

Challenges Faced by HR on Recruitment Process

T. Thangaraja - Assistant Professor, Department of Management (DOM), Aarupadai Veedu Institute of Technology, Vinayaka Mission's Research Foundation (Deemed to be University)

ABSTRACT

<https://doi.org/10.34047/MMR.2020.10203>

In today's knowledge economy, organizations are increasingly relying on the value created by their human resources for success. As such, recruitment and selection processes have become a critical factor in ensuring an organization attracts and retains the best talent. However, there is a lack of research into the various elements that make up the recruitment and selection process. Previous studies have focused on the performance of employees and the criteria used to attract the right talent, as well as organizational efficiency. This paper examines the demographic factors of respondents and the challenges faced by HR in Chennai when recruiting and selecting talent. It seeks to identify the Human Resource challenges that affect the recruitment process and how they are related to the demographic variables. It further investigates the link between performance and success in recruitment and selection processes, and how this connection may be changing within certain organizations. The research aims to improve the performance of organizations by helping them hire high-quality talent through a better understanding of the recruitment and selection process. The objective of this study is to analyse the trends in recruitment use and practice, and identify the opportunities and challenges encountered by job seekers and employers when utilising e-recruitment. Additionally, the study seeks to understand how value-added services, cost-effectiveness, speed, customised solutions, relationship building with HR managers, and brand building can help organisations to successfully recruit staff.

Key words: Challenges, Opportunities, Performance, Recruitment, Selection process.

1. Introduction

Staff members are a key factor in the successful functioning of any organization today. To ensure the organization operates effectively and efficiently, it is essential that the right people are placed in the right roles. Careful selection of employees can not only improve productivity, but also ensure the organization has sufficient resources for future replacement. The hiring process begins with Human Resource Planning (HRP) which assesses the number and type of personnel needed. Job analysis and job design are then used to determine the duties and qualifications for the role. HRP, job analysis and job design provide a framework for identifying the personnel required by the organization, and thus the hiring process. Recruiting and selecting the right candidates is essential for any organization. To ensure an effective and efficient recruitment process, HR professionals must use reliable selection techniques. Recent evidence has shown that many selection techniques used by organizations are failing to accurately predict future performance. This has raised concerns among senior managers due to the

financial cost associated with recruitment and selection processes and the continued high rate of labour turnover. To address these issues, data was collected from a sample of 50 respondents, including Managers, Consultants, Trainers, Interview Experts, and Executives from 20 different HR departments. The results of this study could provide HR with a new strategy or adjustments to their existing one. Hiring is not a one-off process, but rather an ongoing process. Employees may leave for better opportunities, retire or pass away, while the organization can grow and diversify, requiring new personnel. The hiring process only stops when the organization ceases to exist.

2. Literature Review

The study conducted by Urmila Itam and Sapna Singh found that internal branding practices are essential for motivating service employees in their job and connecting them to the organization. This connection was found to have a full mediation effect on internal branding practices and result variables. The study

conducted by Jason Gawke, Marjan Gorgievski, and Arnold B. Bakker revealed that employee intrapreneurship can lead to an increase in personal resources and higher and more stable levels of work engagement. This creates a positive cycle of growth, with employee intrapreneurship leading to an increase in personal resources, which in turn leads to higher levels of work engagement. The Premarathne, Kulatunga, Ekanayake and Miyanadeniya study demonstrated that value creation should begin at the family level, and that technological inputs are essential for the sustainability of manufacturing processes. Furthermore, the study highlighted the importance of continued education and training for craftsmen to ensure the sustainability of their manufacturing efforts. The data collected from office workers driving to and from work each day in five cities in China suggested that hindrance and challenge demands are related to emotional exhaustion, which in turn was associated with driving anger. Additionally, work engagement was found to be positively correlated with driving anger as well. Feng Lia, Guangxi Wanga, Yongjuan Lia and Ronggang Zhou conducted a structural equation modeling analysis to explore these relationships. The effects of civic engagement on happiness vary depending on income. For those with either low or high incomes, a positive association was observed; however, this correlation was not seen for those with middle or upper-middle incomes. Additionally, according to Liang Guo, Yehuda Baruch, and Marcello Russo, there is a negative correlation between work resources and happiness for those with middle level income. Upadaya, K., & Salmela-Aro found that work engagement had a positive effect on young adults' life satisfaction in their third decade of life. Additionally, it was observed that males had higher initial life satisfaction than females. Moreover, there were no differences between gender or academic track when it came to the development of life satisfaction and work/study engagement. Switching into exporting and opening up affiliates abroad were found to be linked to an increase in the structured management practices adopted by firms, according to research conducted by Holger Gorg and Aoife Hanley. Employee engagement is often seen as a higher-order measure of job attitudes that can effectively predict employee effectiveness. A meta-analysis conducted by Michael Mackay, Joseph Allen, and Ronald Landis found that employee engagement showed incremental validity in the prediction of employee effectiveness when compared to other job attitudes such as job satisfaction, job

involvement, and organizational commitment. In this paper, Vesela Veleva, Gavin Bodkin, and Svetlana Todorova suggest an "Expanded Zero Waste" practice, which includes indicators to measure the outcomes and impacts of circular business strategies. Moreover, the authors emphasize employee engagement as an essential factor in identifying and executing sustainability strategies. Radic suggests that cruise organizations can benefit from building better communication, increasing their capacity for engagement, and encouraging engaged behavior among employees, in order to increase engagement. This study examines how HPWS affects employees' work engagement, job satisfaction, affective commitment, and intention to leave their hospital, as well as the mediating effect that these variables have on each other. Panagiotis V. Kloutsiniotis and Dimitrios M. Mihail are investigating these relationships.

Research conducted by Jari J. Hakanen, Maria C. W. Peeters, and Wilmar B. Schaufeli suggests that work engagement has a greater influence on job crafting and other aspects of employee well-being than job satisfaction. Additionally, although workaholism was found to be positively linked to job crafting, it was also associated with burnout. Job rotation, which is currently supported by evidence, appears to have a positive correlation with job satisfaction even though it does not necessarily reduce exposure to physical risk factors. Therefore, appropriate training of workers is an essential part of any job-rotation program to ensure it is successful. Anand & Chitra have reviewed that leveraging the power of the internet, E-recruitment can provide companies with a competitive advantage by allowing them to quickly and effectively fill vacant positions. However, for companies that have not yet adopted this technology, they could be at a disadvantage compared to their peers. The study conducted by Graemeetal investigated the effectiveness of an outsourced recruitment service from the point of view of line-managers. The research was based on a single, large organization and consisted of an online survey targeting line-managers who had recently hired employees. Results from quantitative analysis such as correlation, multiple regression and binary logistic regression were used to evaluate manager perceptions. It was found that standards of service and recruiter provision were satisfactory, but external aspects of the recruitment process were less successful. Additionally, customer and recruiter satisfaction, as well as willingness to recommend the service, were explained by various experiences of the

service and recruiter. Surprisingly, personal line-manager experiences, perceived realization of organizational values or achieving preferred line-manager recruitment objectives did not play a significant part in these explanations. Alex and Garcea have explored Strengths-based recruitment and the Situational Strengths Test are enabling recruiters to engage, attract, and select the best talent, as demonstrated by Ernst and Young. These processes assess candidates in relation to their performance and motivation, identifying what they do well and enjoy doing. It also provides a realistic job preview, helping candidates make informed decisions about their fit with the role and helping employers select the best-suited candidates for their requirements. Ultimately, this leads to better outcomes for both candidates and employers. Maureen and Levant have reviewed The profile of the ideal international business manager has been explored in an independent review, which has identified practical implications from cutting-edge research and case studies. It is becoming increasingly important for companies to select and recruit personnel who are not deterred by the prospect of taking on overseas assignments and are capable of meeting the core competencies required for success. To ensure this, employers can use a variety of methods to predict the behaviors of potential business managers. This qualitative research paper, conducted by Pramila Rao, utilizes purposeful sampling to provide insight into the senior-level staffing practices of five software companies located in India. Through tape-recorded interviews and diligent note-taking, the research identified eight predominant senior-level staffing practices, including internal recruitment, employer references, succession planning, interviews, personality tests, newspaper recruitment, professional search agencies, and bio-data. This study by Nicoline and Bjorn looks at how eight Norwegian higher education institutions address excellence and diversity in their student recruitment strategies. The researchers take a practical angle, combining document analysis with qualitative interviews to gain insight into the development of the strategies, the characteristics of each strategy, and the connection to the individual institution's profile and ambitions. The results of the study show that student recruitment strategies are often based on the institution's identity, while still adhering to external expectations and trends. Additionally, it was found that many institutions use their student recruitment strategies for accountability. The researchers conclude that, despite its importance, student recruitment is often given a low priority. This

research conducted by Menatallahetal investigated the recruitment processes and problems faced by multinational companies (MNCs) operating in Egypt, as well as the de-recruitment activities they undertake. Questionnaires were used to acquire data from 55 MNCs, revealing that while small and medium enterprises (SMEs) had a higher adoption rate of the recruitment process than large enterprises (LEs), the recruitment function was largely run by human resource management (HRM) and line management. Candidate- and organization-related problems were identified, with the former being more frequently reported by SMEs. Additionally, the findings illustrated the actual de-recruitment practices undertaken by MNCs operating in Egypt, with SMEs adopting less aggressive de-recruitment activities than LEs, such as recruitment freezing and early retirement.

3. Statement of the Problem

Recruiting and selecting the right employees is essential for any construction firm to be successful. In order to ensure that the company meets client expectations in terms of quality, cost, time, and safety, it is imperative for management to implement policies and strategies that will help them to identify and select the most suitable candidates. Without the right recruitment and selection practices, it can be difficult to achieve the desired goals and objectives of the organization. Therefore, it is important to have a clear understanding of how selection and recruitment are done in order to ensure efficient and effective performance.

4. Research Objectives

- To identify the recruitment process of various organizations.
- To study the relationship between demographic variables and dimensions of challenges in recruitment and selection process.
- To identify various recruitment challenges faced by the organization in multiple department.
- To suggest few areas for scope for improvement in recruitment process.
- To offer suggestions to decrease challenges in recruitment and selection process.

5. Research Methodology

The purpose of this descriptive study was to

investigate the various challenges encountered in the recruitment and selection process of Human Resource personnel in Chennai. Data was collected from 50 participants, consisting of Managers, Consultants, Trainers, Interview Experts, and Executives, who were selected from 20 Human Resource organizations. In order to analyze the data, Pearson's Correlation and Multiple Regression Analysis were applied.

6. Limitations of the Study

This research had several challenges such as difficulty in connecting with the workers on site, reluctance of senior members in sharing information about recruitment and selection, and limited time availability due to the combination of studies and work. Despite these limitations, the validity of the study was not compromised.

7. Data Analysis / Findings

Hypotheses of the Study:

- There is no significant correlation between the demographic factors of the respondents and dimensions in recruitment and selection process.

Correlation Analysis Between Demographic Variables of the Respondents on their Perceived Challenges in Recruitment and Selection Process

Pearson's Correlation Coefficient analysis was conducted to investigate the relationship between the demographic characteristics of the respondents and the perceived challenges in the recruitment and selection process. Results showed that there was no correlation between the demographic factors of the respondents and the challenges they experienced in the recruitment and selection process. A correlation analysis of demographic variables (Gender, Age, Marital Status, Educational Qualification, Designation, and Years of Experience) with the perceived challenges in recruitment and selection processes (Company Policy, Recruitment Methods, Recruitment Procedures, Selection Process, and General Problems) revealed significant correlations at the 0.01 level for Gender ($r = 0.462$), Age ($r = 0.319$), and Years of Experience ($r = 0.380$). Additionally, Years of Experience was correlated at the 0.01 level with Company Policy ($r = 0.306$), Gender ($r = 0.269$), Educational Qualification ($r = 0.492$), and Designation ($r = 0.582$) with Recruitment Methods, Educational Qualification ($r = 0.576$) and Designation ($r = 0.361$) with Recruitment

Procedures, and Gender ($r = 0.238$) at the 0.05 level. The results of the correlation analysis for Selection Process and General show that gender, age, years of experience, educational qualification, and designation are all significantly correlated with the recruitment process at the 0.01 level. Therefore, the proposed null hypothesis is rejected, indicating that demographic factors play a role in the recruitment process.

Influence of Demographic Factors on Perceived Challenges in Recruitment and Selection Process

A Multiple Regression analysis was conducted to examine the effect of demographic variables on perceived challenges in the recruitment and selection process. The results of this analysis are presented in Table 1.

Table 1: Multiple Regression Analysis of the Respondents on their Perceived Challenges in Recruitment and Selection Process

Independent Variables	Dependent Variable	B	t	R ²	F
Gender	Recruitment and Selection Process	-10.574	-4.602**	0.366	8.951**
Age		0.026	0.020		
Marital Status		2.007	0.962		
Educational Qualification		-4.147	-4.137**		
Designation		1.876	2.850**		
Years of Experience		3.034	2.250*		

Source: Computed.

** - Significant at the 0.01 level

* - Significant at the 0.05 level

The results of the Multiple Regression analysis show that Gender, Educational Qualification, and Designation all have a significant influence on the respondent's perceived challenges in the Recruitment and Selection process. Gender and Educational Qualification had a negative influence, while Designation had a positive influence. The 'R²' value of 0.366 indicates that these three demographic factors account for 36.6% of the total variation in the responses. This is supported by the significance of the 'F' statistics at the 0.01 level.

Challenges Faced by HR:

I can provide information on challenges faced by HR during the recruitment process in general. One of the main challenges is attracting high-quality candidates who are a good fit for the organization. This requires understanding the job market, defining the job requirements and qualifications clearly, and

effectively communicating the job opportunities to potential candidates through job postings, social media, and other recruitment channels. Another challenge is managing a large volume of applications, which can be time-consuming and overwhelming for HR. This requires an efficient applicant tracking system and a screening process that filters out unqualified candidates. HR also faces challenges in conducting effective interviews and selecting the best candidates. This requires developing and using reliable interview techniques, ensuring objectivity and fairness in the selection process, and making sure that the final decision is based on the candidate's qualifications and fit with the organization's culture and values. Other challenges include negotiating salary and benefits, managing diversity and inclusion in the hiring process, and retaining the top talent once they are hired. To address these challenges, HR professionals can use various strategies such as building a strong employer brand, developing effective recruitment and selection policies and procedures, using technology to streamline the process, and continuously evaluating and improving the recruitment process.

8. Results and Discussion

Correlation Between Demographic Factors and Organizational Citizenship Behaviour

The results of this study indicate that the demographic variables such as gender, age, educational qualification, designation and years of experience have a significant correlation with the components of recruitment and selection process. Specifically, at the 0.01 level of significance, years of experience is correlated with perceived challenges in recruitment and selection process, gender, educational qualification and designation are correlated with recruitment methods, educational qualification and designation are correlated with recruitment procedure, and gender, age and years of experience are correlated with selection procedure and general problems. In light of the Company policy, all the demographic factors are considered important for recruitment and selection process.

Influence of Demographic Factors on the Recruitment and Selection Process

The results of the t-statistics suggest that gender, educational qualification, and designation have a significant influence on the recruitment and selection process. Gender and educational qualification had a negative correlation with the process, while

designation had a positive correlation. The R^2 value of 0.366 was found to be highly significant, as the F-statistics (8.951) was significant at the 0.01 level. This implies that 36.60% of the total variation can be explained by the explanatory variables.

9. Conclusion

The recruitment process is a crucial process that requires HR to navigate various challenges. Attracting the right candidates, managing a high volume of applications, screening applicants, ensuring diversity and inclusion, ensuring employer branding, and employer reputation are some of the challenges faced by HR during the recruitment process. Developing effective strategies to address these challenges can improve the quality of the talent that is hired and ensure that the recruitment process is effective. This study has revealed that the explanatory variables account for 36.60% of the total variation. To ensure successful recruitment of the most suitable and industry-oriented professionals, it is suggested that organizations make use of best practices in screening and selection. Furthermore, internet-based assessment can help organizations to swiftly identify the right candidates and make job offers quickly. This can be beneficial to organizations, as speed of hiring is a critical aspect. Although e-recruitment and e-selection can offer numerous advantages, managers should be aware that certain minority groups, such as women and older people, may be negatively impacted by the use of the internet. This could lead to violation of antidiscrimination laws. To ensure accurate selection of higher-performing employees, validation studies should be conducted on selection techniques to determine which are the most predictive. To ensure the highest level of satisfaction among employees and to reduce any potential errors in the recruitment and selection process, it is essential to properly plan and execute the process. Efforts should be made to eliminate any bias that may be present in the responses. Additionally, regular checks should be kept on the activities taking place during recruitment and selection to ensure efficiency.

References:

- Urmila Itam and Sapna Singh (2017). Examining the mediation effect of employee engagement on internal brand practices and outcome variables in the organized retail sector, *International Business Management* 11 (3): pp 673 – 682.
- Jason Gawke, Marjan Gorgievski and Arnold B.

- Bakker (2017). Employee intrapreneurship and work engagement: A latent change score approach, *Journal of Vocational Behavior*, Volume 100, Pages 88–100.
- Premarathne, Kulatunga, Ekanayake and Miyanadeniya (2017). Value Creation towards Sustainable Manufacturing using Non-Formal and Lifelong Learning Methods, *ScienceDirect, Procedia Manufacturing* 8, pp. 579–586.
- Feng Li, Guangxi Wang, Yongjuan Li and Ronggang Zhou (2017). Job demands and driving anger: The roles of emotional exhaustion and work engagement, *Accident Analysis and Prevention* 98 (2017) 198–205.
- Liang Guo, Yehuda Baruch and Marcello Russo (2017). Work resources and civic engagement: Benefits to employee physical and mental health, *Journal of Vocational Behavior*, Volume 100, Pages 56–66.
- Upadyaya, K., & Salmela-Aro, K. (2017). Developmental dynamics between young adults' life satisfaction and engagement with studies and work, *Longitudinal and Life Course Studies*, Volume 8, Issue 1, pp. 20–34.
- Holger Gorg and Aoife Hanley (2017). Firms' global engagement and management practices, *Economics Letters*, Volume 155, Pages 80–83.
- Michael Mackay, Joseph Allen, and Ronald Landis (2017). Investigating the incremental validity of employee engagement in the prediction of employee effectiveness: A meta-analytic path analysis, *Human Resource Management Review*, Volume 27, Issue 1, Pages 108–120
- Vesela Veleva, Gavin Bodkin, and Svetlana Todorova (2017). The need for better measurement and employee engagement to advance a circular economy: Lessons from Biogen's "Zero Waste" journey. *Journal of Cleaner Production*.
- Aleksandar Radic (2017). All hands on deck: Employee engagement on cruise ships, *African Journal of Business Management*, Vol. 11(6), pp. 117-126.
- Panagiotis V. Kloutsiniotis and Dimitrios M. Mihail (2017). Linking innovative human resource practices, employee attitudes and intention to leave in healthcare services, *Employee Relations*, Vol. 39 Iss 1, pp. 34–53.
- Hakanen, J. J., Peeters, M. C. W., & Schaufeli, W. B. (2017). Different Types of Employee Well-Being Across Time and Their Relationships With Job Crafting. *Journal of Occupational Health Psychology*.
- Rosimeire Simprini Padula, Maria Luiza Caires Comper, Emily H. Sparer and Jack T. Dennerlein (2017). Job rotation designed to prevent musculoskeletal disorders and control risk in manufacturing industries: A systematic review, *Applied Ergonomics* 58, pp. 386–397.
- Anad, J. & Chitra, D.S.(2016). The impact of e-recruitment and challenges faced by HR Professionals. *International Journal of Applied Research*, 2(3), 410-413.
- Graeme Johnson, Philip Wilding, Andrew Robson, (2014) "Can outsourcing recruitment deliver satisfaction? A hiring manager perspective", *Personnel Review*, Vol. 43 Iss: 2, pp.303–326.
- Alex Linley and Nicky Garcea, (2013) "Engaging graduates to recruit the best", *Strategic HR Review*, Vol. 12 Iss: 6, pp.297–301.
- Maureen Brookes, Levent Altinay, (2011), "Selecting international business managers effectively: Assessment methods and core competencies for success," *Human Resource Management International Digest*, Vol. 15 Iss: 3, pp.33–35.
- Nicoline Frolich, Bjorn Stensaker, (2010) "Student recruitment strategies in higher education: promoting excellence and diversity?" *International Journal of Educational Management*, Vol. 24 Iss: 4, pp.359–370.
- Pramila Rao, (2010) "A resource-based analysis of recruitment and selection practices of Indian software companies: A case study approach", *Journal of Indian Business Research*, Vol. 2 Iss: 1, pp.32–51.
- Menatallah Darrag, Ahmed Mohamed, Hadia Abdel Aziz, (2010) "Investigating recruitment practices and problems of multinational companies (MNCs) operating in Egypt", *Education, Business and Society: Contemporary Middle Eastern Issues*, Vol. 3 Iss: 2, pp.99–116.