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To Understand the Importance of Recruitment, Selection and Retention in an Organization

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ABSTRACT

Master of Public Administration in Public Sector Management and Leadership Public sector workforce recruitment, selection and retention is challenging, especially in a competitive work environment like the one that exists today. In any field, it is difficult to find suitable employees for the wide range of positions that exist within a given organization. In the public sector however, finding well-qualified candidates who want to pursue a public service career proves to be an even harder task. Factors such as slow hiring processes, civil service examinations, and lower compensation in comparison to the private sector, tend to steer the millennial generation elsewhere. Changes in prospective employee preferences have caused a great portion of the workforce to be less prone to apply for government jobs. With a younger generation entering the workforce, work-related values, attitudes, and beliefs may need to shift to attract people to the public sector. Keywords: employee retention, turnover, turnover intention, job performance, job satisfaction, public service motivation, aging workforce, human resource management, public service, supportive work environment.

INTRODUCTION

Employee retention and turnover have become a critical issue in the public sector in many regards. Recently, researchers have found that employee retention, especially within the public sector is becoming an inescapable problem that needs to be addressed (Shaw, et.al., 2005, p.594). A study by the Center for State and Local Government Excellence (2018) found that twothirds of the public sector managers from 18 different states admit that they are having difficulty attracting and retaining talent. This is a major problem that is impacting a vital sector that the overall success of the public relies on. As our society changes and jobs become more competitive, the demand for highly talented individuals is at an all-time high. That said, many of the highly qualified individuals are not gearing their aim towards the public sector, but rather going more towards private corporations. This shift can be the culmination of several factors that either they, or someone they know, may have experienced. By investigating the impact of recruitment, selection and retention challenges within the public sector, executives and managers will have the capability to better understand which mechanisms would prove to be more successful in growing and developing their organization.

According to Bibi, Pangil & Ahmad (2017) employees are the most precious assets of any organization and the ability to retain them is one of the key aspects of the organization. It is important for managers to recognize that retaining their employees is an extensive process which deals with creating the ideal environment in the organization for the employee, which in turn will make them want to stay for a longer period of time. Retention of employees is considered a crucial source of achieving a competitive edge for the public sector in comparison to the private. This fact is due to public sector job duties often being much more labor intensive and mentally draining in nature (Hughes & Rog, 2008). Positions such as governmental officials, social workers, police officers, fire fighters etc., require a certain type of worker that not all people are cut out for. Although the public sector does not offer the same competitive range of pay as the private sector, there are many key attributes that, if managed correctly, should be able to draw in a large portion of the workforce in its direction. The principal objective of this research aims to analyze and identify the challenges that exist within the public sector in relation to recruiting, selecting, and retaining their employees. In a time where the workforce is shifting and so much of what has been is changing, it is important to find out what strategies will prove successful in the long run and which strategies are less enduring. The public sector faces great challenges in retaining talented employees, which in turn impacts its overall growth. The researcher for this study will determine how employees feel about the experiences they've undergone and how those experiences have influenced their decision to stay with or to leave the public sector. By conducting community-based surveys across demographics of all genders, ages and employment levels, the study is geared to gathering a better understanding of what makes an organization successful today. The purpose of this graduate study is to investigate and determine the potential challenges public sector leaders face and what strategies can they implement to ensure that departments are able to recruit, select and retain well-qualified employees within their organization more efficiently.

OJECTIVE OF THE STUDY

1. Selection of suitable employees in organization.

2.   Retain our employees in organization.

3.   Analyze recruitment practices and selection procedure of organization.

4.   To know the about factors that are affecting the performance of organization.

LITERATURE REVIEW

The public sector is a segment of the workforce in which vital public programs, goods or services are provided. It is usually comprised of organizations that are operated by the government and do not seek to generate a profit (Institute of Internal Auditors, 2011, p. 3). The workforce that exists within the public sector experiences both pros and cons related to their employment. On one hand, they have stability and benefits that attract them to the position, but on the other, they face slow salary growth and low levels of control, as most decisions must be handled through a formal process (Roberts, 2019). These factors among many others have impacted the public sector's ability to properly recruit, select and maintain their workforce in the everchanging society that exists today. Being that the goal of the public sector is to provide services to its society and improve people's livelihood, it is crucial that proper measures are researched and implemented to ensure that the highest quality of people are hired for these positions. This review of literature encompasses a review of information assembled from referenced materials that examine the factors affecting employee recruitment, selection, and retention in the public sector.

An Aging Workforce

The aging workforce consists of the group of working individuals who have reached a certain age that is nearing retirement. According to an article by Hirsch (2017), close to ten thousand Baby Boomers become of retirement age each day—a trend that began in 2011 and will continue until 2030. Although Baby Boomers have acquired the reputation for being workaholics, the average Baby Boomer retires at the age of 61 to 65, which implies that the workplace must plan for a massive tidal wave of turnover (Hirsch, 2017). Amidst Baby Boomer retirements and Millennial job-hopping, Human Resource managers are often left struggling to reduce the damage caused by a substantial employee departure (Hirsch, 2017). Coupled with the sizeable workforce loss, HR managers are also faced with the task of handling those intergenerational employees who do choose to stay. To properly manage their staff, managers must understand the beliefs, values and work styles of each generation and determine the best practices to appropriately handle them (Mackarel, 2020). These days, there are four to five generations that work side-by-side in each organization (Mackarel, 2020). Due to the job security present in the public sector, the broad range of intergeneration spans even further than that of the private sector. This developing multi-generational group creates diversity of individuals and of ideas, but also brings about greater challenges as divergences arise (Mackarel, 2020). With each age group comes a differentiation in world views which guide their daily actions and behaviors (Mackarel, 2020). These differing opinions can create a sense of tension between colleagues as their working styles clash. Whether in their style of communication, their viewpoints on hierarchies or their technological capabilities, each generation's distinctive features must be recognized and accepted to create for a better functioning workplace.

Alongside the differing intergenerational viewpoints is the fact that the newer generation of workers comes with a much more extensive list of demands when accepting a position within an organization. Compared to the current aging workforce, millennials express a need for greater freedom at work, including autonomy from supervision, minimal overtime, and a healthy worklife balance (Henstra et. al, 2016). Without such liberties, millennials are more likely to seek employment elsewhere, unlike the older counterparts. The ability to provide such an environment that allows such flexibility, may prove to be beneficial in recruiting a larger pool of candidates. Especially in today's job market where working remotely from home is the norm, the public sector must gear their efforts into accommodating prospective employees who prefer the freedom of choosing where to work from.

Employee Recruitment and Selection Recruitment and selection of the correct employees are a couple of the key challenges threatening modern organizations today. DeCenzo and Robbins (2015) define recruitment as "the process of discovering potential candidates for actual or anticipated organizational vacancies; it is a linking activity—bringing together those with jobs to fill and those seeking jobs" (p. 128). The process of recruitment begins far sooner than at the point in which potential candidates are discovered, but rather it is initiated with the establishment of what the workforce needs of the organization are. So often, organizations within the public sector are not properly staffed with the necessary number of employees required to fulfill all the responsibilities of the given organization.

Employee Retention

Recruiting high quality employees is one side of the spectrum, however, retaining them is entirely another. The motivation and management style of any organization governs the how often employees leave an organization. Employees are not likely to depart from their organization if the practices, benefits, and management style of their establishments are appealing and well suited. Often, public sector employees choose other employment due to lack of advancement opportunities, competitive compensation, and heavy workloads (Hancock et. al, 2013).

A study conducted by Park and Shaw (2013) analyzed the connection between turnover rates and organizational performance. In this study, the authors deduced that "retention serves as a critical factor because organizations desire to keep workers they have hired through rigorous processes while on the other because training and orientation of new workers prove costly" (Park et al. 2013, p.1). With budgetary restrictions and limitations being a normal practice within the public sector, it is imperative that organizations do whatever necessary to maintain their employees due to the direct and indirect costs associated with their departure. Indirect costs of employee turnover include low morale, poor organizational image, disrupted organizational practices and essentially the loss of human capital (Grissom, et al., 2012). The direct costs on the other hand, are associated to the financial toll employee departures take on an organization.

These include but are not limited to recruitment, selection, hiring and training expenses associated (Chen, 2008). Research states that the average employee replacement cost is roughly two times the annual salary of the employee being replaced, and even more damaging is that when an employee leaves jobs, organizations lose both the worker and the clients who are loyal because of the services offered by the specific employee (Haar et al., 2013). Retaining such individuals is an important component of a successful organization because employee turnover represses an organization's capability to execute its goals at their fullest potential (Hancock et. al, 2013). By retaining employees, and reducing turnover, public sector organizations have the potential of saving costs that would normally be allocated for the constant hiring and training of new employees (Cho et. al, 2012).

Employee retention aids in the economic stability of an organization in the public sector in several aspects. Factors such as job security, less budgetary constraints, and the potential for spending on goods and services that are crucial for the overall growth (Vasquez, 2014). Retaining the employees and reducing employee turnover is key for the fiscal development and growth of the public sector and the organizations that exist within it, as the organizations can allocate more time and resources into developing employees, and less time training them (Vasquez, 2014).

Employee Turnover

Employee turnover is a key component of whether an organization is successful or not. To maintain and grow a prosperous organization, new and improved methods of retaining employees and reducing the turnover rate must be implemented. When the turnover rate is high, there is an implication that employees are leaving the organization because they are unfulfilled with their work (Louden, 2012). This event generates a harmful impact on fellow employees who could potentially be influenced to follow the same path and eventually leave the job as well (Louden, 2012). Increased employee turnover produces a major issue for the organization, as it influences the value of the service they are providing and increases the costs associated with the replacement and recruitment of new employees. Alongside the associated costs, exists the necessary training and teambuilding required to connect the employees as viable members of the organization (Louden, 2012).

Although retaining well-qualified employees until the point of retirement is an ideal situation, it is not a realistic one. On average, people do not remain in the same role for an extended period. The Bureau of Labor Statistics (2020) puts the average number of years that employees have worked with their current employer at 4.1 years; a statistic that has not changed much since 2018. For the public sector, however, this number is higher, at 6.5 years (Holliday, 2021). This can be caused by a range of reasons, but the primary being the level of job security present in the public sector. According to the Center for Retirement Research at Boston College, "given the nature of their employment, state/local workers have historically been less vulnerable to layoffs than private sector workers (Munnell & Fraenkel, 2013, p.5). Not having to worry about losing one's job is a huge factor in deciding which job position to take and which to remain in. Especially in a time like today, where the job market is unstable and unpredictable, those belonging to the workforce are looking for any opportunity to feel a sense of security and stability in the position they hold. When examining employee turnover, it is important to note that there are two types: voluntary turnover and involuntary turnover. Although both types of turnover lead to an employee's departure from an organization, the techniques required to reduce each type of turnover differ greatly.

Voluntary Turnover

Voluntary turnover refers to termination of employment instigated by the employee (Sims, 2007). This includes, but is not limited to, an employee quitting to accept another job or quitting because they are unhappy with a particular aspect of their current position. In most cases, voluntary turnover involves the loss of competent and key employees leaving an organization and in turn, causes a series of adverse effects on the organization's daily processes. According to a report by Stewart and Diebold (2017), voluntary turnover causes the replacement process of workers to be costly and time consuming, all of which are essential in the production of an organization (176). The loss of such vital elements causes a sudden decline in performance and productivity which impacts organizational growth and development.

Involuntary Turnover

Involuntary turnover on the other hand, is initiated by the organization and occurs when employees are either fired or laid off due to economic necessity or a poor fit (Gomea-Mejia et. al, 1997). This type of turnover can also include an organization's need to cut costs, restructure or downsize (Bratton, 2003). Within the public sector specifically, involuntary turnover is not as common, as job security is one of the most prominent features associated. With the exception of certain fireable offenses, it is common for unfit individuals to remain in a position that they are not properly suited for an extended period of time. Due to most government employees being union affiliated, their representatives often fight for their right to stay within their role. A CBS Interactive (2015) investigation found that there is a civil servant protection system set into place within the public sector that prevents against politically motivated firings. The rules and regulations associated with the system, allow employees the right to appeal a termination, a process that can take up to two years (CBS Interactive, 2015). Since all public sector agencies and organizations must follow the same rules in regard to firing any unwanted employees, it often happens that managers make the decision to forgo the hassle of it all. In turn, they allow for individuals to remain within the organization, regardless of where their intentions lie.

Public Service Motivation

Public service motivation (PSM) is a multifaceted notion with four types of motives: compassion, attraction to public service, commitment to public values, and self-sacrifice (Wang et. al, 2020). First, compassion refers to an individual's emotional obligation to care for the wellbeing of others. Secondly, attraction to public service refers to the inner gratification from serving the public (Kjeldsen et. al, 2013). Many of the individuals who are employed with the public sector often choose their career path because they want to feel good about themselves and the work they do. Third, commitment to public values represents the need to satisfy social responsibilities and pursue public values (Kjeldsen et. al, 2013). Finally, self-sacrifice which is the tendency to engage in personal sacrifice to contribute to the welfare of others (Kjeldsen et. al, 2013). Thus, the grander the level of an individual's public service

motivation, the more likely they are to act beyond monetary or reputational benefits, and to seek membership in a public organization serving the public (Kjeldsen et. al, 2013).

❖ **Employee Retention Strategies**

Employee retention strategies refer to "systematic programs, practices and policies created to address the diverse employee needs by an organization that are targeted at developing employee loyalty" (Gabriel et al., 2020, p. 77). In order to maintain and retain one's employees, organizations must alter their long-standing practices to cater to their workforce. According to Ghosh and Sahney (2011), providing opportunities to increase employee well-being and worklife balance have a positive influence on retention of personnel in organizations. In the current age, implementing strategies such as training and development opportunities, encouraging employee empowerment, competitive compensation/benefits, promoting a healthy work/life balance and creating a safe work environment are all effective in retaining an organization's workforce.

❖ **Employee Compensation/Benefits**

Employees are drawn to a position for a multitude of reasons, however, the most attractive features of a position are often the compensation and benefits that come along with it. Armstrong (2012) found that compensation and benefits are always viewed as tools for attracting and retaining desired employees. Both in the public and private sector, employees want to be compensated well as a form a self-reassurance, but mainly as a practical means of living. Competitive compensation is significant in retaining key members of an organization, as employees want confirmation that they are receiving a similar pay to those who are performing similar work in private enterprises. Similarly, Faustina (2012) confirmed in a study that salary and additional benefits were one of the most important motivational factors for staying in a company. If an employee feels valued and has a paycheck that supports that, they are more likely to remain loyal to the organization they are a part of. Although individuals are motivated by a multitude of different factors, money and compensation are often the leading determining factors on how long an employee stays with an organization. For those who place a greater importance on money, they are more likely to look for employment elsewhere when they are unhappy with their overall pay. A study conducted by Tang (2000) assessed the correlation between perspectives regarding money, intrinsic job satisfaction and voluntary turnover. One of the primary conclusions of the study found that voluntary turnover was high among those individuals who placed a great value on the monetary aspect of their position. Opposing views and studies that have found that compensation is not as important as society often deems it to be. In the meta-analysis conducted by Judge and his colleagues (2010), 92 quantitative studies that spanned over 120 years were reviewed and dissected to determine the correlation between salary and job satisfaction (p. 160). The results of the meta-analysis found that the relationship between the two was very week. "For the employee, if the ultimate goal in a job is to find one that is satisfying, given a choice, individuals would be better off weighing other job attributes more heavily than pay" (Judge et. al, 2010, p. 163).

RESEARCH METHODOLOGY

Primary research

Many types of primary research exist. This guide is designed to provide you with an   overview of primary research that is often done in writing classes.

1. **Interviews:** Interviews are one-on-one or small group question and answer sessions. Interviews will provide a lot of information from a small number of people and are useful when you want to get an expert or knowledgeable opinion on a subject.

2. **Surveys:** Surveys are a form of questioning that is more rigid than interviews and that involve larger groups of people. Surveys will provide a limited amount of information from a large group of people and are useful when you want to learn what a larger population thinks.

3. **Observations:** Observations involve taking organized notes about occurrences in the world. Observations provide you insight about specific people, events, or locales and are useful when you want to learn more about an event without the biased viewpoint of an interview.

4. **Analysis:** Analysis involves collecting data and organizing it in some fashion based on criteria you develop. They are useful when you want to find some trend or pattern. A type of analysis would be to record commercials on three major television networks and analyze gender roles.

Secondary Research methodology

Secondary research involves the **existing data**. Like -

Summary: the complete summary already available at google or in a book regarding any research and report.

Collation and/or synthesis of existing research: existing research help us lot to get information which is already exist.

Secondary research is contrasted with primary research in that primary research involves the generation of data, whereas secondary research uses primary research sources as a source of data for analysis

Research Design

The research design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring you will effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data.

Five Common Types of Research Design

- Experimental design: The experimental design is a set of procedures that are designed to test a hypothesis. The process has five steps: define variables, formulate a hypothesis, design an experiment, assign subjects, and measure the dependent variable.

- Correlational design: A correlational research design investigates relationships between two variables (or more) without the researcher controlling or manipulating any of them. It's a non-experimental type of quantitative research.

- Descriptive design: Descriptive research design is a type of research design that aims to obtain information to systematically describe a phenomenon, situation, or population. More specifically, it helps answer the what, when, where, and how questions regarding the research problem, rather than the why.

- Diagnostic design: Diagnostic design specification is a document indicating how the diagnostics will be implemented on upcoming/new products that will be developed by the company.

- Explanatory design: The primary purpose of explanatory research is to explain why phenomena occur and to predict future occurrences. Explanatory studies are characterized by research hypotheses that specify the nature and direction of the relationships between or among variables being studied.

Data analysis and interpretation

Data Analysis is the process of systematically applying statistical and/or logical techniques to describe and illustrate, condense and recap, and evaluate data. By using data analytics to create comprehensive customer profiles from this data, businesses can gain insights into customer behavior to provide a more personalized experience.

Data analysis is the process of uncovering patterns and trends in the data. Data interpretation is the process of assigning meaning to the data. It involves explaining those discovered patterns and trends in the data. Chronology. Data analysis comes first, followed by data interpretation.

In this we have five steps to get you started with data analysis.

- STEP 1: DEFINE QUESTIONS & GOALS: to apply statistical analysis and technologies on data to find trends and solve problems. Data analytics has become increasingly important in the enterprise as a means for analyzing and shaping business processes and improving decision-making and business results.

- STEP 2: COLLECT DATA: Interviews. Interviews are a direct method of data collection.

Observations. Surveys and Questionnaires, Focus Groups, Oral Histories

- STEP 3: DATA WRANGLING: Data wrangling is the process of removing errors and combining complex data sets to make them more accessible and easier to analyze. Due to the rapid expansion of the amount of data and data sources available today, storing and organizing large quantities of data for analysis is becoming increasingly necessary.

- STEP 4: INTERPRET RESULTS: Data interpretation refers to the process of using diverse analytical methods to review data and arrive at relevant conclusions.

Importance of data interpretation

Data interpretation is very important, as it helps to acquire useful information from a pool of irrelevant ones while making informed decisions. It is found useful for individuals, businesses, and researchers.

Helps businesses understand their customers better, improves sales, improves customer targeting, reduces costs, and allows for the creation of better problem-solving strategies.

Findings

1. I got clear results about Recruitment, selection and retention on the basis of my understanding, that the process are used in the organization for recruitment and selection are reliable and clear.

2. Basically recruitment is based on how many vacant positions do you have in your organization it is an open invitation for candidates who wants to do job practically they can come.

3. In selection I find, any organization selects the candidate on the basis of their talent and experience and who is really capable to do that job.

4. In this I understand experience and internships are very- very important for every candidates because internships is the platform where you are doing practical work.

5. And at last I will talk about retention, retention is basically what

6. Where we try to retain our employees because of low turnover rate of the company if any organization there is high turnover rate of employees so it will shows negative impact to others.

Effect of Employee Turnover on Public Sector

The impact of employee turnover within any organization is difficult to gauge and determine. On one hand, employee turnover negatively impacts the organization as it requires additional resources to be put towards replacing and training new hires. However, on the other hand, employee turnover also has the potential to open doors for new employees who have innovative and unique ideas and perspectives. These two consequences are classified as dysfunctional or functional effects. According to a study conducted by Lee and Jimenez (2011), 16 the dysfunctional consequences include the added expenses incurred for recruiting, hiring and training of personnel; disturbance of social and communication structures; potential regression in productivity due to loss of high performing workers; and reduced morale amongst personnel who stayed in the organization. Functional turnover on the other hand, relates to the positive effects that include the replacement of low-performing employees, enhanced organizational capacity (especially if under-performers are replaced with highly trained new hires), and introduction and initiation of new methodologies to concerns faced by the organization (Lee & Jimenez, 2011). Alongside the dysfunction and functional effects of employee turnover, is the knowledge attained by management of an organization which is experiencing employee turnover. According to Armstrong (2003), employee turnover rates provide as a valuable resource to determine the effectiveness of Human Resource policies and practices within the organization (374). Thus, employee turnover provides insight on what human resource practices are proving to be beneficial and which could be better improved.

CONCLUSION

The use of strategies to improve public sector employee retention, advance the selection process and reduce employee turnover, could potentially bridge the gap between organizations and their employees. The issue of employee retention and turnover can reach a conceivable resolution if organizations and their employees develop a better understanding for one another. By providing employees with a better work environment that emphasizes job satisfaction as its primary concern, employees are more likely to trust public sector organizations, which will in turn, improve overall the recruitment, selection, and retention of its employees. Although staying with long-standing HR practices would be the easier route to take, organizations will not survive the overwhelming need to fill vacancies once the wave of Boomers leaves the workforce. To appeal to the masses, public sector managers must adapt to new procedures and methods to ensure that they are able to achieve their short and long-term organizational goals. The researcher advises that the success of the public sector, both in Los Angeles County and beyond, relies on its ability to change and evolve with the times. Strategies discussed in the research should be incorporated into all aspects of an organization's human resource strategic plan. Implementation of these new strategies will in turn improve employee retention, streamline selection, and reduce turnover. The advancements and efforts are ones that will not only benefit the public sector today but will likely be applicable to all public organizations in the future as well.

Reference

(Secondary Data)

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https://scholar.google.co.in/scholar?q=managerial+implications+of+recruitment+selection+and+retention&hl=en&as_sdt=0&as_vis=1&oi=scholart

Research paper-

https://www.researchgate.net/publication/335677274_A_REVIEW_OF_LITERATURE_ON_EMPLOYEE_RETENTION

(Primary Data)

Questionnaire

Based on Recruitment, Selection and Retention

https://docs.google.com/forms/d/1cP33WnWdcvYalxuBaje4yyPCwsmhI9xmvOLQSyJcGUQ/edit?pli=1

Based on Homains feedback data