Strategic recruitment and selection can be termed as ‘Strategic
meet current and future goals related to production and growth
to identify the various jobs and roles needed within organization to
future labor demands. Accomplishing this task requires the ability
to study best practices globally and try to constantly innovate to
for jobs in an organization. Selection is the process of finding out
the most suitable candidate to the job.

Recruitment is the first stage in the process which continues with
endings with the placement of candidate. Recruitment facilitates in acquiring the different types of people necessary to
make the organization more attractive for potential employees.
Recruitment and selection are two important functions of human
resource management. Technically speaking the function of
recruitment precedes the selection function. It includes finding,
developing prospective employees and attracting them to apply
for jobs in an organization. Selection is the process of finding out
Talent Acquisition' which takes a long-term view of not only filling
positions today, but using the candidates that come out of a
recruiting campaign as a means to fill similar positions in the
future. These future positions may be identifiable today by looking
at the succession management plan, or by analyzing the history of
attrition for certain positions (Archana et al., 2012). This makes it
easy to predict that specific openings will occur at a pre-
determined period in time. In the most enlightened cases of
Strategic Talent Acquisition, clients will recruit today for positions
that do not even exist today but are expected to become available
in the future (DeCieri, et. al., 2005).

Strategic talent acquisition (STA) includes not only recruiting and
selection, but it is also inclusive of other strategic elements which
are as follows.

Talent Acquisition Planning & Strategy – This ensures business
alignment, examines workforce plans, requires an understanding of the labor markets, and looks at global considerations.

Workforce Segmentation requires an understanding of the
different workforce segments and positions within these
segments, as well as the skills, competencies, and experiences
necessary for success.

Employment Branding includes activities that help to uncover,
articulate and define a company’s image, organizational culture,
key differentiators, reputation, and products and services. Employment branding can help advance the market position of
organizations, attract quality candidates and depict what it is truly
like to work for that organization.

Candidate Relationship Management includes building a
positive candidate experience, managing candidate communities,
and maintaining relationships for those candidates who are not
selected at present against a particular skill set, but have few more
skills.

Metrics & Analytics is the continuous tracking and use of key
metrics to drive continuous improvement and to make better
recruitment decisions, to ultimately improve the quality of hire.

Within each of these core elements of STA there are many other
sub-activities and best practices. Henceforth, the selection of tools,
technology and outsourcing partners is a key element of a
company’s talent acquisition strategy.
SCPOE: The study is focused on examining the perception of HR Professionals which include both HR Managers and HR Consultants of manufacturing and service sectors in Bengaluru city.

OBJECTIVES: the study was carried out with the objectives mentioned below
• To present conceptual framework relating to strategic recruitment and selection activities.
• To evaluate the perception of HR Professionals about the role of strategic recruitment and selection in procuring the best talent.

HYPOTHESIS
H, There is no significant difference in the perception of HR Professionals about the strategic recruitment and selection.
H, There is significant difference in the perception of HR Professionals about the strategic recruitment and selection.

RESEARCH METHODOLOGY
Data Collection: Data has been collected by primary source using structured questionnaire by testing its reliability.

Sample Size: The sample size taken for the study was 30 which includes both HR Managers and HR Consultants 15 each, from Manufacturing and service sectors.

Statistical Tools Applied: Excel has been used to gather the data and SPSS has been used to analyze the data and for testing the reliability of questionnaire which stood at 0.866 by using Cronbach alpha. It is also used for testing the mean differences between the samples with the help of Independent t-test. Interpretation has been done by using charts and tables.

DATA ANALYSIS AND INTERPRETATION
Data analysis and interpretation is carried out in two stages. Demographic factors has been analyzed and interpreted in table 1

Table 1 - Demographic Profile

<table>
<thead>
<tr>
<th>Gender</th>
<th>Age</th>
<th>Education</th>
<th>Designation</th>
<th>Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F %</td>
<td></td>
<td>F %</td>
<td>F %</td>
</tr>
<tr>
<td>Male</td>
<td>17</td>
<td>≤ 25 yrs</td>
<td>56</td>
<td>7</td>
</tr>
<tr>
<td>15</td>
<td>50</td>
<td>26-35 yrs</td>
<td>46</td>
<td>6</td>
</tr>
<tr>
<td>Female</td>
<td>13</td>
<td>≥ 36 yrs</td>
<td>14</td>
<td>4</td>
</tr>
<tr>
<td>9</td>
<td>72</td>
<td>&gt;56 yrs</td>
<td>3</td>
<td>3</td>
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</tr>
</tbody>
</table>

(Source: Primary)

Table 2 - Group Statistics

<table>
<thead>
<tr>
<th>Designation</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Std. Error Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>SRS</td>
<td>15</td>
<td>3.793</td>
<td>.4934</td>
<td>.12374</td>
</tr>
<tr>
<td>HR Consultant</td>
<td>15</td>
<td>4.080</td>
<td>.51158</td>
<td>.13209</td>
</tr>
</tbody>
</table>

(Source: Primary)

Table 3 - Independent Samples Test

<table>
<thead>
<tr>
<th>Designation</th>
<th>F</th>
<th>Sig.</th>
<th>t</th>
<th>df</th>
<th>Sig. (2-tailed)</th>
<th>Mean Difference</th>
<th>Std. Error Difference</th>
<th>95% Confidence Interval of the Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>SRS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR Manager</td>
<td></td>
<td>.403</td>
<td>-1.5</td>
<td>62</td>
<td>.09</td>
<td>-1.5</td>
<td>.09</td>
<td>-2.68 to -.32</td>
</tr>
<tr>
<td>HR Consultant</td>
<td></td>
<td>.09</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Source: Primary)

Interpretation:
The above table depicts that the majority of the respondents were male HR Professionals. Age-wise classification portrays that 14 respondents were in the age group of 25 to 35 years and with respect to education, 70 percent of them were post-graduates. The main stream of the respondents lie between the work experience of 1 to 15 years and very less percentage of them, have high experience.

Table 2 - Group Statistics

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<td>.13209</td>
</tr>
</tbody>
</table>

(Source: Primary)

Interpretation:
Table 2 indicates that the perception of HR Managers is moderately positive regarding strategic recruitment and selection statements as it is evidenced by its mean value 3.793 and perceptual deviations do not exist as the standard deviation is 0.493. Whereas, HR Consultant’s perception about the statements are termed to be highly positive with its mean value of 4.08 and deviations in perception do not exist as the standard deviation is 0.511.

Table 3 - Independent Samples Test

<table>
<thead>
<tr>
<th>Designation</th>
<th>F</th>
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<th>t</th>
<th>df</th>
<th>Sig. (2-tailed)</th>
<th>Mean Difference</th>
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<tbody>
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</tbody>
</table>

(Source: Primary)

Interpretation:
The calculated P value in the above table is 0.090 which is more than 0.05 implies that, there is no significant difference in the perception of HR Professionals about strategic recruitment and selection statements. Hence, null hypothesis is not rejected but alternative hypothesis is rejected. However, perceptual differences still exists about four statements out of ten statements which are, alignment of job requirements with organization’s strategic plan (0.03), usage of Human Resource Information System (HRIS) in scanning candidates resumes (0.01), selection of individuals who can perform in congruence with strategic goals (0.04) and implementing of innovative techniques in the process of selection (0.02). On the other hand, there is no perceptual difference in HR Professionals about hiring of head hunters, procurement of best talent through consulting agencies, E-recruitment, competency based selection, person-organization fit and adopting exit interviews.

SUMMARY
Recruitment and selection remains one of the most important functions of the HR department. As competition increases
between firms, selecting and recruiting the right and qualified talents become all the more important. Traditionally companies have largely relied upon prospective candidates to find the firm. However, today head hunting is an active function of the HR department. Firms not only need to head hunt but also must retain existing employees. The HR Professionals have to focus on selecting the right persons through other sources like campus placements, job.com, data banks etc. The selection is done by evaluating the candidate’s skills, knowledge and abilities which are highly required to the vacancies in selected industries. It is observed that, the opinions of HR Professionals do not vary much about the strategic recruitment and selection.

However, it is suggested that the HR Professionals

- Should update the existing recruitment and selection policies to pace up with the new technological changes.
- Must give equal importance to external sources like agencies, references and data banks in order to get the desired & required employees.
- Have to encourage the fresher’s based on their skills, along with the experienced candidates.
- Must adopt latest interview techniques to recruit prospective employees.

The entire recruitment and selection strategy has changed and evolved to a new form where the burden lies on the firms to advertise, attract, and retain top talents. Internet based technologies and various other software and information systems have provided new capabilities like never before. There is a growing trend amongst firms to adopt and utilize these technical solutions. The future is bound to see an increased role of internet based solutions in recruitment and selection process.

References