



# A STUDY ON THE IMPACT OF THE RECRUITMENT AND SELECTION PROCESS ON ORGANIZATIONAL PERFORMANCE

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**Abstract:** Good recruitment and selection strategies result in improved organizational outcomes. With reference to this context, the research paper entitled Recruitment and Selection has been prepared to put light on the Recruitment and Selection process. HRM plays very significant role in personality development, work motivation, employee retention in the organization by following different practices which include compensation, performance appraisal reward and recognition, training and development and career management. Any organization's foundation is its human resources, or, to use a more modern word, HR, which encompasses both workforce management and development. Essentially, human resource management is managing an organization's human resources includes ensuring that workers are happy and which includes ensuring that workers are happy and that their objectives are met. The main objective is to identify general practices organizations use to recruit and select employees. The main purpose of this research paper is to understand recruitment and selection procedures. The main areas that have been taken into account include the significance of recruitment and selection, stages of recruitment and selection, factors affecting the recruitment and selection process, differences between the recruitment and selection process, types of recruitment, and types of interviews.

**Index Terms - Recruitment, Selection, Organization, Candidates, Jobs**

## I. INTRODUCTION

In the context of human useful resource management, time period recruitment is the technique of locating and choosing a candidate who's nicely appropriate for an activity established in a well-timed and value-effective way. essentially, it's miles the process of hiring a candidate who is maximum suitable for a particular task. selecting the right candidate is extremely essential for any agency due to the fact it's miles very difficult to go through the rigorous manner time and again for the equal task position because it consists of energy, time, value, and assets. The system of hiring a candidate both internally or externally has to be completed in an ideal & expert manner. it's far the entire system that starts off evolved with the identification of the wishes of the company with appreciation to the process & resources and ends with employing a candidate in the agency. whilst we think about the recruitment process, what straight away involves our minds are the sports like evaluation of the requirement for a specific activity, attracting applicants for the unique process, screening of the applicants, and deciding on among them the first-rate candidate for the desired job. earlier than the organization recruits candidates, they have to well implement the virtual staffing plans and forecast them to decide how many human beings they absolutely require.

The choice of the right applicant for a vacant position could be an asset to the organization, so that you can be helping the company in achieving its goals. selection is the system of selecting or deciding on the right candidate, who's most suitable for a vacant process role in an organization. In other phrases, choice can also be defined because the technique of interviewing the applicants and evaluating their qualities, that are required for a specific task, and then selecting the proper candidate for the placement.

## 1.1 Significance of Recruitment and Selection Process

The Recruitment and selection method in an enterprise is vital which will attract a powerful group of workers. that is critical due to the fact it would decide the commercial enterprise's success and might affect the entire corporation's operation. one of the maximum precious assets in an organization is the employees.

Recruitment is described because the system of attracting people on a timely basis, in enough numbers, and with suitable qualifications, and inspiring them to use for jobs with an enterprise (Mondy & Noe, 2008). There are foremost levels of recruitment. firstly, strategic making plans are wanted to outline the targets and goals of the business enterprise. next, human useful resource planning is needed to perceive whether there are surplus or shortage of employees or simply sufficient workers to attain the organizational dreams. The goal of recruitment is to gain the variety and nice of personnel that can be chosen to help the enterprise obtain its goals and desires. It additionally enables to create a pool of potential employees for the employer in order for the management to pick the proper applicant for the proper activity.

The recruitment and selection manner is critical for an organization to reap its dreams. whilst the right humans are decided on, the employee will produce effective consequences and stay with the employer longer, therefore, having a low employee turnover. If the choice is not carefully carried out, the employee can also make a mistake that leads to a financial loss. It additionally wastes the time of human useful resource managers to undergo the recruitment and choice system again.

## 1.2 Stages of Recruitment and Selection Process

1. Acceptance of Application Forms: First of all applications are invited from the prospective candidates. These applications may be invited through advertising the vacancies in News Paper, Magazine, Employment Exchange, Schools and Colleges, Training Centres, Labour Unions, and other Educational Institutions, etc These applications may be invited on plain paper or on the prescribed forms which may be issued by the enterprise. The candidates are advised to give the relevant information in these application forms. These applications provide a record of the qualification, experience, etc., of the candidates.

2. Analysis of Application Forms: A date is declared as the last to submit the application forms. After this date, all the applications received for a post and analyzed in detail. the applications which are incomplete or which do not meet the requirement of the post are set aside and the applicants of remaining applications are further invited for different tests and interviews etc.

3. These tests may be of the following types:

(i) **Intelligence Tests:** Intelligence tests are meant to measure the mental ability of an individual in terms of his memory, vocabulary, reasoning, etc. these tests measure the power of understanding of the candidates. It is a very common test used in the selection procedure these days.

(ii) **Personality Tests:** Personality tests aim at testing the nature, habit, emotion, maturity, and temperament of the candidates. These tests are helpful in deciding the spirit of groupies and the feeling of mutual cooperation.

(iii) **Aptitude Tests:** Aptitude tests are the test that measures the capacity and potentiality for learning the skills required for the job. These tests are very helpful in forecasting the success of candidates on a particular job.

(iv) **Job Tests:** These tests measure the level of efficiency and skills of the candidates required for a particular job. For example, the candidates required for the post of typist may be asked to type some material. By this, the speed test of typing and accuracy in typing may be judged.

(v) **Interest Tests:** These are designed to evaluate the likings and disliking of the candidates for different situations and different occupations. These tests are helpful in determining the jobs suitable to the individual candidates. Employment tests are becoming a very popular device of making the selection of the best candidates for different posts. These tests help in measuring certain factors of the personality of the candidates.

4. Interview: The candidate selected in employment tests are invited for an interview. The main object of the interview is to find out whether an individual candidate is suitable for a particular job or not. A face-to-face interview is the most important step of the selection procedure. It helps in judging the personality, ability, capability, and temperament of the candidates. It also provides an opportunity to check the information given by the candidates in their application forms. It provides the opportunity for the enterprise to understand the candidates thoroughly. It also provides the opportunity for the candidates to understand the organization and the job. In this way, it is a process of two-way communication. An interview must be conducted in a friendly, congenial atmosphere. Frank free and friendly discussion must be held at the interview. The atmosphere of the interview must be such that the candidates may feel easy and may express their ideas and opinions freely and frankly. All the questions related to the educational qualifications, experience, general knowledge, attitude character, health, family background, hobby, etc., must be asked the candidates so that complete information may be obtained about them. On the other hand, complete information must be given to the candidates about the organization also.

5. Selection by the Supervisor: Candidates selected in the interview must be referred to the supervisor for final selection. If the supervisor feels satisfied, the candidates are selected. If the supervisor is a member of the interview board, this step of referring the candidates to the supervisor is not required.

6. Medical Examination: After making the selection of the candidates they are checked by a reliable doctor or by a board of doctors to check their health. The main object of medical examination is to check whether the selected

candidates are physically capable or not to perform the required job. The candidates which are declared medically unfit are rejected.

7. Issue of Appointment Letters: The candidates, who are approved in the medical examination also, are issued appointment letters. These appointment letters must contain all the necessary information relating to their posts, period of probation scale, terms of appointment, etc. these letters must also mention the date by which the candidates should join the firm.

8. Arrangement of Training: Necessary arrangements are made for providing training to the selected candidates, if necessary. The nature of training and the period of training depend upon the nature job. Training increases the efficiency and morale of the selected candidates.

9. Allotment of Work: When the employees are trained, the work is allotted. The allotment of work must be made keeping in view the capacity, ability, past experience, and taste of candidates. The main point to consider while making the allotment of work must be the **'Right man for the right job and the right job for the right man.'**

10. Follow-Up: After making the allotment of the work to the employees, it is followed up. Under this process, the supervisor checks whether the employees are doing their test work according to the instructions issued to them or not. If not, necessary instructions and directions are given to them.

### 1.3 Factors Affecting Recruitment and Selection Process

The factors affecting recruitment and selection are organized into internal and external categories. The internal factors have been stated as follows:

**Size of the Organization** - The size of the organization is one of the most important factors affecting the recruitment process. To develop business, recruitment planning is mandatory for hiring more resources, which will be crucial in the management of future operations.

**Recruitment Policy** – The recruitment policy of an organization, includes hiring from the internal or external sources of the organization. It is an important factor, which affects the recruitment process. It identifies the objectives of recruitment and provides a framework for the implementation of recruitment programs.

**Image of the Organizations** - Organizations having a good positive image in the market can easily attract competent and proficient resources. Maintaining good public relations, providing public services, and leading to the goodwill of the organizations, definitely helps an organization in improving its reputation in the market, thereby drawing the best possible human resources.

**Image of Jobs** - Just like the image of the organization, the image of jobs contributes a critical role in the recruitment and selection processes. Jobs having a positive image in terms of better remuneration, promotions, recognition, and an amiable working environment with career development opportunities are considered as the characteristics to arouse interest and enthusiasm among qualified candidates.

The external factors have been stated as follows:

**Demographic Factors** - Demographic factors are related to the characteristics of potential employees such as, their age, religion, educational qualifications, gender, occupation, economic status, and place of location.

**Labour market** – The labour market exercises control of the demand and supply of labour. For example, if the supply of people having specific skills and abilities is less than the demand, then the hiring will require more effort. On the other hand, if the demand is less than the supply, then hiring will be relatively more manageable.

**Unemployment rate** – If the unemployment rate is high in a specific area, the hiring of human resources will be simple and manageable, as there will be an increase in the number of applicants. For various job positions in all types of organizations, a large number of applications are received. In contrast, if the unemployment rate is low, then recruiting tends to be difficult due to the lesser number of resources.

**Labour laws** – Labour laws reflect the social and political environment of the market, which are created by the central and state governments. These laws dictate the compensation, working environment, safety and health regulations, and the job duties of the workforce, for different types of employment. As governments undergo transformations, there are transformations that come about in the labour laws.

**Legal considerations** – Job reservations for different castes such as Scheduled Tribes, Scheduled Castes, and Other Backward Classes are the best examples of legal considerations. These considerations, passed by the government, will have a positive or negative impact on the recruitment policies of the organizations.

**Competitors** – When organizations in the same industry are competing for the best-qualified resources, there is a need to analyze the competition and make provision for the resource packages that are the finest in terms of industry standards.

**Equal Opportunity** – When recruitment and selection of employees take place, then it is vital to take into consideration, equal employment opportunities for the individuals. Equal opportunity results when all the applicants are treated on an equal basis and consistently at every stage of recruitment. There should not be any discrimination against anybody on the basis of factors, such as, caste, creed, race, religion, ethnicity, gender, and socio-economic background. Fairness and justness are of principal significance in the recruitment and the selection processes

## 1.4 Characteristics of a Good Recruitment Policy

An awesome recruitment policy is the guiding can save a company from facing situations like unproductive tests and interviews because of the non-availability of the right candidate inside the applicant pool, compromising on the choice of proper applicants, excessive attrition rate, low productivity, and low motivation among present employees due to faulty coverage. The fulfilment of an enterprise largely depends upon the capacity and efficiency of its employees. To get capable and green employees, the recruitment policy of the agency should be very sound.

Recruitment policies must have the following characteristics

1. All alternatives should be made at a significant location of the enterprise.
2. The entire system of recruitment has to be strictly in accordance with the merit.
3. The wide variety of employees to be recruited must be determined properly in advance in keeping with the want of the agency.
- four. No such guarantee needs to receive at the time of recruitment which might not be observed afterward.
5. higher posts must be stuffed up via promotions, up to now as feasible.
6. The qualification revel in, phrases of provider, salaries, and many others that have to be decided properly in advance.
7. the selection of employees must be in accordance with the advantage.
- eight. The skills of employees must be consistent with the want of their jobs.
9. New posts must be authorized through a better officer.
10. Recruitment coverage ought to be fair and bendy.

## 1.5 Types of Recruitment

The three main types of Recruitment methods

### Direct Method

In the direct approach of recruitment, the representatives of the organization touch the capability applicants in various instructional and training institutes. They establish direct contact with the candidate searching for jobs. those representatives work in cooperation and collaboration with placement cells in the establishments. humans pursuing management, engineering, and medical applications are the fittest for jobs in this manner. sometimes, a few business enterprise corporations set up direct contact with professors and extract records approximately college students with great academic records. Sending the appointed recruiter to conventions, and seminars, and using a cell workplace are some strategies that establish direct contact with process seekers. Direct recruitment for this reason removes any middlemen in the manner of sourcing expertise for an enterprise, the typical case being on-campus recruitment with the aid of an enterprise's in-residence recruiters. different formats encompass direct-touch job festivals and other institutional visits. some advantages of the direct technique encompass clear transference of the enterprise's desires, visible in-house advocacy of the corporation by means of its participants serving as recruiters, simplified and clear message and logistics for capacity candidates, substantially reduced recruitment expenses, and direct assessment of candidate skills.

### Indirect Method

In the indirect technique of recruitment, commercials in newspapers, journals, the radio, and T.V. are beneficial in publicizing vacancies. A nicely-idea-out advertisement permits job seekers to assess their suitability in order that simplest those possessing the requisite qualification will apply and there may be no confusion. This technique is especially suitable whilst the enterprise wants to attain a big goal institution scattered geographically.

every time important a blind advertisement may be posted wherein the handiest field No. is given without disclosing the identity of the company. however, organizations with local or country-wide fame do no longer use blind commercials for obvious reasons. The revel shows that the better the placement to be filled up inside the corporation, the extra extensively dispersed advertisement is probable for use to reach as many appropriate applicants. at the same time as publishing a commercial to reach capability applicants, the following 3 factors are vital to do not forget – First, to visualize the type of applicant one is making an attempt to recruit. 2nd, to put in writing out a listing of the benefits and blessings the job will offer, and 0.33, to determine wherein to put up the advertisement, i.e., a newspaper with local, state, national, and worldwide attain or flow.

### Third-party Method



This approach includes the usage of non-public employment organizations, management advisers, professional associations, worker referrals, and many others., to provoke contact with activity seekers. numerous corporations are useful in recruiting employees for jobs. Public employment exchanges, expert societies, transient help societies, and labour contractors are a number of the primary companies. in addition, buddies and loved ones of existing groups of workers and deputation methods also are beneficial. third-birthday celebration recruiters can be defined as businesses, organizations, companies, or people recruiting candidates for temporary, element-time, or complete-time employment opportunities. for this reason, 0.33-party recruiters include entities that recruit both for earnings or not for profit. Such recruiters include companies that collect student records to be disclosed to employers for purposes of recruitment and employment.

all the above three styles of recruitment techniques are powerful in various situations and for one-of-a-kind purposes and requirements. within these techniques are sub-classes too that make the recruitment procedure a success in selecting and hiring proper candidates.

## 1.6 Types of Interview

The ten different types of interviews are as follows

**Structured Interview** – In this kind, the interview is designed and unique in advance. An established interview is pre-planned, accurate, and constant in hiring the candidates.

**Unstructured Interview** – This kind of interview is an unplanned one, wherein the interview questionnaire isn't organized. here, the effectiveness of the interview could be very and there's a first-rate waste of effort and time by means of each the interviewer and the interviewee.

**Group Interview** – In this kind of interview, all the candidates or a group of applicants are interviewed collectively. group interviews are conducted to shop time whilst there may be a huge number of programs for some task vacancies. a topic can be given to speak about among the applicants and the interviewer judges the innovativeness and behavior of each candidate inside the organization.

**Depth Interview** – A depth interview is a semi-structured interview, in which the candidates need to deliver unique facts about their educational history, paintings revel in, unique hobbies, etc. And the interviewer takes an intense interview and attempts in locating the expertise of the candidate.

**Stress Interview** – Pressure interviews are carried out to discover how a candidate behaves in stressful conditions. in this type of interview, the interviewer will come to recognize whether or not the candidate can manage the needs of a complex job. The candidate who continues his composure in the course of a disturbing interview is usually the proper man or woman to deal with a worrying activity.

**Individual Interview** – In an individual interview, the interview takes place one-on-one i.e., there might be a verbal and a visual interplay between two human beings, an interviewer and a candidate. this is a two-way communicate interview, which facilitates in locating the proper candidate for a vacant process function.

**Informal Interview** – An informal interview, also known as a conversational or informal chat interview, is a non-formal task interview, often held in a neutral putting along with a café, commonly over meals or drink. informal interviews also can be digital. If you are invited to 'are available in to have an informal chat about the function/learn greater approximately the position' or to see 'how the function ought to be just right for you', it's miles probably to be an informal interview. they are much less in all likelihood to be part of the formal graduate recruitment procedure for a big corporation; in they do arise, they're normally conducted at the quit or the start of the recruitment technique. they may be most possible to appear for part-time jobs and access-level roles at smaller corporations.

**Formal Interview** – A formal interview is held in a proper manner, i.e., the candidate will be intimated approximately the interview properly earlier and the interviewer plans and prepares questions for the interview. that is also known as a deliberate interview.

**Panel Interview** – A panel interview, as the name shows, is being performed via a collection of human beings. in this kind of interview, three to 5 participants of the selection committee might be asking inquiries about the candidates on special components. The very last choice might be taken by means of all of the members of the panel collectively.

**Exit Interview** – Exit interviews are conducted for the ones employees who want to go away from the agency. The significance of the go-out interview is to find out why a worker desires to leave his process.

## 2. REVIEW OF LITERATURE

**Sania Usmani** Recruitment and Selection Process at Workplace: A Qualitative, Quantitative and experimental attitude of physical beauty and social desirability. (2020) The maximum important consequences and tips stated in this overview came from looking at three research related to the situation of the recruitment process and selection in the workplace: a qualitative, quantitative, and experimental perspective of bodily attractiveness and social desire.

**Sophia Diana Rozario and Others:** Challenges in Recruitment and selection process: An Empirical Observed (2019) The observation indicated that there are a few restrictions and it became considered an introductory examination for future studies. the primary hassle pertains to the pass-sectional nature of this take a look at describing contributors'

feelings and mind approximately the choice procedure at a specific time only. consequently, the results are based totally on the player's feelings for that length handiest rather than proof over a period of time for all VTA participants.

**Syamala Devi Bhoganadam and Dr. Dasaraju Srinivasa Rao** Study on recruitment and selection system of Sai international YarnTex (India) non-public confined (2014) They have a look at supplied many effects and hints, the maximum crucial of which got here

1. The management of Sai worldwide YarnTex can increase its scope of necessities thru commercials and the agency can go for a process gala wherein human beings get to recognize the openings.
2. They have to additionally observe new choice strategies and methods for better recruitment.
3. The member of the selection committee needs to be well-certified and skilled human beings. so that the selection of the worker can be greater powerful.

### 3. CONCLUSION

Recruitment and selection in any organization is a serious matter as is the success of any organization The organization or efficiency of a service depends on the quality of its workforce recruited through organizational recruitment and selection exercises (Ezeali and Esiagu, 2010). Bohlander, Snell, and Sherman (2001) reported that it is important for managers to understand the objectives, principles, and practices used in selection. More importantly, those responsible for election decisions must have sufficient information on which to base them their decisions. As Robbins (2005) pointed out, the HR policies of an organization and practices represent important forces in shaping employee behavior and attitudes. Considering the results, the study suggests that in designing and implementing recruitment and selection criteria quality should not be done. Rather, it's because the right workforce is hard to find the writer In addition, because the environment of the organization is constantly changing, the bank management is constantly advised to evaluate the selection methods of the bank based on their qualifications, neutrality, scope, and price. Effective recruitment and selection processes lead to better business results. The quality of products and services improves when the best employees are hired and retained. Financial success improves when the best people are identified, hired, trained, and retained. Fewer people do more, and the organizational structure allows more freedom when employees know how to do their jobs best. Attracting new employees is easier if your company has an excellent reputation for recruiting and training. There is also less need for a recruitment and selection department if recruitment is not continuous.

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