Conceptual Framework of Recruitment and Selection Process

Md. Mobarak Karim[1], Md. Yeasir Arafat Bhuiyan[2], Sujit Kumer Deb Nath[3], Wasib Bin Latif[4]

ABSTRACT

Recruitment and selection is the indispensable functions of human resource management. It is the process of searching and obtaining of potential candidates. Organizations are progressing the modern recruitment and selection methods for entry the multinational companies. The success of the organization depends on effective recruitment and selection system. In this paper, the main objective is to construct a conceptual framework for recruitment and selection procedures regarding the case study on university grants commission. The study also focuses its attention to determine how the recruitment and selection practices affect the organizational outcomes.

1.   Introduction

In this era of globalization, an organization needs to prosper and survive effectively and efficiently in the global economy. Every employer of the organization must promote and practice recruitment and selection process in an exceptional way. The success of the organization depends on the qualified employees and it is directly linked with organizational performance. Proper recruitment and selection process is the lifeblood of every organization as like as capital. The eminence of human resource profoundly depends on the effectiveness of proper recruitment and selection procedures. The inclusive objective of recruitment and selection is to find out the qualified candidates for the organization. In case of recruitment and selection, the recruitment is the first step then after selection and placement come in the employment procedure.

The major aim of all employers is to select qualified candidates among the alternative group of qualified candidates for a specific job. All activities of the recruitment and selection process are done by the human resource department of an organization. These processes vary from organization to organization. The traditional sources are employee referrals, transfers, promotions, walk-in, and advertisements. But in the process of recruitment differs from organization to organization. In the

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[1] Assistant Professor, Department of Business Administration, World University of Bangladesh, Email: karim6@business.wub.edu.bd
[2] Assistant Professor, Department of Business Administration, Prime University, Dhaka, Bangladesh, Email: arafatprimes@gmail.co
[3] Senior Lecturer, Department of Business Administration, Prime University, Dhaka, Bangladesh. Email: sujitprime13@gmail.com
[4] Assistant Professor, Department of Business Administration, World University of Bangladesh, Email: wasib.latif@business.wub.edu.bd

modern economy, the recruitment process is changing drastically with the entry of social media. The second step of the manpower planning process is the selection. It is the choosing process of the suitable candidate which matches knowledge, skills, abilities, and job requirements of the candidates.

Selection is the lengthy process for large organizations and it differs from one industry to other. Different types of factors are considered in selecting a candidate like an interview, group discussion, reference and background check, medical examination, employment background etc. Recruitment and selection can play a vital role in shaping an organization's effectiveness and performance. It also plays an important role in ensuring worker performance and positive organizational outcomes. The recruitment and selection process must be done at each and every sector for fulfilling organizational goals.

The management should know the process of selecting qualified candidates because the right person with the right job skills depends on an effective recruitment and selection process. It helps to get the right person for the right place at the right time of organizations. Therefore, the main objective of the study is to construct a framework of recruitment and selection process that impact on performance of the organization. Basically, this study tries to examine the relationship between recruitment and selection practices with organizational performance shedding some light on the process through which this linkage is occurring.

2.   Literature review

There are numerous researches on recruitment and selection process of employees in the organization. There is mention limited factors of recruitment and selection process in those research paper. Proper selection process brings the qualified persons for the organization so the organization can easily achieve their target in a specified period of time. The recruitment and selection process is one of the most important HRM functions that help to recruit talented candidates. It also reflects the requirements and philosophy of the organization as reflected in the caliber of people chosen for the job. Recruitment and selection practices are the key factors to the entry point of human resources to any organization which also tends to determine the success and sustainability of the organizations. People as vital to organizations because they offer perspectives, values and attributes to organizational life; and when managed effectively, these human traits can be of considerable benefits to the organization.

3.0   Recruitment

Many researchers have presented severe and profound knowledge of the recruitment and selection process of the organization. Recruitment determines the potential candidates for actual organizational vacancies. Recruitment is the process of finding and attracting qualified people to apply for job vacancies in the organization. Mainly it is the process of generating a pool of competent individuals to apply for employment within an organization. The recruitment process is the entry point of collecting manpower of an organization and that organization must be selected the right individuals for achieving overall strategic goals.

On the other hand, the organization follows the different recruitment process practices and policies for identifying and attracting potential employees. Besides recruitment is explained as the set of activities and processes that are used to legally obtain a sufficient number of qualified people at the right place, the right time, the right job so that the people and the organization can select each other in their own best short and long-term interests.

However, the aim of recruitment is to collect the number of suitable and qualified candidates through minimization cost to satisfy the needs of the organization. Besides, the recruitment includes an authentic job specification for a vacant position, major duties, and responsibilities, necessary kills, experience, educational qualifications, pay structure, job type, any special conditions etc. are attached to the job in defining recruitment process. Recruitment process begins with analyzing the number of vacancies and publishing an advertisement. The organization attracts the most appropriate candidates through identifying, evaluating and using the most appropriate sources of applicants.

3.1   Process of recruitment

The significant intangible capital of the company is human capital that constitutes an aggregate of knowledge, skills, qualifications, and experience of each employee. Besides, the major three phases engendering applicants, maintaining applicants' status, and influencing job choice judgment. Whereas

there are copious theories on recruitment and fabricated an organizing framework for the recruitment process. Furthermore, the most important five key stages of the recruitment process are recruitment objectives, strategy development, recruitment activities, and process variables and recruitment result. These stages are discussed in below:
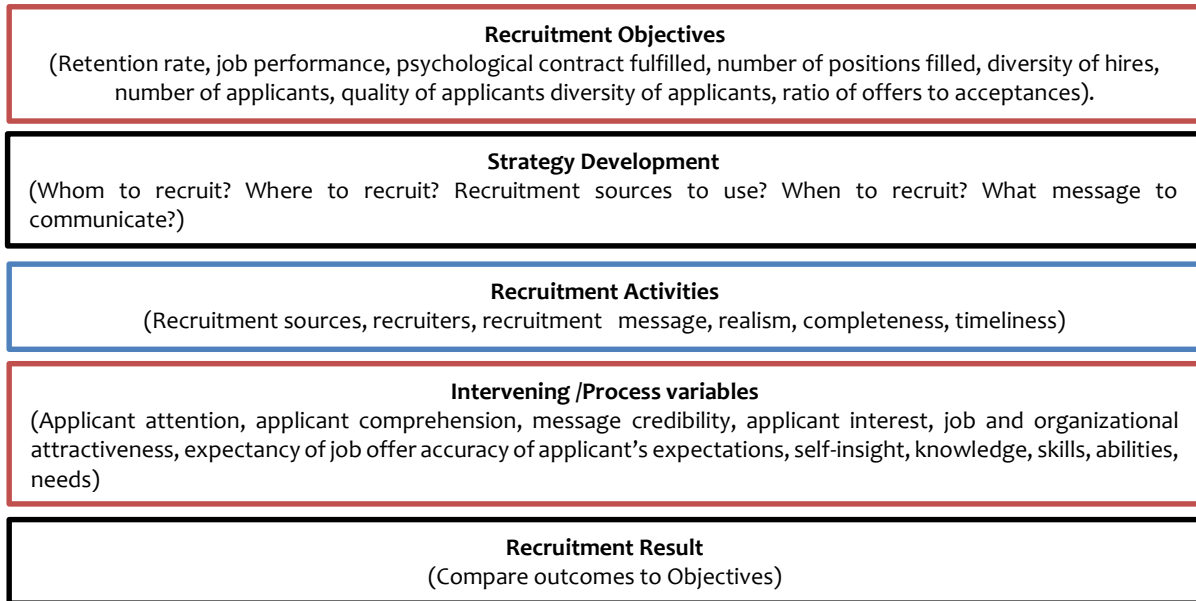
Recruitment Objectives
(Retention rate, job performance, psychological contract fulfilled, number of positions filled, diversity of hires, number of applicants, quality of applicants diversity of applicants, ratio of offers to acceptances).

Strategy Development
(Whom to recruit? Where to recruit? Recruitment sources to use? When to recruit? What message to communicate?)

Recruitment Activities
(Recruitment sources, recruiters, recruitment message, realism, completeness, timeliness)

Intervening /Process variables
(Applicant attention, applicant comprehension, message credibility, applicant interest, job and organizational attractiveness, expectancy of job offer accuracy of applicant's expectations, self-insight, knowledge, skills, abilities, needs)

Recruitment Result
(Compare outcomes to Objectives)

Figure 1. A model of the organizational recruitment process (Breaugh and Strake (2000)

Stage-1 (Recruitment Objectives)-This is the first stage of recruitment. In this section the organization determine the retention rate, number of applicants, quality of applicants etc.

Stage-2 (Strategy Development)- The second stage of the recruitment framework is strategy development. It includes the formulation of a recruitment strategy which is influenced by the response from the first stage. It includes whom to recruit? Where to recruit? When to recruit? What message to communicate?

Stage-3(Recruitment activities): Recruitment activities include the recruitment advertisement and recruitment message. In order to be actual, recruitment message should be realism, completeness, timeliness). On the other hand recruiting many employers is not overly concerned with post-hire outcomes.

Stage-4 (Intervening/process variables)-The process variables are applicant attention, comprehension, message credibility, interest, an accuracy of expectations and applicant self-insight. These variables directly influence the relationship between recruitment activities and recruitment outcomes.

Stage 5-(Recruitment results)-This stage relates the review and assessment of the sources of the recruitment process. The organization gets invaluable information of recruitment strategy from this stage.

3.2   Sources of recruitment

Many employers use a variety of recruitment sources. Other researchers have argued that different recruitment sources reach applicant groups that may differ on characteristics such as motivation or perceived job mobility. Other researchers said that the sources of employees can be classified into two types, internal and external. Besides the recruitment sources are closely linked to the organizational activities as the performance of employee turnover, employee satisfaction, employee

wishes and the commitment of the organization. Basically, there are two types of sources of recruit. These are given below-
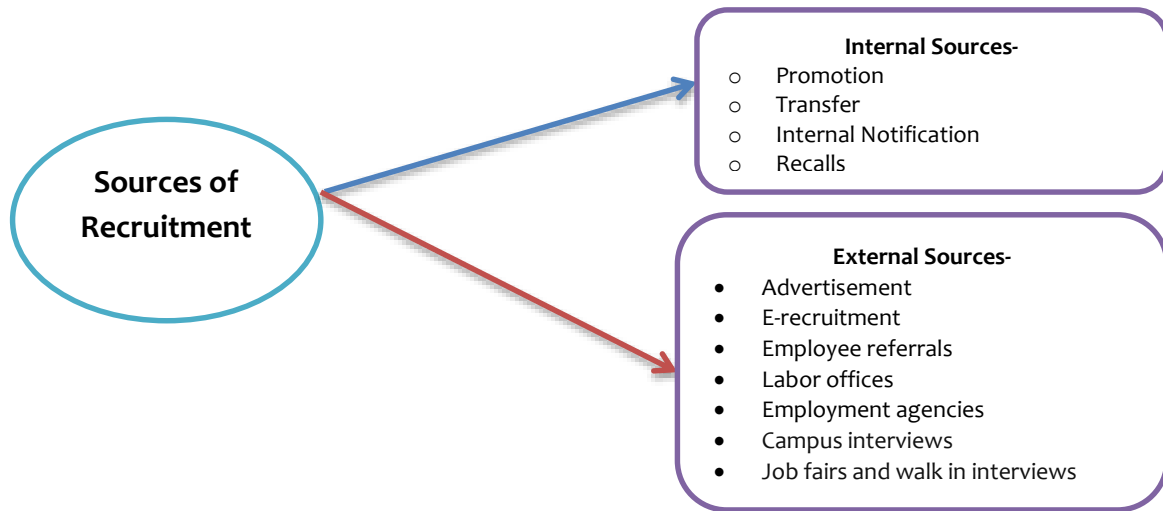

Figure 2. Sources of recruitment (Source: Prashant (2009).

A. Internal Sources of recruitment- Internal sources mean hiring people from within the organization to fill a position. An organization can hire internal candidate through job posting or rehiring former employees, through succession planning, through internet, advertising, employment agencies, temp agencies and other alternative staffing methods.

Promotions: It is another internal source of recruitment. It means to change position with higher prestige, responsibilities, compensation and others facilities. Basically the higher position may be filled up through giving promotions of the qualified employees.

Transfers: Transfer means to shift of an employee from present jobs to other similar jobs. Basically here is no change rank, responsibility, prestige, and other types of facilities.

Job posting: In this case the organization communicates with public for vacant position that it wishes to fill. Also it is an encouraging system of applicants to apply in vacant position.

Job bidding: It is a competition process among the applicants for a job position that is posted by an employer. It is the main source for internal recruitment. Here the organization gives the chance to apply for the job opening.

Former Employees: Former employee is another source of internal recruitment where the retired employee may be willing to come back to work in the organization.

Employee Referrals: The organizations or companies use this method to find out the talented employee through recommend their existing employee.

B. External sources-It is the attraction process of applicants from outside a particular organization to fill vacant positions. According to Bardwell and Brown the external sources of recruitment are following-

Advertisement: It is the most common method or source of external recruitment. The organizations or companies publish their advertisement through electronic print media and others social network

E-Recruitment: E-recruitment also known as online recruitment. Through this system the organizations can easily hire their respected personnel for work.

Employment Agencies: Employment agencies sometimes referred to as labor brokers. Employers can reduce the range of possible problems from these sources by giving a precise definition of the position to be filled.

Labor Offices: Labor offices are the sources of certain types of workers. Unions also can work to an employer's advantage through accommodating staffing programs, as they do in the building and printing industries.

Campus Recruitment: Sometimes the organization finds out their qualified employees from colleges, universities, and other institutes through different tests. It is the major source of recruitment for many respected corporations.

Walk-ins, Write-ins and Talk-ins: Other sources of recruitment are Walk-ins, Write-ins and Talk-ins. It is the direct application process to respected organization without prior appointment. Here direct applications are effective in in filling entry-level and unskilled vacancies. Some organizations compile pools potential employees from the direct applications for skilled positions.

Radio and Television: It is very effective to reach individuals who are not actively seeking employment. However, these ads are expensive.

3.3.1   Selection

Selection is the process of making the choice of the most suitable applicant from the pool of applicants who are recruited to fill the relevant job vacancy. On the other hand selection is a procedure in which particular instruments are utilized to select the best people from the pool of individuals that are suitable for the jobs. Moreover the selection is the systematic process of deciding on a specific individual to fill an available position. On the other hand selection is the process of selecting the most suitable applicants from among the alternative candidates. The objective of the selection process is to match the applicant's ability, knowledge, skills and experience with job requirements in a fair and legal manner. Selection is the process of choosing the best qualified candidates from among alternative group of qualified candidates for a particular position in an organization. Whereas the recruitment process is aligned to encourage individuals to seek employment with the organization, the selection process is to identify and employ the best-qualified and suitable individuals for specific positions.

3.3.2   Selection process

Selection process is the hiring procedure of prospective employees among alternatives employees for doing a particular job. He also said that in the hiring procedure varying methods are used to discover significant information about an applicant, which can be compared with the job specification. All managers of the organization need to understand about necessary skills and abilities which need to perform a particular job. Interviews, reference checks, tests, applications and résumés can help to identify differences among candidates. The managers can take selection decision through strengths and weaknesses of the applicants. Similarly like recruitment have also divided selection process into six different phases. These phases are mentioned in the following-
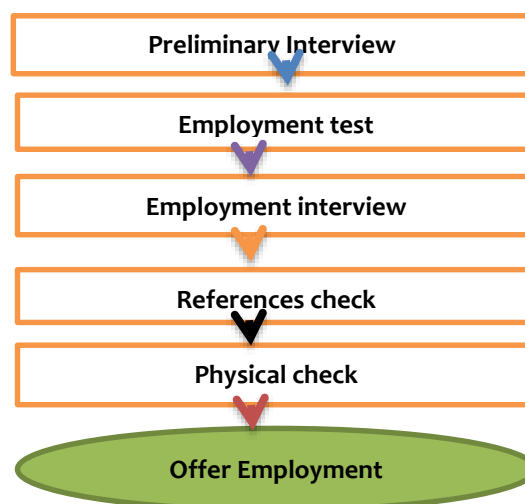

Figure 3. Selection process (Erasmus et al., 2000)

Preliminary Interview: It is also called the screening interview. The purpose of preliminary interviews is basically to eliminate unqualified applications based on information supplied in application forms.

Selection Tests: Selection tests are also called employment tests. Different types of tests may be administered, depending on the job and the organization. Through this test the organization can determine the applicant's knowledge, abilities, skills, behavior etc.

Relevance of Tests: Basically the organization use the testing process for attracting the higher level of applicants. However the personnel selection procedures is helpful in selecting good employees. In his analysis, test utility studies showed the value of selection for increasing productivity.

Personality tests: There are five dimensions of effective personality test like extroversion, emotional stability, agreeableness, conscientiousness, and openness to experience. Actually the personality test is used by the organization to assess the personality of worker and his relationship with employer.

Aptitude Test: An aptitude test is a systematic means of testing a job candidate's abilities to perform specific tasks and react to a range of different situations.

An aptitude test helps determine a person's potential to learn in a given area.

Interest tests: These tests are used to measure an individual's activity preferences. Separately these tests are very essential for the better carrier for the employees.

Graphology test: Employers usually consult graphologists to supplement their usual personnel recruitment procedures. Graphology tests are designed to ensure accuracy of information given in the application.

Making the decision: It is necessary to inform all the applicants about the outcome and possible, whether successful or unsuccessful. Keep in touch if the decision is delayed. Offer of the employment should be made in writing to aware candidate about legal regulations.

Induction: After finally selection the applicants the employer arranged the well-planned induction program. Medical examinations and documentation are other points to be considered during effective, fair and efficient recruitment and selection process.

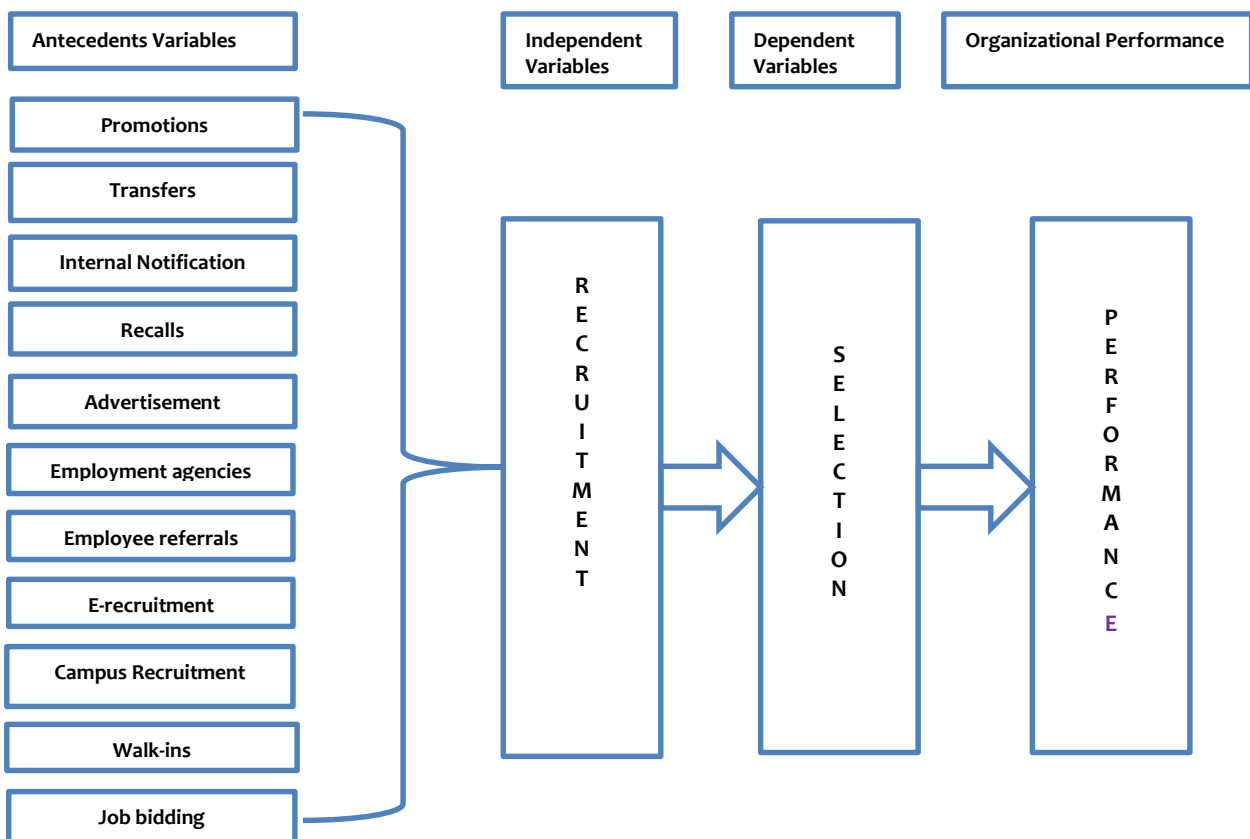## 4.0   Conceptual framework of recruitment and selection

Figure 4. Conceptual framework of recruitment and selection process

4.1   Explanation of conceptual framework

The recruitment and selection processes are not equally exclusive, but occur in a structure. Basically at first recruitment then selection, where recruitment process is end and selection process is start. The best assets of the organization are employees. So every employer needs to undertake recruitment by creating a pool of applicants, which mainly leads to the selection of qualified people to work in the organization. In this model different variables are considered as independent, dependent and outcome. According framework of this study here antecedents variables are considered as sources of recruitment. Basically there are two types of recruitment sources internal and external. The internal and external sources are transfer, promotion, and extension of services, advertisement, and employment agencies, employee referrals, e-recruitment, labor office, campus recruitment, walks-ins, radio television, job bidding. Here recruitment is considered as independent variable because the recruitment process is depends on antecedents' variables (internal and external sources).Recruitment is depends on antecedents variables whereas the selection is dependent variable which is responds to the independent variables. Selection is follow the recruitment which includes initial screening, interview, employment test, reference check, medical examination, job offer. After completing the proper recruitment and selection procedures then it leads to achieve organizational performance that is outcome variable of this model. The objective of this model is to establish relationship between recruitment, selection and organizational performance.

5.   Methodology of the study

This review paper and it is qualitative in nature. The data is collected from previous publishes articles of recruitment and selection process. On the basis of the previous adopted variables here is constructed a conceptual framework of recruitment and selection process of the organizations. The main objective is to show the framework of consisting different variables of recruitment and selection process.

6.   Conclusion

Recruitment and section is the essential function of Human Resource Management. The organizational performance depends on qualified employees of the organization. Recruitment and selection is the best practice for hiring talented candidates of the organization. It helps to regulate the purpose of the organizations. Basically the recruitment and selection process is guided by organization's strategies, missions and objectives. The focus of recruitment and selection is to match the capabilities of prospective candidates against the demands and rewards inherent in a given job. That's why the quality selection systems of the top organizations give considerable resources and energy. The overall aim of the recruitment and selection process should be to obtain at minimum cost the number and quality of employees required to satisfy the human resource needs of the organization.The process of recruitment and selection and Human Resource Management are directly related to the planning of human resources. Due to the importance and knowledge gained about the recruitment process, organizations disclose the importance of recruitment and selection in their success. The success of human resources departments is measured on their recruitment and performance of competent employees.

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