



A study on recruitment and selection process with reference to current scenario in organizations

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Abstract

The success of organizations in this modern business environment depends on the performance / strength / caliber of the manpower that steers the day to day affairs of the organizations. The process of recruiting and selecting all categories of employees into both private and public organization has been a matter of concern to many and needs attention. It is the wish of every organization to attract the best human resource in order to fulfill organization needs and got excellent performance by appropriate candidate. There are various methods available regarding the recruitment of candidates in the field. The objective of this paper is to understand the relationship between recruitment and selection process of an organization and also its link to the organization growth and effectiveness. For this purpose we assume that there is a strong impact of recruitment on selection of right candidate with desired set of skills, knowledge and ability leading to cost effectiveness. Also, for evaluation researcher take measure for evaluation as (i) Competency (ii) Recruitment Process (iii) Organizational Climate.

Keywords

Recruitment Process, Selection Process, Competency, Employees, Organization Climate, Ethical Values.

AMS Subject Classification

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Contents

| | | |
|---|------------------------------------|-----|
| 1 | Introduction | 412 |
| 2 | Objective | 413 |
| 3 | Review of Literature | 413 |
| 4 | Methodology | 414 |
| 5 | Interpretation & Suggestions | 416 |
| 6 | Findings & Conclusion | 417 |
| | References | 417 |

1. Introduction

a. Need for the Study

Any organization requires assets, counting back, crude materials, gear and man control/ faculty, for fruitful working. Analysts accept that the quality of staff may be a key arrangement since it influences the organization productivity, e.g., client fulfillment, developments, benefit and competitiveness of the organization. Within the worldwide competitive environment, the greater portion of victory of

well-known organizations is due to their competence and personnel ability. Competence incorporates the desired traits, especially information, aptitudes, individual and behavioral factors essential for people to perform their part within the organization. In case the individual don't have these qualities, it'll be incomprehensible to carry out the job and create compelling and qualified administrations and items. For the organization, staff choice is the method of selecting the finest one or ones among the people who meet the fundamental prerequisites for a position or a depicted work. With the globalization of the world and increment on the competition, selecting the proper staff plays a critical part on the victory of companies or organization.

b. Recruitment

It is a procedure of publicizing the opportunities or openings of any regarded limit (openings) in the most alluring and legitimate way with the sole target of drawing in greatest pool of qualified contender for the position. It is likewise called as ability obtaining or acquisition. Fundamentals of recruitment:

- It makes a difference in expanding the victory rate of determination prepares by diminishing the number of unmistakably beneath or over qualified work application.
- It makes a difference in distinguishing potential candidate and gives authentication.
- It decreases the plausibility that the work candidate once selected and chosen will take off the organization soon.

c. Selection

The **Selection** is the process of choosing the most suitable candidate for the vacant position in the organization. In other words, selection means weeding out unsuitable applicants and selecting those individuals with prerequisite qualifications and capabilities to fill the jobs in the organization. On the other hand the way toward talking and assessing contender for a particular occupation and choosing a person for business in light of specific criteria.

2. Objective

The focal point of this investigation is primarily to analyze the adequacy of the fair recruitment and selection methods within the open division/ public sector. The basic objective of this investigation is to explore and analyze the effectiveness of recruitment and selection in open division keeping in view of procedural decency, straightforwardness, sex issues, Line Manager Role, HR Competency and organizational & state legislative issues impact.

3. Review of Literature

Recruitment means to estimate the available vacancies and to make suitable arrangements for their selection and appointment. Recruitment is understood as the process of searching for and obtaining applicants for the jobs, from among whom the right people can be selected. A formal definition states, “It is the process of finding and attracting capable applicants for the employment. The process begins when new recruits are sought and ends when their applicants are submitted. The result is a pool of applicants from which new employees are selected”.

Maintenance is one of the most crucial issues in today’s competitive manufacturing environment. Now days, productive methods are used in manufacturing plants to improve operations capabilities, which alternatively change business environmental factors leading to a competitive market. Based on the fuzzy analytical network process (FANP) method, which composes criteria and options, a new approach to selecting optimal maintenance strategy is proposed by Naimeh Borjalilu et al. [1].

Personnel evaluation and selection is a very important activity for the enterprises. Different job needs different ability and the requirement of criteria which can measure ability is different. Analytic Hierarchy Process (AHP) is one of Multi Criteria decision making methods derived from paired comparisons. Ali Reza Afshari et al. [2] tries to

analyze the Analytic Hierarchy Process in order to make the recruitment process more reasonable, based on the fuzzy multiple criteria decision making model to achieve the goal of personnel selection.

The methods of recruitment in various fields of activity were analyzed, and a trend towards methods of assessing the quality of candidates based on the application of hybrid technologies was identified. Mikhail Leizerovich Krichevsky et al. [3] described the action of a neuro-fuzzy hybrid system like the adaptive network-based fuzzy inference system (ANFIS), which combines the principles of fuzzy logic and artificial neural networks. Assessment of **faculty performance** is a significant element in enhancing the excellence of the work and improves their incentive to execute well. It also presents a basis for promotion and enhancing of an educational organization. G. Vasanti [4] presents a case study of a performance appraisal system, which deals the faculty’s qualitative actions in fuzzy parameters to evaluate their performance in an Institute. The methods available for evaluation of teacher in educational institute are based on crisp data in the form of rigid boundaries. In ranking the quality of teacher’s performance, T. A. Thakre et al. [5] proposed fuzzy expert system on the basis of multi inputs as required by the institution. The proposed method introduces fuzzification of crisp data which depends on the extreme value that exists in the data. Khushboo Dilip Lad [6] proposes a new approach for the evaluation of the candidates on the basis of their suitability for job. Overall competency of the working personnel is often observed to ultimately affect the productivity of an organization. Anant V. Khandekar et al. [7] proposed a method based on fuzzy axiomatic design principles for solving the personnel selection problems. The recruitment process in any departments or organizations is usually decided by traditional criteria. In today’s scenario, every organization wants to have best employees for their work. A. Khandelwal et al. [8] proposing a method of recruitment by the use of fuzzy triangular number and genetic algorithm with Hungarian method. After performing the first stage (written test) of recruitment with fuzzy triangular number and Hungarian method, the later stages are accomplished with linguistic variables and final recruitment is performed by the use of genetic algorithm. Because of the fact that today human resources has been accepted as one of the most important source of competitive advantage of an organization, finding the right person for the job has become as a vital human resource management function. Mustafa Tinkir et al. [9] presents mamdani and sugeno type fuzzy inference system modeling techniques being used while group decision making in the fuzzy environment and displays the methods process with an empirical application.

Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization. G. Karthiga [10] in his study helps the organization to identify the area of problem and suggest way



to improve the recruitment and selection process. In their paper they focus on understanding recruitment and selection process and help to manage a manpower budget for the recruitment and selection process. Also Pelin Vardarher et al. [11] study, conceptual model of the process has been formed by making use of Axiomatic Design principles in order to provide guidance for the businesses to be able to carry out recruitment procedures effectively and the provided model has aimed to contribute the businesses which has newly used the current approaches on human resources to be able to carry out these activities systematically.

Personnel selection determines the input quality of personnel, therefore, plays a decisive role in human resource management. Ali Reza Afshari et al. [13] presents a comprehensive literature review of applying Fuzzy decision making techniques in personnel selection problem. Recruitment and selection, often termed as talent acquisition in many companies is the heart to business success and growth. Poona Khanna [14] concludes that extreme steps should be taken to implement befitting recruitment and selection policies, majorly access desired competencies for surpassed performance results. Sudhamsetti Naveen et al. [16] discusses the same with the objective to identify general practices that organizations use to recruit and select employees. The study focus its attention to determine how the recruitment and selection practices affect the organizational outcomes.

4. Methodology

For the proposed objective, we designed the questionnaire having 24 questions through which we analyze and understand the relationship between recruitment and selection process of an organization and also its link to the organization growth and effectiveness. During this data collection process we have received 183 responses out of which 150 samples were used for this study. Since we assume that there is a strong impact of recruitment on selection of right candidate with desired set of skills, knowledge and ability leading to cost effectiveness, so that for evaluation, we have taken measures such as, (i) Competency (ii) Recruitment Process (iii) Organizational Climate as key factor.

a. Impact of recruitment on selection of right candidate with the factor of desired set of skills

H₀: There is no impact of recruitment on selection of right candidate with desired set of skills, knowledge and ability leading to cost effectiveness.

H₁: There is a strong impact of recruitment on selection of right candidate with desired set of skills, knowledge and ability leading to cost effectiveness.

Table 1. ANOVA Analysis for Desired Set of Skills

| ANOVA | | | | | | |
|------------------------|----------------|----------------|-----|-------------|-------|------|
| | | Sum of Squares | df | Mean Square | F | Sig. |
| Communication Skill | Between Groups | .383 | 1 | .383 | .687 | .409 |
| | Within Groups | 82.610 | 148 | .558 | | |
| | Total | 82.993 | 149 | | | |
| Writing Skill | Between Groups | .036 | 1 | .036 | .047 | .828 |
| | Within Groups | 113.704 | 148 | .768 | | |
| | Total | 113.740 | 149 | | | |
| Self-Managing Skill | Between Groups | .029 | 1 | .029 | .037 | .848 |
| | Within Groups | 116.804 | 148 | .789 | | |
| | Total | 116.833 | 149 | | | |
| Punctuality Loyalty | Between Groups | 1.127 | 1 | 1.127 | 1.606 | .207 |
| | Within Groups | 103.833 | 148 | .702 | | |
| | Total | 104.960 | 149 | | | |
| Time Management | Between Groups | .067 | 1 | .067 | .080 | .777 |
| | Within Groups | 123.106 | 148 | .832 | | |
| | Total | 123.173 | 149 | | | |
| Positive Attitude | Between Groups | .042 | 1 | .042 | .094 | .759 |
| | Within Groups | 65.458 | 148 | .442 | | |
| | Total | 65.500 | 149 | | | |
| Flexibility Skill | Between Groups | 2.870 | 1 | 2.870 | 2.992 | .086 |
| | Within Groups | 141.990 | 148 | .959 | | |
| | Total | 144.860 | 149 | | | |
| Adaptability to change | Between Groups | .712 | 1 | .712 | .731 | .394 |
| | Within Groups | 144.148 | 148 | .974 | | |
| | Total | 144.860 | 149 | | | |

Different Skills representing Significant Values are shown in Figures 1–8.

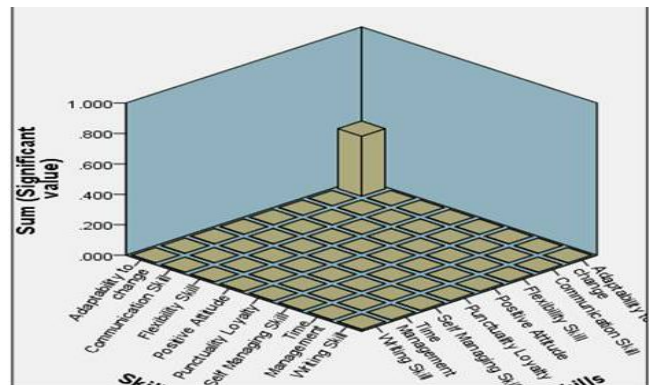


Figure 1. Adaptability to change

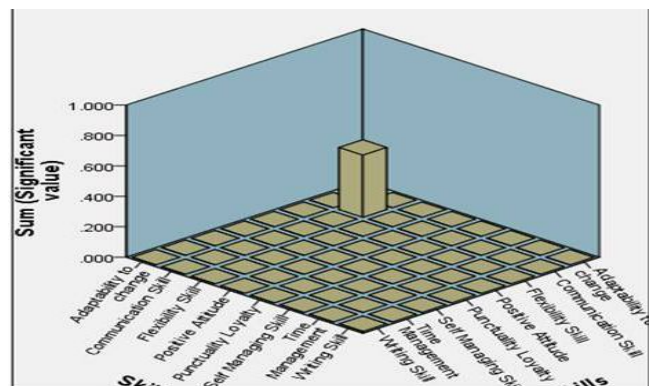


Figure 2. Communication skills



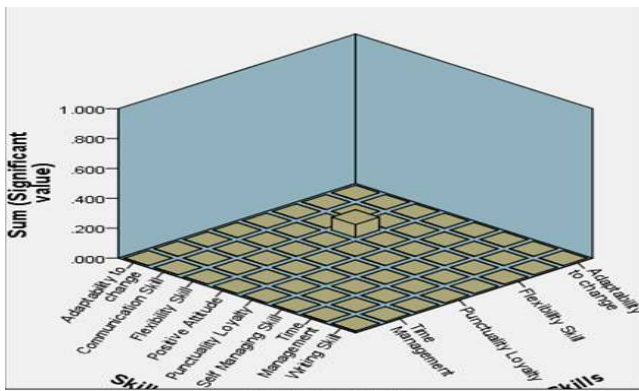


Figure 3. Flexibility skill

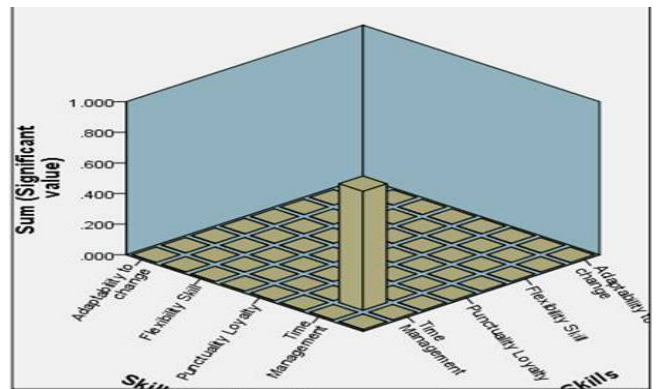


Figure 7. Time management

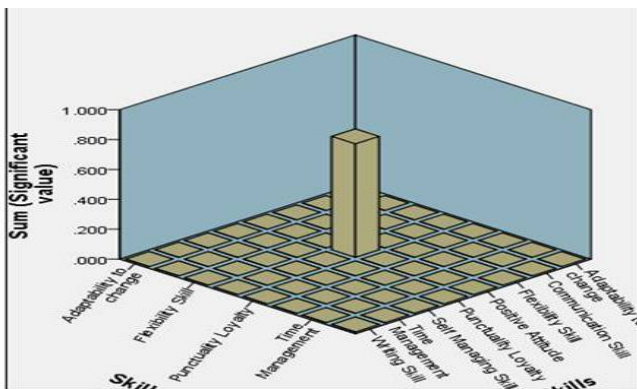


Figure 4. Positive attitude

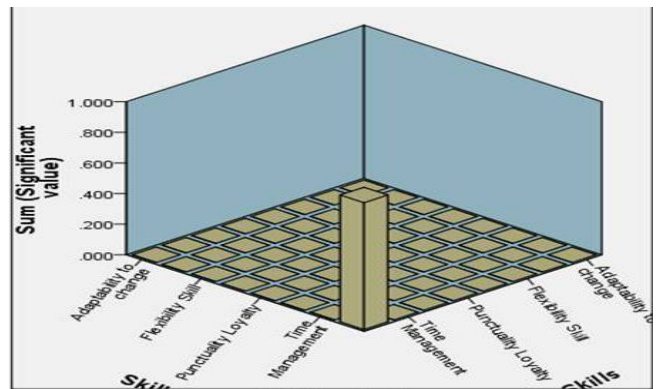


Figure 8. Writing skill

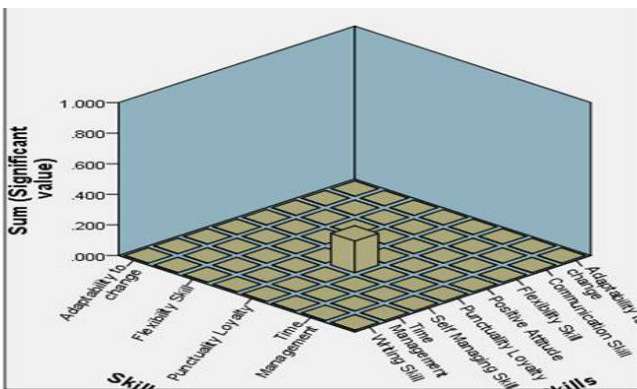


Figure 5. Punctuality loyalty

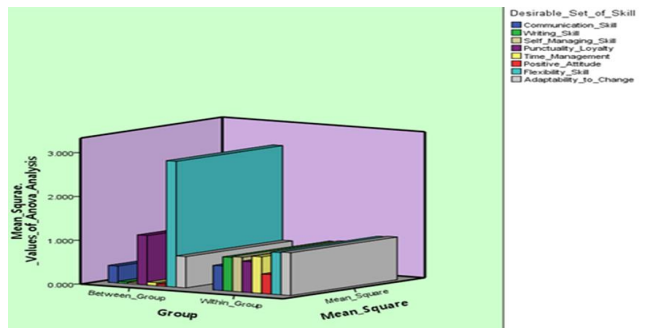


Figure 9. Graphical Representation of Mean Square Values for Desirable Set of Skill

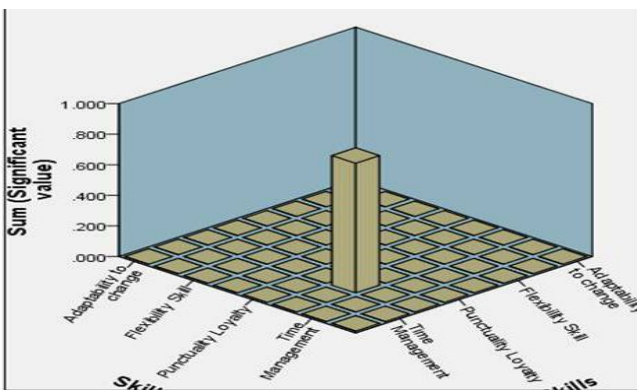


Figure 6. Self Managing skill

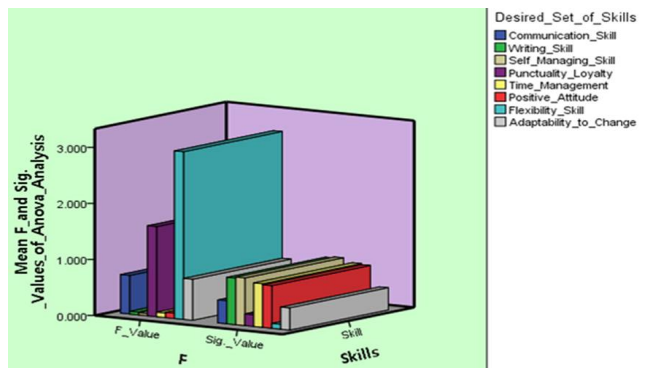


Figure 10. Graphical Representation of F-Value and Significant Value for Desired Set of Skill



b. Impact of recruitment on selection of right candidate with the factor of Competency that adds to the growth of the organization

H₀: There is no impact of recruitment on selection of right candidate with the Competency.

H₁: There is a strong impact of recruitment on selection of right candidate with the Competency.

Table 2. ANOVA Analysis for Competent Employee Growth on the basis of Experiences

| ANOVA | | | | | |
|----------------------|----------------|-----|-------------|------|------|
| Competent Emp_Growth | | | | | |
| | Sum of Squares | df | Mean Square | F | Sig. |
| Between Groups | 1.341 | 4 | .335 | .651 | .627 |
| Within Groups | 74.659 | 145 | .515 | | |
| Total | 76.000 | 149 | | | |

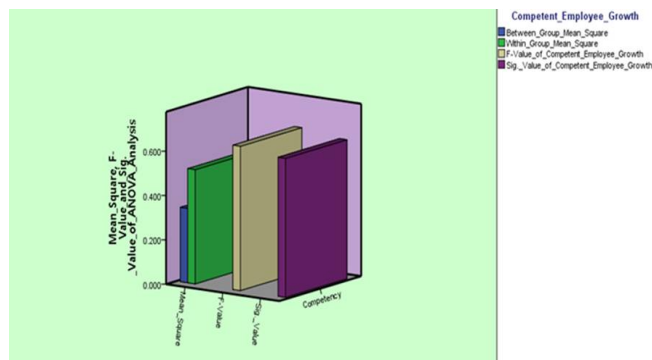


Figure 11. Graphical Representation of ANOVA Analysis for Competent Employee Growth on basis of Experience

Table 3. ANOVA Analysis for Competent Employee Growth on the basis of Gender

| ANOVA | | | | | |
|----------------------|----------------|-----|-------------|-------|------|
| Competent Emp_Growth | | | | | |
| | Sum of Squares | df | Mean Square | F | Sig. |
| Between Groups | 1.185 | 1 | 1.185 | 2.345 | .128 |
| Within Groups | 74.815 | 148 | .506 | | |
| Total | 76.000 | 149 | | | |

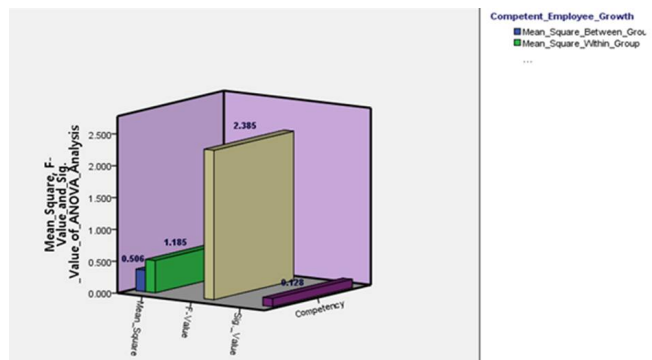


Figure 12. Graphical Representation of ANOVA Analysis for Competent Employee Growth on the basis of Gender

c. Impact of recruitment on selection of right candidate with the factor of Organizational Climate that defines the attrition rate of organization

H₀: There is no impact of recruitment on selection of right candidate with Organizational Climate.

H₁: There is a strong impact of recruitment on selection of right candidate with Organizational Climate.

Table 4. ANOVA Analysis for Attrition Rate

| ANOVA | | | | | |
|----------------|----------------|-----|-------------|-------|------|
| Attrition_Rate | | | | | |
| | Sum of Squares | df | Mean Square | F | Sig. |
| Between Groups | 14.197 | 3 | 4.732 | 1.872 | .137 |
| Within Groups | 369.136 | 146 | 2.528 | | |
| Total | 383.333 | 149 | | | |

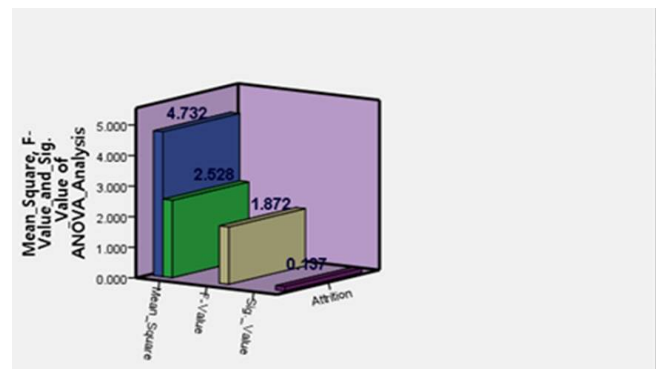


Figure 13. Graphical Representation ANOVA analysis for Attrition Rate

5. Interpretation & Suggestions

The research tool used for data collection was based on questionnaire. The questionnaire that defines to cover all the necessary information needed for this study. The developed questionnaire were distributed to and retrieved from the respondents in person. This process of distribution and retrieving of the questionnaire in person was taken for two reasons, first, to make sure that the questionnaire get to the intended recipients and secondly, to help improve the response rate. After the responses were collected, every type of data relating to the questions were separated and collected to answer for different research objectives. The information received were classified into answer categories and expressed the non-parametric responses into parametric. The research methodology that was used is quantitative. Statistical Package for the Social Sciences (SPSS) version 22 was then used for the analysis.

- By analyzing the collected data and interpreting the hypothesis result tested using SPSS software, it has been



observed that the dependent variables have shown values above 0.05 in question (a) which indicates that null hypothesis is rejected and it can be observed that skill set mapping is not being practiced during recruitment process. Also highest significant value (0.848) for self managing skill indicate that this is the most important issue on which any organization need to put highly focused approach and lowest significant value for flexibility skill (0.086) indicate that there is no need to put much emphasis on candidate flexibility.

- In question (b), it has been observed that the dependent variables have shown values above 0.05 which indicates that null hypothesis is rejected and a clear significance of impact of competency on selection of right candidate that adds to the growth of the organization is visible. Also it represents that competency is not based on experience and also doesn't have gender effect.
- In question (c) it has been observed that the dependent variables have shown values above 0.05 which indicates that null hypothesis is rejected and a clear significant of impact of organizational climate on selection of right candidate that defines the attrition rate of organization is visible.

6. Findings & Conclusion

The researcher has taken three hypotheses. The entire null hypothesis has been rejected showing that recruitment and selection process does not have impact on (i) Competency (ii) Recruitment Process (iii) Organizational Climate. This can be due to negligence or unawareness of correct way of recruitment and selection process among the practitioner. Hence it can be concluded that as organizations are not practicing right process of recruitment and selection, in long term there may be over cost problems due to high attrition rate (misfit either job misfit or organization misfit) and repetition of the whole recruitment and selection process. Organizations adopting the shortcuts in recruitment and selection process usually have to compromise in achieving the target and objectives of organizations along with that it may lead to damaging the image of the organization.

Finally, the conclusion is drawn from the study regarding the recruitment and selection that any company growth and successes depends on efficient working of its employees and hence make it significantly important for the organizations to choose the experienced and qualified candidates. The process of recruitment and selection requires a rigorous and thoughtful planning so that a lot of care needs to be taken while recruiting the man power for any organization.

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