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EXPLORING THE METHODS AND CRITERIA UTILIZED IN HRM FOR SELECTING PROSPECTIVE CANDIDATES FOR EMPLOYMENT

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ABSTRACT

Human resource management (HRM) plays a crucial role in selecting the right candidates for employment, as it directly impacts the organization's performance and success. This research paper explores the methods and criteria utilized in HRM for selecting prospective candidates for employment. The study uses a qualitative research approach, and data is collected through semi-structured interviews with HR managers in various organizations. The findings suggest that HRM uses a variety of methods such as job analysis, recruitment, selection, and assessment tools to identify suitable candidates for different roles. Furthermore, the study highlights various criteria that are commonly used to evaluate candidates, including education, work experience, skills, and personal attributes. The research paper concludes that HRM must take a comprehensive approach to candidate selection to ensure that the right people are selected for the job, and that organizations need to prioritize the development of effective selection processes to ensure they attract and retain the best talent.

KEYWORDS: Candidates, Employment, Skills, Human Resource Management (HRM), Recruitment, Selection Process

I.INTRODUCTION

1.1 HUMAN RESOURCE MANAGEMENT

Human Resource Management (HRM) is a collective term for all the formal systems created to help in managing employees and other stakeholders within a company. Human resource management is tasked with three main functions, namely, the recruitment and compensation of employees, and designating work. Ideally, the role of HRM is to find the best way to increase the productivity of an organization through its employees. Despite the ever-increasing rate of change in the corporate world, the HRM role is not likely to change in a significant way.

1.2 RECRUITMENT

In human resource management, “recruitment” is the process of finding and hiring the best and most qualified candidate for a job opening, in a timely and cost-effective manner. It can also be defined as the “process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization”. It is one whole process, with a full life cycle, that begins with identification of the needs of the company with respect to the job, and ends with the introduction of the employee to the organization.

1.3 SELECTION PROCESS

The selection process refers to selecting the right candidate with the required qualifications and capabilities to fill the vacancy in the organization. The selection process is quite a lengthy one and also complex. It involves a series of steps before the final selection. The procedure of selecting the employees may vary from industry to industry according to their own needs. Every organization designs their selection process while keeping in mind the urgency of hiring the people and the requisites for the vacancy of the job.

1.4 RECRUITMENT AND SELECTION

Recruitment is the process where the potential applicants are searched for and are encouraged to apply for a vacancy. While the selection is the process of hiring the employees from the shortlisted candidates and providing them with a job in the organization. The success of any organization depends on its employees because when an employee is well suited for their job the entire company can enjoy the benefits of their success. Recruitment and selection help organizations to choose the right candidates for the right positions in the business.

II. ABBREVIATIONS

HRM – HUMAN RESOURCE MANAGEMENT

III. REVIEW OF LITERATURE

Recruitment and selection form a major part of an organization’s overall resourcing strategies, which identifies and secures people needed for an organization to survive and succeed in the short to medium-term (Elwood & James, 1996).

In fact, the basic purpose of recruitment is to create a pool of suitably qualified candidates to enable the selection of the best candidates for the organization, by attracting more and more employees to apply in the organization whereas the basic purpose of selection process is to choose the right candidate to fill the various positions in the organization (Gamage, 2014). Available evidence indicates that there is a positive and significant relationship between recruitment and selection and the performance of an enterprise (Gamage, 2014).

With specific reference to recruitment and selection criteria and organizational performance, Montana and Charnov (2000) maintained that recruitment and selection include sourcing candidates by advertising or other methods, screening potential candidates using tests and interviews, selecting candidates based on the results of the tests or interviews, and on-boarding to ensure that the candidates are able to fulfill their new roles effectively

According to Huselid (1995) it is recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regime that will have a substantial influence over the quality and type of skills new employees possess. The implication of this line of thought is that an organization’s

human resource policies and practices represent important forces for shaping employee behaviour and attitudes.

Similarly, Rauf (2007) discovered that sophisticated recruitment and selection procedures are positively related to performance in organizations. Writing on some of the challenges facing recruitment and selection criteria in organizations, István (2010) observed that there are a plenty of techniques used in recruitment and hiring today among which are some methods not accepted by experts universally, or not recommended for the hiring process.

As argued by István (2010), selection methods can be evaluated in several ways. One possible approach is to compare hiring techniques on the basis of their validity, impartiality, scope of usage, and cost.

As explained by Opatha (2010) recruitment is the process of finding and attracting suitably qualified people to apply for job vacancies in the organization. It is a set of activities an organization uses to attract job candidates who have the needed abilities and attitudes. Recruitment is the process of generating a pool of qualified applicants for organizational job vacancies.

Other studies such as Syed and Jama (2012) have equally shown that implementing an effective recruitment and selection process is positively related to organizational performance.

VI. RESEARCH METHODOLOGY

RESEARCH METHODS:

The tool used for collecting primary data is Questionnaire method.

RESEARCH DESIGN:

The research design is Descriptive technique.

SAMPLING TECHNIQUE:

The sampling technique used is Convenient sampling.

V. RESULTS

The total data of 80 has been collected and Frequency Distribution has been done.

FREQUENCY ANALYSIS

1. Method of advertise job openings.

		FREQUENCY	PERCENT	VALID PERCENT	CUMMULATIVE PERCENT
VALID	EXTERNALLY	23	28.7	28.7	28.7
	INTERNALLY	57	71.3	71.3	100.0
	TOTAL	80	100.0	100.0	

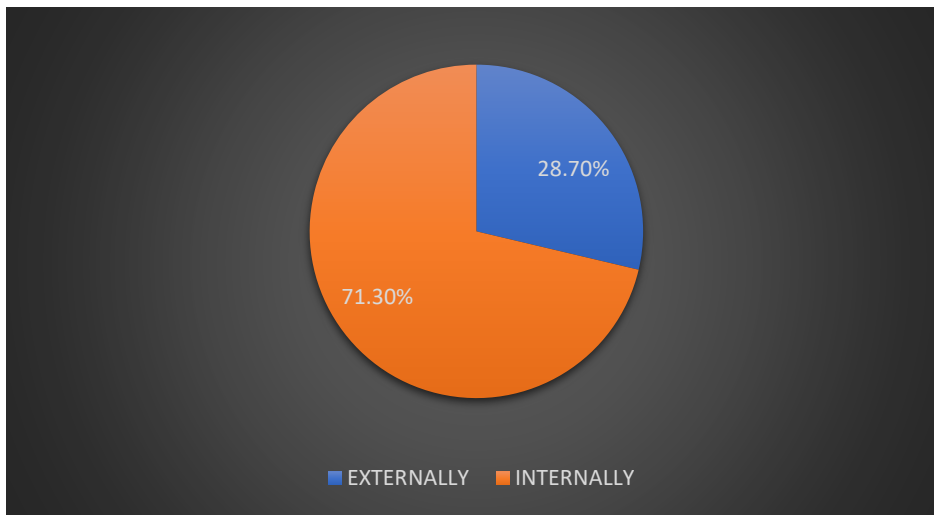


Fig. 5.1 Method of advertise job openings

INFERENCE

Total percentage of organizations who typically advertise job openings externally is 28.7% and organization who typically advertise job openings internally is 100%.

2. Minimum educational qualification for the position.

		FREQUENCY	PERCENT	VALID PERCENT	CUMMULATIVE PERCENT
VALID	YES	80	100.0	100.0	100.0

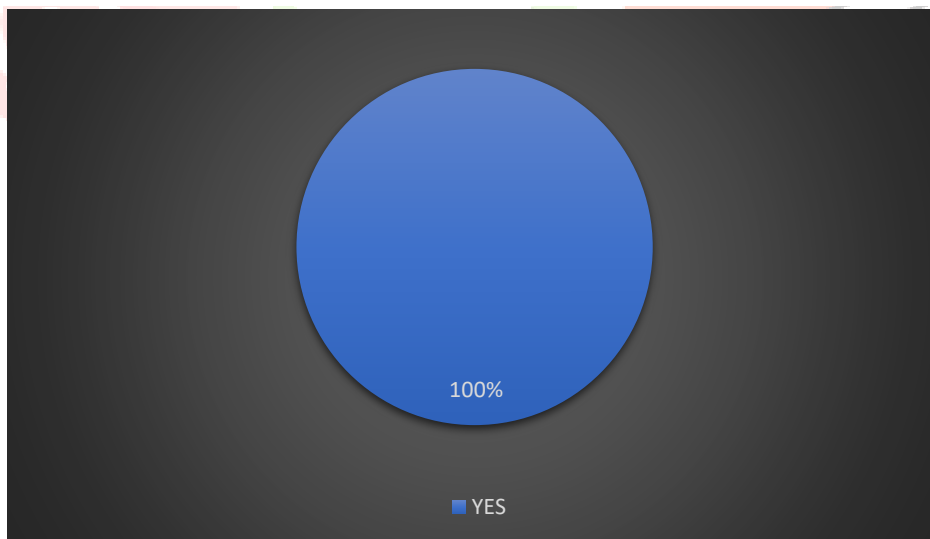


Fig. 5.2 Minimum educational qualification for the position

INFERENCE

Total percentage of organization who require a minimum educational qualification for the position is 100%.

3. Requirement of any specific selection methods such as tests, interviews, or assessments

		FREQUENCY	PERCENT	VALID PERCENT	CUMMULATIVE PERCENT
VALID	NO	1	1.3	1.3	1.3
	YES	79	98.8	98.8	100.0
	TOTAL	80	100.0	100.0	

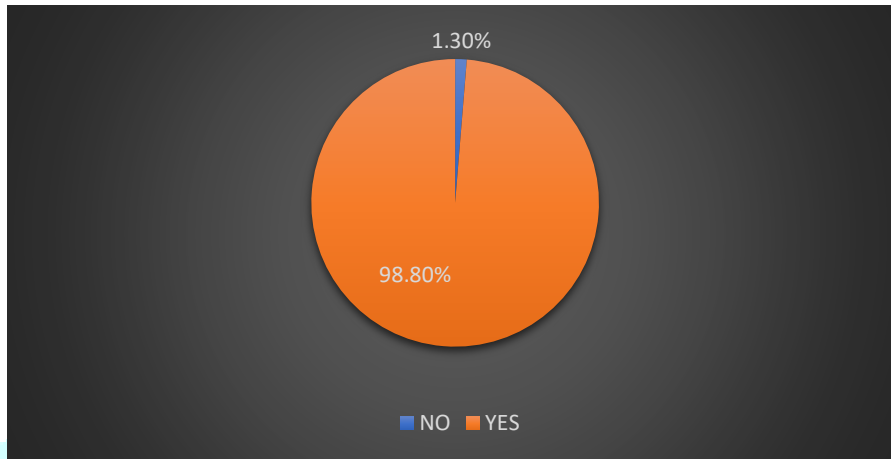


Fig. 5.3 Requirement of any Specific selection methods such as tests, interviews, or assessments

INFERENCE

Total percentage of organization who use any specific selection methods such as tests, interviews, or assessments is 98.8% and total percentage of organization who don't use any specific selection methods such as tests, interviews, or assessments is 1.3%.

4. Requirement for background checks on candidates.

		FREQUENCY	PERCENT	VALID PERCENT	CUMMULATIVE PERCENT
VALID	NO	65	81.0	81.3	81.3
	YES	15	18.8	18.8	100.0
	TOTAL	80	100.0	100.0	

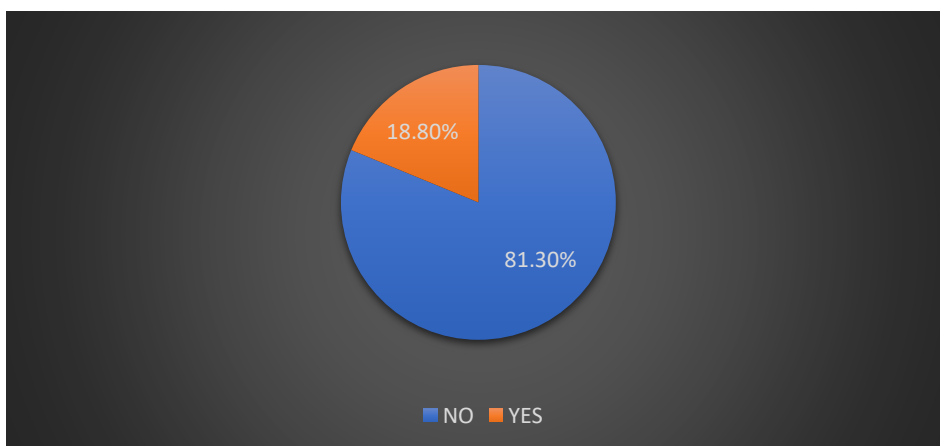


Fig.5.4 Requirement Background checks on candidates

INFERENCE

Total percentage of organization who conduct background checks on candidates is 18.8% and Total percentage of organization who don't conduct background checks on candidates is 81.3%.

5. Any method of technology used for the selection process, such as applicant tracking software or online assessments.

		FREQUENCY	PERCENT	VALID PERCENT	CUMMULATIVE PERCENT
VALID	NO	64	80.0	80.0	80.0
	YES	16	20.0	20.0	100.0
	TOTAL	80	100.0	100.0	

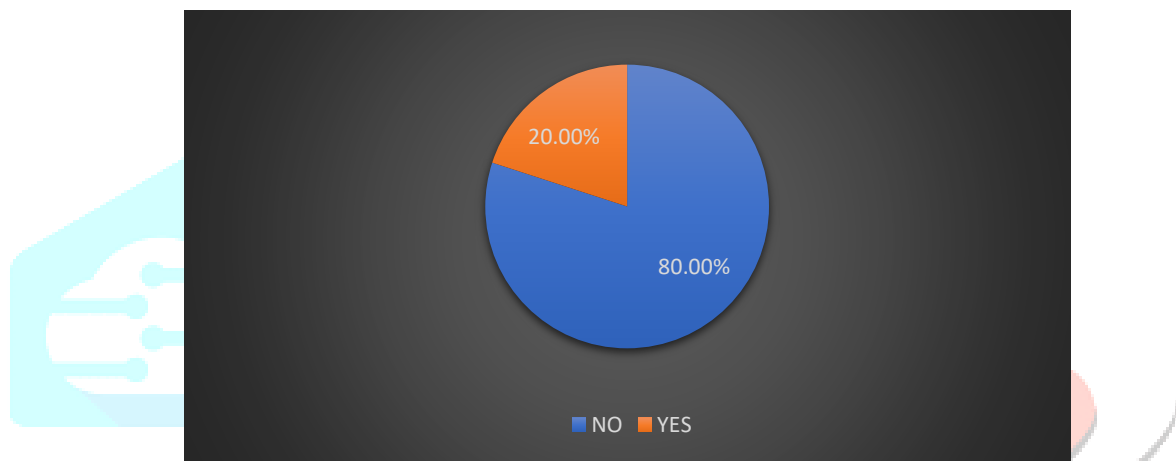


Fig. 5.5 Any method of technology used for the selection process, such as applicant tracking software or online assessments

INFERENCE

Total percentage of organization who use any technology for the selection process, such as applicant tracking software or online assessments is 20% and organization who don't use any technology for the selection process, such as applicant tracking software or online assessments is 80%.

6. Requirement Training or development programs for new hires.

		FREQUENCY	PERCENT	VALID PERCENT	CUMMULATIVE PERCENT
VALID	NO	7	8.8	8.8	8.8
	YES	73	91.3	91.3	100.0
	TOTAL	80	100.0	100.0	

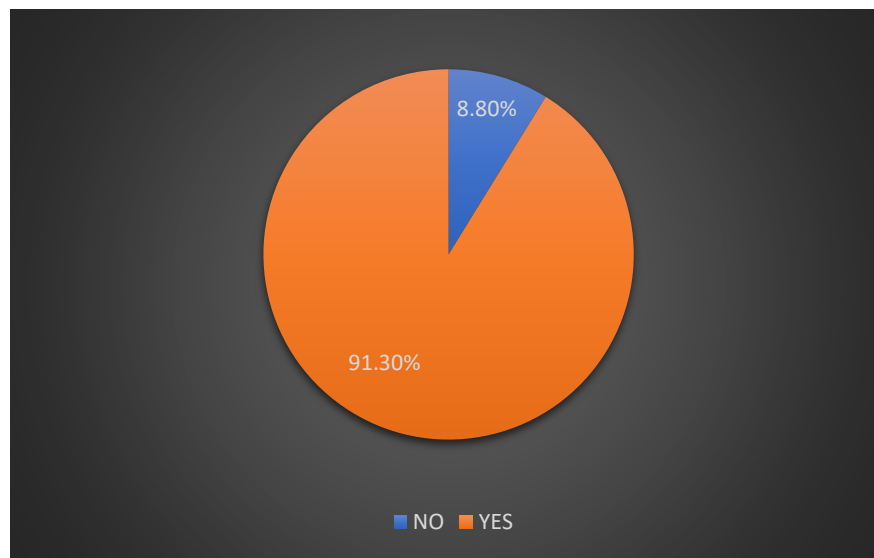


Fig. 5.6 Requirement Training or development programs for new hires

INFERENCE

Total percentage of organization who have specific training or development programs for new hires is 91.3% and organization who don't have specific training or development programs for new hires 8.8%.

7. Importance of cultural fit when selecting candidates for the position.

		FREQUENCY	PERCENT	VALID PERCENT	CUMMULATIVE PERCENT
VALID	Less Important	3	3.8	3.8	3.8
	Slightly Important	1	1.3	1.3	5.0
	Moderately Important	5	6.3	6.3	11.3
	Important	57	71.3	71.3	82.5
	Very Important	14	17.5	17.5	100.0
	TOTAL	80	100.0	100.0	

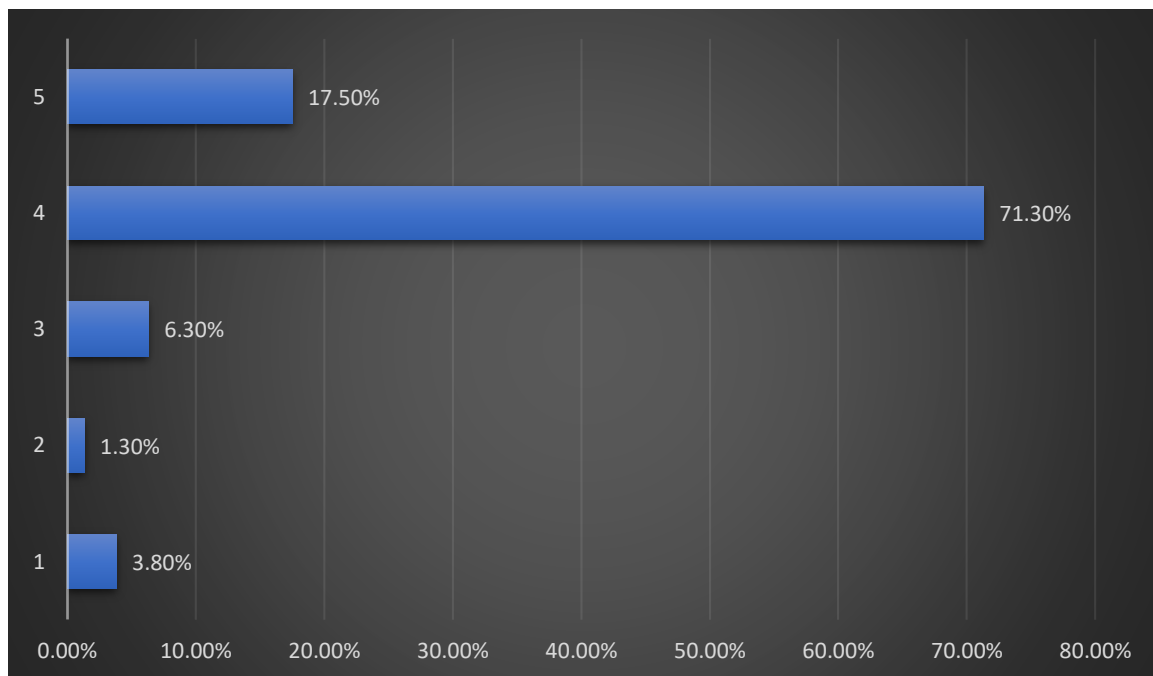


Fig.5.7 Importance of cultural fit when selecting candidates for the position

INFERENCE

From this data 71.3% of respondents feel that being cultural fit is important. And, 3.8% of respondents feel that being cultural fit is less important.

CONCLUSION

Selecting the right candidate for a job is essential for the success of an organization. HRM plays a critical role in selecting the most suitable candidate for the job. The recruitment and selection process involves various methods and criteria that vary depending on the organization and the job requirements. Organizations should use a combination of methods and criteria to ensure that they select the most qualified candidate for the job. By selecting the right candidate, organizations can increase their productivity, reduce turnover, and improve their bottom line.

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