



Challenges in recruitment and selection of employees

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ABSTRACT

The quality of employees hired depends on an effective recruitment and selection strategy. Recruitment and selection are critical human resource functions for businesses. Recruiting the right type of employees having the organizational fit remain a big challenge to the employers who want to achieve guaranteed success in their business operations. Hiring the right employees for the business can positively affect the turnover rate, company culture, production and profit. HR departments have become strategic entities in their functioning since these have to recruit the best resources, involve them fully in organizational productivity and plan for their value addition in order to ensure retention. This study was conducted to know the recruitment process followed by organizations and challenges faced by the HR recruiters while recruiting and selecting the candidates. The recruitment and selection issues that are prevalent today are not unique to any organization and research has shown that the issues are almost identical. Recruitment should be based on qualification, merit and experience. High unemployment doesn't necessarily mean that it is easy to find good candidates. Centralized recruitment is advantageous. Line and staff co-operation is essential with regard to recruitment and selection. A fake resume affects the recruitment process badly and affects the efficiency and credibility of the company.

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Introduction

In today's rapidly changing business environment, organizations have to respond quickly to requirements for people. The market has been witnessing growth which is manifold for the last few years. Many players have entered the economy thereby increasing the level of competition. In the competitive scenario it has become a challenge for each company to adopt practices that would help the organization stand out in the market. Human Resource in this regard has become an important function in any organization. All practices of marketing and finances can be easily emulated but the capability, the skills and talent of a person cannot be emulated. 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. Therefore a recruitment practice in an organization must be effective and efficient in attracting the best manpower. The process includes steps like HR Planning attracting applicants and screening them. These steps are affected by various factors both internal and external. The recruitment and selection decision is of prime importance as it is the vehicle for obtaining the best possible person-to-job fit that will, contribute significantly towards the Company's effectiveness. It is also becoming increasingly important, as the Company evolves and changes, that new recruits show a willingness to learn, adaptability and ability to work as part of a team. The Recruitment & Selection procedure ensures that these criteria are addressed.

Recruitment Process

Recruitment is a process of defining a job and attracting applicants for the vacant post. It is the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their

applications are submitted. The result is a pool of applicants from which new applicants are selected.

Selection Process

Selection is the process of choosing the most appropriate candidate to fill the post from among all those who apply. Selection is the pivot point between recruitment and retention. Hopefully the efforts have gained several qualified candidates. The organization has to decide who the best fit for the job is. It should plan a process that is fair and objective and results in choosing the best person for the job. Taking some time to plan ahead will help to find an individual whose skills and talents will be an asset to the organization. Process of recruitment in the organization and challenges faced by the HR recruiters in case of recruitment and selection in general should help to improve cost effectiveness of the company and ease the recruitment personnel performance.

The HR professionals – handling the recruitment function of the organization- are constantly facing new challenges. The biggest challenge for such professionals is to source or recruit the best people or potential candidate for the organization. In the last few years, the job market has undergone some fundamental changes in terms of technologies, sources of recruitment, competition in the market etc. In an already saturated job market, where the practices like poaching and raiding are gaining momentum, HR professionals are constantly facing new challenges in one of their most important function- recruitment. They have to face and conquer various challenges to find the best candidates for their organizations.

The major challenges faced by the hr in recruitment are:

- **Adaptability to globalization** – The HR professionals are expected and required to keep in tune with the changing times, i.e. the changes taking place across the globe. HR should maintain the timeliness of the process

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● **Lack of motivation** – Recruitment is considered to be a thankless job. Even if the organization is achieving results, HR department or professionals are not thanked for recruiting the right employees and performers.

● **Process analysis** – The immediacy and speed of the recruitment process are the main concerns of the HR in recruitment. The process should be flexible, adaptive and responsive to the immediate requirements. The recruitment process should also be cost effective.

● **Strategic prioritization** – The emerging new systems are both an opportunity as well as a challenge for the HR professionals. Therefore, reviewing staffing needs and prioritizing the tasks to meet the changes in the market has become a challenge for the recruitment professionals.

Literature Review

Recruitment and selection forms the foundation of the core activities and processes underlying human resource management and such activities include the acquisition, training and development, and rewarding performance of workers (Gilmore, and Williams, 2009). The success and sustainability of most organizations is directly proportional to skills and competencies of the employees. Equally, the entry point into any organization is dependent on the effectiveness of the *recruitment and selection* practices of the hiring team within the organization. In light of this, competition in the **UK employment market** has increased tremendously over the past few decades. This can be attributed to the inability of the employment market to absorb the growing pool of graduates from institutions of higher learning. According to Mohamed Branine, (2008, p. 497), *recruitment* is one of the leading and toughest challenges facing the majority of potential employers. Mohamed (2008) argues that the causes of this phenomenon can be in part due to the complexities associated with the selection of the most qualified individuals and as well, due to the availability of several graduates in different disciplines from different institutions. To that purpose, the demand for quality candidates will remain highly competitive, the most advantaged *recruiters* will be those with strong recruitment policies, coupled with exceptional training and development policies. In some instances, financial abilities of potential recruiters will play a substantial role in future recruitment and selection processes.

Different research studies have been carried out and written up regarding the aspect of recruitment and selection, the attitudes of candidates, and the attitudes of recruiters with respect to choosing their employers, and as well, the perceptions of applicants towards their formative years in the employment sector. Covered in past researches also includes the influences of management executives on recruiting activities, the strategies and methods used to conduct and communicate information regarding the recruitment process, and reliability and accuracy of the recruiting tools and instruments. Much of this research has, however, concentrated on different aspects within the recruitment and selection process in different organizations across the work.

Objectives of the study:

- 1.To enable an organization to maintain an inventory of the quality employees by the best sources of recruitment and selection strategies in the organization.
- 2.To examine the recruitment and selection process of employees in the related unit.
- 3.To find the draw backs in the Recruitment & selection strategy of company.
- 4.To suggest the measures for establishing better Recruitment and selection Strategy.

5. To identify the challenges faced by the HR personnel in recruitment

6. To identify the challenges faced by the HR personnel faced during selection process

7. To know the pros and cons of the challenges of the recruitment and selection process

Need for the study

1. To Increase the effectiveness of different recruiting techniques and sources for all types of job applicants in the organization.
2. To identify the various sources of recruitment.
3. To obtain the number and quality of employees that can be selected in order to help the organization to achieve its goals and objectives

Scope of the study

1. To understand the various sources of recruitment provided in the organization.
2. It helps to analyze the recruitment policy of the organization.
3. It enables us to evaluate the effectiveness of different recruiting techniques and sources for all types of job applicants in the organization.

Primary data:

The Primary data used by the researcher is questionnaire.

Secondary Data:

The secondary data used in this research are

1. Books referred and
2. Websites

Research Instrument:

The instrument used for this study by the researcher is “questionnaire”.

Sampling Methodology

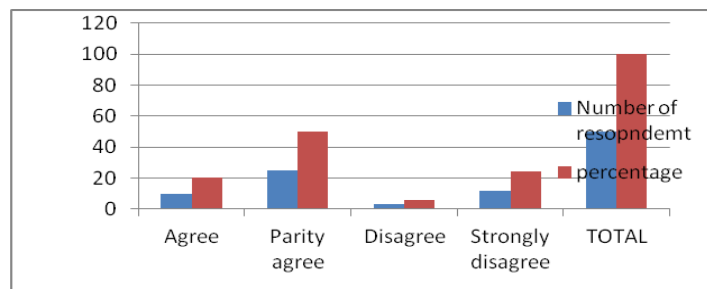
Population: population comprised of HR specialists of Siddi Infotech was 102.

Sampling frame: For the purpose of this study is Siddi Infotech, Bangalore.

Sampling size: To carry out this study a sampling size of 50 HR specialists were finalized.

Recruitment of personnel has become the number one challenge?

Category	Number of respondents	percentage
Agree	10	20
Parity agree	25	50
Disagree	3	6
Strongly disagree	12	24
TOTAL	50	100

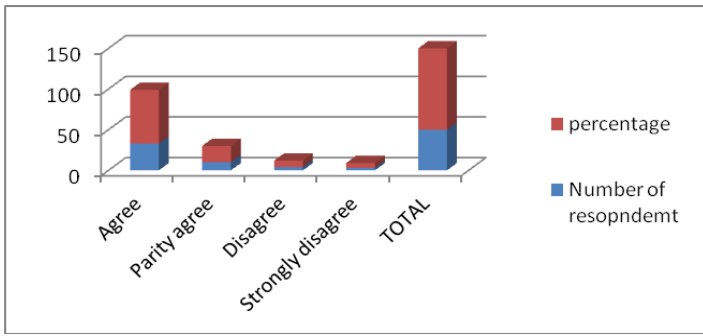


Analysis and Interpretation

It is observed that recession and death of time has made practitioners think recruitment as number one challenge among the other HR practices.

Cost cutting is a key, especially for HR?

Category	Number of respondents	percentage
Agree	33	66
Parity agree	10	20
Disagree	4	8
Strongly disagree	3	6
TOTAL	50	100

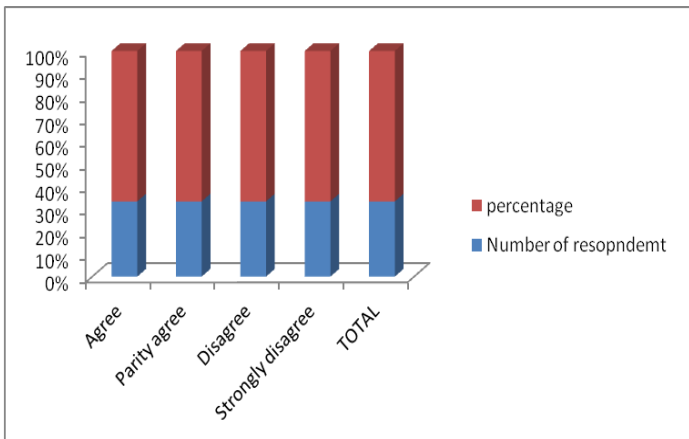


Analysis and Interpretation

It is observed that 66% of the respondents strongly agrees with cost cutting being the key issue. Hence, all the HR's are cost conscious. It is observed that spending cost per hire has been decreased considerably.

Fake resumes affect the recruitment process.

Category	Number of respondents	percentage
Agree	35	70
Parity agree	7	14
Disagree	5	10
Strongly disagree	3	6
TOTAL	50	100



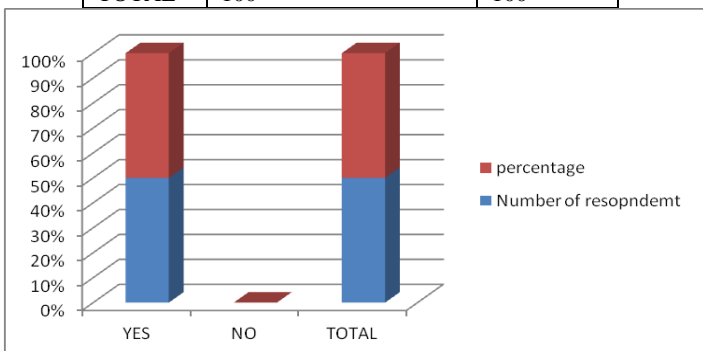
Analysis and interpretation

Fake resume is one in which a specific alteration of your employment history is made in order to deceive a human resources person or hiring authority in order to get hired.

It is clear from the table that 70% of respondents agree being suffered by fake resumes affecting the recruitment process.

Do you agree that internal/external recruitment pool database is helpful to the organization?

Category	Number of respondents	percentage
YES	100	100
NO	0	0
TOTAL	100	100



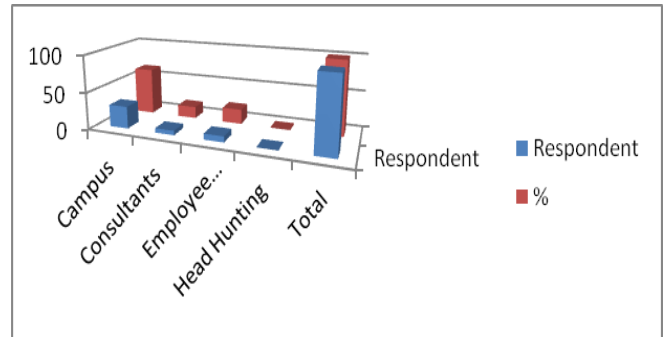
Analysis and interpretation

It is observed that 100% of the respondents agree on maintaining employee/candidate database as useful to the

organization. There is a new trend in HR – “Do more with less”. This requires HR to become more nimble, effective, and efficient to make better use of the talent within the HR department itself.

Fresher is mainly recruited through

Source	Respondents	%
Campus	30	64
Consultants	6	16
Employee Referrals	8	20
Head Hunting	0	0
Total	100	100

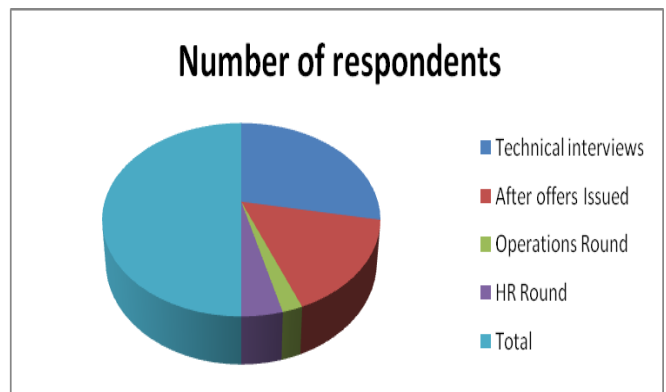


Analysis and interpretation

It is clear from the above table that fresher are mainly recruited through campus and on consultant recommendations, walk-ins are best for the students.

At what point of time most of the rejections happen?

Category	Number of respondents	%
Technical interviews	28	54
After offers Issued	16	30
Operations Round	2	6
HR Round	4	10
Total	50	100

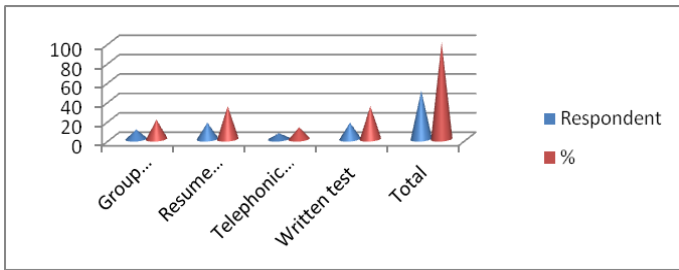


Analysis and interpretation

It is observed from the above table that 54% of the candidates are being rejected at the technical interview round after the resume screening. 30% of the candidates fail to clear the HR round. Sometimes candidates will not join the organization even after the offer is made. Reason may be better offer, overseas assignments etc.

Which of the following screening methods used for effective recruitment?

Category	Respondents	%
Group Discussion	10	20
Resume analysis	17	34
Telephonic interview	6	12
Written test	17	34
Total	50	100

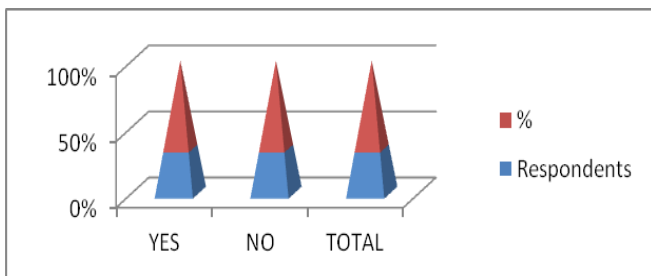


Analysis and interpretation

Screening methods are used to screen/assess the candidates on different parameters. Numbers of screening methods are available in the market to screen the candidates. It is observed from the above table that written test and resume analysis are given prime importance. Other screening methods are used in supplement to written test and the resume analysis. Group discussion is also widely used to check the leadership abilities of the candidate.

Is feedback is given to the candidates?

Category	Respondents	%
YES	44	88
NO	6	12
TOTAL	50	100

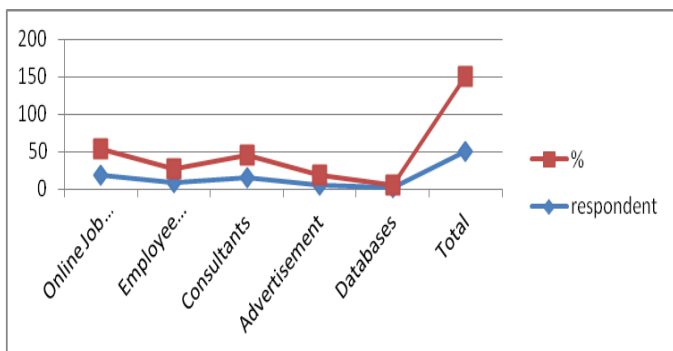


Analysis and interpretation

It is observed that 88% of the respondents agreed upon giving feedback to the candidates. Feedback gives positive picture of the company. Rejected candidates are informed verbally in case of walk-in; candidates are informed through e-mail and through telephone.

Kindly mention the sources through which most of the closures happen in organization

Category	respondents	%
Online Job Portals	18	36
Employee referrals	9	18
Consultants	15	30
Advertisement	6	12
Databases	2	4
Total	50	100

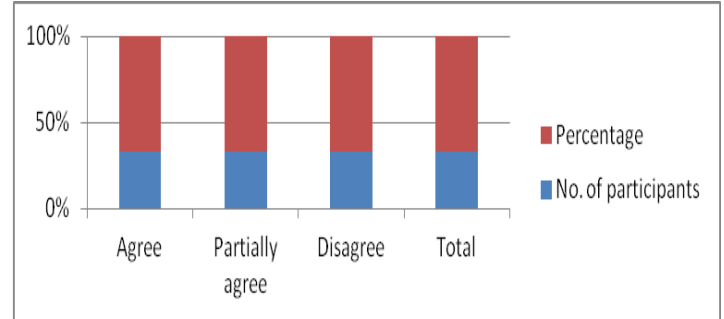


Analysis and interpretation

It is observed that 36% closures happen through online job portal referrals, online job portals plays an important role in position closures, 18% through employee referrals and 18%

through consultants and these days large scale organizations are taking help of the consultants to fill up the openings. Does brand name of the company affect the recruitment process?

Category	No. of participants	Percentage
Agree	17	34
Partially agree	24	48
Disagree	9	18
Total	50	100

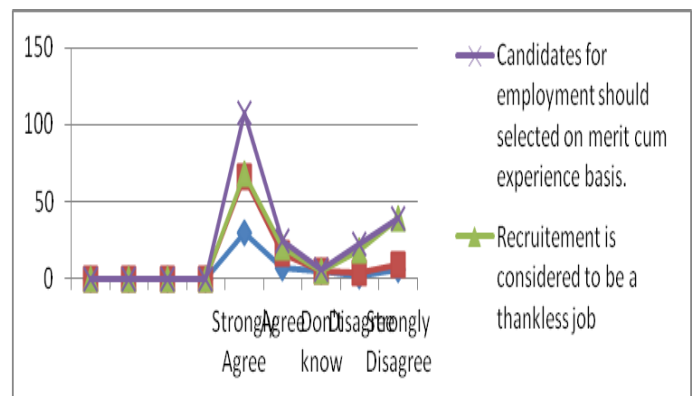


Analysis and interpretation

The employer brand is a company's image viewed through the eyes of the general public, its employees and potential job seekers. Beyond the image, it is a reflection of an organization's culture, reputation, products and services, as well as the way it deals with and values its workers." It generates meaningful conversations with talent.

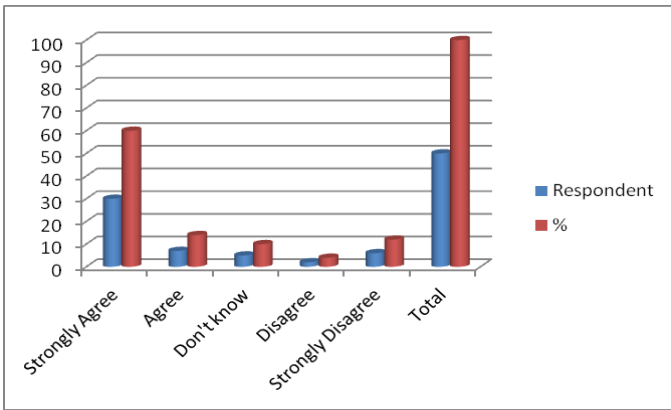
Please tick for your choice.

How far would you agree with the following statements	Strongly Agree	Agree	Don't know	Disagree	Strongly Disagree
Diverse employees can be valuable because they a wide variety of skills	30	7	5	2	6
Effective recruitment and selection are critical to organizational success.	36	9	0	2	3
Recruitment is considered to be a thankless job	2	4	0	14	30
Candidates for employment should be selected on merit cum experience basis.	40	5	1	4	0



Diverse employees can be valuable because they have a wide variety of skills.

Category	Respondents	%
Strongly Agree	30	60
Agree	7	14
Don't know	5	10
Disagree	2	4
Strongly Disagree	6	12
Total	50	100



Analysis and interpretation

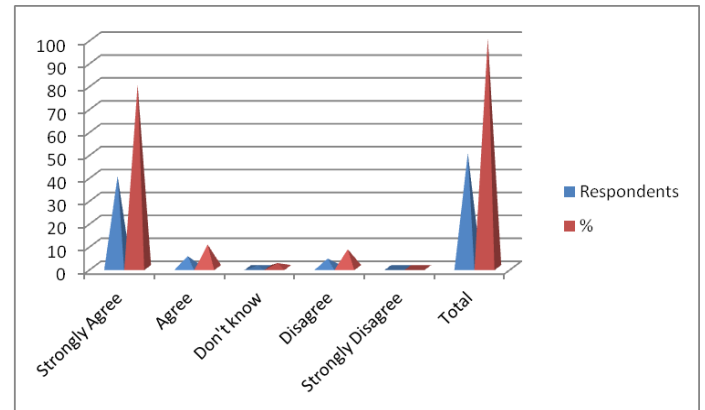
It is clear from the above table that 60% of the respondents strongly agree with diverse employees being valuable to the organization.

Effective recruitment and selection are critical to organizational success.

Category	Respondents	%
Strongly Agree	40	80
Agree	10	20
Don't know	-	-
Disagree	-	-
Strongly Disagree	-	-
Total	50	100

indicative that monotonous nature and lack of appreciation and recognition demotivates the recruiter. Candidates for employment should be selected on merit cum experience basis.

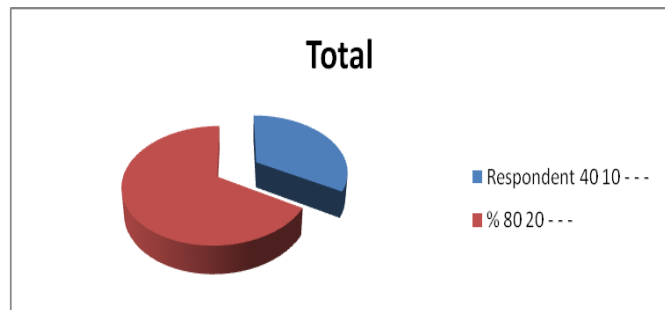
Category	Respondents	%
Strongly Agree	40	80
Agree	5	10
Don't know	1	2
Disagree	4	8
Strongly Disagree	0	0
Total	50	100



Analysis and interpretation

As per the above figures it is clear that employment must be based on merit and experience. However meritorious young without experience can be hired if they meet the job skills.

Line and staff co-operation necessary.



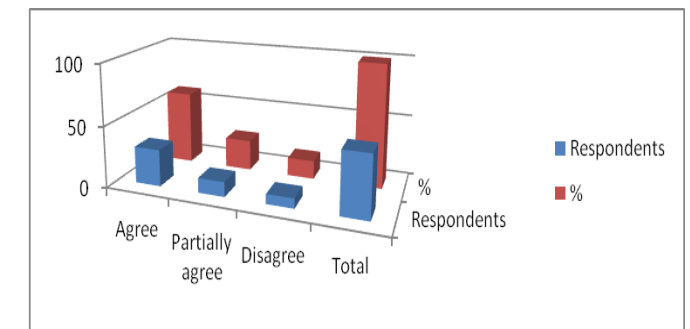
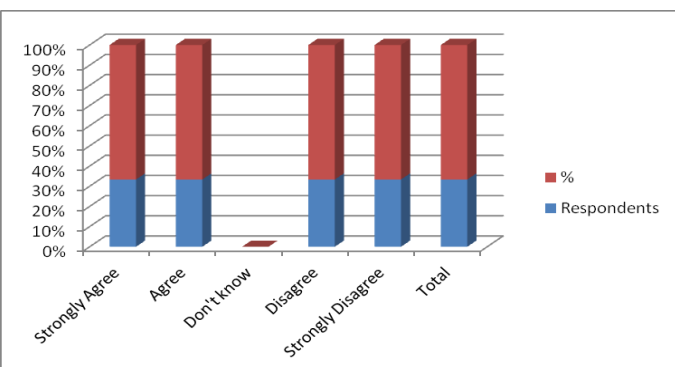
Analysis and interpretation

As per the above table 80% of the respondents strongly agree that effective recruitment and selections are essential to the success of the organization.

Recruitment is considered to be a thankless job.

Category	Respondents	%
Strongly Agree	2	4
Agree	4	8
Don't know	0	0
Disagree	14	28
Strongly Disagree	30	60
Total	50	100

Category	Respondents	%
Agree	30	60
Partially agree	12	25
Disagree	8	15
Total	50	100



Analysis and interpretation

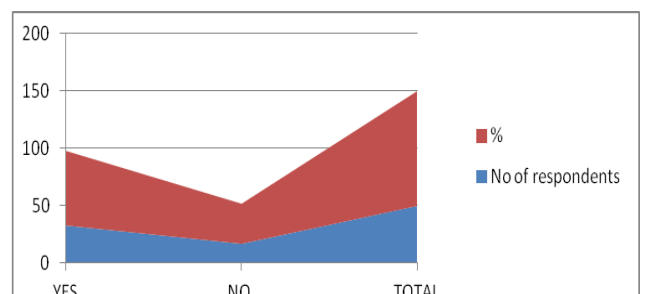
It is observed that 60% of the respondents agree that line and staff cooperation is very essential.

Centralization of recruitment is beneficial

Category	No of respondents	%
YES	33	65
NO	17	35
TOTAL	50	100

Analysis and interpretation

It is observed from the table that 60% of the HR recruiters strongly disagree that HR is not a thankless job. However it is



Analysis and interpretation

Majority of the respondents agree that centralization is beneficial. It reduces duplication of work, makes it easier to spread the cost of new technologies such as internet based recruiting and prescreening solutions and the department builds a team of recruitment experts.

Findings

- Recruitment should be based on qualification, merit and experience.
- High unemployment doesn't necessarily mean that it is easy to find good candidates.
- Centralized recruitment is advantageous.
- Line and staff co-operation is essential with regard to recruitment and selection.
- A fake resume affects the recruitment process badly and affects the efficiency and credibility of the company.

Conclusion

Recruiting people with the right skills and qualities is essential for any organization if it is to maintain and improve its efficiency. Not only the personnel manager but also the line manager/supervisor has a part to play in the selection process. It is crucial that both these people have training to enable them to carry out their roles effectively. Careful analysis of the job to be done, and of the competencies required to do it, is necessary if the right people are to be fitted into the right job. Having selected the best candidate for the job, the next stage is to ensure that the new recruit is successfully integrated into the organization through a well-planned induction programme. Induction need not be an elaborate exercise, but it must be thought out in advance, carried out in a timely and careful

manner, and evaluated to ensure that it meets the needs of the employee. The benefits of a good induction programme are a more settled employee, a more effective response to training, lower labor turnover, and improved industrial relations.

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