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EMERGING TRENDS IN RECRUITMENT, SELECTION CRITERIA AND ORGANIZATION PERFORMANCE- CRITICAL REVIEW

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Abstract

Recruitment and selection are two key parts of the hiring process that allow companies to find and attract the best talent. Recruitment involves getting a job description in front of as many people as possible. Selection involves narrowing down the pool until you're left with the best person for the role. The recruitment and selection process involves six main steps: creating a job description, advertising the role, screening candidates, conducting interviews, carrying out tests and assessments and selecting the successful candidate.

Keywords: Recruitment and selection, Employees, Toxic workplace, Environment, organization, worker performance, Standard of Living.

Introduction

Recruitment and selection Successful human resource should identify human resource needs in the organization. Once the needs are identified, the process of recruitment or acquisition function starts. Recruitment is the discovering of potential candidates for actual or anticipated organizational vacancies. Or, from another perspective, it is a linking activity bringing together those with jobs to fill and those seeking job. The ideal recruitment effort will attract a large number of qualified applicants who will take the job if it is offered. It should also provide information so that unqualified applicants can self select themselves out of job candidacy; this is, a good recruiting program should attract thequalified and not attract the unqualified. This dual objective will minimize the cost of processing unqualified candidates.

When focusing on the recruitment and selection of employees for your business, there are some general considerations you should always keep in mind:

a) The first point to recognise about recruitment is that it is a process with aθ number of key stages, all of which combine to enhance your chances of finding the best candidates available for any advertised position.

b) It is also worth pointing out that in terms of leading and managingθ employees if you are not recruiting the best people available, then it is always going to be an uphill struggle to manage them day-to-day.

c) Another general rule is that when seeking to fill any vacancy you shouldθ always consider the internal candidates that could be promoted to the available post and then recruit externally for the more junior position.
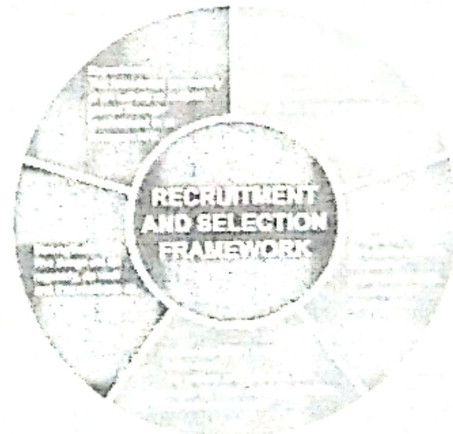
d) Again, this is a mistake: yes, anybody can conduct an interview, but few can do it well unless they are appropriately trained.

e) Nobody in your business should conduct interviews without adequate training.

f) There are many legal issues associated with the recruitment process andθ you should familiarize yourself with all relevant legislation.

However, most recruitment and selection processes have elements of subjective judgement inherent in them. But treating job applicants in a professional and positive manner is more likely to leave them, whether they are successful or not, with a positive view of the organization and how it has dealt with the applicants . Experience also shows that a successful appointment can produce results which impact favourably on the wider aspects of organizational life while a poor one can have damaging effects far outside the organization in which it is made. However, the recruitment and selection of employees also provides an opportunity for the organization to present itself in a favourable light.

Review of Literature

❖ As explained by Opatha (2010) recruitment is the process of finding and attracting suitably qualified people to apply for job vacancies in the organization. It is a set of activities an organization uses to attract job candidates who have the needed abilities and attitudes. Recruitment is the process of generating a pool of qualified applicants for organizational job vacancies.

❖ For Ofori and Aryeetey (2011) recruitment is the process of generating a pool of competent individuals to apply for employment within an organization. Evidence has shown that larger corporations are more likely than smaller organizations in implementing sophisticated recruitment processes (Bacon & Hoque, 2005) with majority of smaller organizations relying on referrals and advertising as their recruitment practices of choice (Barber, Wesson, Roberso & Taylor, 1999).

❖ The general purpose of recruitment according to Gamage (2014) is to provide the organization with a pool of potentially qualified job candidates. The quality of human resource in an organization highly depends on the quality of applicants attracted because organization is going to select employees from those who were attracted.

❖ In the same vein, Henry and Temtime (2009) construed recruitment as the entry point of manpower into an organization and the path an organization must follow from there on in order to make sure that they have attracted the right individuals for their culture and vibes so that the overall strategic goals are achieved .

Objectives

- To assess the perception of the employers regarding recruitment process they have undergone.
- To identify the average time spent for selection process.
- To identify new ways of improving the present recruitment procedure.

Recruitment, Selection Criteria and Organizational Performance

Recruitment and selection form a major part of an organization's overall resourcing strategies, which identifies and secures people needed for an organization to survive and succeed in the short to medium-term. In fact, the basic purpose of recruitment is to create a pool of suitably qualified candidates to enable the selection of the best candidates for the organization, by attracting more and more employees to apply in the organization whereas the basic purpose of selection process is to choose the right candidate to fill the various positions in the organization.

Recruitment

Internet-based technologies which support all aspects of recruitment have become widespread. Recruitment refers to the overall process of attracting, shortlisting, selecting and appointing suitable candidates for jobs (either permanent or temporary) within an organization. Recruitment can also refer to processes involved in choosing individuals for

unpaid roles. Managers, human resource generalists and recruitment specialists may be tasked with carrying out recruitment, but in some cases public-sector employment agencies, commercial recruitment agencies, or specialist search consultancies are used to undertake parts of the process.

Process

- Job analysis for new jobs or substantially changed jobs, a job analysis might be undertaken to document the knowledge, skills, abilities and other characteristics (KSAOs) required or sought for the job. From these, the relevant information is captured in a person specification.
- Sourcing is the process of attracting or identifying candidates.
- Screening and selection

Recruitment Life Cycle

Referral recruitment programs

Referral recruitment programs allow both outsiders and employees to refer candidates for filling job openings. Online, they can be implemented by leveraging social networks.

1. Employee referral

An **employee referral** is a candidate recommended by an existing employee. This is sometimes referred to as Referral recruitment Encouraging existing employees to select and recruit suitable candidates results in:

- ❖ Improved candidate quality ('fit'), and retention .
  The one-to-one direct relationship between the candidate and the referring employee and the exchange of knowledge that takes place allows the candidate to develop a strong understanding of the company, its business and the application and recruitment process. The candidate is thereby enabled to assess their own suitability and likelihood of success, including "fitting in."
- ❖ Reduces the considerable cost of third parties service providers who would have previously conducted the screening and selection process. An op-ed in Crain's in April 2013 recommended that companies look to employee referral to speed the recruitment process for purple squirrels, which are rare candidates considered to be "perfect" fits for open positions.
- ❖ the employee typically receives a referral bonus, and is widely acknowledged as being cost effective. The Global Employee Referral Index 2013 Survey found that 92% of the participants reported employee referrals as one of the top recruiting sources for recruiting.
- ❖ As candidate quality improves and interview to job offer conversion rates increase, the amount of time spent interviewing decreases, which means the company's Human Resources headcount can be streamlined and be used more efficiently.
- ❖ Marketing and advertising expenditures decrease as existing employees source potential candidates from the existing personal networks of friends, family and associates.

There is, however, a risk of less corporate creativity: An "overly homogeneous" workforce is at risk for "fails to produce novel ideas or innovations."
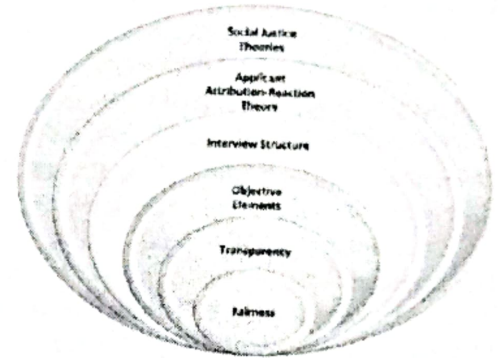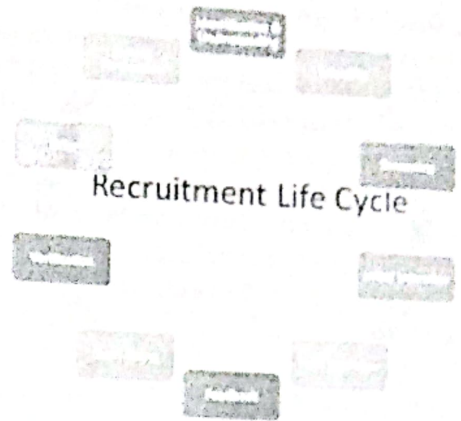
2. Social network referral

Initially, responses to mass-emailing of job announcements to those within employees' social network slowed the screening process.

Two ways in which this improved are:

- Making available screen tools for employees to use, although this interferes with the "work routines of already time-starved employees"
- "when employees put their reputation on the line for the person they are recommending.

Screening and Selection

Various psychological tests can assess a variety of KSAOs, including literacy. Assessments are also available to measure physical ability. Recruiters and agencies may use applicant tracking systems to filter candidates, along with software tools for psychometric testing and performance-based assessment. In many countries, employers are legally mandated to ensure their screening and selection processes meet equal opportunity and ethical standards.

a. Employers

In fact, many companies, including multinational organizations and those that recruit from a range of nationalities, are also often concerned about whether candidate fits the prevailing company culture and organization as a whole. Companies and recruitment agencies are now turning to video screening as a way to notice these skills without the need to invite the candidates in physical. Screening as a practice for hiring has undergone continual change over the years and often organizations are using video to maintain the aforementioned standards they set for themselves and the industry.

b. Disabled Candidates

The word disability carries few positive connotations for most employers. Research has shown that employer biases tend to improve through first-hand experience and exposure with proper supports for the employee and the employer making the hiring decisions. Hiring disabled workers produce more advantages than disadvantages. There is no difference in the daily production of a disabled worker. Given their situation, they are more likely to adapt to their environmental surroundings and acquaint themselves with equipment, enabling them to solve problems and overcome adversity as with other employees.

c. Diversity

Many major corporations recognize the need for diversity in hiring to compete successfully in a global economy. The challenge is to avoid recruiting staff who are "in the likeness of existing employees" but also to retain a more diverse workforce and work with inclusion strategies to include them in the organisations.

Multi-tier recruitment model

In some companies where the recruitment volume is high, it is common to see a multi-tier recruitment model where the different sub-functions are grouped together to achieve efficiency.

An example of a 3 tier recruitment model:

- **Tier 1** - Contact/ Help desk - This tier acts as the first point of contact where recruitment requests are being raised. If the requests are simple to fulfil or are queries in nature, resolution may take place at this tier
- **Tier 2** - Administration - This tier manages mainly the administration processes
- **Tier 3** - Process - This tier manages the process and how the requests get fulfilled

Recruitment Strategy

A recruitment strategy is a plan an organization enacts to form a recruiting process and establish a candidate pool. An organization uses recruitment strategies to identify a hiring vacancy, establish a timeline, and identify goals throughout the recruitment process. Recruitment strategies are typically the responsibility of the human resources department.

General

Organizations define their own recruiting strategies to identify who they will recruit, as well as when, where, and how that recruitment should take place. Common recruiting strategies answer the following questions

What type of individuals should be targeted?

- What recruitment message should be communicated?
- How can the targeted individuals best be reached?
- When should the recruitment campaign begin?
- What should be the nature of a site visit?

Practices

Organizations develop recruitment objectives, and the recruitment strategy follows these objectives. Typically, organizations develop pre- and post-hire objectives and incorporate these objectives into a holistic recruitment strategy. Once an organization deploys a recruitment strategy it conducts recruitment activities. This typically starts by advertising a vacant position.

Professional Associations

There are numerous professional associations for human resources professionals. Such associations typically offer benefits such as member directories, publications, discussion groups, awards, local chapters, vendor relations, government lobbying, and job boards. Professional associations also offer a recruitment resource for human resources professionals

Internal Factors of Recruitment

Organizations have control over the internal factors that affect their recruitment functions. The internal factors are:

- Size of organization
- Recruiting policy
- Image of organization
- Image of job Size of Organization

(a). The size of the organization: Is one of the most important factors affecting the recruitment process. To expand the business, recruitment planning is mandatory for hiring more resources, which will be handling the future operations.

(b). Recruiting Policy: Recruitment policy of an organization, i.e., hiring from internal or external sources of organization is also a factor, which affects the recruitment process. It specifies the objectives of the recruitment and provides a framework for the implementation of recruitment programs.

(c). Image of Organization: Organizations having a good positive image in the market can easily attract competent resources. Maintaining good public relations, providing public services, etc., definitely helps an organization in enhancing its reputation in the market, and thereby attract the best possible resources.

(d). Image of Job size of organization: The image of a job plays a critical role in recruitment. Jobs having a positive image in terms of better remuneration, promotions, recognition, good work environment with career development opportunities are considered to be the characteristics to attract qualified candidates.

External Factors of Recruitment

External factors are those that cannot be controlled by an organization. The external factors that affect the recruitment process include the following:

a) **Demographic factors** – Demographic factors are related to the attributes of potential employees such as their age, religion, literacy level, gender, occupation, economic status, etc.

b) **Labor market** – Labor market controls the demand and supply of labor. For example, if the supply of people having a specific skill is less than the demand, then

the hiring will need more efforts. On the other hand, if the demand is less than the supply, the hiring will be relative easier.

c) **Unemployment rate** – If the unemployment rate is high in a specific area, hiring of resources will be simple and easier, as the number of applicants is very high. In contrast, if the unemployment rate is low, then recruiting tends to be very difficult due to less number of resources.

d) **Labor laws** – Labor laws reflect the social and political environment of a market, which are created by the central and state governments. These laws dictate the compensation, working environment, safety and health regulations, etc., for different types of employments. As the government changes, the laws too change.

Selection

Personnel selection is the methodical process used to hire (or, less commonly, promote) individuals. Although the term can apply to all aspects of the process (recruitment, selection, hiring, acculturation, etc.) the most common meaning focuses on the selection of workers. In this respect, selected prospects are separated from rejected applicants with the intention of choosing the person who will be the most successful and make the most valuable contributions to the organization. Its effect on the group is discerned when the selected accomplish their desired impact to the group, through achievement or tenure.

The Process of Selection:

- Reception
- Screening Interview
- Application Blank
- Selection Tests
- Selection Interview
- Medical Examination
- Reference Checks
- Hiring Decisions

The procedure of personnel selection includes gathering data about the potential candidates with the end goal of deciding suitability and sustainability for the employment in that particular job. This data is gathered utilizing one or more determination devices or strategies classified as such:

- Interviews
- Personality Tests
- Biographical Data
- Cognitive Ability Tests
- Physical Ability Tests
- Work Samples

Development and implementation of such screening methods is sometimes done by human resources departments; larger organizations hire consultants or firms that specialize in developing personnel selection systems. I-O psychologists must evaluate evidence regarding the extent to which selection tools predict job performance, evidence that bears on the validity of selection tools. These procedures are usually validated (shown to be job relevant), using one or more of the following types of validity: content validity, construct validity, and/or criterion-related validity

Predictor validity and selection ratio

Two major factors determine the quality of newly hired

- Employees,
- Predictor validity and
- Selection ratio.

The predictor cutoff is a test score differentiating those passing a selection measure from those who did not. People above this score are hired or are further considered while those below it are not.

The selection ratio (SR), on the other hand is the number of job openings n divided by the number of job applicants N. This value will range between 0 and 1, reflecting the selectivity of the organization's hiring practices. When the SR is equal to 1 or greater, the use of any selection device has little meaning, but this is not often the case as there are usually more applicants than job openings. Finally, the base rate is defined by the percentage of employees thought to be performing their jobs satisfactorily following measurement.

Selection Decisions

Tests designed to determine an individual's aptitude for a particular position, company or industry may be referred to as personnel assessment tools. Such tests can aid those charged with hiring personnel in both selecting individuals for hire and in placing new hires in the appropriate positions. They vary in the measurements they use and level of standardization they employ, though all are subject to error.

1) Predictors for selection always have less than perfect validity and scatter plots, as well as other forecasting methods such as judgmental bootstrapping, and index models can help us to refine a prediction model as well as identify any mistakes. The criterion cutoff is the point separating successful and unsuccessful performers according to a standard set by the hiring organization. True positives are applied those thought to succeed on the job as a result of having passed the selection test and who have, in fact, performed satisfactorily. True negatives describe those who were correctly rejected based on the measure because they would not be successful employees.

2) False negatives occur when people are rejected as a result of selection test failure, but would have performed well on the job anyway. Finally, false positives are applied to individuals who are selected for having passed the selection measure, but do not make successful employees. These selection errors can be minimized by increasing the validity of the predictor test.

3) Standards for determination of the cutoff score vary widely, but should be set to be consistent with the expectations of the relevant job. Adjusting the cutoff in either direction will automatically increase the error in the other. Thus, it is important to determine which type of error is more harmful on a case-by-case basis.

4) Banding is another method for setting cutoff values. Some differences in test scores are ignored as applicants whose scores fall within the same band (or, range) are selected not on the basis of individual scores, but of another factor spas to reduce adverse impact. The width of the band itself is a function of test reliability, the two being negatively correlated. Banding allows employers to ignore test scores altogether by using random selection, and many have criticized the technique for this reason.

Emerging Trends in Recruitment and Selection

Currently the recruitment and selection approach is undergoing tremendous changes fueled by technological innovations and changes in strategic outlook. The following section examines some of the key trends impacting recruitment and selection process.

❖ A talent network serves as a advertising and promotional hub for the company brand name. It is used to communicate job openings, career information, and other company information. He contents are usually tailored and targeted for each specLfic candidate.

❖ Building an end-to-end talent brand More and more companies today are focusing on building end to end talent brand. A talent brand refers to how the company is being perceived by its current employees, past employees and

prospective employees. It is a method for communicating and showcasing the company corporate culture in real time.

❖ Companies today are developing strong talent brand strategy to reduce their cost per hire and lower turnover rates. A talent brand is something that is created via the joint efforts of the marketing department and the HR department

❖ Develop mobile recruitment strategy Recent surveys indicate that increasingly large number of prospective candidates use mobile devices to access the internet and carry out personal tasks including job search. Hence, a growing trend among large firms is to create a mobile career site built specLf_icall\ to meet the needs of the mobile device users.

❖ Growing emphasis on using social networks Over the past few years, social networking sites such as LinkedIn and Facebook have rapidly gained prominence amongst internet users.

Conclusion

Recruitment and selection remains one of the most important functions of the HR department. As competition increases between firms selecting and recruiting the right and qualified talents become all the more important. Traditionally companies have largely relied upon prospective candidates to find the firm however today head hunting is a active function of the HR department. Firms not only need to head hunt but also must retain existing employees. We entire recruitment and selection strategy has changed and evolved to a new form where the onus lies on the firms to advertise, attract, and retain top talents. Internet based technologies and various other soiZare and information systems have provided new capabilities like never before. Where is a growing trend amongst firms to adopt and utilize these technical solutions. The future is bound to see an increased role of internet based solutions in recruitment and selection process.

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