



STRATEGIC RECRUITMENT AND SELECTION – A TOOL FOR TALENT ACQUISITION

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ABSTRACT

Better recruitment and selection strategies result in improved organizational outcomes. With reference to this context, the study has been done with the main objective of evaluating the perception of HR Professionals about the strategic recruitment and selection which in turn facilitates the organization to procure the best talent. The study also focuses its attention to determine how the strategic recruitment and selection practices affect the organizational outcomes. The sample size of 30 HR Professionals were chosen from both manufacturing and service sector in Bengaluru. The data was collected through well-structured questionnaire. Data has been analyzed by using statistical tools namely Excel and SPSS. Reliability of the questionnaire has been tested by using Cronbach alpha which arrived at 0.866. Significant differences have been evidenced from the study in the area of strategic alignment with job requirements, usage of Human Resource Information System in resume scanning, strategic selection and innovative selection process.

KEYWORDS

Strategic talent acquisition, E-recruitment, Strategic management

INTRODUCTION

Given the war for talent, many of the things that were considered exceptional perks in the workplace have become hygiene practices for all organizations. The HR departments spend considerable time to study best practices globally and try to constantly innovate 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 the most suitable candidate to the job.

Recruitment is the first stage in the process which continues with selection and ends with the placement of candidate. Recruitment facilitates in acquiring the different types of people necessary to ensure continued operations of the organizations. Recruitment is finding the potential applicants for actual or anticipated vacancies. Thus, it acts as link in bringing together the people with jobs and those seeking jobs (Mehlman, 1980; Grinold and Marshall, 1977). The purpose of recruitment is to identify suitable man power to meet the job requirements and job specifications. It is the most important function of personnel administration on the other hand selection is concerned with securing right information about the applicant. The object of selection process is to determine whether the prospective candidate possesses the qualification for the specific job. It is a long process that starts from the interview and ends with the contract of employment. On the nut shell, Recruitment is identifying and encouraging prospective employees to apply for a job whereas, selection is selecting the right candidate from the pool of applicants (Ollington et.al., 2013).

Strategic management involves employing selective and specific processes across all aspects of the business, including the recruitment and selection process to help the business achieve optimal profit and success (Srinivasan and Mariapan, 2002). For a small business, the recruitment and selection of the right employee for each position can lead to reduce costs, thus leading to an improved bottom line. Strategic human resource management begins with identifying the needs of organization's current and future labor demands. Accomplishing this task requires the ability to identify the various jobs and roles needed within organization to meet current and future goals related to production and growth (Kaur, 2015).

Strategic recruitment and selection can be termed as 'Strategic

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.

SCOPE: 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

H₀ There is no significant difference in the perception of HR Professionals about the strategic recruitment and selection.

H₁ 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

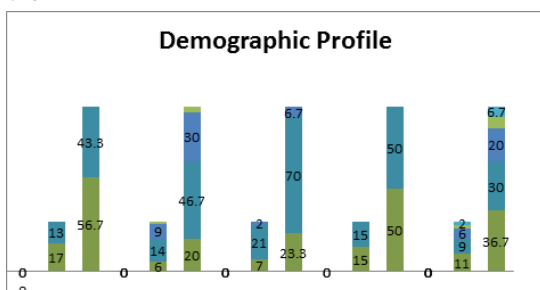
Data analysis and interpretation is carried out in two stages. Demographic factors has been analyzed and interpreted in table 1 and chart 1 respectively. Table 2 and 3 shows the results about the Strategic recruitment and selection statements taken for study along with their p value.

Table 1 - Demographic Profile

Gender	Age		Education		Designation		Experience							
	F	%	F	%	F	%	F	%						
Male	17	56.7	< 25 Yrs	6	20	Graduation	7	23.3	HR Manager	15	50	1-5 Yrs	11	36.7
	13	43.3	25-35 Yrs	14	46.7	Post-Graduation	21	70	HR Consultant	15	50	5- 10 Yrs	9	30.0
			36-45 Yrs	9	30	Diplo ma in HR	2	6.7				10-15 Yrs	6	20.0
		>56 Yrs	1	3.3								15-20 Yrs	2	6.7
												> 20 Yrs	2	6.7

(Source: Primary)

Chart 1



(Source: Primary)

X axis carries demographic factors namely gender, age, education, designation and experience.

Y axis shows the frequency and percentage of respondents.

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

	Designation	N	Mean	Std. Deviation	Std. Error Mean
SRS	HR Manager	15	3.7933	.49348	.12742
	HR Consultant	15	4.0800	.51158	.13209

(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 3.7933 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

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tail ed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
SRS	Equal variances assumed	.507	.482	-1.562	28	.090	-.28667	.18353	-.66261	.08927
	Equal variances not assumed			-1.562	27.964	.090	-.28667	.18353	-.66263	.08930

(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.

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