



Research Paper

Recruitment and selection in business organizations

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ABSTRACT

Recruitment and selection is a paramount organizational process that ensures an adequate and reliable supply of qualified personnel to facilitate the achievement of set goals. Employees are essential resources in a company since they help in converting strategies into actionable goals. The approach and frequency of R&S depends on the type of firm and the industry it belongs, where some, particularly in the service sector, demand more labor than those in manufacturing. Therefore, enterprises undertake regular R&S exercises to hire new staff or promote existing ones as a measure to sustain their internal competitiveness. The study targeted on R&S as a critical factor of the HR department. The primary areas of focus included the R&S process, sourcing, factors influencing R&S in contemporary organizations, and the emerging issues that HR has to consider before deciding to hire. R&S is a complex process that requires time and an in-depth understanding of the organizational internal and external environment before selecting the appropriate approach. Besides, the attribution and unfolding theory of turnover provided the basis that the recruitment team uses in making their recruitment decisions. The changing external environment has led to the erosion of confidence in academic qualification during the recruitment and the influence of artificial intelligence on the quality of hires. The adoption of a deductive approach in R&S ensures that organizations attract new employees with skills that match their staffing needs.

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INTRODUCTION

Recruitment and selection (R&S) is a critical process that helps organizations in addressing human resources needs, to facilitate the achievement of set organizational goals. It entails conducting an assessment to determine labor requirements, developing a job description, advertising the vacant positions, then selecting the appropriate candidates. In such a case, this management function involves several individuals, including the human resources (HR), immediate supervisor, employee in a similar position, and finance department representative. Besides, the process is financially demanding and time-consuming, where the staff turnover rate determines the overall cost that a company incurs in acquiring its employees (Ferreira et al., 2015). The management function is inevitable since market dynamism forces firms to re-adjust their resources to maintain their

competitive advantage. The effectiveness of R&S determines the quality and cost of employees, which necessitates the careful selection, management, and retention for employers to realize the benefits.

MATERIALS AND METHODS

The study utilizes a meta-analysis research design involving locating, selecting, and reviewing studies on R&S carried out within the last ten years since 2011 in electronic databases. The keywords used in searching the web, specifically 'google scholar', included recruitment, selection, and personnel management. The criteria entails the evaluation of articles based on relevance and quality based

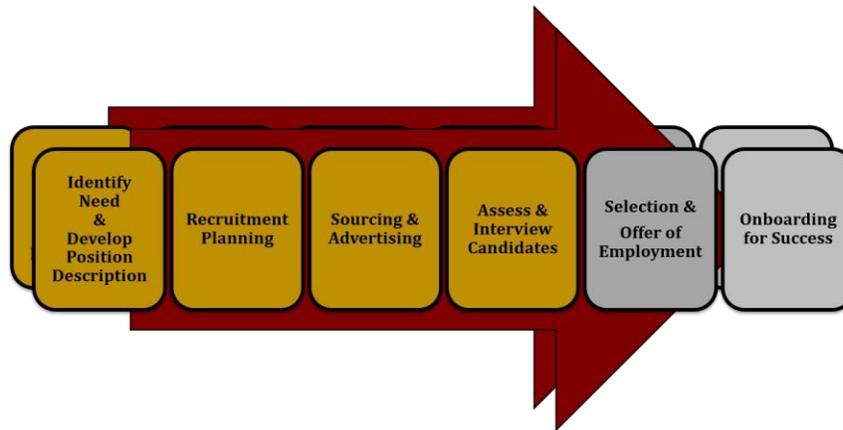


Figure 1: Figure 1 R&S process. Source: (Iowa State University 1).

on the topic of study, then deriving the authors' conclusions regarding the topic issue under investigation. Besides, the report also utilized theoretical review and their assumptions regarding different aspects of R&S. In such a case, the primary sources of the studies include peer-reviewed journal articles and industry publications where their selection is based on the level of depth in discussing the R&S.

Results

R&S is paramount in organizations as it ensures a regular and stable supply of qualified personnel. The findings from the literature and theoretical reviews indicates that R&S is a process comprising of two phases completed in six stages, where the first focuses on recruitment, while the other on selection. During the process, the recruitment team is faced with the decision on whether to source internally, promotions and transfers or externally, educational institutions and recruitment agencies. The choice depends on the evaluation of the outcomes of potential benefits and drawbacks of the sources and the conditions surrounding the recruitment process. Besides, they have to consider other factors influencing R&S, including HR policies, organizational size, and growth in terms of social, political, and economic environment. The results highlight the complexity of R&S in organizations and the need for a specialized department to undertake the procedures involved. Besides the description and sourcing, the findings show that employers are losing confidence in academic qualifications since previous reliance as the basis for assessment for qualification encouraged vices such as corruption and bad governance. Additionally, the findings that some of the candidates with a lower academic score exhibited high productivity than their counterparts with excellent results eroded its significant role as a determinant in the R&S process. Conversely, other emerging issues that recruitment teams have to contend with is the impact of

artificial intelligence on the quality of hires. Some qualified contenders are not comfortable interacting with machines instead of humans during the R&S process. The robots cannot interpret communication skills, especially in reading non-verbal cues critical in analyzing the applicants' emotions and what they are saying verbally. The findings in this article highlight the numerous issues the recruitment team has to address in getting the ideal hires during R&S processes.

Discussion

R&S Process

The vital role of R&S in organizations is to ensure that the HR department follows several stages to increase the likelihood of hiring employees that would take the business to greater heights. The success of R&S depends on the level of stakeholder involvement and the time available for the recruitment team to fill the vacant position (Alameddine et al., 2015). For instance, a shorter time signifies a rushed process that involves skipping some critical stages, which increases the risk of getting a bad hire. Conversely, teamwork and the availability of adequate resources permits extensive scrutiny of the job requirements and the candidates to identify those that fit in the organizational culture. Therefore, management must give the function sufficient attention, considering the cost and its vital role in achieving set goals as shown in Figure 1.

Needs assessment and developing Job description

A labor need arises when a position becomes vacant due to organizational growth that results in the requirement for additional human resources. The five sources of information regarding staffing necessity include, evaluation of business flow, focus on customer experience, inquiring

from managers, utilizing competitors as benchmarks, and ensure coverage of all roles. Besides, employees can be an essential source of information through surveys and monitoring of workplace habits that may indicate a heavy workload such as fatigue and a decline in productivity (Wirtz and Jerger, 2016). The scarcity of resources necessitates prioritization of labor needs where managers focus on a particular needs of some set of workers and neglect others, the company will suffer the highest impact if it is not addressed sooner. The integration of these five sources and prioritization of the needs are critical procedures, particularly in developing job descriptions and HR planning to align the requirements with organizational goals. The development of a job description is a vital function that determines the success of the R&S process. It is a statement where the employer communicates the duties required, qualifications, responsibilities, and the kind of relationship a successful candidate will share with the internal stakeholders. Besides the HR manager, the formulation process should involve the immediate supervisors of the candidates since they have in-depth knowledge of the employees who would best fit in the vacant position. According to Adhikari (2015), the primary information areas contained in the document include the job title, skills and competencies, duties, remuneration, and relationships. In such a case, the effectiveness of a job description in getting the right candidate depends on the extensiveness of the staffing needs evaluations. Completion of this phase paves the way for recruitment planning that focuses on when and how an organization will attract new talent to fill open positions.

Recruitment Planning

The goal in this phase involves determining the approach to attract a qualified and diverse pool of applicants. Similar to this is the need for identification and development of job descriptions, maximizing positive outcomes require collaboration between the HR service team and the hiring manager. Recruitment planning ensures that organizations have a sufficient supply of labor at the right time and cost to facilitate continuity of operations. Therefore, managers of the respective departments must communicate when they will need new employees to avoid cases of oversupply or shortage (Hong et al., 2019). For instance, information on workers who are about to retire, transfer, promoted, or resign across all divisions in a firm is vital in planning hiring practices since they are costly when undertaken at close intervals. Recruitment planning lays the foundation for the successful completion of subsequent phases of the hiring process by matching labor demand with supply.

Sourcing and advertising

The phase entails determining the avenues to find qualified

candidates and communicating with them about the vacancy to attract their interests. Sourcing is a precursor of advertising that identifies where the recruitment team intends to get the candidates depending on the position and scale of the process. Internal sources entails the recruitment team identifying an employee with potentials and promoting them to fill a vacant senior position. Oppong (2017) posits that enterprises source recruits from the current staff on a smaller scale and it is the most cost-effective since it takes a short time and companies do not incur advertising costs (Adhikari,2015). Conversely, external sourcing requires the advertisement to attract and selected new talents to join the organization. An assessment of the various sources is critical in determining one of those with the highest likelihood of getting qualified candidates and for the budgeting process. Advertising vacant positions aim to attract interest from qualified contenders who apply for consideration. The job description intends to serve as a screening tool that informs candidates about what is required of them regarding their qualifications and what they should expect from the prospective employer. In such a case, the HR team has the option of either using a third-party such as recruitment agencies or direct advertising in the mass media to attract a large pool of qualified professionals. Newspapers, television broadcasts, social media, and conferences are the most common channels contemporary organizations use. The effectiveness of the advertising process requires appropriate timing during the recruitment period, professional display, and adequate differentiation (Murphy, 2016). The quality of the campaigns resonates with that of the candidates that a company attracts. Therefore, the recruitment team must choose the right content and channel for them to maximize the positive outcomes.

Evaluation and Interviewing the Candidate

The evaluation process begins with the recruitment team setting the preferred qualifications and minimum requirements they expect from the contenders. The subsequent phase entails assessments of the applications to identify those that satisfy the standards, then disposing the rest. In such a case, the process is essential since it helps eliminate the chuff, thereby leaving the team with candidates that best fit the requirements of the position (Hardavella et al., 2016). A representative then contacts the potential employees who have qualified for interviews by informing them when, where, and the structure of the oral evaluation process. Factors such as the urgency of the advertisement and nature of the job influence structuring of the interviews. The extensiveness of the process appears to depend on the amount of financial and time resources allocated for the team, which consequently influences the quality of the hires. The strictness of the evaluation process determines the quality and number of applicants that reach

the interview stages. Similar to the evaluation process, the interviews should follow a three-step approach to reduce the candidates further and increase the chances of getting a good hire. According to Saviour et al. (2016), preliminary discussions with the contenders help the recruitment team to assess the suitability of the candidates to ensure their skills match the job requirements (Appiah-Padi, 2014). The process is usually undertaken through the phone and concentrates on high-level questions to determine whether they meet the minimum standards of the position. Conversely, the skill test entails asking behavioral questions to identify performance-related attributes such as productivity, innovation, and customer satisfaction. In such a case, the objectives of these first two stages are to check for values, personality, and skills, to determine the progress to in-person interviews. In-person interviews require adequate preparation by the recruitment team by ensuring their questions focus on identifying and evaluating applicant competencies. The items must follow an order from those that are fundamental to in-depth to make the applicants comfortable, which would empower them to give comprehensive responses. Conversely, the invited contenders must prepare to give a presentation that will highlight their level of understanding regarding the requirements of the position they want to fill (Mueller and Baum, 2011). A job description is a critical tool they can use to tailor their responses to the interview questions and increase the chances of getting hired. Most organizations conduct the in-person interviews in stages depending on available resources, nature of the position, and the number of qualified candidates. In such cases, the evaluation and interviewing of applicants marks is the final activity in the recruitment process that paves the way for selection.

Selection and Offer of Employment

The selection of suitable candidates is the most challenging aspect of the entire process since most of the applicants that have reached this step are qualified, but the organization wants a few. Therefore, the primary responsibility of the recruitment is to identify those whose attributes align with the organizational structure and proven capabilities. The candidates that reach this stage undergo rigorous evaluations and tests, where the recruitment team rejects those that fail while successful one progresses to the next selection phase. According to Bhaker (2020), some organizations hire external evaluators or converge to evaluate their notes when faced with the challenge of picking the right fit among qualified contenders. Individuals who succeed at this stage get the job in the respective department after undergoing organizational-based tests to ensure they are in the right condition to execute assigned roles. An offer of employment and onboarding comprise the final stage of the R&S process that successful applicants join teams in an organization. It is

expected that the new employee and the recruitment team know the expectations and responsibilities to facilitate smooth incorporation into the workforce. Other cases involve the new entrant working on probation for a specific period to allow for capability evaluation before getting a full employment offer. Considering the cost associated with the R&S process, the recruitment team must conduct in-depth assessments of the applicants and reach a mutual agreement (Florea, 2014). In such a case, the objective is to reduce turnover rates, which are financially demanding and may disrupt the normal flow of operations on a company. Performance contracts appear to be useful tools for alleviating the problem since they stipulate the expectations of both parties. Recruitments into an organization can be in two forms Internal and External Recruitment

Internal recruitment

The sourcing strategy focuses on current and previous personnel on the organization's payroll. Internal recruitment is a common approach where hiring team taps in the existing and former employee pool when filling vacant positions. The method is advantageous since it reduces hiring time as the HR management already has information regarding their performance and capabilities (DeVaro and Morita, 2013). Besides, it is less costly as the employer does not incur advertising, subscription to job posting platforms, and in conducting a background check, particularly among cash-strapped firms. Employers that source internally creates the impression of care for their workers' career development that boosts their morale and enhances engagement, leading to improvement in productivity levels. Organizations alternate internal and external recruitment depending on the nature and number of vacant positions.

Promotions

Promotions entail awarding additional pay and responsibilities to employees based on the qualifications. Departmental managers inform the HR department regarding staffing needs, which then uses job postings to notify employees of a vacant position. The aim is to encourage interested workers to apply from which the recruitment team selects those with matching skills and competence. In such cases, HR managers use skills, banks and personnel records to identify the talented ones suitable for the promotion. The approach has advantage because it shortens the transition period as current employees are familiar with the organization. Nevertheless, the sourcing strategy encourages 'inbreeding,' which limits diversity in decision-making and managerial effectiveness (Benson et al., 2019). Besides, it discourages new employees from

joining a company, which can damage its reputation in the labor market. The recruitment team must exercise caution when using promotions to maximize the benefits and optimize the shortcomings.

Transfers

Unlike promotions, transfers do not involve changes in the scale of responsibilities and pay. The goal is to place the employees in areas where they will get greater job satisfaction or where they would be more effective in executing assigned roles. Besides, they help in providing personnel with a broad-based view of the company to position them for future leadership roles (Otoo et al., 2018). The recruitment strategy is advantageous as it enhances the skills and knowledge of employees and breaks the monotony to increase job satisfaction. However, it is costly since it requires substantial investment in T&D, particularly when the recruitment and selection exercise is underfunded. The practice is common among large organizations where the HR department can transfer personnel between departments, satellite offices, or subsidiaries. The effectiveness of the R&S strategy depends on the employees recognizing career opportunities and transfer requirements.

External recruitment

The approach entails sourcing employees from outside the organization to fill vacant positions. Most employers prefer this option since it provides them with a large pool to find quality candidates. External recruitment attracts new ideas that skills that introduce new perspectives in decision-making, which increases the effectiveness of the outcomes. Besides, they help avoid internal problems such as workplace politics and perception of favoritism among employees who do not receive the same benefits (DeVaro and Morita, 2013). However, it is costly, time-consuming as new employees take long to get accustomed to organizational culture and values. The effectiveness of a company's external sourcing strategies influences the perceptions of job seekers regarding their willingness to join the team. External sourcing appears to require the recruitment team to identify potential issues and develop interventions to address them before executing the exercise.

Educational Institutions

Tertiary institutions have become a hunting ground for companies that target brighter students with proven potential and train them, particularly for managerial positions. The strategy encourages students to focus on

academic success since it is often the primary condition for getting full employment. In such a case, the preference of these sources is attributed to its time-saving characteristic. Besides, they help mitigate the impact of competition from other firms seeking personnel with the same skill set, thereby increasing the likelihood of getting the best candidates (James-MacEachern, 2018). Nonetheless, institutional recruitment is costly since firms must train the new entrants before they are fully absorbed into the current team. Besides, it may demoralize existing employees when they see inexperienced individuals getting more attention than them. Achieving effective institutional recruitment requires the HR department to devise measures that will counter the adverse effects on current employees.

Recruitment Agencies

Diversification of the labor market has led to the establishment of firms that specialize in linking applicants to potential employers. The organizations store professional and academic qualifications of prospective candidates and employers pay a fee to access the information for R&S purposes. In such a case, this sourcing strategy is cost-effective, convenient, and provide companies with a large pool of passive candidates to select the best contenders (Sultana and Sultana, 2010). However, it is challenging to measure the effectiveness of this approach since some online recruitment services do not conduct an in-depth analysis of the posting. Besides stiff competition from other firms limits the visibility of a firm's vacancy announcement, a phenomenon that necessitates additional investment to get the attention of numerous applicants. Technological advancements appear to provide recruiters with new avenues for sourcing employees in pursuance of organizational goals.

Theoretical Perspectives of R&S.

Organizations base the R&S processes on particular models and theories by tailoring the provisions to suit their organizational culture, market environment, and overall business strategy. Others integrate several approaches to increase effectiveness, where the strengths of one theory optimize the weaknesses in another. In such a case, the methods influence the composition of the recruitment team, HR planning, the recruitment models utilized, and the sources of potential employees. The theories that organizations commonly use as the basis for R&S procedures include, attribution, recruitment, and the unfolded turnover theory. Despite the differences in perspectives, the primary goal of these models is to increase an organization's chances of getting good hires characterized by higher productivity and reduced turnover.

An in-depth evaluation of the models regarding what they entail and their application can help in understanding the motivation for the recruitment team in their utilization.

Attribution Theory

The theory is concerned with individual interpretation of events regarding their behaviors and thinking. From an organizational perspective, it tries to explain how managers perceive the contributors to success and failure based on their causal beliefs. For instance, the way a supervisor knows certain employees have limited abilities to achieve specific productivity goals and the potential impact on organizational performance. Besides, the theory attributes the causes to endurance over time, location, and controllability (Mirsadeghi, 2013). In such cases, these dimensions influence the future expectancy of success and affective reactions such as pride and guilt. Consequently, the efforts to progress and the relationship affected persons share with others. Attribution theory appears to suggest that the primary motivation for R&S is to address the causes of failure, which are vacant and low performing employees. HR managers apply attribution theory by conducting a labor needs assessment to determine employee shortages that could harm organizational performance. In such a case, the supervisors are assuming that failure to fill vacant positions would fail, regarding the company failing to meet its goals. Therefore, R&S is a response to avoid the perceived consequences of having a limited workforce (Hewett et al., 2017). Tools such as the job description and interview questions help communicate to interested candidates about the employer's needs and whether they have the capabilities to fulfill them. The changing market environment is another cause of the responses that the recruitment team exhibit to affirm an enterprise's internal competitiveness. The anticipation of perceived consequences appears to be the primary motivation for the recruitment team to conduct regular R&S exercises to ensure a regular supply of qualified personnel.

Recruitment Theories

The models suggest three factors that influence an individual's decision to join an organization, critical contact, objective, and subjective factor theories. Unlike attribution that focuses on the organization, these models concentrate on the approaches candidates use to assess a potential employer before deciding to apply. Objective factor theory suggests that the choice of a potential employer is attributed to the measurable characteristics offered, such as opportunities for advancement, remuneration packages, and the nature of work (Appiah-Padi, 2014). The subjective factor approach entails assessing the compatibility between

personality and organizational image. Conversely, candidates use contact factor theory when they are unable to select an organization out based on the objective and subjective approaches. The choice of this model is attributed to limited data and contact about potential employers. Therefore, the theories suggest that reputation and benefits influence the quality and quantity of applicants an organization receives.

Unfolding Theory of Turnover

The theory proposes five cognitive pathways employees follow when deciding whether to leave an organization. The approaches influence how the workers interpret their work environment, enact responses, and identify options. In such a case, the pathways include shock, script, violation of image, history of dissatisfaction, and the availability of alternative job opportunities (Ngo-Henha, 2015). The turnover rate has a significant impact on the regularity of R&S exercises in companies as they seek to sustain operations despite the disruptions. Most employees leave their jobs as a result of dissatisfaction with the working conditions, particularly when they do not meet their expectations when joining an organization. Employers should respect their wishes as long as they do not breach their contractual agreements. The unfolding theory of turnover is a vital source of data regarding the measure an organization can use to retain talented employees.

Management must implement interventions to mitigate turnover intentions and increase retention rate by maintaining equilibrium between organizational inducements and employee contributions. One of the measures involves comprehensive evaluations of the job description to ensure an adequate definition of the employer and employee expectations. Besides, the HR department must identify the factors that influence the relationship between the organization and the employees, as highlighted in the theory of organizational equilibrium diagram by Ngo-Henha (2017) in Figure 2. For instance, the type of social and economic transactions must match with those of the relationship they share. In such cases, the goal is to create a mutual association where every party benefits from each other's activities in a way that employees help the organization achieve its goals while it satisfies their needs based on Maslow's hierarchy. Maintaining equilibrium balance influences the frequency and quality of employees an enterprise attracts to its team.

FACTORS AFFECTING R&S IN CONTEMPORARY ORGANIZATIONS.

The driving factors influencing the occurrence and frequency of R&S exercises are both internal and external. The integration of the two influencing factors helps

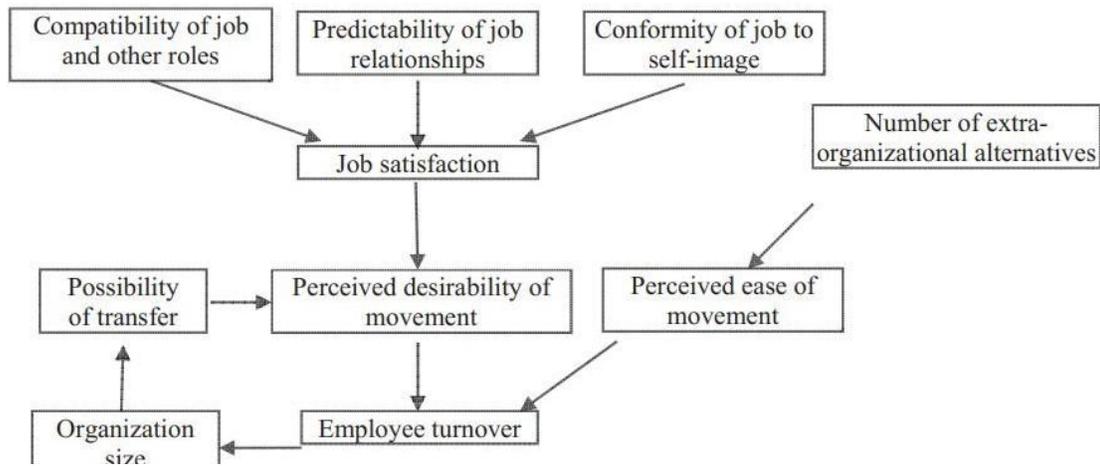


Figure 2: Organization equilibrium in unfolded turnover theory. Source: (Ngo-Henza 2762).

companies to align the strategies to changes in the external environment. Therefore, the HR manager has to remain vigilant by assessing the potential impact of occurrences on the organization's labor needs. In-depth knowledge of the driving factor is critical in human resource planning, particularly regarding the scheduling of the R&S process in a company's calendar.

Internal forces

Internal forces are those under the control of an organization and often related to the policies, size, and growth characteristics of a firm. Organizations utilize internal drivers since they align with their strategies for achieving set goals. Besides, internal forces enable the tailoring of the R&S process to organizational needs, which increases the chances of getting positive outcomes. The factors include organization size and growth and recruitment policies.

Organization size and growth

The size of an organization influences the number of participants involved in the R&S process. Smaller organizations have few layers between the upper management and the employees, which signifies that the process requires fewer steps more people than when the levels were many. Conversely, hiring procedures in large firms occur in stages and comprise a small portion of the management team (Rahmany, 2018). For instance, the recruiter conducts the recruitment activities and recommends to the hiring manager for final decisions regarding selection. The arrangement makes R&S processes in large corporations more complicated and time-consuming than in smaller enterprises. Further, the size

influences the number of candidates an organization requires since large firms often conduct the exercise for all departments at a go to save on costs. Therefore, the size of a company influences the composition of the recruitment team and the scale of operations. The growth rate determines the number of new positions an organization can create and the frequency of R&S functions over a specific period. The progression of development coincides with labor needs, which signifies that fast-growing firms create employment opportunities more than those with sluggish growth. Therefore, they tend to have frequent R&S exercises to satisfy their labor demands. Al Mamun and Hasan (2017) postulates that turnover rate is high among slow-growing firms due to management failure to fulfill personal job demand among employees that increases job dissatisfaction, causing them to look for alternative employers. The phenomenon is common among firms found in competitive markets where failure to sustain high performance can have adverse effects on future existence. The capacity to fulfill job expectations among the staff appears to influence turnover rates that, in turn, determines the frequency of the R&S process.

HR Policies

HR policies provide structure, consistency, control, and guide the R&S process in organizations. Besides, they ensure a company is compliant with employment legislation and informs workers of their responsibilities. The recruitment team utilizes these policies in their hiring decisions in developing critical tools such as, the job description statement (Saddam and Mansor, 2015). Employees use the guidelines in defining appropriate approaches they can use to execute their assigned roles or when they want to refer applicants to the company. Other functions of HR policies include determining suitable

compensation packages, formulating training and development (T&D) programs, and addressing employee issues. In such a case, these factors influence the likelihood of getting a good hire based on the provisions of the recruitment theories. HR policies are worth implementing since they promote consistency of activities by providing a guideline which the internal stakeholders follow during R&S.

External forces.

External factors are those that are beyond managerial control and their mitigation requires adjustment of internal frameworks such as strategies. The forces induce changes in the environment within which an organization operates, for instance, within an industry (Florea and Mihai, 2014). The mitigation of external forces impact on R&S necessitates HR planning involving anticipation of changes and implementing appropriate interventions. Examples of such elements that shape R&S practices in enterprises include the social, legal, and technological environment.

Social Environment

Social changes involve contemporary workers shifting their preference from getting jobs to building careers. Therefore, attracting skilled and talented employees requires the HR manager to include a provision for career development, particularly in the advertising function of R&S. The absence of such opportunities increases the turnover rate as the personnel seeks other organizations that offers better benefits, which increases the cost of hiring (Iqbal et al., 2017). In such a case, the hiring team must be sensitive and aware of the prevailing social norms and values to increase the effectiveness of the R&S process. The presence of numerous firms in the market competing for the same employees signifies that those offering attractive benefits get the best workforce. The changes in the social environment are posing a challenge to the recruitment process by increasing the cost of hiring, which places firms with a limited resource base at a disadvantage point.

Legal environment

The legal environment comprises the legislation governing the relationship between workers and their employers. Therefore, the recruitment team must assess the prevailing regulations to ensure the R&S process abides by the provisions to avoid legal implications. For instance, in India, the Factories Act of 1948 prohibited organizations from employing women in jobs that relate to underground work, carrying heavy loads and night shifts (Sheoran et al., 2013). HR managers must be conversant with the legal environment to avoid potential issues such as conflicts with labor unions, fines, or withdrawal of operating licenses in

severe cases. Unlike local firms, multinationals are more susceptible to compliance challenges since they are present in several host nations with unique labor laws. The effectiveness of R&S exercises requires the hiring team to comprise at least one member that is conversant with local laws, specifically an attorney.

Technological environment

Apart from the social and legal environment, technological advancements present a significant challenge for the recruitment team since it is changing the structure and creating new jobs. The issue is finding qualified candidates with an unusual combination of knowledge and skills to join an organization. Additionally, the available applicants with the qualifications are few and in high demand by numerous organizations, signifying that organizations must incur more to win their attention (Rodríguez-Sánchez et al., 2019). The extreme supply of employees in different fields involving surplus in some and scarcity in others complicates the R&S process, considering the rapid changes in existing jobs. However, technology presents opportunities to improve the efficiency of the R&S process by facilitating the screening of applicants using computer-based testing. The dynamism resulting from technological advances requires the HR manager to adjust their hiring practice and conform to the labor market trends.

EMERGING ISSUES IN R&S.

Declining confidence in academic qualifications

The disruptive effect of technological advancement has increased demand for courses in specific fields leading to the rise in corruption and bad governance in some educational institutions. For instance, the economic boom in the 1990s led to an increase in demand for financial services courses, however, technology in later 2000s became automated operations, thereby changing the trend. The need for information technology-related courses increased, causing unscrupulous individuals and institutions to start using illegal measures to award certifications in this new field. The recruitment team ends up hiring candidates that are less qualified and not able to execute their roles effectively (Tomlinson, 2011). The response to address the situation has been exposing applicants to practical situations and hiring them on probation for a specific period. The existence of such practices erodes confidence in academic qualification and increases the cost of R&S processes.

Artificial intelligence and quality of hires

Aside from changing job structures, technology has introduced new tools and systems aimed at enhancing R&S

procedures. Artificial intelligence (AI) has reduced the level of human intervention in organizational hiring procedures by increasing the involvement of preprogrammed machines to execute the tasks. Nevertheless, applicants may not be comfortable interacting with robots, pre-programmed rules introduce rigidity, and the tools have limited ability to answer complex questions. In such a case, the experiences may frustrate candidates, causing them to develop a negative impression of the employment brand (Suen et al. 2019). Besides, AI is not useful in evaluating soft skills that are essential in assessing the cultural fit of a job contender in an organization. Despite the benefits, AI has drawbacks that require the recruitment team to exercise caution when using it to attract new talent.

CONCLUSION

The R&S process is paramount in business organizations since it helps in addressing staffing needs. The process often uses a deductive approach that entails attracting numerous applicants and selecting a few of them to join the organization. Companies have the option of sourcing from outside and inside, but in such cases, they integrate to increase positive outcomes associated with the hire. Models and theories support the critical role that R&S plays in the attainment of set goals irrespective of where they get the personnel. However, increasing the effectiveness of the hiring process requires HR managers to identify and evaluate the factors that influence the approaches for attracting candidates. The goal is to avoid potential issues that may erode the intended positive outcomes. Awareness about emerging issues that affect the quality of new employees appears to be essential in identifying those that will address labor needs in the organization.

Author Contributions

Iowa State University wrote an article that provided data on figure 1 and NPE developed a manuscript on the unfolded turnover theory that provided Figure 2.

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Abbreviations

R&S: Recruitment and Selection HR: Human Resources
T&D: Training and Development AI: Artificial Intelligence

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