

A Study on Effectiveness of Recruitment Process

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ABSTRACT

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Humans are the building blocks of any business today and their selection and placement is critical for a company's success. This research aims to assist Human Resources and management personnel to better select, develop and care for their staff. By utilizing a dynamic recruitment strategy, businesses can ensure that their employees are placed correctly to drive efficiency and growth. This study is basically to understand and analyze the effectiveness of the recruitment and its process with organizational support for the better aid of knowledge. Better recruitment strategies result in improving organizational outcomes. The main objective is to identify the level of satisfaction about the recruitment process. The research methodology applied to the exploratory method. The sample size was 110. The data was collected through well structured questionnaires. The source of data was both primary and secondary. Data analysis has been done with the help of SPSS software. Most of the respondents mentioned company portals as the most important medium for hiring employees. This study seeks to evaluate the effectiveness of recruitment processes and organizational support in terms of knowledge acquisition. To this end, researchers have explored the relationship between demographic factors and individual factors by using statistical tools such as Percentage Analysis, weighted average method, chi-square. The findings of this research could provide valuable insight for organizations in terms of recruitment and its impact on knowledge acquisition. This study sought to evaluate the effectiveness of recruitment processes in organizations. With a highly competitive job market, these organizations must ensure that they are utilizing the best practices for recruiting and selecting qualified and capable employees.

Keywords: Effectiveness, Employees, Organization, Recruitment process, Strategy.

1. Introduction

Organizational psychology concepts have been utilized to shape the way organizations view their workforce capacity, often referring to it as 'human resources'. The individuals comprising an organization's workforce are seen as a valuable asset and their collective efforts are essential in order to achieve the organization's strategies. Human Resources may set strategies and develop policies, standards, systems, and processes that implement these strategies in a whole range of areas. The following are typical of a wide range of organizations: Recruitment, selection, and outsourcing, organizational design and development, business transformation and change management, performance, conduct and behavior management, industrial and employee relations, Human resources workforce analysis, compensation, rewards, and benefits management, training and development. Recruitment forms a major part of an organization's

overall resourcing strategies, which identify and secure people needed for the organization to survive and succeed in the short to medium-term. Recruitment initiatives must be constantly updated to stay ahead of the competition and ensure that the best candidates are sourced both internally and externally. These efforts must be structured to provide the most suitable and capable recruits at all levels. The recruitment process is essential to identify, attract and select the right people for positions in the organization. This is achieved through engaging, assessing and on boarding talent. Depending on the size and culture of the organization, recruitment could be conducted internally by hiring managers, human resource professionals and recruitment specialists. Recruiting is the act of attracting, engaging, assessing, and on boarding talent for work. Depending on the size and culture of the organization, recruitment may be undertaken in house by hiring managers, human resource professionals and

recruitment specialists. Recruitment refers to the process of attracting, screening, and selecting qualified people for a job at an organization. Recruitment is defined as, "the process of searching for prospective employees and stimulating them to apply for jobs in the organization". - Edwin B. Flippo

An effective recruitment process looks at both internal and external candidates. The Organization will not make the easier choice of hiring a less appropriate person simply because they are an internal candidate. Encourage current employees to recommend people for the job.

Recruitment Process



Importance of Recruitment:

Recruiting staff is a very costly exercise. It is also an essential part of any business and it pays to do it properly. When organizations choose the right people for the job, train them well and treat them appropriately, these people not only produce good results but also tend to stay with the organization longer. An organization may have all of the latest technology and the best physical resources, but if it does not have the right people it will struggle to achieve the required outcome.

Types of Recruitment:

1. Internal recruiting
2. External recruiting

Internal Recruitment:

It is a recruitment which takes place within the concern or organization. Internal sources of

recruitment are readily available to an organization. Internal sources are primarily three - Transfers, promotions, and Re-employment of ex-employees. Reemployment of ex-employees is one of the internal sources of recruitment in which employees can be invited and appointed to fill vacancies in the concern. There are situations when ex-employees provide unsolicited applications also.

External Recruitment

External sources of recruitment have to be solicited from outside the organization. External sources are external to a concern. But it involves a lot of time and money. The external sources of recruitment include - Employment at the factory gate, advertisements, employment exchanges, employment agencies, educational institutes, labour contractors, recommendations etc.

2. Review of Literature

According to Neeraj (2012), selection involves identifying individuals with relevant qualifications to fill job vacancies in an organization. The significance of selecting the appropriate employees can be attributed to three main factors: performance, costs, and legal obligations. In the view of Florae (2014), the advantages and disadvantages of utilizing recruitment agencies for a company are comparable to those of external recruitment sources, which include access to qualified personnel, a broader selection of candidates, the potential for discovering fresh talent, and fostering a competitive environment among candidates. Olatunji and Ugoji (2013) in their study of personnel recruitment on organizational development. Adeyemi et. al (2015) also opined that employees should all be treated fairly in the recruitment and selection process and be appraised constantly to ensure that they improve their performance. In their study on the influence of recruitment and selection criteria on organizational performance, Ekwoaba, Ikeije, and Ufoma (2015) found that the use of appropriate recruitment and selection criteria has a noteworthy impact on organizational performance. Moreover, their study suggests that the more objective the recruitment and selection criteria, the more likely the organization is to achieve superior performance outcomes. Mustapha et.al (2013) opined that the aim of recruitment goes beyond mere filling of vacancies to include individual development and achievement and building a strong organization where effective teamwork and the individual's needs are realized at the same time. According to Stephen, Cowgill, Hoffman, and

Housman's (2013) study, employee referrals have a positive impact on monitoring and coaching, and can contribute to a more pleasant work environment due to the increased likelihood of working alongside friends. The study also suggests that employees tend to refer individuals who share similar traits and behaviors, resulting in a workforce that is not only similar in characteristics but also in conduct. Gilbert, De Winnie, & Seals, 2011, says Intended practices are developed by the policymakers of the organization so as to accomplish the desired attitudes and behaviours. Compton, Morrissey, Nankervis 2014, says Getting recruitment and selection processes and techniques right the first time is crucial and is the product of human resource planning, job design, human resource development, remuneration systems, career and succession plans to satisfy and motivate qualified applicants (Compton, Morrissey, Nankervis 2014). As Mullins, Gill (2010, p 485) says that if the HRM function is to remain effective, there must be consistently good levels of teamwork, plus ongoing cooperation and consultation between line managers and the HR manager. Ntiamoah et al., p. 4, 2014 say that recruitment and selection have become ever more important as organizations increasingly regard their workforce as a source of competitive advantage. Nartey, 2012 says recruitment and selection process should be done at each and every sector for fulfilling their organizational goals. Absar (2012) says the importance of recruitment and selection in his paper by considering both public and private manufacturing firms.

3. Statement of Problem

Recruiting and selecting the right talent is a costly yet essential investment for any business. Taking the time to ensure all steps of the recruitment and selection process are followed correctly will pay dividends, as the right people will be chosen and retained for longer, leading to a higher return on investment through the better results they can produce. Treating employees appropriately and providing them with the right training will ensure this outcome. Having the right recruiting and selection process in place is essential for any business in order to ensure they are selecting the best candidates and getting the most out of their resources. Implementing clear policies and procedures, as well as training hiring managers and supervisors on the requirements of the process, helps ensure that the right people are chosen, trained appropriately, and treated with respect. No matter which industry or sector an organization operates in,

the people it employs are the key to its success. Without the right staff, even the most advanced technology and the most impressive physical resources will not help the organization reach its desired goals. People are the driving force behind any organization's success, and the right people can make all the difference.

4. Objective

- To assess the significant relationship between experience level of the employees and satisfaction level towards recruitment process.
- To assess the satisfaction level of employees towards the recruitment process.
- To assess which recruitment source is very effective.

5. Research Methodology

Research methodology generally refers to the systematic procedure carried out in any project on research study. Methodology gives clear picture of suitable clarification and sequences of the different stages of the study, as to a proper manifestation of the objectives, scope and limitations of the study.

Sampling Size

The sample size was 110.

Sampling Method

Sampling techniques is the process of selecting a few from bigger group become the basis for estimating or predicting the fact, situation or outcome regarding to bigger group. The researcher adopted convenience sampling, as the respondents are selected according to the convenience of the researcher.

Tools Used for Data Collection Questionnaire

The study utilized a questionnaire as its primary instrument for data collection, which consisted of structured, non-disguised, self-administered questions including dichotomous, closed and open-ended formats as well as rating scales. The questionnaire was meticulously crafted with the assistance of a subject matter expert, demonstrating utmost care in its preparation.

6. Tools for Analysis

The tools used for analysis are:

- A. Percentage Analysis
- B. Weighted Average Method

C. Chi- Square Method

A) Percentage Analysis

Interpreting business and economics statistics can be simplified by expressing data in percentages, which is a common statistical method for facilitating comparisons. The calculation of percentages involves the use of algebraic notation, which can be represented as follows:

$$\text{Percentage} = r1 / r2 \times 100$$
$$R1 = \text{No. of respondents}$$
$$R2 = \text{Total no. of respondents}$$

B) Weighted Average Method

To analyze the questions that require respondents to use rating scales, a weighted average method was employed. Initially, all relevant factors were identified and assigned weights before being ranked. The formula for calculating weighted average is

$$\text{Weighted average (W)} = \frac{W1X1 + W2X2 + \dots + WnXn}{W1 + W2 + \dots + Wn}$$

Where W1, W2, W3..... Wn are the required value called weighted X1, X2...Xn are the attributes.

C) Chi Square Analysis

Among the various tests of significance developed by statisticians, the Chi-Square test holds significant importance. As a non-parametric test, it is utilized to identify whether categorical data exhibits dependence or if two classifications are independent. Additionally, the Chi-Square test is useful in comparing theoretical population data with actual categories observed in collected data.

Calculate the expected frequencies on the basis of the given hypothesis or on the basis of the null hypothesis.

$$\text{Where } O = \text{Observed frequency of the cell}$$
$$E = \text{Expected frequency of the cell}$$

(Row total for the row of the cell) x (Column total for the column of that cell)

$$E = \frac{\text{Grand Total}}{\text{Grand Total}}$$

The difference between each observed frequency and each expected frequency is computed. The

differences are squared. The respects expected frequency divide frequency each squared differences. Their quotients are added together to obtain the computed chi-square value. The computed value is then compared to tabulation chi- square. If the computed value is greater than the tabulated value at a degree of freedom and level of significance, the hypothesis is rejected.

The chi-square test is used to determine the significance difference that exist among groups or data chi-square involves a comparison of expected frequency (E) with observed frequency (O) to determine whether

$$\text{Chi-square} = \sum \frac{(O-E)^2}{E}$$

Where, O = Observed frequency of the cell
E = Expected frequency of the cell

7. Limitations

The respondent's views many change from time to time and most of the employees were tight work and they do not want to be disturbed. A very limited time available to reach out the employees because of the time constraints the validity of the study was not compromised.

8. Data Analysis & Findings

Hypotheses of the Study:

There is no significant relationship between work experience in this organization and level of satisfaction towards recruitment process.

Work Experience in this Organisation Vs Level of Satisfaction Towards Recruitment Process

WORK EXPERIENCE AND LEVEL OF SATISFACTION	SATISFIED	NEITHER SATISFIED NOR DISSATISFIED	DISSATISFIED	TOTAL
0-5 yrs	34	28	7	69
6-10 yrs	16	5	5	26
More than 10 yrs	5	5	5	15
TOTAL	55	38	17	110

Calculation of Expected Frequency:

$$\text{Row total} * \text{Column Total}$$

$$\text{Expected Frequency (E)} = \frac{\text{Grand Total}}{\text{Grand Total}}$$

O	E	O-E	(O-E) ²	(O-E) ² /E
34	34.5	-0.5	0.25	0.0072
28	23.83	4.17	17.3889	0.7297
7	10.66	-3.66	13.3956	1.2566
16	13	3	9	0.6923
5	8.98	-3.98	15.8404	1.7639
5	4.01	0.99	0.9801	0.2444
5	7.5	-2.5	6.25	0.8333
5	5.18	-0.18	0.0324	0.0062
5	2.31	2.69	7.2361	3.1235
		Total		8.6661

Calculated value $X^2 = 8.6661$

Degrees of freedom = $df = (r-1)(c-1)$
 $= (3-1)(3-1) = 2 * 2 = 4$

Table value for 4 at 5% level of significance is 9.488
 Since calculated value is less than tabulated value,
 null hypothesis is accepted.

Challenges Faced by HR:

One of the main challenges faced by HR could be a proactive and inventive in their approach to finding and engaging potential employees in order to stay competitive in today's rapidly changing technology landscape. This means coming up with new and innovative ways to attract and retain the best talent in order to keep the company running smoothly and successfully. HR is responsible for keeping the company informed and compliant with the changing laws and regulations related to employment, labor, and safety. It is essential for HR to stay abreast of these changes and ensure that the organization follows them to the letter. Another challenge is HR must foster a positive workplace culture by providing effective training and development programs, establishing trust and respect, and recognizing employees for their efforts. This will help to create an environment that encourages creativity and collaboration, which is key to the success of any organization. They must ensure that the employee benefits they provide are competitive in the marketplace and that employees understand their rights and options under the plans. An effective benefits management system must be in place to ensure that employees are aware of their available options and to guarantee that the company is meeting its legal obligations. On the other hand, to effectively address and resolve conflicts in the workplace in a professional manner, in accordance with company policies, relevant laws, and regulations.

9. Results and Discussion

There is no evidence to suggest that there is a significant relationship between work experience in an organization and level of satisfaction towards recruitment process. **So calculated value is less than tabulated value, null hypothesis is accepted.** To fully understand the factors that influence an individual's satisfaction level with the recruitment process, it may be necessary to explore other potential variables such as the quality of the recruitment process, the candidate's expectations, and the availability of suitable positions. While work experience may be a relevant factor, further research is needed to determine its significance in relation to overall satisfaction with the recruitment process.

10. Conclusion

According to the study, the majority of employees expressed satisfaction with both the recruitment process and the career growth opportunities offered by their organizations. As an HR professional, it is crucial to select the most suitable candidate from the available talent pool, with a focus on sustaining long-term performance rather than short-term gains. To achieve this goal, HR managers should seek candidates who possess traits conducive to organizational success. Although HR managers face several challenges in ensuring the Human Resource Department contributes to the bottom-line and functions as a strategic partner in the business, Talent Acquisition is a crucial factor in determining the department's overall effectiveness in achieving organizational objectives. Therefore, it is imperative for HR managers to prioritize the training and skill enhancement of recruiters. The study sheds light on the various aspects of recruitment process effectiveness and highlights internal recruitment as a cost-effective means of selection for organizations.

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