

Recruitment, Selection Policies and Procedure

Samreen Uzair[#], Afsheen Majeed[^] and Sidra Shakeel[^]

[#]Assistant Professor, [^]Students, Department of Business Administration, Jinnah University for women, Karachi, Pakistan

Accepted 02 May 2017, Available online 08 May 2017, Vol.5 (May/June 2017 issue)

Abstract

The main objective of this research was to examine the importance of recruitment and selection procedure and policies in the organization. Recruitment and selection is the most imperative for the organization effectiveness. Recruitment and selection is focus on the present as well as future task and activities. Recruitment and selection is one of most important tool of HRM to increase organization's effectiveness and competencies. This research is quantitative and secondary in nature. The data was collected from banking sector of Pakistan. The 200 sample size is used. This study concludes that there is a huge impact of recruitment and selection policies and procedure in the effectiveness of the organization. Also it identify that the capability and expertise of employee is helpful for the performance of organization and the skillful employees comes from the best recruitment and selection policies and procedure.

Keywords: Recruitment and selection procedure etc.

1. Introduction

Human resource management plays a vital role in the accomplishment of the organization. Human resource management deals with the different issues in the organization like recruitment and selection, training and development, compensation, and performance management. Workers are the main assets of any organization, and so it is important for organizations to have a right people through recruitment and selection process.

1.1 Recruitment

Recruitment is the process in which organization find the best qualified applicant for the job. Organization must find them in a cost and time effective way. In the recruitment process HRM define the requirement of given job and attract applicant for that job. (Hsu-Shih, 2005) The important practice of human resource management is recruitment and selection that is effect on the success on the organization.

1.2 Selection

Selection is a process in which organization choose the qualified applicant who are the finest to fill the position in the organization. In other word selection is the method of creation of "Hire" or "No hire" result regarding every candidate for the job. The basic part of Human Resource Management is recruitment and selection. This is the very

essential part of the organization. (Hsu-Shih, 2005) For the selection process the information advantage of the organizations must be more competitive.

1.3 Methods of Recruitment and Selection

There are two methods of recruitment and selection.

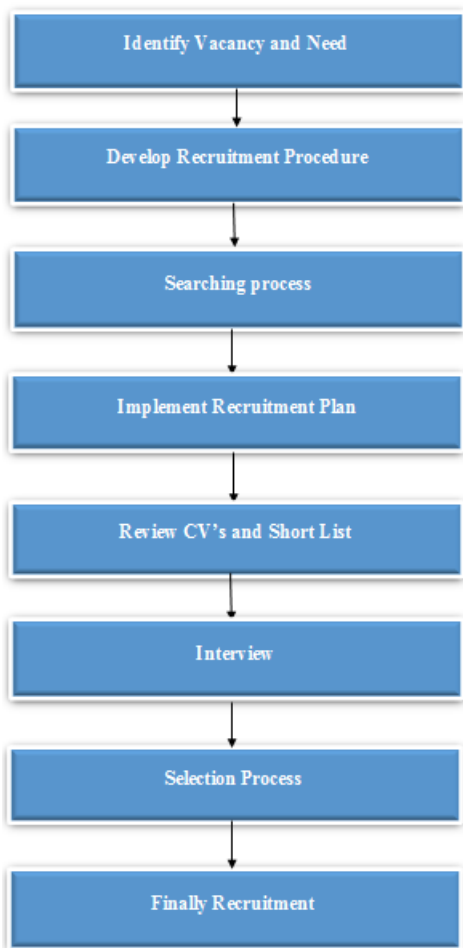
Internal Recruitment: It is a process in which organization make an assessment in the current staffing level to check that any employee is skillful and qualified according to the need of existing job or vacancy and to attract the employees for the new vacancy within the organization. It is a cost effective process and in a quick manner. The employees are already familiar with the organizations environment.

External Recruitment: It is the process of attracting the pool of candidate to fill the required vacancy outside the organization. It is a longer process but the new people bring the new ideas. Due to the advertising and interviews it becomes the expensive. In this process the different people have the different experience.

1.4 Benefits of R&S

R&S is helpful to create the pool of talent and potential candidates which help in the effectiveness and success of the business. It increased the satisfaction of the managers.

1.5 Procedure of Recruitment & Selection



1.6 Problem Statement

This research is complete to find out the importance of recruitment and selection in the organization. This research problem is helpful to understand the procedure and policies of recruitment and selection which will be helpful in the organization effectiveness and in the impact of policies and procedure of R&S in the organization.

1.7 Significance of the Study

The significance of this research will be to provide the benefit to understand the importance of recruitment and selection in the workplace. It will be helpful for the banking sector of Pakistan to know about the significance of R&S for the performance of the organization.

1.8 Research Questions

- 1) What are the importance of recruitment and selection for the organization?
- 2) What is the correlation between T&D and the organization?
- 3) What is the effect of the procedure and policies of R&S on the success of the organization?

1.9 Objective of the Study

The main objective of this research is to examine the procedure and policies of R&S on the performance of the organization in the banking sector of Pakistan.

- 1) To understand the different factors that influence on the organization performance.
- 2) To explore the influence of applicant devotion on organization success.
- 3) To study how the procedure and policies of recruitment and selection are helpful to bring new skills in the organization.
- 4) To evaluate how recruitment and selection play a vital role for the achievement of organization.

1.10 Limitations of the Study

This study is based on the banking sector of Pakistan. I am working on five banks which are UBL, MCB, Habib Bank, Allied Bank, Standard Chartered.

2. Literature Review

(Marieke van den Brink, 2006) The aim of this study is to make an understanding of proficient recruitment and selection process in terms of gender differences at university of Dutch. This study provides the importance of recruitment and selection in between the different gender. The sample size of this research was 682. This study finds the clear suggestion of gender difference in recruitment and selection process.

(Carless, 2007) This research recognized the recent process and practice of recruitment and selection in Australia. The study was conducted in the private sector. The sample size of this study was 50. This study acknowledged the activities of recruitment and selection of management. The information was also collected from the job analysis that they were used. A regression analysis was used to find out the result of recruitment and selection effectiveness. In this study the communication way of recruitment is also explained.

(Chris Piotrowski, 2006) This study finds out the recruitment and selection process of the main firms in USA used by human resource department. The psychological test was conducted to find out the employee interpersonal skills, personality, how to respond in the stress situation and references. Mostly employees rely on the traditional recruitment and selection process. The sample size of this study was 750 companies that were randomly selected from the national business. The result shows that 9 out of 10 organizations are in favor of the online job boards and websites.

(Kumari, 2012) The outcome of the well recruitment and selection process is improved organization effectiveness. The main purpose of the study is to find the procedure of recruitment and selection that organization used for the hiring purpose. Recruitment and selection

also provide the information about the job which help the people to select themselves about the requirement. The sample size of this study was 30 companies. The structured questionnaire was used to collect the data. The result shows that according to survey and questionnaire it is clear that the companies use the effective recruitment and selection process.

(Neil Anderson, 2001) The reaction of the candidate is an important phase of the recruitment and selection process. In this study finds out the reaction of the candidate about the recruitment and selection. The main influencing factor of the applicant's reaction is the description of the job. The recruitment and selection activities is important for the interviews stage.

(Emma Parry, 2009) The purpose of this study is to discuss the factors that influence on the recruitment and selection. In this research surveys and interviews are conducted with the HR managers. The reaction of the managers about the online recruitment and selection is very important. The result found that the online recruitment is very successful for the organization because it reacquire the less time and cost.

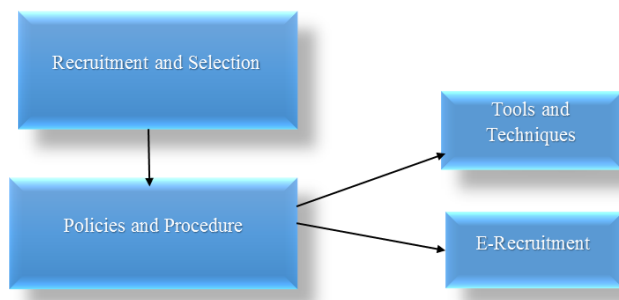
(Greiner, 2015) In this study discuss the online software of the recruitment and selection which named was the Online Recruitment Software for Economic Experiment (ORSEE). And this software was introduced in 2003. In this software, there is information about the job characteristics and the recruitment procedure. The purpose of this software is to cut down the cost of the organization and provide the information about the pool of candidate who apply for the job. ORSEE protect the data which is collect from the candidates.

(Robert L, 1982) The initial information about the candidates come before the interview such as the score of the test, application form, and the reference letter. Other information is present on the phase of pre-interviews and that may use in the final decision. The interaction between interviewers and interviewee is the main aspect of the interview. The interviewer collect all the information about the candidate and applicant and then make the final decision according to their need on the basis of their procedures and policies.

(Rynes, 1989) The technology of employee's recruitment and selection is more developed. The process of recruitment and selection is very important for the effectiveness of the organizations. The organization success in the recruitment and selection process shows the population of the applicant which they are to recruit for the work in the organization. The large range of potential outcomes in the organization is linked with the well and organized recruitment and selection.

3. Methodology

This study is based on the secondary data. A structured questionnaire was designed to collect the data and filled by the managers and employees of banking sector of Pakistan. The sample size was 100 and the data examined by pie charts and graphs.



3.1 Hypothesis

H1: There is a relationship between recruitment and selection and polices and procedure.

Null Hypothesis:

H2: There is no relationship between recruitment and selection and polices and procedure.

Alternative Hypothesis:

H1: There is a relationship between polices and procedure and tools and techniques.

H0: There is no relationship between polices and procedure and tools and techniques.

H1: There is a relationship between polices and procedure and E-recruitment.

H0: There is no relationship between polices and procedure and E-recruitment.

4. Data Description

This research is lead on the quantitative research method. Questionnaire was used for data gathering. The questionnaire consists of five likert scale. These scales are as follow.

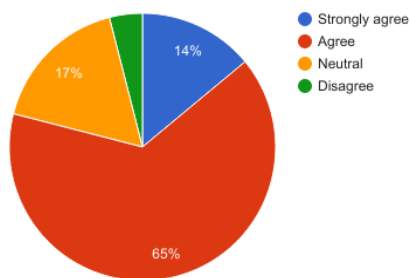
- Strongly agree, agree, neutral, disagree, and strongly disagree.
- A questionnaire was closed ended. The questionnaire was spread among 200 users out of which 180 forms were collected in whole and accurate manner.

5. Data Analysis

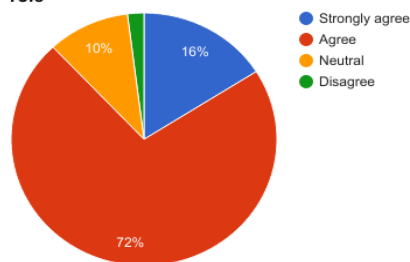
Analysis 1

This result shows that E-recruitment is now become necessary in the competitive environment. 65% employees agree that the E-recruitment is important for the organization. And 14% employees strongly agree with the option of E-recruitment. Through the E-recruitment organization can get benefit and easily choose the right person for the right job at the right time. Banking sector of Pakistan should apply E-recruitment for the effectiveness of the organization. The best recruit employees can give benefit to the organization and increase the productivity of the organization because employees are the main asset of any organization.

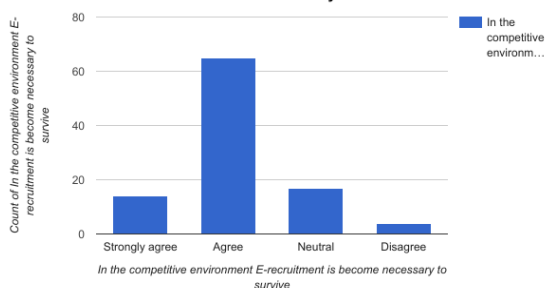
Count of In the competitive environment E-recruitment is become necessary to survive



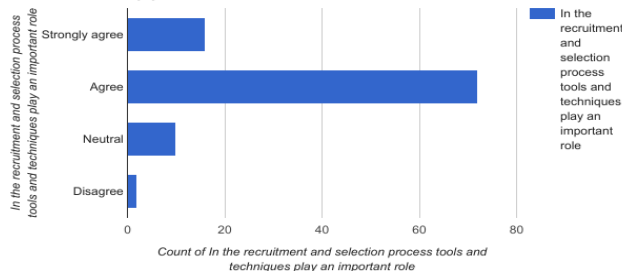
Count of In the recruitment and selection process tools and techniques play an important role



Count of In the competitive environment E-recruitment is become necessary to survive



Count of In the recruitment and selection process tools and techniques play an important role



Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.337	1.428		2.337	.029
	E recruitment	-.326	.556	-.127	-.587	.020
	Advertising techniques	-.478	.736	-.141	-.649	.002

a. Dependent Variable: Job specification

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.601	.488		1.233	.230
	Employee turnover	.686	.220	.545	3.118	.005

a. Dependent Variable: Job description

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.250	2	2.125	.534	.594 ^b
	Residual	87.590	22	3.981		
	Total	91.840	24			

a. Dependent Variable: Job specification
b. Predictors: (Constant), Advertising techniques, E recruitment

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.914	1	8.914	9.722	.005 ^b
	Residual	21.086	23	.917		
	Total	30.000	24			

a. Dependent Variable: Job description
b. Predictors: (Constant), Employee turnover

This table shows that value of the standard error is 0.556 and 0.736 and the significance level is 0.002 it shows that the null hypothesis is rejected because the significance level is less than 0.005. It is proved that there is a positive relationship between advertising techniques and e-recruitment.

Analysis 2

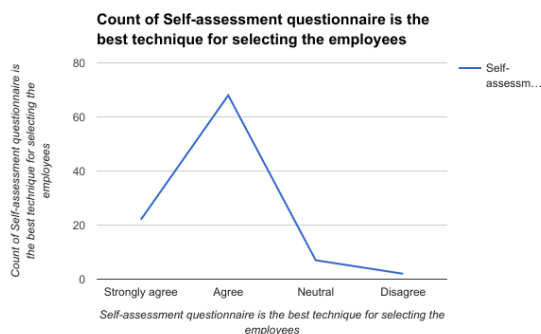
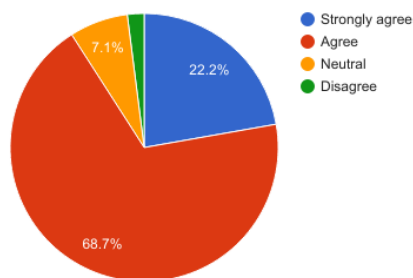
The result shows that the tools and techniques play an important role in the recruitment and selection process. 72% employees agree that the tools and techniques are important for the recruitment and selection in the organization. And 16% employees are strongly agrees with this option. In the recruitment and selection process tools and techniques is important because this is a techniques which can the organization use for the recruitment of the candidate.

The above table shows that the value of standard error is 0.444 and significance level is 0.005. It shows that the null hypothesis is rejected and there is positive relationship exists between jib description and employee turnover.

Analysis 3

This result shows that the self-assessment questionnaire is the best techniques for the selecting of the employees. Self-assessment is the best technique for the candidate to examine them self. 68% employees agree with the self-assessment questionnaire techniques. 22% employees strongly agree with that option. Self-assessment is helpful for the organization because through that assessment organization can easily know about the skills and abilities of the candidate and this will become helpful in the selection process.

Count of Self-assessment questionnaire is the best technique for selecting the employees



Conclusion and Findings

The purpose of this research is to find out the importance of recruitment and selection in the banking sector of Pakistan. From the above findings it is conclude that for the selection of right person for the right job recruitment and selection policies and procedures are very important in the banking sector of Pakistan. Recruitment and selection plays an important role in shaping the effectiveness and performance of the organization. Recruitment and selection is the major tool of the human resource management. The findings of this research shows that 79% employees are agree that the E-recruitment is the best techniques for the organization in the recruitment and selection policies and procedure and furthermore 90% result shows that the self-assessment technique is also helpful in the recruitment and selection process.

References

- [1]. Van Den Brink, M., Brouns, M., & Waslander, S. (2006). Does Excellence Have A Gender? A National Research Study on Recruitment and Selection Procedures for Professorial Appointments in the Netherlands. *Employee Relations*, 28(6), 523-539.
- [2]. Carless, S. A. (2007). Graduate Recruitment and Selection in Australia. *International Journal of Selection and Assessment*, 15(2), 153-166.
- [3]. Piotrowski, C., & Armstrong, T. (2006). Current Recruitment and Selection Practices: A National Survey of Fortune 1000 Firms. *North American Journal of Psychology*, 8(3), 489-496.
- [4]. Shih, H. S., Huang, L. C., & Shyur, H. J. (2005). Recruitment and Selection Processes through an Effective GDSS. *Computers & Mathematics with Applications*, 50(10), 1543-1558.
- [5]. Anderson, N., & ECQLBN, M. (2001). Recruitment and Selection'Applicam Perspectives and Outcomes.
- [6]. Parry, E., & Wilson, H. (2009). Factors Influencing the Adoption of Online Recruitment. *Personnel Review*, 38(6), 655-673.
- [7]. Greiner, B. (2015). Subject Pool Recruitment Procedures: Organizing Experiments with ORSEE. *Journal of the Economic Science Association*, 1(1), 114-125.
- [8]. Dipboye, R. L. (1982). Self-Fulfilling Prophecies in the Selection-Recruitment Interview. *Academy Of Management Review*, 7(4), 579-586.
- [9]. Rynes, S. L. (1989). Recruitment, Job Choice, and Post-Hire Consequences: A Call for New Research Directions. *CAHRS Working Paper Series*, 398.
- [10]. Kumari, N. (2012). A Study of the Recruitment and Selection Process: SMC Global. *Industrial Engineering Letters*, 2(1), 34-43.