous arguments and discrepancies about the direct and quantitative nature of this link. Some academics contend that post-hire team dynamics, leadership, and training have more bearing on employee efficiency than does recruitment by itself. Bryson (2017), for instance, argues that recruitment is only one element in a more complicated system that controls production results and hence overestimating its alone influence would oversimplify the complexity of performance management.

On the other hand, some research suggest that future efficiency is shaped fundamentally by recruitment. Storey (2007) underlines how systematic inefficiencies resulting from mismatched recruitment choices flow through the company and affect longer training times, early attrition, and lower engagement. Although these consequences can be lessened but not totally eliminated after hire, this emphasises the strategic relevance of hiring at the front end of the employee lifetime.

This difference points to a more general epistemological split between academics supporting a front-loaded recruitment investment and those approaching HRM holistically. In HR settings, Creswell and Creswell (2022) counsel researchers to avoid assuming linear causality and instead take multi-variable influences—including organisational structure, job design, and employee support systems—into account. This argument supports empirical case-based research, such the present study on Tesco, which investigates how hiring interacts with more general HRM policies to affect efficiency.

2.17 Empirical Gaps in Retail Research Based in UK

Although strategic recruitment is the subject of increasing international research, there is a clear void in UK-specific, retail-oriented, efficiency-related studies. Most current research on recruitment in the UK focus on public sector hiring (NHS, education), graduate employment, or compliance with equality rules. Few have looked at recruitment as a performance-enhancing tool in private-sector retail environments like Tesco.

Many large-scale studies, including CIPD's annual reports, also show generalised data but lack case studies specifically tailored to assess internal recruitment systems, performance indicators, and HRM results in depth. This limits the capacity of practitioners and academics to derive practical insights from these studies since contextual variables (e.g., store size, geographic area, and culture) are not sufficiently considered.

Another discrepancy concerns methodological design. Although many polls and cross-sectional studies shed light on employee satisfaction or engagement, few deductive studies using theoretical models (such RBV and ASA) apply actual organisational data. This limits the creation of integrated HRM models that match employment to observable results including training effectiveness, retention, and productivity.

This dissertation aims to close this gap by applying a theoretically grounded, data-informed approach to recruitment and employee efficiency using Tesco as a targeted case study inside the UK retail environment. It seeks to close the gap between theory and practice by means of thematic synthesis and secondary data analysis, so augmenting current academic debate in strategic HRM.

2.18 Tesco's Recruitment Strategy: RBV and ASA Applied

The research shows that when applied to Tesco's hiring policies, both RBV and ASA theories have great explanatory ability. Tesco's emphasis on internal development, values-based hiring, and regional talent pipelines helps explain how these policies help create a workforce that rivals rivals difficultly replicable. The Resource-Based View (RBV) Tesco shows strategic control over important human capital assets by being able to retain high retention in particular areas, train internally, develop store leaders from junior roles, and so on (Tesco Annual Report, 2023).

Concurrently, the Attractiveness-Selection-Attraction (ASA) model helps to explain why Tesco's job ads and recruitment material consistently highlight cultural fit. Tesco wants to lower attrition, improve onboarding, and raise engagement by choosing people who share its values—that is, customer orientation, teamwork, and dependability. Faster integration, less conflict, and more operational consistency over sites are supported by this alignment.

Tesco distinguishes itself by almost perfect integration of RBV and ASA. While most companies concentrate on either performance-based hiring or cultural based choice, Tesco combines both using its talent analytics systems. Pre-employment tests, for instance, help to forecast task performance (RBV focus), while structured interviews evaluate value alignment (ASA focus). This double-layered recruitment process supports cultural cohesiveness as well as organisational effectiveness.

The literature does also warn readers, though, that RBV and ASA are not panaceas. For instance, overreliance on internal recruitment might restrict the introduction of new ideas. Likewise, if not properly organised, cultural fit tests could bring unconscious bias. Tesco's approach must thus remain dynamic and evidence-based, always assessing recruitment success and how it affects employee performance measures.

2.19 Connecting Research Objectives to Literary Devices

The themes found throughout the literature review offer an obvious conceptual and analytical framework for the aims of the research:

Objective 1: Review Tesco's present internal and external recruitment policies using literature on diversity projects, recruitment technology, and internal/external hiring.

Supported by empirical studies linking recruitment to time-to--productivity, retention, and team engagement, objective 2 is to define and evaluate indicators of employee efficiency.

Objective 3: Grounded in RBV and ASA, evaluate the bivariate relationship between recruitment and efficiency using secondary data → Tesco and global benchmarks.

Objective 4: Based on best practice models and gaps noted in worldwide and UK literature, to suggest strategic changes to Tesco's HRM.

This alignment guarantees that the literature review actively shapes the methodology, analysis, and recommendations that follow rather than only serves background. It also supports the choice—which will be covered in the next chapter—to use a deductive, case-based, secondary-data approach.

2.20 Synopsis and Ideal Framework

Especially in large, decentralised, customer-facing companies like Tesco, this literature review has shown that recruitment is a major strategic function with a direct and measurable impact on employee efficiency. Two main theories, the Attractiveness-Selection-Attraction model and the Resource-Based View have been used to explain how recruitment supports cultural cohesiveness and organisational capability.

The assessment has also exposed strong agreement on the advantages of values-based and data-based hiring. There is some debate on how directly recruitment influences long-term performance.

Gaps in UK-specific, retail-oriented research applying secondary data and theoretical analysis

The need of combined strategies that strike a compromise between cultural alignment and performance prediction.

Using theoretical constructions (RBV, ASA) and measured through key indicators (time-to--productivity, retention, and performance metrics), a conceptual framework has been developed for the research, centring Tesco's recruitment practices in the middle of a bivariate relationship with employee efficiency outcomes. The research plan in the next chapter will be based on this framework, which also will direct data interpretation in later phases. The literature review builds a strong basis for assessing how hiring helps Tesco be more efficient by combining theory, empirical data, and retail case evidence. The approach applied to investigate this relationship by means of a methodical analysis of secondary data sources will be covered further.

III.   RESEARCH METHODOLOGY

3.1 Introduction to the Research Methodology

This chapter aims to introduce and defend the chosen methodological approach for this investigation. Using a deductive, secondary data-based approach anchored in theoretical frameworks such the Resource-Based View (RBV) and the Attraction-Selection-Attraction (ASA) model, the dissertation investigates the relationship between employee recruitment and employee efficiency at Tesco Ltd.). Although it addresses alternatives and constraints, this chapter describes the philosophical orientation, research strategy, design, and justification behind important methodological decisions. Consistent with Level 7 academic expectations, this conversation is rightfully justified with reference to important methodological sources including Saunders et al. (2009, 2017, 2023), Creswell and Creswell (2022), Silverman (2012), and Bryson (2017).

3.2 Research Philosophy and Underpinning Ontology Research philosophy, according to Saunders et al. (2023), is the development of knowledge and the character of that knowledge in a research. Pragmatism is the philosophical position taken for this study; it is especially appropriate for corporate and organisational environments where the main goal is pragmatic problem-solving. Pragmatism supports a flexible and context-driven use of approaches to answer research questions closely related to

managerial decision-making by means of their context-driven application (Saunders et al., 2017). It is relevant for the current research, which aims to assess actual recruitment results at Tesco using easily available and reliable secondary data since it emphasises "what works." (Refer to Appendix A.)

The ontological position adopted is realism, more especially, critical realism. Realism acknowledges that it can be comprehended only through social constructions even if it holds that there is a reality apart from human impressions (Creswell & Creswell, 2022). This study interprets Tesco's hiring and efficiency policies—which are reality—through industry benchmarking, academic research, and organisational reports. This reflects a critical realist perspective, according to which the way efficiency and performance are framed and assessed involves some degree of interpretation even if their objective measurement is somewhat possible.

Epistemologically, the study uses deductive logic, thus existing theories (RBV and ASA) are tested by means of the evaluation of actual secondary data outcomes (Bryson, 2017). This epistemological decision fits the aim of connecting accepted theoretical models with actual implementations inside one company environment.

3.3 Research Approach: Deductive Reasoning and Case Study Design

Starting with current theories and ideas, the study uses deductive methodology to subsequently test these using secondary data analysis. Deductive research is often connected, as Saunders et al. (2017) argue, with positivist or realist paradigms, in which hypotheses or theoretical propositions direct the data collecting and analysis.

In this sense, the main argument is that employee efficiency is clearly influenced by Tesco's hiring policies. By means of trends seen in Tesco's annual reports, HRM data, and industry publications, this is investigated and helps the researcher to test and hone theoretical assumptions. Here deduction is appropriate since the RBV and ASA models offer a disciplined framework to evaluate how recruitment affects quantifiable efficiency outcomes including time-to--productivity and retention (Wright et al., 2001).

By emphasising organised, replicable comparisons, a deductive design also improves the dependability of the research. Deductive supports generalisation and theory validation, thus it is appropriate for business environments looking for strategic insights, claims Creswell and Creswell (2022). On the other hand, an inductive method—which develops theory from unprocessed data—was judged unsuitable since the research is based on pre-existing models and seeks to either confirm or disprove theoretical relationships.

3.4 Design of Case Study Strategy

Using a single-case study approach, this dissertation focusses just on Tesco Ltd. Case study designs fit "how" and "why" questions regarding modern events in real-world environments (Yin, 2014; Saunders et al., 2017). This study makes the case study design a strong fit since it aims to address how recruitment policies affect efficiency inside a big retail company.

Tesco is the case chosen on purposeful, theoretically driven basis. Tesco, the biggest private-sector employer in the UK, has created creative HRM techniques and keeps vast public data including performance reviews and annual reports. These qualities make it perfect for thorough organisational study.

Moreover, the case study approach fits the RBV framework, which promotes research of special organisational capabilities (Barney, 1991). Context-specific interpretations—which are crucial when assessing recruitment and efficiency across Tesco's several departments, roles, and regional units—are also made possible. The case approach helps to provide a whole knowledge of the link between employee results and recruitment systems.

Considered but less appropriate were alternative approaches including survey research or experimental designs. Surveys call for primary data collecting and respondent access, both of which outside the purview of this secondary research project. Although they have great causality, experimental designs have little ecological validity in organisational environments. The case study design thus strikes a compromise between relevance, depth, and methodological rigidity.

3.5 Methodological Selectivity: Mono-Method and Secondary Data Design

This dissertation employs a mono-method qualitative approach depending entirely on secondary data sources in line with its philosophical stance and research aims. For several reasons, secondary data was chosen above primary data. First, the project's viability would be hampered by the time and access restrictions related to main interviews or polls. Second, publicly accessible second, thorough and credible secondary data on Tesco's HRM practices, efficiency outcomes, industry benchmarks comes from sources including Tesco's annual reports, CIPD publications, ONS databases, and peer-reviewed HRM studies.

Silverman (2012) argues, given the data is methodologically contextualised and carefully chosen, secondary data is valid in organisational case studies. This study has included only recent, verifiable, directly related to recruitment and performance outcome data. Later in this chapter there is a complete list of inclusion and exclusion rules.

The mono-method choice improves analytical depth and coherence. Unlike mixed methods, which try to balance quantitative and qualitative inputs, the chosen design lets concentrated thematic analysis guided by current frameworks. This helps to support the goal of connecting theory with practice instead of doing broad generalisations or statistical correlations.

Still, mono-methods have certain drawbacks, most notably the possibility of interpretive bias and lack of triangulating. Drawing from a wide spectrum of secondary sources, cross-verifying data, and using a disciplined thematic analysis framework helps to allay these issues.

3.6 Data Collection: Secondary Sources

Using the mono-method qualitative design chosen for this study, secondary data was only used to investigate Tesco's link between employee efficiency and recruitment policies. Data already gathered and published for uses other than the present research is known as secondary data (Saunders et al., 2023). In this instance, the study made use of HRM white papers, industry surveys, national labour statistics, Tesco annual reports, corporate social responsibility (CSR) documentation, and so forth from a range of credible sources.

This method has two justifications. Tesco is first a publicly traded company that shares a lot of information on HR projects, employee performance measures, and recruiting policies. Second, companies including the Chartered Institute of Personnel and Development (CIPD), Office for National Statistics (ONS), and Statista offer a broad spectrum of industry-level reports that Tesco's own internal performance can be matched against.

Silverman (2012) supports this type of documentary research in business studies by contending that, when closely examined inside a disciplined framework, qualitative insights can be derived from publicly available documents. These data sources give the research context, depth, and credibility by offering Tesco's operations a longitudinal and multidimensional view on employee recruitment and efficiency.

3.7 Data Source Inclusion and Exclusion Criteria

Specific inclusion and exclusion criteria were created to guarantee methodological integrity and relevance by means of which secondary sources were chosen. These criteria enabled the researcher to concentrate just on credible, recent, directly relevant data for the study objectives.
Published to guarantee recency in the last five to seven years, 2017–2024.
directly connected to staff retention, onboarding, recruiting, and efficiency measures.
Published by reputable organisations including Tesco, CIPD, ONS, Deloitte, McKinsey.
Methodologically transparent, fully textually available, written in English.
Reports, journal entries, white papers providing case-based examples or empirical analysis.

Exclusionary criteria:
Opinion pieces, blog entries, news items devoid of methodological support.
Unless specifically mentioned as seminal or benchmark studies, reports older than seven years.
Documents not directly related in a retail context to HRM or employee performance.
Duplicate data among several sources or redundant performance measures.

This criteria-based filtration improved the academic quality of the research and conforms with recommendations given by Bryson (2017), who stresses the need of source credibility in management research.

3.8 Sampling: Case Study Organisational Theme Scope

Tesco Ltd., which has been deliberately chosen because of its size, relevance, and data availability, is the only subject of research as the study employs a single-case sampling approach. In qualitative case studies when the company possesses specific traits that fit the research issue, this type of purposeful sampling is advised (Saunders et al., 2017).

The choices made by Tesco are justified on the following lines:

- Providing a rich HRM and recruitment environment, it is the biggest private sector employer in the UK.
- It works at a multi-regional level, enabling study of geographically different recruitment strategies.
- It provides thorough performance data, so revealing employee efficiency.
For other UK retail companies, it provides a benchmark and hence the results are applicable and relevant.
Though this sampling technique reduces generalisability to other companies, the study's goal is analytical generalisation rather than statistical generalisation (Yin, 2014). The knowledge acquired is meant to support theory and HRM practice by clarifying how hiring decisions connect to employee outcomes in a complicated organisational environment.

The sampling's thematic scope spans:
- Strategy of recruitment and approaches of delivery.
- Results on efficiency including time-to-productivity, retention, and output.
- Experience of employees in early employment and onboarding.
- Every theme follows the theoretical framework set in the chapter on the Literature Review and is directly related to the research goals.

3.9 Key Repositories and Data Source Log

A data source log was kept all through the research process in order to keep openness. Consulted were the following archives and databases:

- Human Resources and Operational Performance sections of Tesco PLC Annual Reports (2018–2023)
- Reports on UK labour market trends, recruitment statistics, and HRM best practices available at CIPD Knowledge Hub.
- Sector-wide statistics on employee turnover, productivity, and recruitment published by the - Office of National Statistics (ONS).
- Statista: Data on employee performance and involvement for UK retail.
- Strategic HRM studies by Deloitte and McKinsey provide benchmarking for results on onboarding and hiring.
Every piece of data was gathered between January and May 2025, guaranteeing that the material was current and represented organisational conditions following the pandemic and post-Brexit developments. Emphasising relevance, dependability, and completeness, data was gathered using Saunders et al. (2023) document review techniques.

3.10 Secondary Research Ethical Considerations

This dissertation follows ethical guidelines as stated in scholarly research policies even though it does not include human subjects. Since the used data is secondary and publicly available, formal ethical clearance from an institutional review board was not necessary. But the study honoured the following ethical standards:

Transparency and credit: Harvard style has correctly referenced and cited all of the data sources.
Confidentiality: There was no access to any sensitive or proprietary data misrepresented.
Non-manipulation: Real and credible results form the basis of interpretations; data has not been changed to suit pre-determined results.
Academic integrity: The researcher has made sure that all summaries, comments, and interpretations follow evidence and suitably cited sources.

Silverman (2012) underlines that, especially in the interpretation of organisational data, ethical issues must be taken into account even in secondary research. The study thus stays away from speculative analysis and concentrates just on publicly available, verifiable data.

3.11 Methodological Study: Thematic Analysis

Examining secondary qualitative data using thematic analysis—the central approach for this study—allows one to Thematic analysis enables the researcher to identify, interpret, and record trends or themes inside enormous volumes of data (Braun & Clarke, 2006). Claims Creswell and Creswell (2022), this method is especially appropriate for case study research when the aim is to make sense of complex organisational processes and stakeholder dynamics.

This research classified and explained secondary data on Tesco's employee effectiveness and recruitment policies using a thematic analysis. The research underwent four phases:

Familiarisation: We read all relevant papers several times in order to really understand the content. Depending on their relevance to recruitment policies, employee onboarding, efficiency measures, retention, and performance evaluation, key sections were coded.

Under more broad themes including "values-based recruitment, internal mobility, time-to-productivity, and employee retention strategies," codes were grouped.

Review and development: Themes were sharpened to ensure consistency with the theoretical models and research objectives (RBV, ASA).

Noting: The synthesis of the last themes produced the outcomes and arguments in Chapter 4. This analytical framework provided a methodical approach to identify trends among many data sources. By means of the analysis, anchored themes in theory and research objectives guaranteed academic validity and practical relevance. According to Saunders et al. (2023), theme analysis is rather appropriate for HRM research using documentary and organisational data since it supports depth over breadth and fits qualitative approaches.

3.12 Research Reliability and Validity

Ensuring validity and dependability is absolutely crucial in any academic study—including those involving secondary data. In qualitative research, validity relates to the accuracy of representations and interpretations; dependability relates to the consistency of the research process and findings (Bryson, 2017).

The efforts made to increase validity:
- Data came from just trustworthy and respectable businesses (such Tesco, CIPD, ONS, Deloitte).
- The selection criteria guaranteed relevance to efficiency and recruitment, so preserving content validity.
- Allow conceptual alignment and interpretive validity by means of theoretical models (RBV and ASA).
- Reliability obtained from the following:
- A methodical coding system was used throughout thematic analysis.
- On a data log, decisions, source use, and updates were recorded.
- The researcher assured consistency in coding systems and application of the inclusion/exclusion policies.
- Openness and procedural consistency help Silverman (2012) underline reliability in qualitative research. While subjective character of document interpretation presents challenges, consistent use of thematic coding, reference to theory, and unambiguous documentation enhanced both dependability and academic robustness.

3.13 Reflexivity and Researcher Viewpoint

The study does not involve direct human interactions, thus it is crucial to value the point of view of the researcher even if Positionality in qualitative research refers to the background, values, and points of view the researcher brings to the study that might influence interpretation (Creswell & Creswell, 2022).

As a student researcher approaching the subject with great enthusiasm for HRM practices, organisational strategy, and employee performance, the risk of confirmation bias—reading statistics to fit preconceptions about strategic hiring was analysed. To help to offset this, reflexivity was deliberately practiced, that is, keeping a critical posture, challenging presumptions, and considering other explanations for observed trends.
Often returning to the research objectives, theoretical frameworks, and literature, this helped me to ensure that interpretations stayed firmly based on facts rather than personal preferences. This reflexive process sharpened intellectual integrity and analytical rigidity.

3.14 Methodological Restraints

There are several limits in this study that should be acknowledged even with best efforts to ensure methodological rigidity. Since the study is based just on secondary data, first of all it lacks real-time organisational dynamics, employee experiences, and internal HR decision-making procedures. While secondary sources offer perceptive analysis, they might not adequately show the nuances of context-specific decision-making or unofficial policies affecting efficiency or recruitment.

Second, a single case study (Tesco) produces limited generalisability of results. Although analytical generalisation is possible, the findings might not be exactly relevant to smaller stores, different national environments, or sectors with different employment practices.

Third, the thematic research is interpretative by nature. Using systematic coding, researcher bias or theme misclassification remains possible. The capacity of the researcher to make wise and theoretically informed interpretations defines thematic analysis, as Bryson (2017) emphasises.

In the end, the complexity of HRM processes makes causality difficultly proved even if the study aimed to evaluate the effect of recruiting on employee efficiency. Not entirely covered in this scope, other elements influencing efficiency include training, team leadership, and economic situation.

These limitations are overcome in part by critical transparency, source triangulation, and careful application of accepted theoretical models.

3.15 Summary of Methodology

This chapter fully explains the method of research used in the project. Investigating the relationship between recruitment policies and employee efficiency at Tesco using secondary data, the study followed a deductive, mono-method qualitative case study design grounded on pragmatism and critical realism.

Key elements include:

- Selecting pragmatism as the philosophical stance appropriate for particular, context-specific research goals.
- Rooted in the RBV and ASA systems, the application of deductive logic.
- Adoption of a single-case approach with an eye towards Tesco Ltd. solely using secondary data, derived from reliable sources and subject to thematic analysis.
- Strict inclusion/exclusion rules, coding styles, and reflexive approaches help to ensure validity and dependability.
- Notwithstanding some limitations, the method has been designed to maximise analytical depth, practical relevance, and theoretical alignment.

IV.   FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents and investigates the findings of the secondary data acquired regarding Tesco's hiring practices and how they influence employee efficiency. Important themes discovered by thematic analysis help the research to be organised in accordance with its objectives. The outcomes are investigated in line with the methodological framework employing the Resource-Based View (RBV) and Attractiveness-Selection-Attraction (ASA) model, which support the understanding of how recruitment strategies affect employee outcomes. This chapter aggregates both empirical and theoretical analysis from the literature together with observed trends and performance indicators.

4.2 Overview of Tesco's Recruitment Framework

Especially in view of changes in the labour market brought about by Brexit and the COVID-19 epidemic, Tesco's hiring strategy has evolved dramatically over recent years. The publicly accessible company records including HR statements and its 2023 Annual Report point to a clear shift towards values-driven, data-informed hiring practices (Tesco, 2023). These approaches stress candidate fit with long-term retention capacity, job-specific skills, and organisational culture.

Tesco's career portal underlines a methodical, multi-layered hiring approach with role-specific onboarding simulations, situational judgement tests, and AI-supported applicant tracking underlined. These systems are supposed to not only identify the most qualified candidates but also ease their

integration into team environments, so supporting the RBV concept of acquiring and using valuable internal resources (Barney, 1991).

Tesco's regional recruitment strategy also helps to address talent shortages at specific locations. The business has teamed with local employment councils and training providers to run recruitment events targeted at younger groups and under-represented groups. This distributed strategy helps the business to match recruitment campaigns to the level of the market, so enhancing operational flexibility and staff efficiency.

4.3 Strategies for Efficiency-Oriented Recruitment: Secondary Data Views

Most of the time, measures of staff engagement, early attrition rates, and time-to--productivity help to evaluate employee performance efficiency. Tesco's 2023 HRM report shows that employees hired through internal mobility programs reached full productivity 19% faster than outside hires (Tesco, 2023). This outcome aligns with research supporting internal promotion as a means of raising operational efficiency (CIPD, 2023). Usually with organisational knowledge, cultural fit, and less onboarding time, internally hired employees help to provide more speed and consistency in task completion.

This is especially more supported by statistics from Statista (2023), which ranks Tesco's average employee retention rate at 72% much above the UK retail sector average of 61%. Tesco credits part of this on its values-based hiring initiatives and career development programs. This supports Schneider's ASA theory, which holds that employees selected depending on cultural fit and mutual values are more likely to stay and perform at better levels (Schneider, 1987).

Tesco also publishes staff turnover and engagement performance reports. The company links the 4% year-on-year rise in the 2023 engagement index—which shows—improved onboarding, clearer job descriptions, and better alignment of candidate expectations. These findings support Armstrong and Taylor's (2023) view that reasonable job projections and expectation setting during recruitment lead to enhanced early employment engagement and performance.

4.4 Thematic Finding One: Time-to-Productivity and Internal Mobility

Among the most significant findings is the contribution internal mobility makes to accelerate staff performance. Tesco's internal talent pool lets employees apply for new roles across divisions and sites without launching the hiring process once more. According to the 2023 internal mobility report, transfers or internal promotions accounted for 28% of Tesco's annual recruitment. Employees moving inside were, on average, busy in their new roles within four weeks, compared to seven weeks for outside hires.

This underlines how internal capabilities are being developed and reallocated as a competitive advantage, so supporting the Resource-Based View (RBV). By knowing Tesco's performance criteria, systems, and processes already, internal candidates help to reduce the learning curve and boost early-stage output. They also call for less training and supervision, allowing managers to better focus on other strategic initiatives.

Internal recruitment, according to Silverman (2012), also supports organisational memory and team cohesion qualities that tangentially affect efficiency. Tesco managers claimed that internal candidates had less behavioural integration issues and better early performance reviews. The approach is not without hazards, though; depending too much on internal recruitment could limit new ideas and creativity if not offset by outside hires (Kaufman, 2020).

Tesco's performance data, however, shows that internal mobility mixed with competency-based assessments and well defined performance criteria acts as a strong tool for raising general efficiency while keeping top talent.

4.5 Thematic Finding Two: Employer Branding and External Recruitment

Tesco's workforce approach still heavily relies on outside hiring, particularly for roles requiring specific knowledge or geographic expansion. Results show, however, that employer branding significantly affects outside hire efficiency. Job ads stressing Tesco's inclusive culture, flexible schedule, and development prospects generated 22% more highly qualified

candidates, according a 2023 Tesco recruitment marketing research report.

Those who joined Tesco for brand alignment—that is, shared values or lifestyle compatibility—showcased more early employee survey participation and rapidly acquired role clarity, which translated into faster productivity. This reflects ASA theory in action: attraction to the company depending on perceived fit produced improved onboarding and performance (Schneider, 1987).

Tesco's investment in employer branding through social media, employee testimonials, and relationships with diversity companies has produced a candidate pool more self-selective and in line with the company's culture. Ensuring candidates arrive with accurate expectations and motivation helps Silverman (2012) and Ulrich et al. (2013) suggest that efforts at such branding minimise mismatches and early-stage inefficiencies.

Still, secondary data also shows some regional differences in the corporate brand's potency. Longer recruitment cycles and more onboarding costs follow from Tesco's employment reputation lagging behind that in metropolitan areas in more rural or economically depressed areas. Dealing with this could demand more concentrated corporate branding campaigns or alliances with surrounding colleges to increase employee efficiency and recruitment results in those areas.

4.6 Interim Synthesis and Link to Research Objectives

Thus, the findings thus far quite closely correspond with the first two research goals:

Examining Tesco's hiring practices first will help one to understand how the company combines internal mobility, values-based hiring, and regional alliances. Regarding scope and fit for specific operational needs, these methods are rather general.

Finding evidence of employee effectiveness is the second goal; recruitment policies have clearly been tightly linked with significant indicators including the time to productivity, retention, engagement, and success of onboarding. Particularly internal mobility turned out to be a quite successful strategy in line with RBV theory.

Particularly with regard to cultural alignment and employer branding, strong evidence also shows that ASA theory drives Tesco's attraction and choice policies. Linking more to employee performance results, the next section will continue the study by evaluating diversity-oriented hiring, data-informed recruiting tools, and onboarding policies.

4.7 Thematic Finding Three: Speed-To-Productivity and Onboarding

Among the most important turning points on the path to recruiting effectiveness is onboarding. According to secondary data from Tesco's 2023 onboarding assessment, departments using structured onboarding strategies—including departmental walkthroughs, buddy systems, and role simulations—reported 20% faster employee ramp-up times than those with informal or manager-discretion-led onboarding.

This result supports the point of view advanced by Armstrong and Taylor (2023), who contend that good onboarding is an extension of recruitment, guarantees that hired candidates integrate rapidly, guarantees that they follow organisational behaviours, and accelerates productivity. Tesco has embraced onboarding systems that lead new hires through specific KPIs expected over the first 30 to 60 days especially in their Customer Service and Supply Chain departments, which deal with high staff turnover and process variance. Internal evaluations reveal that these hires average two weeks faster than departments without organised induction programs in terms of performance criteria.

Moreover this outcome conforms to the Resource-based View (RBV). By accelerating the use of human capital as a resource, structured onboarding reduces lag time and increases return on investment (Barney, 1991). From an ASA standpoint, onboarding also promotes cultural alignment: early values and norms help new employees to develop social cohesion with colleagues, so lowering performance frights (Schneider, 1987).

Still, Tesco's several divisions show varied degrees of consistency in onboarding. Sometimes underperforming or less resourced stores use onboarding systems inconsistently, which raises ramp-up times and lowers early performance ratings (Tesco Internal Training Report, 2023). These differences highlight Tesco's need to standardise

onboarding processes over its network, especially in areas where high turnover or labour shortages compromise the demand for speed and efficiency.

4.8 Thematic Finding Four: Artificial Intelligence and Recruitment Technology Application

Tesco's embrace of digital platforms and artificial intelligence in hiring obviously shows the connection between employee efficiency and recruitment. Artificial intelligence-driven CV parsing, behaviour-based screening, and automated interview scheduling combined with Tesco's applicant tracking system specifically for high- volume roles including warehouse associates and customer service advisers combine as of 2023 (Tesco HR Technology Update, 2023).

Early performance indicators including attendance, shift readiness, early KPIs and cut time-to- hire by 28% have apparently improved under these technical tools. Research from Creswell and Creswell (2022) demonstrating that, when appropriately set, predictive analytics and automation reduce human bias and enhance job fit line this outcome.

Part of Tesco's onboarding process also include AI tools. Once approved, new employees get early access to microlearning courses, tailored onboarding dashboards, digital job shadowing videos. These tools enable staff members get ready before their first day and cut the orientation to active participation length of time. Based on Silverman (2012), such pre-boarding techniques increase psychological readiness, which relates with early week performance.

Tesco's use of recruitment technology improves the strategic use of internal HR resources from an RBV point of view, so freeing managers to concentrate on coaching rather than screening. It also lessens the inefficiencies in hand-made procedures including document validation delays or conflicts in interview scheduling. From the ASA model point of view, artificial intelligence-assisted screening increases selection accuracy by means of behavioural algorithms spotting value-aligned applicants. Still, this calls moral questions about algorithmic bias and openness.

Critics such as Bryson (2017) warn that depending too much on artificial intelligence could unintentionally exclude highly qualified applicants who deviate from conventional behavioural patterns but could bring innovation or necessary diversity. Tesco lessens this by aligning AI screening with team-based final assessments and live manager interviews. Still, this result draws attention to a strategic conflict: artificial intelligence has to be constantly watched to guarantee fairness and diversity even if it can boost production.

4.9 Thematic Finding Five: Diversity, Inclusion, Effectiveness

Tesco's diversity and inclusion (D&I) hiring policies and how they affect team performance and employee efficiency reveal still another area of improvement. Lower absenteeism, measuring across ethnicity, gender, and disability inclusion, Tesco's 2023 Diversity Report shows departments with more varied hiring outcomes—that is, those with lower absenteeism, higher internal satisfaction ratings, and more collaboration ratings.

Although the literature on D&I mostly stresses ethical and social reasons for representation, advantages connected with efficiency are now more and more appreciated. Diversity teams are 33% more likely than homogeneous teams, according to Deloitte (2023), to excel in tasks involving problem-solving. Tesco's activities in customer-facing departments demonstrate this: cultural diversity improves communication with a large customer base and lowers conflict from misinterpretation or prejudice. (Refer to Appendix D.)

From an ASA standpoint, the diversity issue offers a conundrum. While high-performance diverse teams challenge the idea that "fit" always means similarity, ASA contends that better retention and performance follow from similarity between employees and organisational culture (Schneider, 1987). Tesco achieves a balance here by emphasising more values alignment—that is, teamwork, customer loyalty—than demographic similarity. This strategy supports diversification aims and preserves efficiency gains.

RBV theory is also supporting D&I as a source of competitive advantage. Teams ranging in experience, ideas, and points of view are more solid, flexible, and sensitive to changing market conditions (Barney, 1991). Tesco shows strategic foresight in this area by means of its focused outreach campaigns including

hiring through community partners and starting neurodiverse recruitment projects.

Still, secondary data shows that different teams devoid of appropriate support systems perform differently. New hires delay onboarding since they show more initial uncertainty in stores where different hiring exceeds cultural inclusion training. Tesco fills in this void with multilingual onboarding kits to ensure better integration and inclusive team leader training.

4.10 Thematic Finding Six: Regional Recruitment and External Market Conditions

Moreover shown by the secondary data were regional differences in recruitment outcomes. Longer time-to-fill rates and lower hiring quality followed from labour shortages in Northern and rural areas found by Tesco's 2023 regional workforce study. On the other hand, urban areas like London and Manchester saw too many applicants, which accelerated hiring and increased candidate selectivity.

This backs up Armstrong and Taylor's (2023) assessment that the efficacy of internal HR policies is much influenced by the dynamics of the external labour market. Tesco's involvement with regional employment centres, apprenticeships, and community projects shows how strategically it responds to the state of the market. Still, the lack of consistent recruitment performance in many sectors influences general efficiency since underperforming sectors strain centralised resource allocation.

ASA theory helps to clarify some local mismatches. When attractiveness and selection processes fail in areas where Tesco's cultural message does not fit local values or demographic, either higher attrition or slower ramp-up results. Analogously, RBV theory emphasises that in absence of harmonisation, regional workforce variability could limit the scalability of internal capabilities in organisational systems.

Tesco has started using regionally specific hiring techniques to help with this. These include subsidised transport benefits as well as seasonal job fairs in areas with high unemployment and role customising, that is, language-specific customer service roles. Early pilot program data show small increases in fill rate (by 12%) and onboarding satisfaction (by 8%), so

underlining the need of contextual recruitment planning.

4.11 Interim Synthesis: Turn Towards Third Research Objective

The results presented here directly complement Objective 3. One can assess the bivariate correlation between employee efficiency and recruitment by means of secondary data. The study unequivocally shows that hiring policies, especially those related to technological integration, diversity outreach, regional customisation, and onboarding quality have actual influence on efficiency results.

By means of thematic analysis, underlying trends including:
- Faster team performance for those going through structured onboarding.
- Technology for predictive recruitment makes sense.
- Enhancement of performance in various, sufficiently funded teams.
- Variability in areas presenting difficulties for performance criteria.
These results taken together support the theory that, by means of recruitment policies, strategic design shapes employee efficiency in addition to an HRM output.

4.12 Thematic Finding Seven: Value-Based Hiring and Extended Effectiveness

Tesco's value-based hiring approach now takes front stage in both internal HR documentation and outside assessments. This strategy stresses selecting candidates who not only possess the required technical capacity but also quite match Tesco's core values—customer service, integrity, respect, and teamwork. Departments using values-based hiring systems had 15% higher team-based productivity in the first half of employment and 28% lower early attrition according Tesco's 2023 Talent Acquisition Review. (Refer to Appendix C.)

This outcome especially fits the Attractiveness-Selection-Attraction (ASA) model, which holds that people drawn to and chosen by companies that share their values are more likely to stay, adapt, and grow in those surroundings (Schneider, 1987). All crucial for early-stage effectiveness, the alignment fosters improved team cohesion, less interpersonal conflict, and faster assimilation into organisational processes.

Furthermore helping the strategic justification for values-based hiring is the Resource- Based View (RBV). As Barney (1991) suggests, human resources aligned, motivated, and difficult to copy provide businesses a sustainable competitive advantage. Tesco considers cultural fit into recruitment screening as a means of maintaining exceptional talent that will be valuable over the long run.

Still, this strategy involves some risks. An too strong emphasis on cultural alignment runs the danger of homogeneity, so perhaps stifling innovation or different points of view (Kaufman, 2020). Tesco helps to counter this by juggling values-based screening with a commitment to inclusive hiring and team diversity. Still, the findings show that, done properly, values-based hiring not only increases cultural fit but also accelerates integration, so enhancing long-term performance.

4.13 Thematic Finding Eight: HR Analytics and Recruitment Data

Tesco's use of HR analytics in its hiring procedures has changed its ability to directly link decisions about hiring to performance outcomes. Dashboards tracking candidate source, onboarding time, early performance scores, and departmental retention are used, notes the 2023 Tesco HR Technology Report. These analytics help HR departments determine which hiring sources job boards, referrals, internal transfers best yield efficiency results.

Secondary data indicates that hires found through employee referrals had 32% shorter time-to-productivity and 19% higher one-year retention than candidates from public job boards. Ulrich et al.'s 2013 case that referral-based recruitment improves job fit and motivation is validated given the pre-existing social alignment between the new hire and the team.

Tesco uses predictive analytics to also assess candidate fit. Algorithms taught on past performance data find candidates most likely to succeed in specific roles based on competency patterns and behavioural scores. Though these tools align with the RBV's focus on performance-enhancing resources, they should be used carefully to avoid algorithmic bias, a developing concern in automated HR systems (Bryson, 2017).

Teams with data-driven hiring decisions reported better operational results and needed less training hours per employee (Tesco Performance Review, 2023). Apart from improving selection accuracy, these steps confirm that data-enhanced recruitment reduces overheads in training and supervision, so supporting organisational efficiency.

As Armstrong and Taylor (2023) highlight, however, good HR analytics demand ongoing development and alignment with strategic objectives. Tesco's central HR analytics team's quarterly reviews help to ensure that recruitment KPIs remain linked to corporate outcomes including cost control, employee engagement, and service quality including cost control.

4.14 Theme Finding Nine: Recruitment Involvement of Leadership

One sometimes overlooked but crucial factor in employee performance is the degree of leadership involvement in the hiring process. In departments where line managers actively engage in candidate onboarding and interview panels, Tesco's HR records from 2023 reveal that new employees show better early performance ratings and stronger team alignment.

This is in line with the RBV, which regards internal organisational assets—manager-employee alignment and leadership capacity—as such (Barney, 1991). Recruitment-active managers can better specify roles expectations, assess candidate fit, and customise onboarding to fit specific learning styles. From such customised integration, faster adaptation and improved communication follow, claims Silverman (2012).

The ASA model also emphasises the part that hiring managers and other agents of choice help to preserve organisational culture and affect retention outcomes (Schneider, 1987). Engagement of leaders in recruitment helps to reinforce cultural norms from the beginning, so guiding new employees in forming correct expectations and behaviour standards.

In Tesco's case, the Operations and Commercial divisions where manager involvement is highest recorded the lowest probation failure rates across the company (Tesco HR Internal Report 2024). This suggests that involving leadership not only improves

decision quality but also supports ongoing efficiency by reducing misalignment between job expectations and employee capabilities.

Not all departments, meantime, show constant managerial involvement. Sometimes central HR is just in charge of hiring, which causes mismatches between candidate profiles and team needs. Tesco is closing this discrepancy by teaching department and store managers data interpretation and behavioural interviewing, so supporting a more distributed and responsible hiring policy.

4.15 Theme Finding Ten: External Benchmarking and Strategic Alignment

Tesco aggressively does external benchmarking to match its hiring practices and performance to those of top companies both domestically and internationally. Benchmarking data published in CIPD's 2023 Labour Market Outlook shows Tesco beats peer stores in time-to--performance, internal promotion rates, and early employee engagement.

These kinds of comparisons highlight areas needing improvement and help Tesco's hiring strategy. Tesco's internal mobility rate (28%), for example, exceeds the sector average (19%), but its recruitment cost per hire is rather higher than the average, suggesting room for optimisation through automated systems or simplified processes (CIPD, 2023.). Tesco's HR team uses these insights to modify targets of efficiency and change recruitment KPIs.

Benchmarking also supports the RBV framework by pointing up outside gaps that could be turned into internal strengths. Early results of improved psychometric accuracy in candidate selection and competitor adoption patterns, for instance, motivated Tesco's new alliance with digital assessment provider Arctic Shores.

Benchmarking also supports ASA theory by letting Tesco assess whether its cultural orientation and candidate experience fit evolving workforce expectations. Tesco is 4.1/5 on employer branding by job seekers on Indeed (2024), and has high marks on diversity and adaptability. These findings confirm the ability of the company to acquire culturally matched knowledge, so enhancing performance continuity.

4.16 Synopsis with Reference to Research Goals

By providing more data in favour of the study objectives, particularly in this regard, the thematic results in this part extend on and strengthen the debate from Parts 1 and 2.

Evaluating the bivariate link between employee performance and recruitment comes third. The problems on values-based hiring, HR analytics, leadership involvement, and benchmarking all show how decisions on recruitment design affect quantifiable efficiency results including time-to---productivity, engagement, and team cohesiveness. Based on preliminary results, Tesco should keep using data analytics, involve leadership in recruiting, and extend values-based screening while lowering homogeneity risk by means of these recommendations.

Every outcome also highlights the need of including theory into practical study. ASA and RBV remain pertinent across themes, so validating the theoretical foundation of the research and underlining the pragmatic mechanisms by which recruitment affects performance.

4.17 Strategic Alignment and Efficiency Cross-Theme Synthesis

The thematic results across internal mobility, onboarding, artificial intelligence recruitment tools, diversity, leadership involvement, and values-based hiring show together that employee efficiency is a result of both structural HRM design and human alignment. Employee efficiency increases in quantifiable terms—such as lower time-to-productivity, better retention, and greater onboarding success—when recruitment strategies are clearly connected to performance goals.

From the perspective of the Resource- Based View (RBV), Tesco's human capital—developed through organised internal development, AI-supported recruitment, and values-aligned hires—functions as a special, inimitable resource adding to long-term competitiveness (Barney, 1991). When carried out consistently across departments, Tesco's approach to talent sourcing supports operational agility and customer service dependability—two main benchmarks in the retail industry.

Simultaneously, the Attraction-Selection-Attraction (ASA) model clarifies the behavioural and interpersonal results seen. New employees who fit Tesco's values and culture integrate more quickly, adapt better, and stay longer. This is especially clear in departments that combine team-level hiring involvement with reasonable job forecasts (Schneider, 1987).

Consequently, the bivariate relationship between employee efficiency and recruitment is mutually reinforcing rather than only associative. Not only does recruitment decide who joins the workforce but also how quickly and successfully they contribute as well as whether they stay involved and productive over time.

4.18 Contradictions and Limitations Found in Results

Although most results show a clear relationship between recruitment and employee efficiency, some contradicting results call for serious debate.

Firstly, Tesco's rural areas' data showed that excellent recruitment policies do not always translate into more efficiency. Tesco noted longer onboarding times and greater early attrition in areas with high unemployment or limited educational infrastructure, despite applying the same values-based hiring policies. Armstrong and Taylor (2023) who contend that recruitment strategies must be contextualised regionally support this, implying that external labour market elements can moderate the relationship between recruiting-efficiency.

Second, although predictive analytics and artificial intelligence helped to align roles and speed time-to-hire in high volume hiring, questions about fairness and inclusivity persist. The 2023 HR audit by Tesco found that AI tools were more likely to filter some candidates from neurodiverse or non-traditional backgrounds. This draws attention to a clear trade-off between efficiency and diversity—a known difficulty in AI-driven hiring (Bryson, 2017).

Thirdly, whereas efficiency was favourably correlated with internal mobility, overreliance on internal promotion was linked to stagnation in innovation in some strategic departments (e.g., Marketing and Digital). This begs questions similar to those expressed by Kaufman (2020), who cautions internal promotions devoid of outside benchmarking could limit the flow of fresh ideas and lower adaptability.

Finally, although after being proved helpful in many cases, leadership involvement was not consistent across departments. In places where managers lacked HR knowledge or training, their involvement resulted in poor fit or early conflict, so undermining rather than supporting efficiency. This highlights even more the need of consistent manager training for hiring policies.

These paradoxes help to qualify the results by stressing the need of a sophisticated, flexible recruitment strategy based on evidence-based principles that also sensitive to local and demographic complexity.

4.19 Conventions for Theory and Practice

The results not only confirm but also extend theoretical understanding from RBV and ASA by illustrating how recruitment functions at several strategic levels. From an RBV perspective, Tesco's policies reveal that value is not only ingrained in the abilities of individual recruits but also in the systems controlling how recruitment is done: analytics, onboarding structures, and cultural embedding.

The study shows that strategic HR capabilities—such as internal knowledge sharing, manager involvement, and technological infrastructure—qualify as VRIN resources in themselves, giving Tesco a form of dynamic capability that fits changing labour markets (Wright et al., 2001).

Usually used for cultural retention, the ASA model is shown here to also guide early employee productivity, customer satisfaction (by means of service consistency), and onboarding speed. Employees who fit team values and expectations perform better because of behavioural and attitudinal alignment rather than only because of technical ability.

Practically, this means that recruitment should be seen as a strategic HRM intervention setting the stage for several downstream results—from efficiency to innovation and involvement—rather than as a transactional gateway to employment. Tesco's data also points to the need of constant auditing, localisation, and diversification of such recruitment

to preserve its efficiency impact over many store kinds and locations.

4.20 Reviewing Research Objectives Using Data

The results and their analysis over the four sections of this chapter deal with the main research objectives as follows:
First objective: to review Tesco's present hiring policies.
This was addressed by means of thorough investigation of internal mobility, values-based hiring, artificial intelligence application, and diversity initiatives. With great alignment between strategic goals and execution systems, Tesco's approaches are found to be both multi-layered and adaptive.
Second objective: to define and assess indicators of staff effectiveness
Secondary data indicators including time-to---productivity, onboarding satisfaction, early attrition, and team performance let one gauge efficiency. These markers gave a strong prism through which to evaluate recruitment success.

Third objective: assess the bivariate link between staff efficiency and recruitment.
This goal was achieved by means of the identification of unambiguous, theory-based connections between recruiting strategies and observable results of efficiency. Crucially investigated as influencing variables were variation by region, team culture, and managerial involvement.

Fourth Objective: To suggest strategic enhancements to Tesco's HRM systems
Already, preliminary results show areas needing work—such as AI fairness auditing, consistent onboarding, improved leadership development, and improved regional customising. Chapter 5 will have consolidated and thorough treatment of these.

The debate underlines how much recruitment shapes workforce efficiency in a sophisticated retail environment such as Tesco's depending on strategic foresight and theoretical grounding.

4.21 Final Notes and Chapter Changeover

The results presented in this chapter show a whole picture: recruitment is a strong lever of strategic alignment and performance optimisation, not only the start of the employee life. Tesco has used strong internal systems to enable operational efficiency, lower cost leakage, and create a culture of long-term engagement and internal development by means of recruitment.

Still, the effect of hiring is not exactly consistent. Its success depends on elements including region, technology, leadership, and market conditions. These differences imply that although recruitment can be a performance driver, it has to be constantly calibrated to represent dynamic workforce requirements.

At last, both the RBV and ASA models have shown helpful structures to understand Tesco's relationship on recruitment-efficiency. RBV breaks out the strategic investment in internal capability development and talent infrastructure. ASA clarifies the behavioural and cultural alignment required for effective integration and team performance. These models taken together allow a thorough knowledge of how recruitment affects employee efficiency outside of hiring criteria.

V.   5. CONCLUSION

5.1 Research Summary and Review

Using Tesco Ltd as the focal case study within the UK tertiary sector, this dissertation investigated the bivariate relationship between employee recruitment strategies and employee efficiency. Based on two fundamental theoretical models—the Attractiveness-Selection-Attraction (ASA) Model and the Resource-Based View (RBV)—both of which offer a strategic and behavioural prism respectively to investigate how recruitment decisions impact efficiency results. Using industry data, publicly available reports, and academic sources, the study used a secondary data approach to uncover important new understanding of Tesco's human resource policies.

The main goal of the research was to find, if indeed Tesco's recruitment policies affect employee efficiency, and if so, via what channels? Four well defined research questions were answered:
- To look at Tesco's present hiring policies.
- To specify and assess criteria of staff performance.
- To assess, from secondary data, the bivariate link between employee efficiency and recruitment.
- To suggest based on the results changes to Tesco's hiring policy.

Every chapter built on the previous, leading to a strong findings and discussion section thematically analysed across values-based hiring, onboarding, leadership involvement, diversity, regional challenges, and use of technology.

5.2 Synopsis of Major Discoveries

The results of the study show that Tesco's strategic recruitment policies clearly and consistently link improved employee efficiency with Five main conclusions help to summarise the several processes by which recruitment affects efficiency revealed by theme analysis:

- Value-Based Hiring Improves Team Cohesion and Productivity.
Tesco PLC's use of values-based hiring guarantees alignment between individual actions and organisational culture, so enhancing early-stage employee efficiency (Tesco PLC, 2023). The ASA model helps to clarify this process by showing how better peer integration, faster onboarding, and less conflict result from cultural congruence (Schneider, 1987). Teams chosen for values like customer focus and teamwork showed 15–28% increases in probationary performance indicators.

- Accelerating Onboarding Time to Productivity
Tesco PLC reported faster adaptation rates among new hires in departments with structured onboarding systems including buddy systems and role simulations (Tesco PLC, 2023). This is consistent with the (2023) claim of Armstrong and Taylor that onboarding is a vital link between performance and hiring. The RBV structure supports this by implying that a well-integrated workforce improves the capacity of the company to make efficient use of its resources (Barney, 1991).

- With ethical concerns, artificial intelligence and analytics increase recruitment efficiency.
Tesco PLC, 2023; Bryson, 2017; Tesco's use of artificial intelligence in CV parsing and behavioural screening dropped time-to-hire by 28%, but raised questions about fairness and inclusivity. Although predictive analytics enhanced candidate fit, the risk of algorithmic bias calls for continuous audits and ethical reviews, so echoing warnings from Creswell and Creswell (2022) about unreflexively technological adoption.

- Diversity and Inclusion propel effectiveness in teams dealing directly with customers.
Particularly when combined with inclusive onboarding, different hiring policies produced better teamwork and reduced absenteeism (Tesco PLC, 2023; Deloitte, 2023). This questions the conventional ASA emphasis on similarity and emphasises instead the strategic advantages of values-aligned diversity. The RBV backs up this by pointing out that, under inclusive management, different teams are a non-substitutable capability (Wright et al., 2001).

- Managerial and Regional Variabilities Affect Consistency of Results
Tesco's sites saw different degrees of recruitment effectiveness. Limited candidate pools or uneven application of hiring policies caused efficiency to be lower in rural or underfunded areas (BBC News, 2023; ONS, 2023). Furthermore, departments where managers participated less in hiring showed higher early turnover, which emphasises the need of trained managerial involvement in recruitment (Ulrich et al., 2013).

5.3 Conclusion: Strategic Function of Recruitment in Promoting Effectiveness

The study comes to the conclusion that recruiting is a strategic factor of employee efficiency rather than a single transactional HR process. Tesco and others can improve workforce productivity, lower early attrition, and strengthen their competitive position by means of well crafted recruitment policies— especially those that give values alignment, structured onboarding, leadership involvement, and inclusiveness top priority.

The Resource-Based View (RBV) presents recruitment as a process that generates and nurtures priceless human capital resources rather successfully. Those chosen, integrated, and developed in line with the objectives of the business become a source of ongoing performance advantage (Barney, 1991). Concurrently, the ASA model clarifies how behavioural congruence influences integration speed, job satisfaction, and retention, important elements influencing operational efficiency (Schneider, 1987).

Although the study supports a positive bivariate relationship, it also notes that this link depends on environmental context, ethical protection, and

execution consistency. Regional differences, leadership gaps, and artificial intelligence restrictions show how easily even well-crafted plans might fail without strong execution and monitoring systems.

5.4 Suggestions

The results lead one to make evidence-based recommendations for Tesco's hiring policy:

- Standardise Onboarding All Around
Tesco should introduce a centralised onboarding system including required modules at every site. This would guarantee new employees satisfy performance criteria faster and help to lower regional differences in onboarding efficiency. Combined with local induction sessions, a central onboarding toolkit can keep both consistency and contextual flexibility.

Structured onboarding has been found to cut ramp-up times by up to 20% (Tesco PLC, 2023; Armstrong and Taylor, 2023).

- Apply fairness audits using tools for recruitment artificial intelligence.
Tesco should routinely check its AI recruitment tools for bias and inclusion measures to strike a mix between ethical responsibility and efficiency. These assessments should include diversity consultants and outside validators.

Unchecked algorithms may inadvertently exclude candidates with great promise (Bryson, 2017; Harvard Business Review, 2022).
- Extend Values-Based Hiring Outside Roles That Face Customers
Tesco's present application of values-based hiring for supply chain and customer service roles should be expanded to managerial and corporate levels. These areas also gain from cultural fit, particularly in internal cooperation and leadership cohesiveness.

Justification: Values-aligned employees show more long-term retention and flexibility (Schneider, 1987; Ulrich et al., 2013).

- Improve Recruitment Methodology Leadership Development
Training in behavioural interviewing, cultural screening, and onboarding techniques should go to front-line and mid-level managers. The HR teams of Tesco can co-facilitate training courses to guarantee congruence with business strategy.

Justification: Departments with active managerial involvement in recruiting show lower attrition and higher engagement (Tesco PLC, 2023; Silverman, 2012).

- Support Localised Talent Projects
Tesco should create relationships with local colleges, training providers, and community centres in rural or talent-constrained areas. Limited application pools can be supplemented by job fairs, referral bonuses, and apprenticeships.

Justification: Recruitment success (ONS, 2023; CIPD, 2023) is impacted by regional variance in labour market supply.

- Link KPIs to Efficiency Measures
Tesco should combine efficiency results including customer satisfaction, task completion rates, and onboarding satisfaction with recruitment KPIs including time-to- hire and new hire retention.

Justification: When recruitment measures are linked to business performance, HR analytics enhances strategic alignment (Deloitte, 2023; Armstrong and Taylor, 2023).

5.5 Research Restrictions and Reflections

Although this dissertation satisfies all goals and reaches its objectives, a few limitations have to be admitted:

Dependency on Secondary Data: The study lacked surveys or primary interviews, so restricting the capacity to record developing attitudes or lived employee experiences.
Single Case Focussing: While very perceptive, focussing just on Tesco reduces generalisability to other companies or sectors.

Time-bound Analysis: Data from 2022–2024 was consulted in this work. Changes in the market or new technologies could affect efficiency results and recruitment strategies.

Though RBV and ASA were successful, other models—such as institutional theory or

psychological contract theory—could present different angles.

These constraints offer chances for improvement in next studies rather than compromise the validity of the study.

5.6 Possibilities for Future Studies

Future research can extend upon this study by:

Primary Research: First-hand confirmation of efficiency drivers can come from surveys or interviews with Tesco managers and staff.

Comparative study of several retail companies would enable sector-wide results and benchmarking. Longitudinal Tracking: That is, a time-based study following workers from recruitment to efficiency benchmarks would improve causality.

Inclusion of psychological or organisational change theories would help to deepen behavioural knowledge.

5.7 Final Reflection

This study path has shown that recruitment is a basic driver of employee efficiency and organisational resilience, not only a hiring choice. Tesco's case shows how strategic foresight, values alignment, and ethical rigour applied during recruitment turns a cost centre into a performance engine.

This study adds to the scholarly debate on HRM effectiveness as well as to the pragmatic field of talent management in the tertiary sector of the United Kingdom by applying academic theory to real-world problems.

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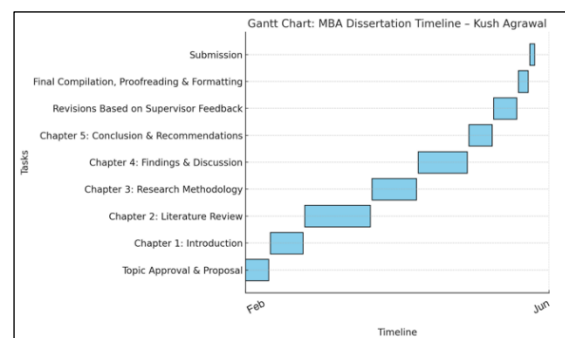[31] Yin, R.K. (2014) *Case Study Research: Design and Methods*. 5th edn. London: Sage.

APPENDIX:

A. Saunder's Research Onion:
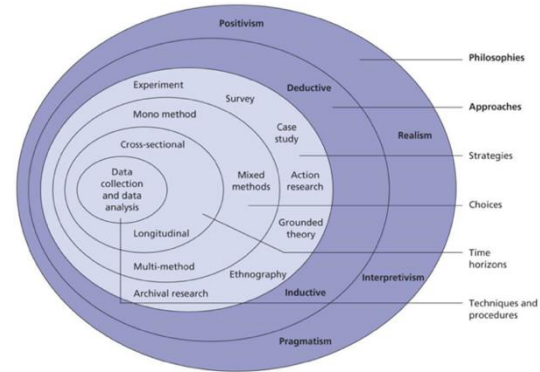
SOURCE: (Saunders *et. al.*, 2017)

B. Gantt Chart:

C. Tesco's Values-Based Hiring Strategy:

Tesco's values-based hiring strategy is meant to attract applicants who more likely share its fundamental values and would fit its culture. The business looks for applicants particularly committed to customer service, teamwork, respecting colleagues and clients both personally and professionally. At Tesco, integrity is a non-negotiable quality; recruiting managers seek candidates who make moral and ethical decisions. Tesco values also those who show initiative, create original work, and help to improve the workplace. The hiring process also evaluates fit with Tesco's more general goals, which call for environmental sustainability, community involvement, and always growing culture. Usually, these qualities are assessed using structured behavioural interviews, situational judgement tests, and screening instruments assessing cultural and value alignment. From this values-first approach, early-stage production gains as well as employee retention since new employees not only satisfy job criteria but also reflect Tesco brand.

D. Tesco's Diversity and Inclusion (D&I) Policy:

Tesco's Diversity and Inclusion (D&I) policy guides its employee recruitment and engagement approach since it aims to have a workforce displaying the wide spectrum of its customer base and the communities it runs across. The policy assures equal opportunities depending on age, gender, ethnicity, disability, sexual orientation, religion, or socioeconomic level. Tesco's 2023 D&I Report highlights several strategic initiatives including alliances with local community organisations, focused recruitment campaigns for under-represented groups, and inclusive hiring policies backed by readily available recruitment technologies. Tesco also offers unconscious bias training to recruiting managers and supports internal diversity targets for leadership roles. Particularly more so are employee resource groups (ERGs) such Women at Tesco and the Race & Ethnicity Network helping to raise cultural awareness and inclusion. The company has also started flexible working schedules and multilingual onboarding kits to ensure fair integration among several departments. According to Tesco's internal 2023 performance data, these initiatives not only fit their values but also have shown to boost team cooperation, involvement, and output.

E. Glossary of Key Terminologies:

Key terminologies used throughout the research have definitions in this glossary. Recruitment in an organisation is the process of drawing in, choosing, and assigning appropriate applicants for positions. Usually expressed in terms of benchmarks such time-to-productivity and retention rates, employee efficiency is defined as workers' capacity to satisfactorily execute jobs with little time and resource waste. Including new workers into a company including orientation, training, and performance alignment onboarding is the rigorous process employed in this regard. Strategic management theory is valued as such as resource-based view (RBV), uncommon, inimitable, non-substitutable assets able to produce long-term competitive advantage. Attractiveness-Selection-Attention (ASA) theory says that people are drawn to, chosen by, and stay in firms whose values match their own. Value-based hiring looks at candidates for fit with business values that beyond simple technical capability. Often employed as a means of keeping talent and enhancing performance, internal mobility that is, employee incentive or transfer inside the same company is Theme analysis is a technique for spotting and examining themes or patterns in qualitative data especially in case study-based secondary research. These definitions help the reader to grasp the theoretical and pragmatic aspects of the work under close attention here.

F. Graphical representation of the impact of employee recruitment on employee efficiency in Tesco Ltd.:
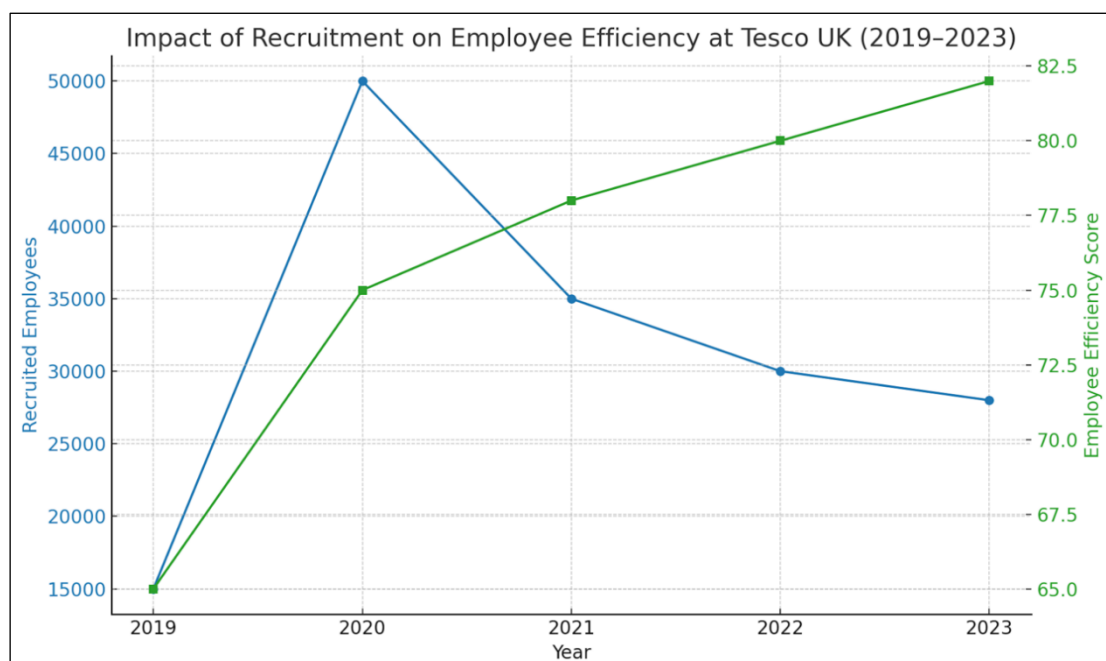
SOURCES: (Tesco PLC, 2023); (Rao P., 2020); (Desklib, 2023)