

## Job Stress of Candidates during Recruitment and Selection Process-A Study on Private Sector

Samreen Uzair<sup>#</sup>, Kulsoom Kanwal<sup>^</sup> and Urooj Arshad<sup>^</sup>

<sup>#</sup>Assistant Professor, <sup>^</sup>Students, Department of Business Administration, Jinnah University for women, Karachi, Pakistan

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### Abstract

The purpose of the research is to analyze the job stress of candidates during recruitment and selection process in private sector of Karachi, Pakistan. Those candidates who are applying for a new job in different organizations are become stressful from the selection process. This study also focuses on that how candidates cope up their stress during recruitment and selection process to achieve their goals. The sample size which we take is of 25 candidates from whom we get result through questionnaire about the job stress of candidates in the process of recruitment and selection. This paper is based on quantitative technique in which we come up with the graphical representation. The result shows that majority of candidates take job stress and loses their confidence level during the recruitment and selection process.

**Keywords:** Recruitment and selection and job stress

### Introduction

Recruitment is a process in which we extracting out the desired person from the pool of candidates and selection are a process in which organization designs a best fit for a particular situation. Employees are the assets of the organization without them organization cannot run. Organization always tries to create a best pool of candidates because it helps the organization to achieve their targets or goals. Before starting a new business, every organization has a need of skillful employees, so, an organization hire employees through recruitment and selection process. But during the selection process candidates have fear of job either they selected or not. Some candidates believe that stress during the selection process affects their skills, attitudes and abilities. Stress is a natural thing but it depends on organization how to cope up their candidates those who are applied for a new job. Every organization has different criteria of recruitment but it varies organization to organization.

The purpose of recruitment and selection is to attract qualified employees but those candidates who are not eligible for the job are become stressful and demotivated from their job. The most important goal of recruitment process is to find out the best talented candidates in the job market. Hence the goal of selection process is to hire the best candidate for a particular job.

### Research objective

- To study the job stress of applicant during recruitment and selection process.

- To examine how candidates cope up their stress in the process of recruitment and selection process.
- To identify how organization manage their stress of candidates in private sector.

### Scope of the Research

This research focuses on job stress of candidates during recruitment and selection process. From the organizational point of view every candidate become stress full when he/she is apply for a new job in an organization. They are afraid from the process of selection either they are selected or not. Moreover, the good selection process is effective for candidates to show their abilities, knowledge and skills and to prove themselves. One of the core aims of recruitment and selection process is to extract out the capable candidates and to evaluate that either selection process is successful or not.

### Research Question

- How candidates get stressful during recruitment and selection process for their job?
- How candidates cope up their stress in the process of recruitment and selection process?
- How organizations manage their stress of candidates in private sector?

### Limitation of the study

- We take fewer responses due to the limitation of time.

- Our sample size is 25 it could be further exceeded.
- Data was collected by those candidates who are willing to apply for a job in private sector.

### Literature review

Recruitment is defined as the set of actions and procedures used lawfully which attain an adequate amount of skilled candidates at the accurate place and at the right time. So, that the individuals and the organization are able to select each other in their precise way with the superlative short and long term benefits. The recruitment process delivers the organization with a pool of skillful and competent job candidates from which careful selection can be completed to fill positions. Effective recruitment starts with appropriate engagement of designing and predicting (Costello, 2006).

Recruitment and selection process are most important performs for human resources management, and are essential in upsetting organizational achievement. Recruitment is a process of enticing a pool of best features of applicants so as to perfect candidate best between them. For this purpose, top acting corporations dedicated substantial possessions and dynamism to generating superiority selection methods (Jovanovich, 2004).

One of the consequences of actual recruitment and selection is to condensed labor revenue and increase virtuous employee confidence. Recruiting unproductively is much expensive, since deprived recruits may execute severely or sabbatical their service, therefore, lacking of more recruitments. Recruitment performs comprises of slight or no endeavor to legalize performs. Organizations with great abandoned tariffs living with them and have a tendency to form them into their recruitment performs and they do not examine the composition of their manual labor revenue (Odiorne, 1984).

Stress is frequently become radical when a single person is allocated for a foremost accountability without appropriate ability and designation of authority. Relational aspects like group cohesiveness, practical requirements, communication regularity, comparative power and legislative expanse among the character despatcher and the pivotal individuals are significant issues in managerial performance (Vansell M, 1981).

Researcher performed the study on how the candidates' job-choice decisions are made and the impact of job attributes and recruitment practices. Researcher fined the job seekers through the job search or choice method. Structured Interview is used. Data is collected by those individuals who are a job-seeker. This study also shows that theoretical and practical work is applied and for job-choice, job quality is very important and also finds that either recruiting process influences positive or negative on job-choice decision. Moreover organization component reinforced the importance of job-seekers and

provide opportunity in recruitment process (Wendy R. Boswell, 2013).

This research conducted on role of human resource system in job applicant decision process. It influence that how organization manage their human resources and implement their process. Information about organization are convey through human resources it change the view of applicant about job choices. That system is important for some people than to others. Job acceptance influence by those individuals whose characteristic are match with the content of the system. Researcher used the Policy-capturing design to check the effect of human resources system. Past study show that human resource significantly influences the job choice. Their result explains that human resource system plays a vital role in job choice decisions process (Jr, 1994).

Researcher performed the study on how human resources management and recruitment and selection process are practices in Taiwan. Data was gathered by those employees who are working in Taiwan manufacturing industry. Their result explain that human resources polices are interlink with corporate strategy and the main decision are taken by the top management. Some human resource management share their decisions with line manager or general manager because managers have an significant role in decision process like they take part in recruitment and selection process, reward allocation and training and development. Some evidence show that recruitment and selection process are vary country to country because different country have different culture (Leat, 2011).

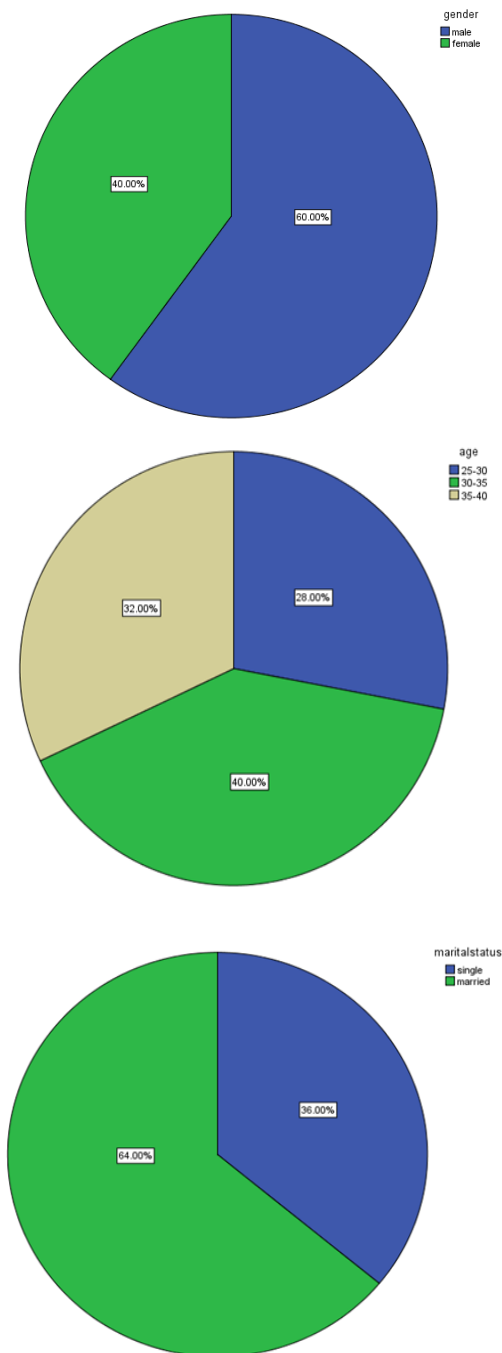
Researcher claimed that job stress is one of the elements which organization neglected. Their study covers the area of environmental, personal, process, human consequences, organizational consequence and time all these factors are theoretical frame of job stress. The evidence also show that job stress or employee health reduce the organization effectiveness. Researcher faced many problems like confusion about terminology related to the job stress and weak methodology. Systematic approach is not used effectively and many elements are not focused in research (BEEHR, 1978).

### Research Methodology

This study is focused on quantitative research and the primary data was collected through questionnaire which was conducted by 25 candidates who are apply for a new job in different private sectors of Karachi, Pakistan. The research instrument which we use in this study is questionnaire, and we use bar charts and pie charts as a statistical tool through SPSS.

**Graphical representations**

**Pie charts**

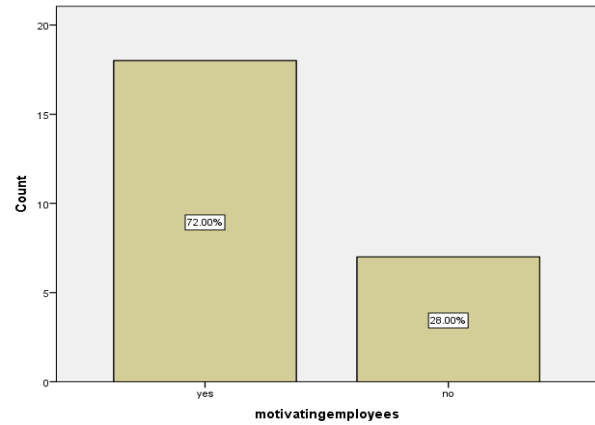


**Interpretation**

These chart shows that there are 60% male and 40% female which have the age of 25-30 is about 28%,30-35 is of 40% and 35-40 is about 32%. Almost 64% candidates are married and 36% are single.

**Bar charts**

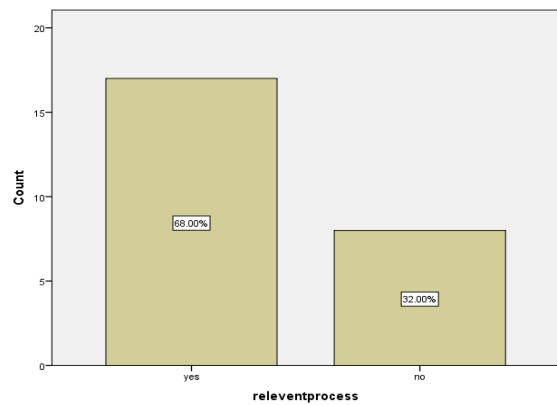
**Motivating employees**



**Interpretation**

From the above chart it shows that 72% candidates said that recruitment and selection process helps in motivating the employees and 28% candidates say that recruitment and selection process does not help to motivate the employees.

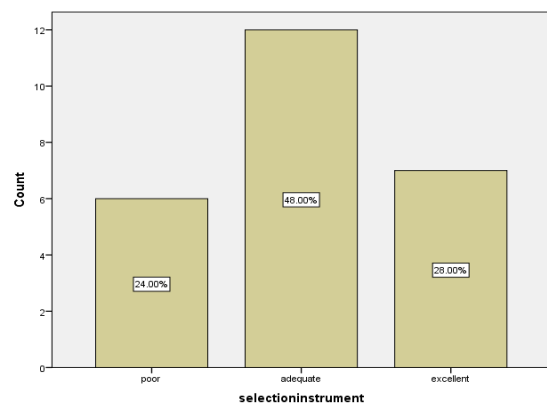
**Relevant process**



**Interpretation**

It shows that out of 100% only 68% of organizations doing relevant recruitment and selection process hence, 32% are not doing relevant process in their organizations.

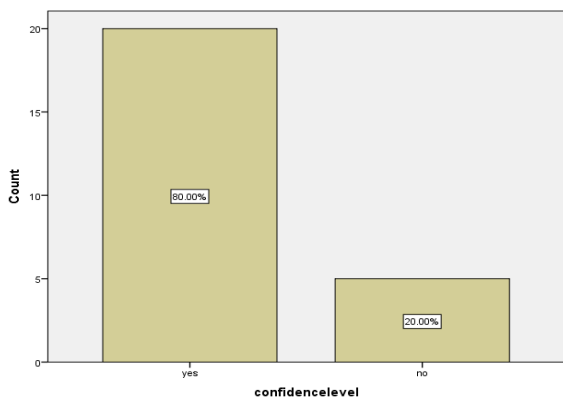
**Selection instrument**



**Interpretation**

The above chart shows that at the rate of 48% the selection instrument which organizations are used in their effective recruitment and selection process is adequate. Hence, 28% is excellent and 24% is poor in their selection instrument for effectiveness of process.

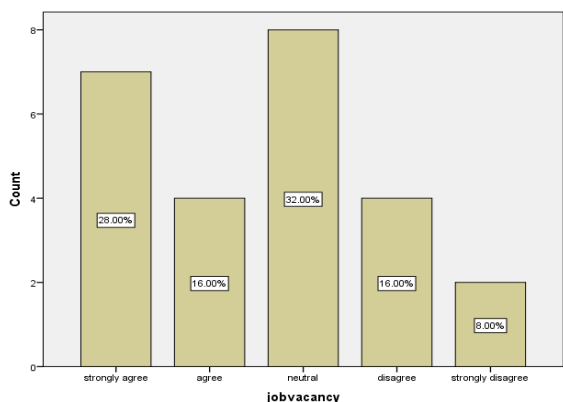
**Confidence interval**



**Interpretation**

From this chart it illustrate that 80% employees reduce their confidence level when they are stressful, and 20% are not reduced their confidence level when they are stressful.

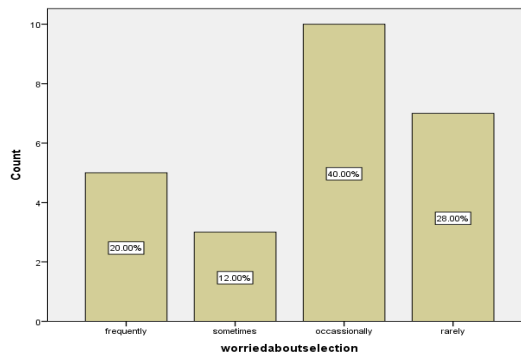
**Job vacancy**



**Interpretation**

28% candidates are agree that the process of recruitment and selection are not clearly define in job vacancy.16% are agree, 32% are neutral and 16% are disagree and said that process of recruitment and selection must be clearly define in job vacancy and 8% are strongly disagree from above statement.

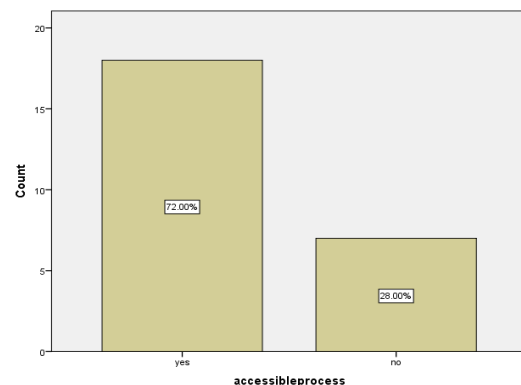
**Worried about selection**



**Interpretation**

This graph shows that 40% candidates are occasionally worried about their selection. When they are applying for a new job.28% are rarely worry, 20% are frequently and 12% candidates are sometimes worry about their selection in private sector.

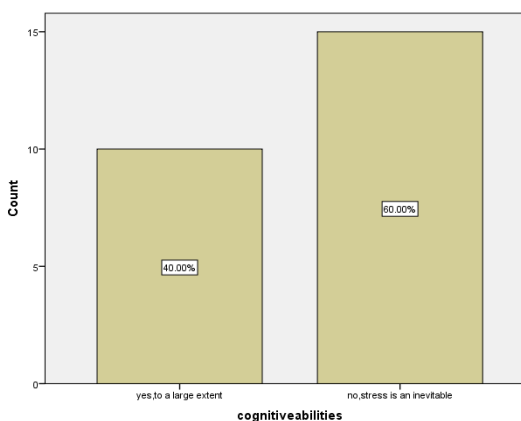
**Accessible process**



**Interpretation**

Majority of the candidates think that organization make their recruitment and selection process easy when employees become stressful and minority are not take stress during recruitment and selection process.

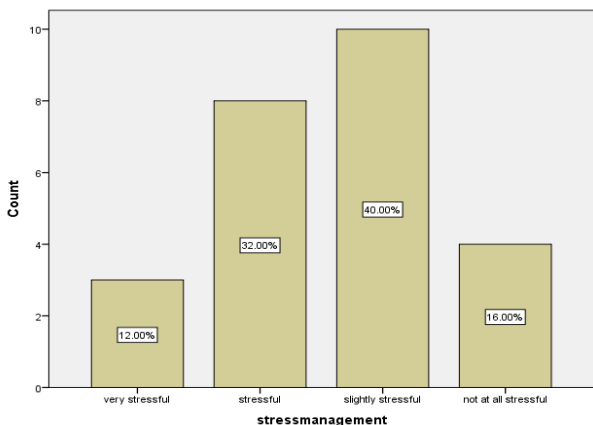
**Cognitive abilities**



**Interpretation**

40% candidates believe that stress during the selection process affecting their abilities, skills and attitudes with a large extent and 60% believe that stress is an inevitable.

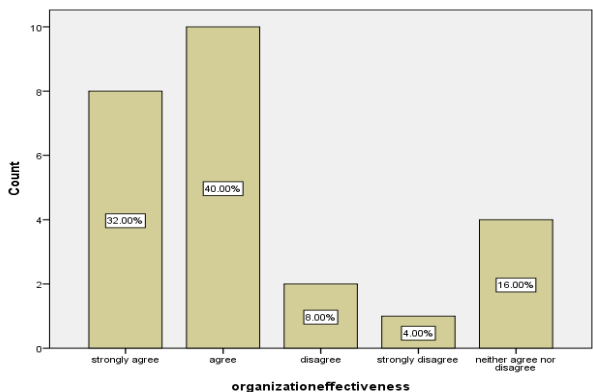
**Stress management**



**Interpretation**

From the above graph it show that 40% candidates are feel slightly stressful for apply a new job, 32% are stressful and 12% are very stressful when they apply for a new job but 16% are not feel any stress for a new job.

**Organization effectiveness**



**Interpretation**

When we asked that “Does the recruitment and selection process develops the organization effectiveness?” so, 40% are agree, 32% are strongly agree, 16% are neither agree not disagree, 8% are disagree and 4% are strongly disagree from the above statement.

**Data analysis and representations**

We used SPSS for the analysis of data that we study in this research. Regression analysis was used to analyze the relationship between dependent and independent variables. Precisely, it pursued to found a point to which a

job stress on candidates’ during recruitment and selection process.

**Table 1**

Variables Entered/Removed <sup>b</sup>			
Model	Variables Entered	Variables Removed	Method
1	Organization Effectiveness, marital status, cognitive abilities, stressful, Worried About Selection, Age, Relevant process, Accessible RNS process, Job Vacancy, Selection Instrument, Motivating employees, Confidence Level		Enter
a. All requested variables entered.			

**Interpretation**

The above table tells us about the independent variables and regression method is used. We see that the independent variables i:e organization effectiveness, marital status, cognitive abilities, stressful, worried about selection, age, relevant process, accessible RNS process, job vacancy, selection instrument, motivating employees and confidence interval are entered for the analysis as we have selected enter method.

**Table 2**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.878 <sup>a</sup>	0.77	0.541	0.339
a. Predictors: (Constant), Organization Effectiveness, marital status, cognitive abilities, stressful, Worried About Selection, Age, Relevant process, Accessible RNS process, Job Vacancy, Selection Instrument, Motivating employees, Confidence Level				
<b>Interpretation:</b>				
The above table gives us the R-value which is known as the coefficients of determination; it gives the tolerability of model. Hence, the value of R square is 0.770 that means the independent variables in the model can expect to be 70% of variance in the dependent variable.				

**Table 3**

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	1 Regression	4.622	12	0.385	3.354	.023 <sup>a</sup>
	Residual	1.378	12	0.115		
	Total	6	24			
a. Predictors: (Constant), Organization Effectiveness, marital status, cognitive abilities, stressful, Worried About Selection, Age, Relevant process, Accessible RNS process, Job Vacancy, Selection						

Instrument, Motivating employees, Confidence Level
<b>Interpretation:</b>
The above table shows that it gives the outcomes for the analysis of one way ANOVA. The outcomes are given in above in three rows correspondingly. In first row there is regression which shows the variability in the model and residuals which gives variability due to random error. The F value is 3.354 and the P value is given by 0.023 which is less than 0.05 at the level of significance, so we reject the null hypothesis and conclude that there is a positive relationship found in job stress on candidates during recruitment and selection process which have a great impact on candidates' confidence level.

### Finding and discussion

This research paper has made many analyses throughout the study. Majority of the candidates are become stressful when they are applying for a new job because they have a fear that either they are selected or not. During the process of recruitment majority of the candidates reduced their confidence level and worried about their selection. Some candidates handle the recruitment and selection process in an adequate manner. So, they are not become in stress during the selection process in private sector. If organization not makes the easy or effective recruitment and selection process they are not able to create an effective pool of candidate. Effectiveness of organization depends on employees because effective employees come in organization through recruitment and selection process. Before selection process employee have a pressure either they selected or rejected so, organization reduce their stress through their positive attitude. Recruitment and selection process helps employee to motivate them and move towards their target to achieve their goals and objectives in an effective and efficient manner. In order to find the relationship between variables, regression analysis is accepted which shows the variation between dependent and independent variables. In this research we find that the candidates are get stressed when they are under the process of recruitment and selection. Correlation test is also useful for this research to determine the degree of relationship between variables.

### Conclusion

Recruitment and selection process are very necessary part for every organization. Employer selects skillful candidates for their future growth and their productivity. Majority of the candidates are believe that good recruitment and selection process develops the organization effectiveness. Most of the organization makes the recruitment and selection process easy because they want to cope up their candidates who are applying for a new job. Organizations' are first making their job vacancy in an appropriate way than they make a relevant process of recruitment and selection.

It concludes that recruitment and selection process is significant for organization because it improves the organization performance to achieve their desire goals and objectives. Best recruitment and selection process motivates the candidates because it manages the stress during the selection process and also it not affects the abilities, skills and attitudes of applicants. Organization use effective tools during the process of selection and it reduce the stress of candidates who are applying for a new job.

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