

Employees' Perception of Recruitment and Selection Practices in Local Companies

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Abstract

An efficient work team is essential for effective implementation of business and delivery of services. To build an efficient team, HR management must ensure that talented, competent and committed persons are recruited in the company. So the recruitment and selection process should be objective, uniform and of high quality. From past decade the business organizations are more concentrating on the human capital because they are the most valued and most treasured assets. While recruiting the candidates the organizations has to map carefully the available human resources because they create the competitive advantage for the organizations. The aim of the paper is to study the recruitment and selection process in local companies (five local companies) private companies. The best human capital availability in organizations makes them competitive advantage and as well as they become the real life blood of the organizations. This research studies the review of literature for recruitment and selection procedures followed at organizations. The research was done using both primary and secondary data. Primary data was collected from 30 employees using questionnaire method. The results were obtained from percentage method. The research findings reveal that private companies follows best recruitment and selection process and they are satisfied with the organizational climate and the organizations follows ethical recruitment policy.

Key Words: *Employees, recruitment, selection, recruitment policy, organization climate, ethical values*

1. Introduction

Recruitment and selection are conducted to get the right persons for the right jobs of an organization. After the completion of recruitment, selection process starts. Recruitment can be defined as the set of activities and organization to attract job candidates who have the capabilities and attitudes needed to assist the organization accomplish its goals (Glueck 1978).

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The recruitment process differs from one organization to others. According to Edwin B. Flippo recruitment is the process of attracting the candidates and making them to apply for the job. Recruitment process followed at many Indian organizations is by framing the recruitment policy and then making the policy into action. Sources of the traditional recruitment are by employee referrals, transfers and promotions, walk-in and by the advertisements. In the modern economy the recruitment process was drastically changed with the entry of social media. Many organizations are following the online recruiting methods for attracting the prospective employees but in the sai global yarntex private limited only the traditional recruitment methods were followed.

Human resource management is the essential function of organizations. Among the HR practices recruitment is the basic function where employees are entry into the organizations. Recruitment is the process of searching prospective employees to apply for the job posting in the sai yarntex private limited. Selection is the process of choosing an appropriate candidate among the job applicants. Selection process starts after the completion of the recruitment process. Recruitment is the positive aspect where as selection is the negative aspect of HR practises. Many of the researchers say that recruitment and selection policies should be ethical for the organizations in order to sustain in the competitive environment. Recruitment is the first step then after selection and placement comes in the employment process (Rao, 2010). Employers aim is to choose an appropriate candidate suitable for that particular job. Recruitment is the activity done by the HR"s in many organizations.

There are many factors that affect recruitment process like organization culture, working hours, facilities, salary, welfare, brand image, good will, location and etc. Selection is the second step in the in the process of man power planning. Selection is the process of choosing the appropriate candidate which matches the candidate skills and the job requirements (Bhattacharyya, 2010). Selection process will be lengthy for large organizations and will be wider for manufacturing organizations and it differs from one industry to other (Venkatesh, 2008). As this a manufacturing organization its process will be wider in departments and activities. According to the Dale Yoder selection means dividing the total job applicants into two classes as selected and not selected (K.Asathapa, 2007). The selection process followed at sai global yarntex private limited is like the selection procedure of scientific selection procedure. There are many factors that are to be considered while selecting a candidate those are like group discussions, employment background, referral background, interviews, medical tests and etc.

The ultimate goals of recruitment are to attract and retain the interest of right candidates, and the projection of a positive image of the organization to those who come in contact with it (Weeratunga 2003 block 6:6). The success of recruitment depends upon its ability to create a large pool of competent applicants. There are numerous sources of recruitment which may be

categorized into two - internal and external (Aswathappa 2008:150). The internal sources of Recruitment are present employees, employee referrals. External sources of recruitment are the professional associations, newspaper advertisements, campus recruiting, unsolicited applicants, management consulting firms, and internet.

2. Objectives of the Study

This study has been done with a view:

- a) To explore the human resource practices in local companies with respect to recruitment and selection and to put forward policy implications for improvement of the recruitment and selection practices of the surveyed firms.
- b) To investigate the Recruitment and Selection process followed at local Company.
- c) To analyze the perception of the employees about Recruitment and Selection procedure of an organization.
- d) To examine recruitment and selection methods at Local Company.

3. Methodology

The study adopted a survey research design of all local company in Dhaka, Bangladesh to evaluate the recruitment and selection of human resource management on service delivery and the perception of the employees. The study targets five national companies and thirty employees in different level in Dhaka. This research focused on different methods and least square method of trend analysis is one of them and followed exploratory research design based on quantitative and qualitative research approach. Whereas qualitative research is an unstructured, exploratory research methodology based on small samples intended to provide insight & understanding of the problem setting. Data required for this quantitative and qualitative analysis were collected from primary sources and secondary sources like, face to face interview, HR policies and records, Data and information from secondary sources were collected by consulting various relevant journals, studies conducted by multinational firm and the publications.

4. Rationale of the Study

This paper will be significant for national (local) company stakeholder's like- public sectors, private sectors, policy makers, analysts etc for gathering knowledge regarding local company recruitment and selection process in Bangladesh. In light of the objectives of the study, the paper has been designed to examine some important aspects like human resources best practices in for recruitment and selection process and the perception of employees in Bangladesh.

5. Literature Review

Recruiting is the process of finding & attracting capable applicants for employment. The process begins when new recruits are sought & ends when their applications are submitted. The result is a pool of applicants from which new employees are selected.

According to Robins, “The ideal recruitment effort will attract a large no of qualified applicants who will take the job if it is offered. A good recruiting program should attract the qualified & not attract the unqualified. This dual objective will minimize the cost of processing unqualified candidates”.

So recruiting is a process of discovering potential candidates for the actual or anticipated organizational vacancies. Or from another perspective, it is a linking activity-bringing together those with jobs to fill and those seeking jobs.

Selection is the process of select the best candidates for the job by using various tools and techniques.

According to R.M. Hodgetts, “Selection is the process in which an enterprise chooses the applicants who best meet the criteria for the available position.”

So we can conclude that, it is the process in which candidates for employment are divided into two classes; those who are to be offered employment and those who are not.

According to the Burack (1985) recruitment sources are closely linked to the organizational activities as performance of employees, employee turnover, employee satisfaction, employee wishes and the commitment of the organization (Burack, 1980). These recruitment and selection process should be done at each and every sector for fulfilling their organizational goals (Nartey, 2012). Recruitment and selection practises were important in the police department as said by Michael D. White and Glipsy Escobar (2008) in the world and this paper shows the importance of seven issues relating to recruitment, selection and training practises in the organizations (M.N.Malhotra, 2014) (Terpstra.D, 1996). Mohammed Nurul Absar (2012) says the importance of recruitment and selection in his paper by considering both public and private manufacturing firms in Bangladesh (M.M.Absar, 2012). Some of the research professionals and scholars say that there is a close linkage between the recruitment selection employee satisfaction organization performance and HR practises (Gorter, 1996). In his paper Recruitment and Selection of public workers: An international compendium of modern trends and practises say that the importance of using technology in the recruitment and selection process for updating the organizational resources (Hays, 2004)

Byars and Rue (1997:172) defined selection as “the process of choosing from among available applicants, the individuals who are most likely to successfully perform a job”. It is the process of gathering all necessary information about applicants and using that information to decide which applicants to employ. Once an adequate number of qualified applicants are

identified through proper recruitment, the selection process begins. Selection is one of the most important functions of HRM because wrong selection of employees hampers organizational performance enormously (Dessler 2007:194). Employee selection in a country is influenced by the perception, fairness, favouritism, and internal and external pressures (Aswathappa 2008: 186, Khan & Taher 2008: 110). Selection process differs from organizations to organizations. An ideal selection process comprises some steps such as (Decenzo & Robbins 1999: 169) filling up application forms, initial screening, preliminary interview, employment tests, written examination, comprehensive interview, background examination/ reference check, medical examinations, and job offer.

The recruitment and selection process determines the decisions as to which candidates will get employment offers. The aim of this practice is to improve the fit between employees, the organization, teams, and work requirements, and thus, to create a better work environment (Tzafir 2006). Sophisticated recruitment and selection system can ensure a better fit between the individual's abilities and the organization's requirement (Fernandez 1992). Hunter and Schmidt (1982) concluded that employment stability can be achieved through a selection procedure based on ability. Katou and Budhwar (2007) also found that recruitment and selection was positively related to all organizational performance variables such as effectiveness, efficiency, innovation, and quality. Quang and Thavisay (1999) in a study on the public sector firms of Lao found that recruitment and selection practices of the surveyed firms were interfered by the respective ministries. They opined that management succession planning should be impartial and transparent. Another study (Huang 2001) on HR practices of Taiwan unearthed that recruitment and selection took the highest percentage of time (14.6%) spent by HR departments in Taiwan. Huang (2001) also identified recruitment and selection as the 4th most important function of HRM in achieving organizational objectives whereas training and development, compensation and benefits, and HR planning were identified as the 1st, 2nd, and 3rd most important functions of HRM respectively. Ariyabuddhiphongs (2003) studied recruitment and selection practices of 205 manufacturing companies of Thailand. The study showed that walk-in applicants (or via web-site) and newspaper advertisements were the two most effective and frequently used methods of recruitment in Thai manufacturing companies. Although job samples were considered as the most effective method of testing, written examination was the most frequently used method in Thailand. Moreover, structured panel interview was the most preferred and effective method of interview in Thai manufacturing companies. Tanova and Nadiri (2005) analyzed the recruitment policies and practices of Turkey. They observed that contrary to the existing literature and theoretical suggestions, small businesses in Turkey were more likely to rely on employment agencies as formal recruitment sources to fill managerial positions. Chatterjee (2007) uncovered that public sector employees of India had more formal job descriptions than that of private sector. He added that organizations of India strongly depended on formal labour market in the case of

recruitment whereas recruitment from higher learning institutions was a very common phenomenon in the case of professional cadres. Placement agencies, internet, and newspapers were found to be the most popular sources of recruitment in the Indian context.

Taher and Arefin (2000) examined the recruitment and selection (R and S) process of Bangladesh Open University (BOU). They emphasized on proper R and S because it constitutes the most important features of HRM and the cost of improper R and S is also very high. Finally, they recommended that BOU should set a full-fledged HR department with experienced and competent people, formulate HR plans, and introduce computerized HR system to improve the R and S process of BOU. A similar study (Ahmed, Khan & Uddin 2004) assessed the recruitment and selection practices of Square Pharmaceuticals Ltd (SPL). SPL practiced both internal and external sources of recruitment. About 60% positions of SPL (which were mainly field level positions) were filled externally through newspaper advertisements. The rest of the positions were filled internally by employee referrals, and references of reputed personnel and senior management. It did not use internet for this purpose. SPL used different tests such as written test, communication skill test, interview, alcohol/drug test, medical check up, reference check, and skill test in selecting right people for the right posts. Ernst and Young, and Metropolitan Chamber of Commerce and Industry (2007) conducted a survey on HR practices of more than 50 organizations selected from industries (mainly from the private sector) such as Pharma and Healthcare, FMCG, IT, Telecom, Manufacturing, Finance, NGO, Textile/Garments, and Conglomerates. The survey revealed that an "Extended family" culture in Bangladesh influenced recruitment and employers preferred hiring through known contacts. The survey also unfolded that newspapers continued to be the most commonly used source of recruitment. Uddin, Habib and Hassan (2007) depicted a comparative scenario of recruitment and selection practices of two public and the private sector companies of Bangladesh such as Bangladesh Power Development Board (BPDB) and Wartsila respectively. They found that the sources of recruitment used by Wartsila were circulation of internal memo (existing employees / internal recruitment), previously received applications (unsolicited applicants / walks-in), and newspaper advertisements. On the other hand, the sources of recruitment used by BPDB were direct recruitment, promotion, and apprentices. In the case of selection, Wartsila, at first, used to prepare a short list then they formed an interview board. Applicants had to fill up employment application forms before interview. The selection process of Wartsila comprised panel interview, physical examination, reference and character investigation, joining and placement. On the other hand, the selection process of BPDB comprised written examination, interview, practical examinations and tests, and physical examination. Khan (2007) categorically mentioned that the public and the private sector institutions of Bangladesh failed to discharge their duties properly due to defective recruitment and selection of employees, politicization of promotion and posting, low compensation, and ineffective training.

6. Analysis & Findings

Employees are searching best job as there qualification and employers are want to best employee for business development manner. It is very important to select the best candidates for the job by using various tools and techniques. Our study try to find out the selection and recruitment best practices in multinational firm:

6.1 Respondent of the Study

100% the respondents of the study are multinational companies professional. Mot of them are (40%) are the Human Research Management professionals and rest are form top level (10%) midlevel 35% and 15% are junior. Age of the respondents between 28 to 61. The average age of the tudy was 40. Most of the respondent are male (60%) and rest of women (40%).

6.2 The Types of Recruitment in local Company

We found that three types of recruitment follow by a multinational company, which are:

1. *Fresh graduates as knowledge worker,*
2. *Specialist experienced people for special purpose*
3. *People for Skilled and labor based events*

6.3 The Types of Selection in Multinational Company

Multinational Company follows some selection evaluation test to select the best candidate, which are:

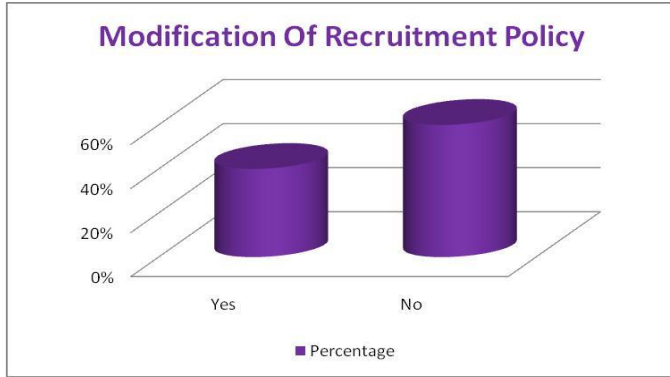
1. *Employment test*
2. *Assessing candidate through interview*
3. *Head Hunting*

Analysis of Opinion on Recruitment and Selection Process of the Organization

Company accomplish their recruitment process depends on created vacancy. However, we see a common phenomenon that Company in Bangladesh arranges recruitment and selection activities one year.

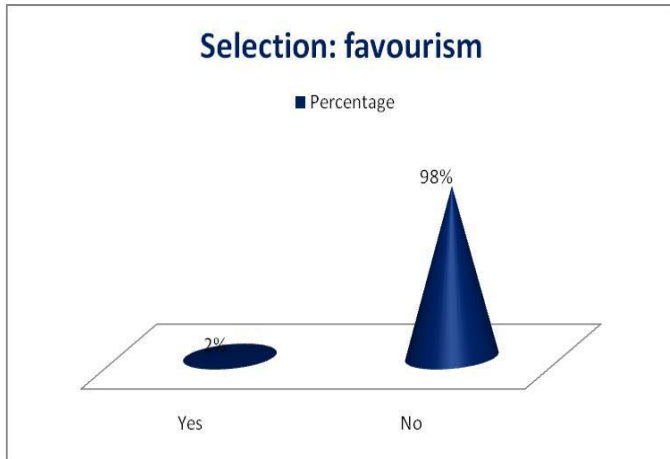
The survey depicts that 17% of employee's opinion is very good, 42% of employee's opinion is good, 33% of the employee opinion is average and only 8% is said poor about the recruitment and selection process of the company.





Analysis of opinion on modification of Recruitment policy

From the graph it is clear that 60% of candidates opinion is don't want to modify any recruitment policies but 40% of candidates want to modify the recruitment policy.



Analysis of opinions on favourism at the time of Selection

From the survey it depicts that 98% of respondents said that there is no choice of favourism at the time of selection.



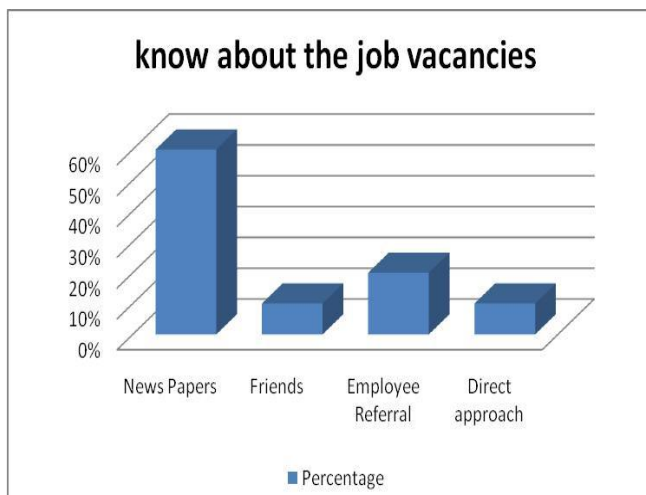
Analysis of satisfaction of Recruitment Procedure in the Organization

From the graph it is clear that 55% of respondents are satisfied with the recruitment procedure but 10% are not satisfied.



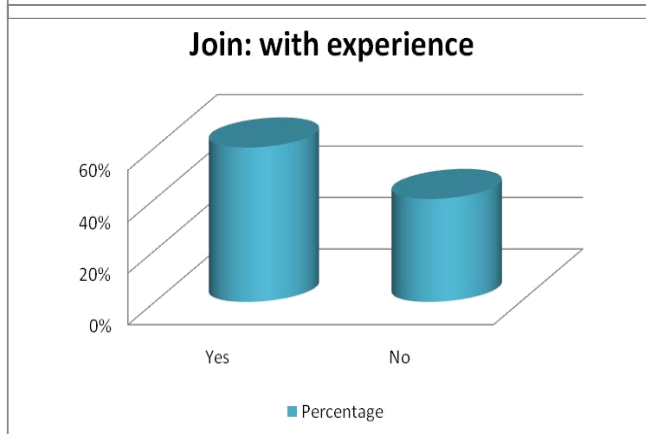
Analysis of satisfaction of Selection Process

The survey depicts that 50% of respondents were satisfied in the selection process of the company, only 10% were fully satisfied, 30% less satisfied on the selection process.



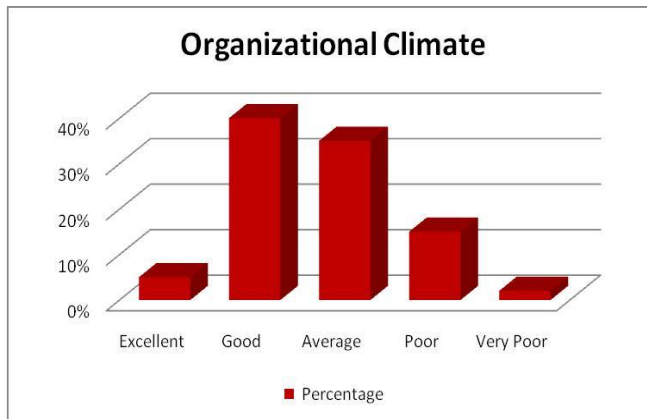
Analysis to know about the job vacancies in the organization

The survey depicts that 60% of the candidates were know the vacancies of the job through news paper, 10 % where know by their friends. 10% of candidates were approached to the company directly and the remaining 20% of the candidates were joined through the employee referrals.



Analysis of work experience of the employees

The survey depicts that 60% of employee's does not have the work experience but the remaining 40% of employees will have the work experience.



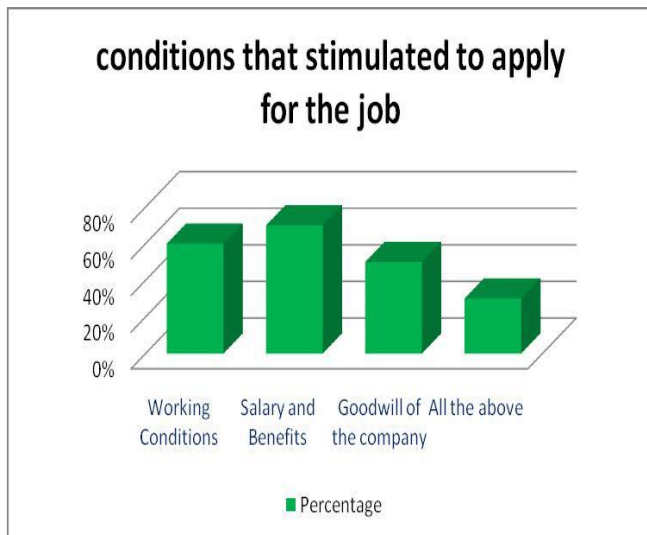
Analysis of organization Climate

The above survey depicts that 50% of the respondents said that the organization climate is good, 35% of the respondents said that the organizational climate is excellent and the remaining 15% of the respondents said as average



Analysis of recruitment Process in the organization is ethical

The above survey depicts that 70% of respondents said that the recruitment process in the organization is ethical and transparent.



Analysis of conditions that stimulated to apply for the job

The above survey depicts that 50% of respondents said that the working conditions of the company is stimulated to apply for the job, 30% of respondents said that the working conditions, salary and benefits and goodwill of the company are stimulated to apply for the job, 50% of the respondents said that they will stimulate for the goodwill of the company and the remaining 70% of candidates responded that the salary and benefits are stimulated to apply for the job.

7. Recommendation

After going through the report we draw some recommendations which are:

1. Local company should follow new selection techniques and methods for better recruitment like campus recruitment and more transparent selection system.
2. The management has to ensure that, the HRM can perform its functions without any hindrance.
3. The member of the selection committee should be well qualified and experienced people. So that the selection of the employee will be more effective and efficient manner.
4. HR department should involve relevant departmental heads while recruiting an individual, because the departmental heads can analyze the technical knowledge relating to the job to the particular department.

8. Conclusion

The study was conducted among the workers of the local companies in Dhaka, covering 30 respondents. The data was collected by means of questionnaire and the data was classified and analyzed carefully by all means. From the analysis, it has been found that the most of the employees in the companies were satisfied but changes are required according to the changing scenario of recruitment process that has a great impact on working of the company as a fresh blood, new idea enters in the company. Selection process is also good and the company's recruitment department is doing well in placing the candidates and filling the job vacancies for all levels of positions. Some of the suggestions were mentioned to enhance the organizational policies, strategies, procedures and process.

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