



Recruitment and Selection Process Optimization: Insights from Work Freaks Organizational Approach

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Abstract

Evolution for Human Resource Can Be Traced Back to Kautila's Artha shastra I.E., 4th Century B.C. As Early as in 1800 B.C it 'Minimum Wage Rate' & 'Intensive Wage Plan' Were Included in Babylonian Code of Hammurabi. Human Resource Is a Relatively New Term That Emerged In 1907's. Many People Continue to Refer to the Discipline of the Older & Traditional Title Such as Personnel Management or Personnel or Personnel Administration. After The First World War Many Countries Found That They Should Protest the Difficult Conditions of The People After the War Broke Out. Royal Commission In 1931 A.D Recommended for The Appointment of Labor Officer to Deal with The Selection of Workers & To Settle Their Grievances. Then In the Indian Factories Act That Came In 1948 The Appointment of Welfare Officers Was Made Compulsory for Any Industrial Establishment Employing More Than 500 Or More Workers. After The Second World War, The Country's Political Independence Witnessed Increased Awareness & Expectations of The Workers. During The 1960's The Personnel Function Began to Expand Beyond the Welfare Aspect, With Labor Welfare, Industrial Relations & Personnel Administration Integrating into The Emerging Profession Called Personnel Management or Human Resource Management.

Keyword: Human Resource, Recruitment, selection, Organization.

Introduction

Human resources planning means deciding the number and type of the human resources required for each job, unit, and the total capacity for a particular future date to carry out organizational activities. Human resources planning as "a process by which an organization



should move from its current manpower position to its desired manpower position. Though planning management strives to have the right number and right kind of people at the right place at the right time, doing things, which result in both the organization and the individual receiving maximum long run benefit. Once the required number and the kind of human resources are determined, the management must find places where required human resources are/will be available and work out strategies for attracting them towards the organization before selecting suitable candidates for jobs. This process is generally known as recruitment. Technically speaking the function recruitment precedes the selection function and it includes only finding, developing the sources of prospective employees, and attracting them to apply for jobs in an organization.

Need For Recruitment

The need for recruitment may be due to the following reasons situation:

- a. Vacancies due to promotions, transfer, retirement, termination, permanent disability, death and labour turnover.
- b. Creation of new vacancies due to the growth, expansion and diversification of business activities of an enterprise. In addition, new vacancies are possible due to job specification.

Overview of Process

- Assess the need for the job and ensure there is adequate funding for it.
- Review the job description to ensure that it meets the present and future requirements.
- Review the person specification to ensure it meets the requirements of the job description.
- Design the selection process.
- Draft the advertisement and select the advertising media.
- Short list using the person specification only.
- Interview and test short-listed candidates.
- Validate references, qualifications, and security clearances.
- Make appointment.

Objectives of the Study

- To analyze & interpret the recruitment & selection process in WORKFREAKS.
- To analyze the role & importance of personnel department in recruiting an employee.
- To know about the various essential factors that should be considered before selecting a person.



Received: 16-01-2025

Revised: 20-02-2025

Accepted: 05-06-2025

- To give suggestions if any to improve the recruitment and selection process at WORKFREAKS.

Review of Literature

Author(s): Sally A. Carless and Amantha Imber (31 Oct, 2007). The Influence of Perceived Interviewer and Job Organizational Characteristics on Applicant Attraction and Job Choice Intentions. This study examined whether interviewer characteristics have a direct influence on applicant attraction and job choice intentions, an indirect influence via job and organizational characteristics, and direct influence on applicant anxiety. A sample of graduate applicants (was surveyed before a selection interview and after the employment interview Structural equation modelling was used to examine the hypothesized model. The results showed that interviewer characteristics (warmth, unfriendliness, job knowledge, general competence and humor) had both a direct and indirect effect on applicant attraction and job choice intentions. In addition, interviewer characteristics had a significant positive impact on applicant anxiety. Theoretical and practical implications of the findings are discussed.

Author: Chapman, Derek S.; Uggerslev, Krista L.; Carroll, Sarah A.; Piasentin, Kelly A.; Jones, David A. Journal of Applied Psychology, Vol 90(5) (Sep 2005) Applicant Attraction to Organizations and Job Choice. Attracting high-performing applicants is a critical component of personnel selection and overall organizational success. In this study, the authors meta-analysed 667 coefficients from 71 studies examining relationships between various predictors with job-organization attraction, job pursuit intentions, acceptance intentions, and job choice. The moderating effects of applicant gender, race, and applicant versus nonapplicant status were also examined. Results showed that applicant attraction outcomes were predicted by job-organization characteristics, recruiter behaviours, perceptions of the recruiting process, perceived fit, and hiring expectancies, but not recruiter demographics or perceived alternatives. Path analyses showed that applicant attitudes and intentions mediated the predictor-job choice relationships. The authors discuss the implications of these findings for recruiting theory, research, and practice. (PsycINFO Database Record (c) 2012 APA, all rights reserved. Author: Nuno Rebelo Dos Sants (2017). Research focuses on the transparency of the process of recruitment and selection, criteria used to rank the applicant and relationship of the people involved. This study inspired by different ideas the researcher concludes that levels of recruitment and selection and the attitudes and behaviours that a person who is responsible for it shows.

Author(s): Ghada El-Kot, Mike Leat (2008). A survey of recruitment and selection practices in Egypt. The purpose of this article is to confirm that there is evidence that the Egyptian organization is using context-specific recruitment and selection practices and that other practices are being used in various occupations. Whether the responsibilities of recruiting are



Received: 16-01-2025

Revised: 20-02-2025

Accepted: 05-06-2025

shared between HR professionals and line managers. And there is evidence of an increased transfer to the line manager.

Author: Sara L, Rynes (1989). Recruitment, Job Choice, and Post-Hire Consequences: A Call for New Research Directions. In terms of staff selection, technology is more advanced than recruitment or placement, so choice is often emphasized." Recruitment or placement is not an important process, but rather a very important and more beneficial organization. Define a group of volunteers if the limitation of range or the distortion of distribution is due to a plethora of well-qualified volunteers, the choice is no easier and more comfortable. Literature-driven social pressure and modern practice emphasize choice I intend to do it. "

Training and Development

Training and development initiatives are educational activities within an organization that are designed to improve the job performance of an individual or group. These programs typically involve advancing a worker's knowledge and skill sets and instilling greater motivation to enhance job performance.

Training programs can be created independently or with a learning administration system, with the goal of employee long-term development. Common training practices include orientations, classroom lectures, case studies, role playing, simulations and computer-based training, including e- learning.

Sometimes referred to as Human Resource Development (HRD), most employee training and development efforts are driven by an organization's HRD function. These efforts are roughly divided into two types of programs:

Employee Training and Development

A strategic tool for improving business outcomes by implementing internal educational programs that advance employee growth and retention.

Management Training and Development

The practice of growing employees into managers and managers into effective leaders by the ongoing enhancement of certain knowledge, skills and abilities.

Successful businesses understand that it's more beneficial and cost-effective to develop their existing employees instead of seeking out new talent.



Received: 16-01-2025

Revised: 20-02-2025

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Agile learning

Agile learning is a process that encourages employees to learn by doing and iterate often, inspiring organizational change and buy-in. a tool for executing, scaling and managing an organization's multiple transformation initiatives.

Job Analysis

Job analysis is the basis for selecting the right candidates. Every organization should finalize the job analysis, job. Description, job specification and employee specifications before proceeding to the next step of selection.

Written Examination

Organizations have to conduct written examination for the qualified candidates after they are screened on the basis of the application blanks so as to measure the candidate's ability in arithmetical calculations, to know the candidate's attitude towards the job, to measure the candidate's aptitude, reasoning, knowledge in various disciplines, general knowledge and English language.

Interview

The interview is to solicit necessary information from the prospective applications and to assess the applicant's suitability to the job. An assistant in the personnel department may conduct this interview. The information thus provided by the candidate may be related to the job or personal specifications regarding education, experience, salary expectations, attitude towards job, age, physical appearance and other requirements etc. Thus, interview is useful as a process of eliminating the undesirable and unsuitable candidates. If a candidate satisfies the job requirements regarding most of the areas, he may be selected for further process. Interviews are short and known as stand-up interviews or sizing up of the applicants or screening interviews. However, certain required amount of care is to be taken to ensure that the desirable.

Tests

Psychological tests play a vital role in employee selection. A psychological test is essentially an objective and standardized measure of sample of behaviour from which inferences about future behaviour and performance of the candidate can be drawn. Objectivity of tests refers to the validity and reliability of the instruments in measuring the ability of the individuals. Objectivity provides equal opportunity to all the job seekers without any discriminating against sex; caste etc. standardization of test refers to uniformity of procedure in conducting



Received: 16-01-2025

Revised: 20-02-2025

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the tests for all the candidates. Sample behaviour refers to the sample of the total behaviour of the prospective employee on the job.

Monitoring Recruitment and Selection (Reporting)

HR will monitor the recruitment processes to ensure they are not discriminatory and will provide statistical data to the Senior Executive Group on a regular basis.

Role of Recruiter

Working with Executive Recruiters: Executive Recruiters hold the keys to the "hidden job market" - career opportunities that aren't posted anywhere else. These professionals hold great influence within the hiring organization, and it's important for jobseekers to understand how to leverage this resource as part of their overall career strategy.

Four Key Facts about Executive Recruiters

1. Jobseekers do not pay fees to search firms. Instead, the companies that hire recruiters to fill a position pay for their services. This fee is calculated using the starting salary of the position and can range from 15%-35% of that salary.
2. There are two types of search firms - Retained and Contingency. While both types of charge fees only to the hiring organization, it is important to note the differences. When the hiring company retains a recruiting firm, that firm is paid regardless of the results of the search. Retained firms are typically used to fill higher-level positions at \$100,000+ salaries. Contingency search firms receive payment only when their candidate is hired.
3. Don't limit your search by geography. For many higher-end job assignments, recruiting firms will look nationally or even internationally. It is absolutely in your best interest to gain exposure among search firms who fill positions in your industry, function and salary range, no matter where they are.
4. Some search firms specialize, while others don't. To make your search as effective as possible, target your efforts towards recruiters those work in your respective industry and/or specialize in your job function. As you begin to network with these specialized recruiters, you'll find they are very much aware of where opportunities exist within the micro hiring "economies" of your shared areas of expertise.

Research Methodology

The most important thing about the survey is the component of research methodology without researcher may not be able to obtain facts & figures from the employees. Face to face conversation backed up by the question check list was useful for the study. The primary data



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Revised: 20-02-2025

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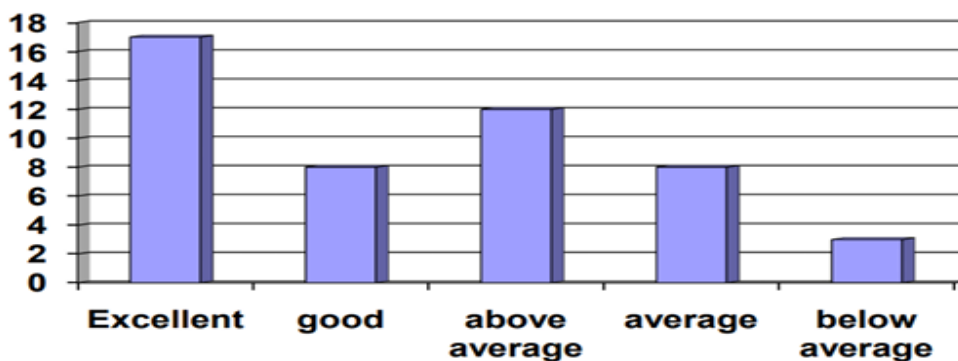
was collected by a structured (questionnaire enclosed see annexure). Samples scheme was selected at random from one department to another department.

Research Design: Random sampling technique was used in selected departments which was important for the study.

Sample Size: A sample size means a pre – determined of the sample to be studied the sample size is 50 employees (45 recruiter and 5 supervisors)

Employee Perception over the Recruitment Policy

S.No.	PARTICULARS	NUMBER OF RESPONDANCE	PERCENTAGE OF RESPONDANCE
1	EXCELLENT	17	34
2	GOOD	8	16
3	ABOVE AVERAGE	12	24
4	AVERAGE	8	16
5	BELOW AVERAGE	5	10
	TOTAL	50	100



Showing the Process of Selection

A. WRITEN TEST (W.T)

B. GROUP DISCUSSION (G.D)



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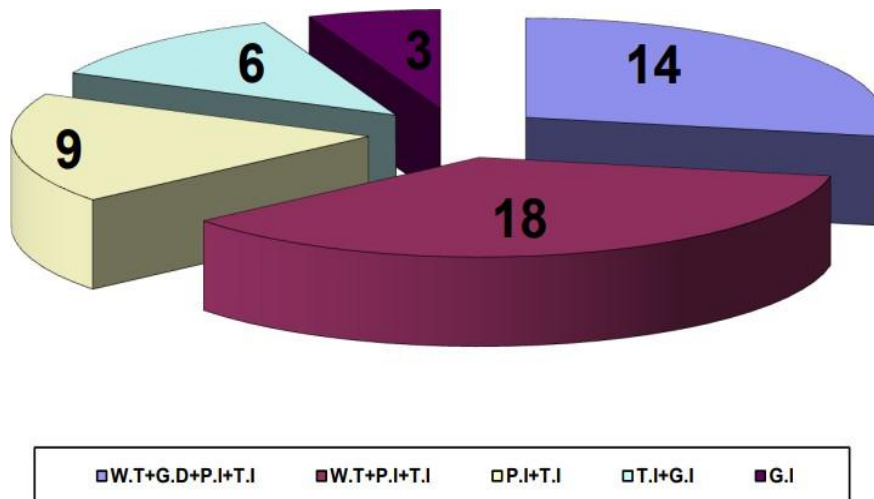
C. PERSONAL INTERVIEW (P.I)

D. TECHNICAL INTERVIEW (T.I)

E. GENERAL INTERVIEW (G.I)

SL NO:	PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	W.T+G.D +P.I+T.I	14	28
2	W.T+ P.I.+ T.I	18	36
3	P.I +T.I	9	18
4	T.I+G.I	6	12
5	G.I	3	6
	TOTAL	50	100

ANALYSIS: From The Above Total, 28% Were Selected Through W.T + G.D + P.T + T.I, 36% Through W.T + P. I + T.I, 18% through P.I + T.I, 12% through T.I + G.I, 06% through G.I.



Results and Discussion

1. Most of the respondents came to know of the vacancy only through posters.
2. Employees opined that recruitment policy of the company is excellent
3. Interview process of the organization is satisfactory it creates more awareness about the job among the candidates



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Revised: 20-02-2025

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4. In the workers selection process company recruits or giving more importance to the experienced person
5. Majority of the respondents are selected through the written test, personal interview and technical interview
6. Organization utilizes both internal as well as external sources.
7. Interview process during the recruitment and selection process are not satisfactory
8. Organization gives more importance for internal resources in recruitment and selection process.
9. Organization taking external sources from employment agencies.
10. Major form of interview from the organization is personal interview.
11. Duration of the recruitment process in the organization is different for different candidates.
12. There is partial opinion among the employees about the satisfaction of recruitment and selection process.

Suggestions and Conclusion

The company follows external recruitment source for hiring new talents via contracts which is beneficiary for company. The Recruitment process, methods and practices followed in the company gives positive outcomes. This process involves attracting talents and increasing the networks all across the country. Best screening process is done prior recruitment, in order to save time and hire effective employee. The ultimate objective of conducting interviews, recruitment process is to find new talent for innovative ideas and expand their business. The recruitment should focus on the promotion of the employees for effective achieving of the organization vision and mission.

“Right People for the Right Job” or else the company as well as society has to pay a huge penalty. Recruitment plays a vital role in the development of the organization. Recruitment is an important procedure in building an effective team improving proficiency. The success of the organization is measured by effective team, which come s into existences by efficient recruitment & selection process. The primary functions of human resource are to select right people for the right job, so that work could be done at the right time. Recruitment process requires certain attempts and cost for it to be successful. It also helps to boost the morale of the employee. It improves the communication internally within the organization. Selection



Received: 16-01-2025

Revised: 20-02-2025

Accepted: 05-06-2025

tools included assessment, testing, etc. It determines the validity and reliability of the company.

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