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## A Study on Recruitment and Selection

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### ABSTRACT

Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization. Selection may be defined as the process by which the organization chooses from among the applicants, those people whom they feel would best meet the job requirement, considering current environmental condition. In today's rapidly changing business environment, organizations have to respond quickly to requirements for people. Hence, it is important to have a well-defined recruitment policy in place, which can be executed effectively to get the best fits for the vacant positions. Selecting the wrong candidate or rejecting the right candidate could turn out to be costly mistakes for the organization.

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### INTRODUCTION

Recruitment is a key responsibility of the HR department. While HR works in many areas including employee engagement, employee development, statutory compliance, data management and many others, one of the key areas of focus for HR is to attract, select and onboard suitable candidates for the organization. Recruitment is the process of attracting qualified candidates for a job role and Selection is the process of identifying and selecting the right candidate for that job. The contributions of each employee play a pivotal role in the sustenance and growth of a business. Hence it is extremely important to select the right person for the job. The same way as a square peg does not fit in a round hole, a bad hire can affect the overall business outcomes. The impact to your business when you hire the wrong candidate is often much more than not hiring a person at all! Recruitment is not only an operational activity but a key strategic activity for the business. Hence there is a need for developing a strong recruitment and selection process.

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### OBJECTIVES OF STUDY:

- Creating a large talent pool of candidates to ensure the organization can hire the best employee.
- Finding people who will fit in with the company culture and contribute to the organization's goals.
- Reducing the likelihood that a candidate will leave after a brief time by finding the right employee for the position the first time around.

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### SCOPE OF THE STUDY

- The scope of Recruitment and Selection is very wide and it consists of a variety of operations.
- Resources are considered as most important asset to any organization.
- Hence, hiring right resources is the most important aspect of Recruitment.

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### RECRUITMENT MODELS

1. Autocratic: with low information uncertainty and low task complexity. The focus is on local recruitment activities in low-skilled labor sources.
2. Bureaucratic: with low information uncertainty but high task complexity. This requires targeted recruitment for specialized skills.
3. Commitment: with high information uncertainty and low task complexity. Recruiting in this model is targeted at employees who fit with the culture.
4. Professional: with high information uncertainty and high task complexity. This requires a targeted recruitment strategy that focuses on employees with soft skills to enable the employees to cope with ambiguity due to the information uncertainty.

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**TYPES OF RECRUITMENT: -**

Internal Recruitment

External Recruitment

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**INTERNAL RECRUITMENT:**

According to Myrna L. Gusdorf, the recruitment process starts with the most common method which is job posting. The traditional method to announce a job opening was to post notice of the job on the HR bulletin board whereas organizations now mostly post jobs electronically through organization-wide intranets or send e-mails to all employees about the job vacancy. Publish employment newsletters and distribute the announcement flyers are also a way of doing job posting. Employee Referrals are also a process to obtain candidate for internal recruitment.

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**EXTERNAL RECRUITMENT:**

In external recruitment, the applicant pools can be generated in number of ways which depends on the organization's policies, size and hiring budget. The organization also can go for private employment agencies who take all the responsibilities of generating a Pool of candidates for recruitment according to the organization's needs. The agencies generate the applicant pool and do the preliminary interviews, thereby screening out unqualified Candidates and then send qualified candidates to the organization and that is also by using job criteria provided by the organization itself. However, the private employment agencies Can be costly thus not every organization can bear the cost.

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**STATEMENT OF THE PROBLEM:**Problem 1: Attracting Top Talent:

Recruiters now face difficulties in attracting top talent. It's a candidate's job market, and firms must work harder to capture the attention of prized potential employees. If job seekers hear bad things about your company or don't like what they see, you'll miss out on the cream of the crop candidates.

To improve your chances of winning the hearts of the right applicants, you need to work on developing and promoting your employer brand. Be sure to address:

1. Corporate culture.
2. Clarity of candidate-facing messaging, including a branded careers page.
3. User experience from the application process perspective.

In essence, you need to put on your marketing hat – or better yet, partner with your marketing department – to create a compelling employer brand that you can “market” to the most qualified job candidates.

Problem 2: Lack of Quality Candidates:

Does it ever seem like nobody great is applying? Even when you do have a beautiful brand, you are going to get your fair share of less-than-stellar applicants mixed in with the top-notch talent. The solution is to step up your recruiting strategy. To source the best of the best, consider these steps:

- Explore opportunities with passive applicants. Just because someone isn't actively looking for a job, it doesn't mean he or she won't consider the right position with your business. You just need to ask.
- Review your recruiting data. What tactics have brought you the most success, or led to the least results? How long is your typical timeframe between posting and hire date? These data can help you improve your process.
- Get creative with applicant outreach. There's a lot of noise out there. How can you stand out to entice terrific talent?

Problem 3: Technology Misalignment:

Human resources haven't traditionally been known as a department driven by technology, but things are changing. After all, recruiting professionals and hiring managers need to respond with the speed that people have become accustomed to in their everyday lives. If you're still using manual or outdated processes, you risk losing a prized applicant to another employer.

Tech-savvy HR teams find success using an applicant tracking system to transform their recruiting efforts. An can make your organization more efficient and productive when it comes to attracting, reviewing, and selecting future employees.

## THEORETICAL BACKGROUND OF THE STUDY:

### RECRUITMENT & SELECTION

Recruitment and selection is one of the most important management functions. The whole process represents a significant investment in both financial and other resources. Recruitment and selection are two of the most important functions of personnel management. Recruitment procedure selection and helps in selecting a right candidate.

Recruitment means to estimate the available vacancies and to make suitable arrangements for their selection and appointment. Recruitment is understood as the process of searching for and obtaining applicants for jobs, from among whom the right people can be selected. A formal definition states "It is the process of finding and attracting capable applicants for the employment. The process begins when new recruits are sought and when their applicants are submitted. The result is the pool of applicants from which new employees are selected". In this, the available vacancies are giving wide publicity and suitable candidates are encouraged to submit applications so as to have a pool of eligible candidates for scientific selection.

In recruitment, information is collected from interested candidates. For this different source such as newspaper advertisement, employment exchanges, internal promotion, etc. are used. In the recruitment, a pool of eligible and interested candidates is created for selection of most suitable candidates. Recruitment represents the first contact that a company Contingency theory has been used as a framework in a variety of contexts. Empirical results support the theoretical relationship between context variables and segmentation approaches (Cui & Choudhury, 2003; Kleiner, 2008), and the explanatory power is well documented. It has been used to gain insights in a variety of topics in human resources such as communication (Goldhaber, 1993), persuasion (Smith, 1982), knowledge transfer (Birkinshaw, Nobel, & Ridderstrale, 2002), and decision theory (Vroom & Yetton, 1973). It is also in line with the results of other empirical work in human resources (Orlitzky, 2007; Schreyögg, 1995). In these recruitment-related topics, various links between contextual factors and differences in the studied topic were observed. In recent years, the influence of company characteristics on recruitment has increasingly become a topic of interest. Characteristics such as firm knowledge (Cable & Turban, 2001), firm reputation (Turban & Cable, 2003), firm personality (Collins & Han, 2004; Slaughter et al., 2004), and brand/organizational image (Chapman et al., 2005; Collins & Stevens, 2002) have been examined and found to have significant influence on recruitment procedures, techniques, and outcomes. Collins and Kehoe (2009) used the contingency theory framework to study the dependence of recruitment and selection systems on context variables. They identified two main factors that influence the structure and targets of the recruitment process: the task complexity (and resulting specialties) and the information uncertainty. Based on these factors, they were able to establish four recruitment models.

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3. Commitment: with high information uncertainty and low task complexity. Recruiting in this model is targeted at employees who fit with the culture.
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Several marketing studies have been conducted to build explicitly or implicitly on the contingency perspective (Zeithaml, Varadarajan, & Zeithaml, 1988). Ruckert, Walker, and Roering (1985) investigated the influence of various contingency factors on the effectiveness and efficiency of different forms of marketing organizations. Atuahene-Gima and Murray (2004) found that a combination of market orientation (defined as collecting and actively sharing market knowledge within the company) and speed of implementation is associated with better performance, though market orientation itself was found not to have a significant impact on the performance, and speed of implementation alone was associated with a negative impact on performance. A company culture focused on innovation is associated with a market orientation of the company (Menon, Bharadwaj, & Howell, 1996). In a study of large Floridabased (United States) credit unions, Pleshko & Heiens (2011) examined the fit between the companies' market orientations and their marketing strategies. A high level of market orientation and more aggressive strategies were regarded to have a good fit, as was a low level of market orientation and more reactive and defensive strategies; all other combinations were found to have less of a good fit or no fit. The market share of companies with a good fit between their level of market orientation and various other strategies such as service growth strategy, market growth strategy, and market coverage strategy were found to be higher. Companies with a fit between the market orientation and Miles and Snow's (1984) generic strategies (high market orientation with a prospector or analyzer approach) had a significant higher market share compared to those without such a fit. A similar, though not significant, result was seen regarding market orientation with Porter's (1980) generic strategies (cost leader or diversification). The effect of market orientation and a systematic approach in marketing is positively mediated by technology uncertainty, whereas market uncertainty reduces a company's performance (Atuahene-Gima & Murray, 2004). Atuahene-Gima and Murray (2004) hypothesize that the positive impact of technical uncertainty on performance is because it is less time critical: there remains time for systematic analysis of the environment. Empirical research within the contingency theory approach is focused on the comparison between context variables and structures (Donaldson, 1996). Contrary to the methods used in this inquiry, the majority of the research within the contingency theory approach has been quantitative. Normally, context and structural variables of a group of organizations are measured, and these variables or categories are compared to each other. Hypotheses that associate contingency and structure are tested (Donaldson, 1996) to be able to make assertions about causal relations between the variables. Most researchers of structural contingency theory (e.g.,

Blau, 1965; Donaldson, 1996; Woodward, 1965) use quantitative methods to substantiate the theoretical framework. Blau (1965) asserts that only systematic comparisons of many organizations can establish relationships between characteristics of organizations and stipulate the conditions under which these hold, thereby providing the material that needs to be explained by theoretical principles and important guides for deriving these principles.

## RESEARCH METHODOLOGY

### Sampling Design

### Sampling Unit

Employees of the organization

### Sample Size

Sample Size used for the Study is 32 employees.

### DATA ANALYSIS AND INTERPRETATION:

HOW DID YOU LEARN ABOUT THE JOB OPENING?	RESPONDENTS	PERCENTAGE
NEWSPAPER	0	0 %
WEBSITE	11	52.4 %
SOCIAL MEDIA	10	47.6 %
OTHERS	0	0 %

## FINDINGS

1. Majority 52.4% of the respondents have learned the job openings through websites.
2. Majority 66.7% of the respondents was excellent about understanding the job description.
3. Majority 47.6% of the respondents belongs to Easy category regarding applying the job position.
4. Majority 61.9% of the respondents belongs to very easy category regarding finding the organization Office.
5. Majority 61.9% of the respondents have Strongly agreed that the organization was professional.

## CONCLUSION

Spend more time in social medias for job marketing. Prepare clear content while describing about Job description. Streamline Your Background Check Strategy. Discover Talent on Unique Job Boards. Start Hiring for Attitude and Training for Skills. Use Tools to Eliminate Bias and Boost Efficiency. Collect and Analyse Feedback from Candidates. Understand how Important the Onboarding Process Truly is.

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