HUMAN RESOURCE MANAGEMENT ISSUES IN RECRUITMENT AND SELECTION PROCEDURE: AN OVERVIEW

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ABSTRACT

The purpose of this study was to assess the effectiveness of the recruitment and selection practices and processes of services organizations. The need to attract and select a highly capabilities and skilled workforce in a tight and competitive market made the necessity adoption of best practices in recruitment and selection by services based organizations. The basic objective of this research is to investigate and analyze the effectiveness of recruitment & selection in public sector universities, keeping in view procedural fairness, Transparency, gender issues, Line Manager Role, HR Competency and organizational & state politics influence. Recruitment and selection had been a very key area of research among the researchers of human resource management field.

KEYWORDS: *Organizational Politics, Line and HR Management, Manpower Planning, Employment.*

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Introduction

Since the industrial revolution economies started growing speedily in the developed countries and later on this process of growing industries and markets expanded to the whole world which turned into large completion among big companies operating in both public and private sectors. Effective recruitment and selection has always been one of a most pivotal for the organizations in the educational sector because of not having any absolute methodology for attracting, screening and finally finding the right person for the right job in an organization (Pounder, 1996).

Significance of Study

It is necessary for organizations to select a right person for right job, so recruitment is one of the crucial activities for any company. The employees of the organization have great impact on the performance of the organization and it definitely must be treated seriously. Recruiting the wrong people for the organization can have adversely impact to the organization, which can lead to increased turnover rate, increased costs for the organization, and dragging down the morale of current workforce. Such employees are likely to show dissatisfaction, unlikely to give of their best, and end up pushing their performance into certain limit. Managers will have to spare their time on further recruitment exercises to assess the positions to be filled, and also the type of attitude, abilities, and skills needed to fill it. On the other hand, hiring the right employees for business can positively affect organization's performance, such as lower turnover rate, better company culture, greater production and bottom-line profit. Avoiding some of the common problems experienced by businesses as they recruit and select employees improves chances of success. Thus it is necessary to establish the right recruitment strategy in order to create a better customer experience and positive internal culture.

Once effectively recruit and select the right employee, there is a positive effect. A new hire will do their job well. Employees will see that wise decisions have been made. Employers will gain respect from their workforce, and it will get higher productivity as a result of that respect. This positive attitude will affect the quality of products or services, and ultimately, customers' perceptions of company.

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One of the reasons why effective recruitment and selection is important for any organization is the cost. There are many ways show effective recruitment practices can avoid financial losses. For example, if candidate's competency is precisely assessed, he or she may performed well and make great improvement that can enhance productivity. The amount of time to hire a new employee will be decreased and the employee productivity will be increased simultaneously by establishing and maintaining an effective recruitment practices. Thus to make sure business owner and employees can realize the benefits much sooner, investing the time to develop an effective recruitment process is needed to be implemented.

Literature Review

It is an issue of services in today's fast-paced economy competition. Much more focuses has been brought to a better service and how these objectives can be achieved through the Human Resources Management. Recruitment and selection are critical human resources functions for service companies. Recruitment is just the initial process to be carried on. Rynes (1990) suggested that "recruitment encompasses all organizational practices and decisions that affect either the number, or types, of individuals who are willing to apply for, or to accept, a given vacancy". Recruitment and selection also play important role in ensuring worker performance and positive organizational outcomes. As Mullins (2010) notes: 'If the HRM function is to remain effective, there must be consistently good levels of teamwork, plus ongoing co-operation and consultation between line managers and the HR manager.' In a highly competitive marketplace, businesses need to make sure they get value from its performance. Employing the wrong person for certain position is a costly mistake to make. Poor choices at the recruitment stage can be costly. The organizations need to ensure for candidates competencies are well qualified physically and intellectually to sustain competitive advantage in the marketplace. One of the reasons that businesses consider to start hiring, when employees are needed, is due to the high amount of cost in hiring. It is easy to forget that employing an employee, not only charging in terms of cost, but once add in the cost of recruiting, training and more, and the dollars will start growing. The future of industries depends upon the ability of the HR to innovate and bring in service orientation among all employees from top to bottom.

E- Recruitment

Technology affects every organization and with economic, political and social changes, employees relations also affects. Profitability, growth, leverage, efficiency, management, capital and continued changes are in the focus of every organization in this modern world. Therefore, new competencies and challenges are evolving in an organization. Market structure, culture and environment can be improved by the positive impact of all the changes .Excellent customer services, cost effectiveness and targets are focused by human resource policies. Electronic media allows HR to fulfill its needs and take full advantage of the strategies available.

Research Methodology

The objective of this study is to focus recruitment and selection simultaneously in this research, therefore to collect the relevant and valuable data, we choose the head of the departments of the public sector universities, who were also the direct line managers to control the departmental and faculty members activities on daily basis and these were directly or indirectly part of recruitment and selection process of the faculty members in their department or section. The data was collected personally through a well designed questionnaire based on five point likert scale ranging from "Strongly agree" to "Strongly disagree". Analyses were made through the latest version of SPSS a well known software for the statistically data analysis, so that effective conclusion can be drawn. MS Excel latest version 2007 has also been used in summarizing various items under a single variable to be used in SPSS for further detailed analysis. Convenience sampling technique were used to collect data from the sample and in total 80 head of the departments showed willingness to fill the questionnaire and most of them were senior level officers.

Human resource Personnel and Line management role

Researchers have suggested and agreed that human resource policies must be integrated with the overall strategic objectives of the organization, human resource managers and specialists needs very special attention to the recruitment and selection of employees to align its consistency with the overall organizational strategy and other subsequent functions of human resource management, this function should be treated as integrated process not taken as casual or an ad hoc activity (Hsu, 2000). Hsu,

(2000) has discussed that the human resource decision making sharing between HR specialist and line managers, he found that line managers has more influence over the human resource specialist in terms of recruitment and selection decision. Tulubas & Celep, (2012) have argued that it is the supervisor who has direct impact on the daily activities of the faculty members as they remain physically and personally very close to these faculty members. Armstrong, (1992) has described that the basic job of the human resource specialist is to provide assistance and support to the line managers, which doesn't mean that they control their activities.

Organization and state politics Vigoda, (2000) has identified that organizational politics has affecting negatively the employees reaction and has found that in the public sector organizations the employee prefer silence by showing negligent behavior if they feel politics around them, as they don't want to quite the job. Lee & Renzetti (1990) have declared that researchers who held researches on the recruitment & selection are actually talking a very sensitive area to be analyzed with some ethical & legal consequences, while as according to the (taylor, 2006) the research investigation in managerial practices which clashes with the common social norms and exposure of asymmetrical power relation can be threatening.

Hypothesis

Hypothesis 01

- Recruitment procedure is not effecting on selection and recruitment.
- Recruitment procedure is effecting on selection and recruitment.

Hypothesis 02

- Effective selection is not effecting on employee performance.
- Effective selection is effecting on employee performance.

Hypothesis 03

- Training is not effecting on employee performance.
- Training is effecting on employee performance

Findings

The policy is explicit that our practices should be non-discriminatory, fair and should meet or exceed all legislative requirements. The policy is explicit that applicants should be assessed on merit for the post without reference to sex, marital status, religion, ethnicity, disability, sexual orientation, gender alignment or age. Selection for interview is carried out on the basis of the person specification and is carried out by at least two people.

Conclusion

Line management involvement in the recruitment and selection procedures depicts that they have more control over recruitment and selection procedures but actually it is also significant to see the aspect existence of human resource department section which we noted that universities are not focusing to establish this pivotal department for the larger interest of the universities, instead they just rely on the old pattern of human resource which is merely dealt by a small section having no relevant people to deal with the different human resource management function specially recruitment and selection. We finally conclude that the universities are not effective in managing fairness of recruitment and selection because of the fact that organizational don't have effective and clear policy of recruitment and selection to achieve the basic objectives of recruitment (large pool of applications)and selection (right person on right job).

Recommendation

The human resource department which is currently working does not have professional human resource team. All the workers which are doing human resource work are not HR qualified. Even the authority in the human resource department does not have HR qualification. Due to this flaw, the human resource activities are being delayed and employees have to suffer a lot for the incompetency.

Hence there is a famous proverb that there is always a room for improvement and being new department of its nature of services, it should follow other international organizations to improve its capacity building in the entire areas especially human resource department. There is a little factor of biasness which is destroying the main frame and structure of the organization. As favoritism is a normal practice in the department ignoring the capable and eligible employees?

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