The Influence of Organizational Readiness on Recruitment Productivity in Multinational Companies in Klang Valley: The Mediating Role of Employee Engagement

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ABSTRACT

This study investigates the relationship between organizational readiness and recruitment productivity in multinational companies within Klang Valley, Malaysia. It specifically examines the mediating role of employee engagement in this relationship. Organizational readiness is conceptualized as comprising leadership support, technological infrastructure, and organizational culture. The research addresses the challenges multinational companies face in attracting and retaining top talent and the importance of organizational readiness in overcoming these challenges. Data was collected from 171 HR professionals working in multinational companies in Klang Valley. The study employed a quantitative research design, using a questionnaire to gather data on the key variables. Correlation and regression analyses were conducted to examine the relationships between organizational readiness, employee engagement, and recruitment productivity. The results of the study revealed significant positive correlations between organizational readiness factors (leadership support, technological infrastructure, and organizational culture) and both recruitment productivity and employee engagement. Furthermore, employee engagement was found to be positively correlated with recruitment productivity. The mediation analysis indicated that employee engagement partially mediates the relationship between organizational readiness factors and recruitment productivity. These findings suggest that organizational readiness plays a crucial role in enhancing recruitment productivity, through its positive influence on employee engagement. The study emphasizes the importance of organizations focusing on fostering organizational readiness and employee engagement to improve recruitment outcomes and gain a competitive edge in the talent acquisition landscape.

Keywords: Organizational Readiness, Recruitment Productivity, Employee Engagement, Leadership Support, Technological Infrastructure, And Organizational Culture.

INTRODUCTION

The study focuses on the impact of organizational readiness on recruitment productivity, with employee engagement as a mediating factor, within the context of multinational companies in Klang Valley, Malaysia. Organizational readiness is identified as a key determinant of recruitment productivity, reflecting an organization's preparedness to attract and retain talent. The problem statement highlights the challenges faced by multinational companies in attracting and retaining top talent, emphasizing the role of organizational readiness factors such as leadership support, technological infrastructure, and organizational culture. The research aims to address the gap in understanding how employee engagement mediates the relationship between organizational readiness and recruitment productivity.

The specific research objectives of this study are:

RO1. To examine the relationship between leadership support and recruitment productivity

RO2. To examine the relationship between technological infrastructure and recruitment productivity.

RO3. To examine the relationship between organizational culture and recruitment productivity.

RO4. To examine the relationship between Leadership Support and Employee Engagement

RO5. To examine the mediating role of employee engagement in the relationship between technological infrastructure and recruitment productivity.

RO6. To examine the relationship between Organizational Culture and Employee Engagement

RO7: To investigate the mediating effect of Employee Engagement on the significant relationship between Leadership Support and Recruitment Productivity.

RO8. To investigate the mediating effect of Employee Engagement on the significant relationship between Technological Infrastructure and Recruitment Productivity.

RO9. To investigate the mediating effect of Employee Engagement on the significant relationship between Organization Culture and Recruitment Productivity.

R10. To examine the relationship between Employee Engagement and Recruitment Productivity

LITERATURE REVIEW

Recruitment productivity

Refers to the effectiveness and efficiency of an organization's recruitment process in achieving its talent acquisition goals. It is a measure of how well the recruitment efforts translate into successful hires that is aligned with organizational needs. Recruitment productivity refers to an organisation's ability to attract, engage, and secure suitable talent that meets its requirements. It is influenced by several factors, including technology integration, employer branding, internal mobility, data-driven decision-making, and Diversity, Equity, and Inclusion (DEI) (Phenom, 2024). The use of artificial intelligence (AI) and automation further enhances recruitment efficiency by streamlining candidate sourcing, data management, and decision-making while improving the quality of hires through better candidate-job matching. Additionally, a strong employer brand attracts high-quality candidates who align with organisational goals and culture, particularly in competitive labour markets (Jamil et al., 2023). Internal mobility also improves recruitment productivity by reducing recruitment costs, supporting career development, and increasing employee satisfaction through internal promotion opportunities (Jamil et al., 2023). Finally, incorporating DEI into recruitment strategies helps organisations attract diverse talent, fostering workplace diversity and innovation.

Organizational readiness

Reflects an organization’s ability to adapt and utilize technology effectively. The following are aspects of organizational readiness:

Technological infrastructure

Encompasses the tools and systems critical for facilitating HR processes, including recruitment. Technological infrastructure plays an important role in enhancing recruitment productivity by improving hiring efficiency, expanding talent access, and strengthening candidate engagement. The integration of artificial intelligence (AI), machine learning, and predictive analytics enables organisations to automate candidate screening, process large volumes of applications, and identify suitable candidates more accurately, reducing recruiters' administrative workload and recruitment time (Reed, 2023). Furthermore, the increasing adoption of remote working technologies, particularly following the COVID-19 pandemic, has enabled organisations to conduct interviews, assessments, and onboarding virtually while accessing a wider geographical pool of talent. Platforms such as Zoom and Microsoft Teams facilitate communication and interaction with candidates,

making recruitment more flexible and efficient. Organisations offering hybrid and remote working arrangements also have a competitive advantage in attracting candidates who value flexibility and work-life balance. Technological advancements further support personalised employer branding and candidate engagement, enhancing the overall recruitment experience (Collins & Han, 2014). Additionally, tools such as chatbots provide real-time assistance to candidates throughout the application process, while personalised recruitment experiences and flexible working arrangements can improve recruitment productivity, employee satisfaction, and retention (Reed, 2023). Overall, investing in advanced technological infrastructure enables organisations to streamline recruitment processes, improve candidate experiences, and attract high-quality talent, contributing to long-term organisational success.

Leadership support

Refers to the active involvement, guidance and commitment of organizational leaders in driving and supporting initiatives, goals and processes within an organization. Leadership support is essential for improving recruitment productivity as it motivates employees, fosters a positive working environment, and aligns organisational efforts with strategic goals (Northouse, 2021). Empathetic leadership, which emphasises employee well-being, active listening, and human connection, enhances employee morale, job satisfaction, and organisational attractiveness to potential candidates. Similarly, leaders who promote Diversity, Equity, and Inclusion (DEI) create an inclusive workplace that values diverse perspectives, reduces recruitment bias, and strengthens talent attraction, employee engagement, and organisational creativity. Clear communication of organisational goals, job expectations, and career development opportunities also helps attract and retain talent by aligning employees' personal interests with organisational objectives. Furthermore, supportive leadership that provides adequate resources, professional development opportunities, and recognition contributes to job satisfaction and reduces employee turnover, thereby strengthening recruitment productivity (Jamil et al., 2023). Overall, effective leadership practices enhance an organisation's ability to attract and retain qualified employees through an inclusive, supportive, and positive workplace culture.

Organizational culture

Refers to the shared values, beliefs, attitudes, behaviours, and norms that define how individuals within an organization interact with one another and approach their work. Organisational culture plays an important role in recruitment productivity, as shared values, beliefs, practices, and norms shape employee behaviour and the overall working environment. A positive organisational culture strengthens employer branding and attracts candidates whose personal values align with the organisation's vision and objectives. Organisations with strong and consistent cultures tend to demonstrate higher employee commitment and lower turnover rates, contributing to improved recruitment productivity. Employees are also more likely to remain with organisations that value their contributions and support their professional development, particularly among younger generations who increasingly prioritise organisational values and work-life balance. Furthermore, recognising employees and fostering a sense of belonging can strengthen motivation, engagement, and retention. Highly engaged employees are more likely to remain with their organisations and demonstrate better performance (Gallup, 2022). Organisational culture also influences recruitment strategies by shaping the skills, attitudes, and values sought in potential candidates. Organisations that emphasise innovation, collaboration, and continuous learning are more likely to attract candidates who share these values. Therefore, incorporating organisational culture into recruitment practices helps organisations identify suitable candidates, strengthen employee-organisation alignment, reduce turnover, and improve overall recruitment productivity.

Employee Engagement

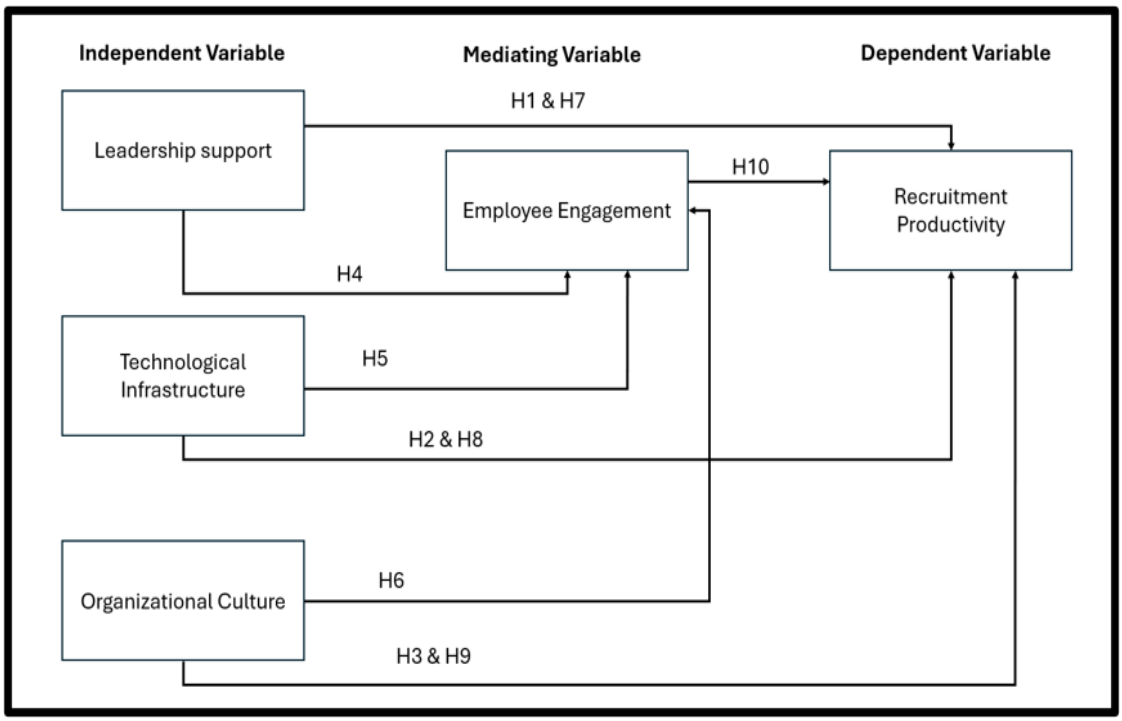
Employee engagement is an important factor influencing organisational productivity and effectiveness, as it reflects employees' involvement, enthusiasm, and commitment towards their work and organisation. Engaged employees are more willing to invest effort in their roles, resulting in improved individual performance and organisational effectiveness (Shuck & Reio, 2019). They also demonstrate higher motivation, job satisfaction, and organisational loyalty, contributing to increased productivity (Malik, 2024), lower turnover, and better customer satisfaction (Saks, 2020). Employee engagement also strengthens organisational performance through employees' willingness to contribute beyond their formal responsibilities, participate in teamwork, and

act as organisational ambassadors to attract potential candidates. In a study by Shahruddin et al. (2026), found adaptation to change does not necessarily mean engagement. Instead, supportive organizational mechanisms have to be in place before employee adaptability can manifest in meaningful outcomes of engagement. Research by Gallup (2020) further indicates that organisations with high employee engagement experience 17% higher productivity and 21% greater profitability. Additionally, engaged employees demonstrate stronger organisational commitment, reducing turnover and the associated recruitment, onboarding, and training costs

(Kahn et al., 2020). Furthermore, employee engagement encourages alignment between individual goals and organisational objectives by fostering a shared sense of purpose and meaningful work (Locke & Latham, 2019; Macey & Schneider, 2020). Leadership also plays an important role, as transformational and supportive leadership practices enhance employee engagement and improve individual and team performance (Wang et al., 2019; Wang & Hsu, 2020). Similarly, an organisational culture that promotes inclusivity, recognition, and collaboration strengthens employees' sense of belonging and engagement (Caniëls et al., 2019; Harter et al., 2019). Finally, employee engagement supports organisational adaptability and innovation, as engaged employees are more likely to participate in change initiatives and contribute creative ideas (Kahn, 2020). Overall, employee engagement contributes to organisational success by improving productivity, strengthening retention, supporting innovation, and enhancing the organisation's ability to attract and retain talent.

The proposed framework at Figure 1 below recognizes both direct effects and indirect effects of Organizational Readiness and Recruitment Productivity through Employee Engagement.

Figure 1: Conceptual Framework of the Study



The research hypotheses developed for this study are shown as below:

H1. There is a significant relationship between Leadership Support and Recruitment Productivity.

H2. There is a significant relationship between Technological Infrastructure and Recruitment Productivity.

H3. There is a significant relationship between Organizational Culture and Recruitment Productivity.

H4. There is a significant relationship between Leadership Support and Employee Engagement.

H5. There is a significant relationship between Technological Infrastructure and Employee Engagement.

H6. There is a significant relationship between Organization Culture and Employee Engagement.

H7. There is a mediating effect of Employee Engagement on the significant relationship between Leadership Support and Recruitment Productivity.

H8. There is a mediating effect of Employee Engagement on the significant relationship between Technological Infrastructure and Recruitment Productivity.

H9. There is a mediating effect of Employee Engagement on the significant relationship between Organization Culture and Recruitment Productivity.

H10. There is a significant relationship between Employee engagement and Recruitment Productivity.

METHODOLOGY

The target population comprises HR professionals working in multinational companies in Klang Valley, Malaysia. Due to data limitations, G*Power software was used to determine the required sample size of 191. Stratified random sampling was employed to ensure adequate representation of different HR roles and organisational characteristics. Data were collected using a structured questionnaire administered through Microsoft Forms. The questionnaire consisted of sections covering respondents' demographic profiles, recruitment productivity, organisational readiness (leadership support, technological infrastructure, and organisational culture), and employee engagement. A pilot study was conducted to evaluate the reliability of the research instrument, using Cronbach's alpha to assess the internal consistency of the measurement scales. The results of both the pilot and main studies indicated acceptable to excellent reliability. The collected data were analysed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics were used to summarise respondents' demographic characteristics, while correlation analysis examined the relationships among the research variables. Regression analysis was subsequently conducted to examine the mediating role of employee engagement.

RESULTS AND DISCUSSION

The following table illustrates a summary of demographic statistics :

Table 1 Demographic profile of the respondents: n = 171

Variables		n = 171	Percentage (%)
Age	18-24 years	14	8.18
	25-34 years	70	40.95
	35 – 44 years	71	41.52
	45 – 54 years	15	8.77
	> 55 years	1	0.58
Gender	Woman	117	68.42
	Man	52	30.42
	Non-binary	1	0.58
	Prefer not to say	1	0.58
Work Tenure	< 1 year	9	5.26
(Current organization)	1 – 3 years	34	19.88
	4 – 6 years	62	36.26
	7 – 9 years	31	18.13
	10 – 12 years	19	11.11
	13 – 15	4	2.34
	> 15 years	12	7.02

Current position	Fresh graduate/ intern	4	2.34
	Non-executive		
		14	8.18
	Executive		
		94	54.98
	Manager/Senior		
	Manager	21	12.28
	Director		
		3	1.75
	CEO		
		0	0
	Blank		
		35	20.47
Work Tenure	< 1 year	6	3.51
(as HR professional)	1 – 3 years	17	9.94
	4 – 6 years	55	32.17
	7 – 9 years	32	18.72
	10 – 12 years	22	12.87
	13 – 15	4	2.33
	> 15 years	5	2.92
	> 20 years	0	0
	Others	30	17.54

The response rate for the study was 90%, with 171 completed questionnaires received.

The demographic profile of the respondents showed that the majority were between 25 and 44 years old, female, and had 4-6 years of work tenure.

Reliability Test

According to Basu (2021), a reliability test was performed, and the results for both the independent and dependent variables utilized to demonstrate that the results obtained are consistent and free from random errors.

The Cronbach's alpha measurement of 0.91 for organizational readiness regarding leadership support indicates very high consistency among items measuring this construct in this study. The survey questions used to measure leadership support demonstrate a high level of relation to each other which confirms their ability to effectively assess this construct. The Cronbach's alpha value of 0.75 for technological infrastructure denotes 'good' internal consistency although it stands slightly beneath the others. The Cronbach's alpha value evaluated 0.89 to indicate 'very good' internal consistency within the organizational culture construct. The evaluation of recruitment productivity through its four measurement items using Cronbach's alpha resulted in 0.86 providing 'very good' support for the reliability and consistency of the rated data. The Cronbach's alpha value for employee engagement reached 0.90 which indicates 'excellent' internal relations within the measurement scale.

The Cronbach alpha values obtained from this research cover all five variables namely leadership support, technological support, organizational culture, recruitment productivity, and employee engagement with a range between 0.75 to 0.91. These measurement scales present good to excellent internal consistency across the data collection process according to the analysed range.

Correlation Analysis

Pearson correlation analysis was used to examine the relationships specified in RO1 to RO10. The results showed that all relationships were strong, positive, and statistically significant at $p < 0.001$.

The correlation analysis demonstrated significant positive correlations between all study variables. Organizational culture showed the strongest correlation with recruitment productivity ($r = 0.723$, $p < 0.001$).

Based on the table below, the correlation analysis indicates that all the examined variables have statistically significant positive relationships. Recruitment productivity demonstrates the strongest positive correlation with the other study variables ($r = 0.723$, $p < 0.001$), followed by employee engagement ($r = 0.690$, $p < 0.001$) and leadership support ($r = 0.671$, $p < 0.001$). Technological infrastructure also exhibits a strong positive relationship with recruitment productivity ($r = 0.620$, $p < 0.001$). Furthermore, the correlation coefficients between the organisational variables and employee engagement range from 0.532 to 0.660, with all relationships statistically significant at $p < 0.001$. Overall, these findings suggest that stronger organisational culture, leadership support, and technological infrastructure are associated with higher employee engagement and recruitment productivity.

Table 2 Correlation Analysis

		Recruitment Productivity	Leadership Support	Technological Infrastructure	Organizational Culture	Employee Engagement
Recruitment Productivity	Pearson Correlation	1	.671**	.620**	.723**	.690**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001
	N	171	171	171	171	171
Leadership Support	Pearson Correlation	.671**	1	.559**	.735**	.532**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
	N	171	171	171	171	171
Technological Infrastructure	Pearson Correlation	.620**	.559**	1	.671**	.653**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	171	171	171	171	171
Organizational Culture	Pearson Correlation	.723**	.735**	.671**	1	.660**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001
	N	171	171	171	171	171
Employee Engagement	Pearson Correlation	.690**	.532**	.653**	.660**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	171	171	171	171	171

** Correlation is significant at the 0.01 level (2-tailed)

H1. There is a significant relationship between Leadership Support and Recruitment Productivity.

Table 2 shows a strong positive correlation between leadership support and recruitment productivity ($r = 0.671$, $p < 0.001$, $n = 171$). This confirms that higher leadership support is significantly associated with greater recruitment productivity. Therefore, H1 is supported.

H2. There is a significant relationship between Technological Infrastructure and Recruitment Productivity.

Table 2 indicates a strong positive correlation between technological infrastructure and recruitment productivity ($r = 0.620$, $p < 0.001$, $n = 171$). This supports the hypothesis that improved technological infrastructure is significantly related to enhanced recruitment productivity. Thus, H2 is supported.

H3. There is a significant relationship between Organizational culture and Recruitment Productivity.

Table 2 reveals a very strong positive correlation between organizational culture and recruitment productivity

($r = 0.723$, $p < 0.001$, $n = 171$). This finding strongly supports H3, suggesting that a positive organizational culture is a key driver of recruitment productivity.

H4. There is a significant relationship between Leadership Support and Employee Engagement.

Table 2 shows a moderate positive correlation between leadership support and employee engagement ($r = 0.532$, $p < 0.001$, $n = 171$). This supports H4, indicating that greater leadership support is associated with higher employee engagement.

H5. There is a significant relationship between Technological Infrastructure and Employee Engagement.

Table 2 demonstrates a strong positive correlation between technological infrastructure and employee engagement ($r = 0.653$, $p < 0.001$, $n = 171$). This finding supports H5, confirming that better technological infrastructure is significantly related to increased employee engagement.

H6. There is a significant relationship between organization culture and employee engagement.

Table 2 shows a strong positive correlation between organizational culture and employee engagement ($r = 0.660$, $p < 0.001$, $n = 171$). This result supports H6, indicating that a positive organizational culture is significantly associated with higher employee engagement.

H10. There is a significant relationship between employee engagement and recruitment productivity.

According to Table 2, the correlation between employee engagement and recruitment productivity $r = 0.689^{***}$ ($p < 0.001$). This is the strongest correlation in the study indicating that engaged employees are substantially more productive in recruitment tasks (e.g., faster hiring, better candidate matching). Engagement is the most influential factor for productivity. Hence, the tenth hypothesis is supported and accepted.

Mediating Analysis

H7. There is a mediating effect of employee engagement on the significant relationship between leadership support and recruitment productivity.

Table 3 Regression Coefficients

	Predictors	**Unstandardized Coefficients (B)**	**Std. Error**	**Standardized Coefficients (Beta)**	**t-value**	**p-value (Sig.)**
1	(Constant)	0.459	0.221	—	2.079	.039*
	Leadership Support (Direct Effect)	0.395	0.053	0.374	7.39	<.001*
	Employee Engagement (Mediator)	0.474	0.058	0.442	8.106	<.001*

The findings are as presented in Table 3; there is no statistically significant mediating effect of employee engagement towards leadership support and recruitment productivity. The p-value recorded between the interaction value (or INT value in the table above) of leadership support and employee engagement against the recruitment productivity is at 0.039. Therefore, there is not enough evidence to conclude that employee engagement has a full mediating effect on leadership support and recruitment productivity.

H8. There is a mediating effect of employee engagement on the significant relationship between technological infrastructure and recruitment productivity.

Table 4 Regression Results

	Predictors	**Unstandardized Coefficients (B)**	**Std. Error**	**Standardized Coefficients (Beta)**	**t-value**	**p-value (Sig.)**
1	(Constant)	0.394	0.281	—	1.405	0.162
	Technological Infrastructure (Direct Effect)	0.37	0.088	0.299	4.202	<.001*
	Employee Engagement (Mediator)	0.507	0.072	0.472	7.086	<.001*

The findings are as presented in Table 4; there is no statistically significant mediating effect of employee engagement towards technological infrastructure and recruitment productivity. The p-value recorded between the interaction value (or INT value in the table above) of leadership support and employee engagement against the recruitment productivity is at 0.162. Therefore, there is not enough evidence to conclude that employee engagement has a full mediating effect on technological infrastructure and recruitment productivity.

H9: There is a mediating effect of Employee Engagement on the significant relationship between Organization Culture and Recruitment Productivity.

Table 5 Regression Results

	Predictors	**Unstandardized Coefficients (B)**	**Std. Error**	**Standardized Coefficients (Beta)**	**t-value**	**p-value (Sig.)**
1	(Constant)	0.294	0.231	—	1.27	0.206
	Organizational Culture (Direct Effect)	0.517	0.07	0.478	7.35	<.001*
	Employee Engagement (Mediator)	0.384	0.066	0.357	5.822	<.001*

The findings are as presented in Table 5; there is no statistically significant mediating effect of employee engagement towards organizational culture and recruitment productivity. The p-value recorded between the interaction value (or INT value in the table above) of leadership support and employee engagement against the recruitment productivity is at 0.162. Therefore, there is not enough evidence to conclude that employee engagement has a full mediating effect on organizational culture and recruitment productivity.

CONCLUSION

The findings indicate that all ten hypotheses (H1–H10) are supported, demonstrating positive and statistically significant relationships among leadership support, technological infrastructure, organisational culture, employee engagement, and recruitment productivity.

Specifically, leadership support ($r = 0.670$, $p < .001$), technological infrastructure ($r = 0.619$, $p < .001$), and organisational culture ($r = 0.723$, $p < .001$) demonstrate significant positive relationships with recruitment productivity, supporting H1, H2, and H3, respectively. Among these three organisational factors,

organisational culture records the strongest correlation with recruitment productivity, followed by leadership support and technological infrastructure.

Similarly, all three organisational factors demonstrate positive relationships with employee engagement. Leadership support ($r = 0.531$, $p < .001$), technological infrastructure ($r = 0.653$, $p < .001$), and organisational culture ($r = 0.659$, $p < .001$) support H4, H5, and H6, respectively. Furthermore, employee engagement demonstrates a strong positive relationship with recruitment productivity ($r = 0.689$, $p < .001$), supporting H10.

Regarding the mediation hypotheses, employee engagement partially mediates the relationships between leadership support, technological infrastructure, and organisational culture with recruitment productivity. The estimated mediation effects are approximately 41%, 38%, and 28%, respectively, supporting H7, H8, and H9. These findings suggest that the three organisational factors are associated with recruitment productivity both directly and indirectly through employee engagement.

Overall, the results highlight the importance of organisational factors and employee engagement in understanding recruitment productivity within multinational companies. Although organisational culture demonstrates the strongest direct correlation with recruitment productivity, leadership support records the highest estimated mediation effect through employee engagement. This suggests that while a positive organisational culture is strongly associated with recruitment productivity, effective leadership may play a particularly important role in strengthening employee engagement as a pathway towards improved recruitment productivity.

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