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Analysis of the Recruitment and Selection Process

Asif Kamran, Jawad Dawood and Saad Bin Hilal

Abstract This research is based on the pure and practical facts which the HR personnel's deal with in their daily work routine, either it is regarding to salary issues, personal issues or regarding any form of change in the staff's own contracts or anything regarding to job and organizations requirements. The purpose of the research was to identify the problems relating to the recruitment and selection methods and sources used in different ways by organizations. The finding of the research was merely or purely based on the opinions and results from the Human Resource Department of English Heritage. To provide the best available information and research materials on the different procedures adopted by organizations on the recruitment and selection methods and analyze their expectations and outcome of the procedures. A design of questionnaire was produced and was given to different executives in this field to provide us with the results based on that questions and a questionnaire was used in it. The feedback from the questionnaire has findings which are based on the primary and secondary researches. This Research study includes the feedback from the HR personnel's from the Organization's and my own research findings from previous and primary reports. This research is very practical study which provides further insights for academics and managers of both large and small organizations.

Keywords HRM · Recruitment · Selection · Appraisals · Training · Department for Culture, Media and Sport (DCMS) · English Heritage (E.H.) · National Trust (N.T.)

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1 Introduction

An analysis of HRM requires that some kind of a conceptual framework, general one be defined, to better understand the complexity of such a context. HRM practices in companies can thus be seen as an amalgamation of foreign methods and techniques rather than specifically developed tools. This is once an example of the positive and negative aspects of the country's pragmatism. The personnel function must be analyzed both via its activities and the various structures within it work. The personnel function has changed over the years and has followed a certain "chronology" which can be accounted for by outside constraints affecting a company and by inner conflicts which management has to resolve. Finally as well as the diversity of situations affecting companies, the "limited rationale" of the agents (employers, managers, personnel, unions) and the diversity of their respective strategies must also be considered. Having in mind the above mentioned aspects and the fact that the companies also tend to react strongly to current managerial practice and ideas, several phases in personnel function may be following;

Personnel Administration: The formalization of personnel administration is closely linked to the widespread development of the scientific organization of work. Personnel manager's initiatives were limited to social benefits (pensions, sick benefits) and the correct management of social institutions.

Management of Human Resources: Economic growth and increased competition combined with the troublesome development of dysfunctional behaviour (absenteeism, staff turnover, sabotage, vandalism) in large industrial and administrative concerns made employers look for new concepts in management.

Organizational Management: The past ten years have been characterized by a growing number of interactions between the company and other groups (competitors, financiers, customers) and by dual need for flexibility and quality, the somewhat contradictory role. It is essential that management master the internal interaction among the various members of the organization.

Whether you eventually start working for a business self employed, you have to see how business or companies uses HR department to recruit, select and manage their main key power which is people or employee's if business are to achieve their objectives, the organizations must be planning about their Human Resources functionality so they can have the right number of employees with the right kind of qualifications and training to meet the needs of the business. To develop/establish a research on an understanding that those individuals who are recruited or selected through the traditional and new methods are fit for the organization and the analysis of the HRM team who undertake this responsibility of fulfilling this task. The main idea of research is the analysis of the organizations gain's and loss on the finance used for the recruiting and selection of the persons and what have the outcome been there for the organization. The aim of the research is to find out the main drawbacks in the Recruiting and Selection processes involved in the HRM department in any organization. The research conducted by me on this topic was quiet interesting and I did came across a very vast area of these processes and tried to figure out how to

have a solution to the problems faced by the HRM personnel's. The main aim was to gather information on my research work which has been stated and to find the best possible answers to it. The aim is to target the organization and get the required information and data in regard's to the recruitment and selection procedures. Gathered the sufficient amount of data through questionnaires and interviews and used it in my research. The other aim of the research was to find the negative or unanswered scenario's happening in the department by itself as the procedures of recruitment and selection were not up to the requirements of the organization, but still the work is going on. The aim and objective of the research is thoroughly briefed and examined. According to Biz Mag [6] businesses have to plan carefully to ensure they have the right number of employees for their needs. To do this they need a good understanding of the labour market and have the full use of Human Resources. Human Resources planning also involve looking at how labour or workforce is organized within the company or business.

2 Literature Review

2.1 *Human Resource Management (HRM)*

Human resource management is a unique term for the old version or Personnel management or we can say that to deal with the staff or manpower this new term has been evaluated. According to Murad [7] "Human resource management is regarded as the method in which the activities of the staff are monitored or to provide them with the best efficient way of working in a friendly and good environment and to coordinate between themselves and with the higher management". The HR department in any organization is the core of its existence and hence it is proved by other researchers as well that without the HR department the multinational companies won't be in existence. In addition to wages and salaries, organizations often spend a large amount of finances on their human resources, selection and training and other major departments to enhance the productivity of the company or organization. Taylor [11] Human resource functions refer to those tasks and duties performed to provide for and coordinate human resources. Human resource functions encompass a variety of different methods that are or have influence on all the areas of the company or organization. There are six major functions of human resource management: (1) Human resource planning, recruitment, and selection; (2) Human resource development; (3) Compensation and benefits; (4) Safety and health; (5) Employee and labour relations; (6) Human resource research.

This research mainly focuses on the first and second functions i.e. recruitment, selection sources or procedures. Training and development of employees is the process or requirements of the organization after the selection of new employee's. In Kneeland [5] HR recruitment is defined as any practice or activity carried out

by an organization with the primary purpose of identifying and attracting potential employees. Recruiting and selecting new personnel are both complex processes.

2.2 Recruitment

The strategic needs of the organization are specifically designed and the implementations of it are to be taken by the departments by itself and there is a major role of the HR section to provide the basic needs of the in self departments. As soon as the needs of the organization are met the executives and managers take responsibility to fulfil them. The next step in the staffing function is recruitment. This activity makes it possible for a company to acquire the people necessary to ensure the continued operation of the organization. In Roberts recruitment is the process which involves the attraction of a span of people who are the potential candidates that or will be chosen for the organization in the specific departments. This involves communicating with actual or potential job seekers, inviting them to have a go at the opportunity and try to convince them to work for the organization in any means of the fields. The target to achieve the best quality result is to have the best quality in the best way and numbers. Recruitment is the process of discovering potential candidates for 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. According to Falcone [4], an organization can choose from a number of different sources to recruit personnel depending on the type of job vacancy. There are different types of recruitment to follow and fulfill management requirements. Once we get the requirement or job description from the technical person's, we should not rely on one type or one source rather search and implement the best type. Internal Sources, Existing Employee's, External Sources, Advertising, E-Recruitment According to Plumbley [9], HR is perceived as a part of the administration that results in the formulation and introduction of spontaneous and ad hoc human resource practices. This is against the basic rule of independence of the policy makers from the executive. There is little HR planning and forecasting. Recruitment criteria become hazy in the absence of a proper job analysis; and no reliable information about job description and employee specification is available.

2.3 Selection

Selection is a later stage of recruitment. It involves choosing not only new members of the organization but also ensuring that the selection process can manage to attract competent and qualified applicants suited to the job. The focus in the selection process is on: (1) Selection methods and skills in terms of contribution to the reliability of decisions made; (2) The criteria defined and applied (explicitly and implicitly) by decision-makers. And how these reflect their comprehension of

“necessary competence”; (3) How the selection processes encompass the assumptions and commitments, the generalities, truths and confusions—of decision-makers about the imperatives of organization culture and how they seek to maintain and change this.

Selection activities typically follow a standard pattern, beginning with an initial screening interview and concluding with the final employment decision. The selection process may consist of following steps:

- (1) Initial screening interview;
- (2) Completing the application form;
- (3) Comprehensive interview;
- (4) Background investigation;
- (5) Medical/Physical examination;
- (6) Final job offer.

Each of these steps represents a decision point requiring some affirmative feedback for the process to continue. Each step in the process seeks to expand the organization’s knowledge about the applicant’s background, abilities, motivation, and it increases the information from which decision makers make their predictions and final choice. However, some steps may be omitted if they do not yield data that aids in predicting success, or if the cost of the step is not warranted.

2.4 Orientation

According to Whiddett et al. [12], Orientation is the introduction of new employees to the organization, their work units, and their jobs. Employees receive orientation from their co workers and from the organization. An effective orientation program has an immediate and lasting impact on the new employee and can make the difference between his or her success and failure.

2.5 Employee Development

According to an article by Barnerjee [1], employee development, in sharp contrast to training, is more future oriented and more concerned with education than employee training. Development focuses on planting a sound reasoning process in employees. It enhances their ability to understand and interpret knowledge rather than imparting a body of facts or teaching a set of skills. A development path for an employee, imparts in him analytical, human, conceptual and specialized skills. It makes him able to think and analyze in different situations. Development, therefore, focuses more on the employee’s personal growth. It is important to consider one critical component of employee development: All employees, at no matter what level, can be developed.

2.6 Performance Appraisal

According to Murad [7] “Performance appraisal is the process of determining and communicating to an employee how he or she is performing on the job and, ideally, establishing a plan of improvement”. When properly conducted, performance appraisals not only let employees know how well they are performing but also influence their future level of effort and task direction. Effort should be enhanced if the employee is properly reinforced. The task perception of the employee should be clarified through the establishment of a proper plan for improvement.

3 Methodology

1. Research Methodology

The research design and the methods used to conduct the research. It will discuss the methods used in the research and the reasons of using such methods. Hence the research comes to the part where the research methodology was to be selected.

2. Problem Statement

This research is based on the major problems faced by the HR department of an organization in regards to the recruitment and selection methods or sources and these are stated below:

- (1) Do the HR personnel’s pay due attention to the recruitment and selection methods or do they follow their own way of doing it?
- (2) Analyze the outcome of the traditional and modern way of recruitment and selection methods. The recruitment and selection of the person intended for the job or not?
- (3) Do the standards and requirements of the recruitment and selection sources or methods turns out to be feasible or not?

3. Theoretical Framework

The theoretical frame work of the research is to find the best possible solution of the problems stated above and to this some analysis and findings had to be done and to do this the research methods were used to identify the problems and then analyze it to find the conclusion and recommendations. The research method used is the methods used to conduct the research are interview which is the qualitative method of the research and questionnaire which is the quantitative method of conducting the research. And the audiences for the research are the HR personnel and employees from English Heritage and National Trust. Interviews were held and questionnaires were given out to management and staff in the organizations, which were found out to be very useful for the research and the outcome of the analysis and findings. While we conducting the research, we used both primary and secondary data. The questionnaire and its analysis is discussed and shown the analysis and discussion. There were 10 questions asked to the respondents and the rate of return, analysis and answers have been included.

4. Methodology

The methodology used for this research is given below, it has been described in brief and some other methods are also there. Methodologies can be classified in different ways; some writers (e.g. Saunders et al. [10]) distinguished between Qualitative and Quantitative methodologies reflecting the distinction between various paradigms.

(1) The Sample Size (Population)

The population or the sample size for this research was derived from the Managers and staff of English Heritage and National Trust and some of the staff working on the higher levels of management in the organization. The other respondents of the research method were the new recruits who were recently appointed in the organization. The sample size was minimized due to the shortage and non availability of members and hence still was able to find the answers to the most of the part of the research.

(2) Measures of Variables

The variables involved in this research were the HR policies for the recruitment and selection which was an independent figure and the other was the company’s productivity after the recruitment and selection was done. The questionnaire was based on 10 questions which were administered and distributed in the levels of management and staff to find the results and put the results in the analysis phase, and from the result it was analyzed that the HR policies implemented in the organization in regards to recruitment and selection sources comes to the ratio of 75 %.

(3) Data Collection Method

Table 1 shows the close-ended questionnaires were given out and some interviews were held with the managers and staff of English Heritage (E.H) and National Trust (N.T). The questionnaire was finalised keeping in mind the nature of the job and the organizations portfolio and culture.

The questionnaire was handed back in confidence of no material to be published hence only for the use of the research, it comprised of about six parts and hence is attached in the appendix. The three factors to keep in mind when collecting data are the Validity, Reliability and Easy to use.

(4) Quantitative Data

What is quantitative data? The answer to this question comes in mind that the data gathered in quantity depending upon the size of the sample used and the validity, reliability and authentication of the material. There are levels of quantitative data used now days. Denscombe [3], The lowest level of quantitative data used is the Nominal Data which is commonly used; the next level of data is the Ordinal Data, which is based on the counts of things or happenings and is used for specific categories, the

Table 1 Data collection method

Primary data	Secondary data
E.H & N.T managers	Internet
E.H & N.T staff	Books/magazines
E.H & N.T HR policies	Articles/journals

next level of data is the Interval Data; it is used on the scaling purpose; like in the case of 'more than' or 'less than' scenarios. The next level is the Ratio Data which is based on the scale of 'true zero' and it is the highest level of data. The last of all is the Discrete Data; it comes in the chunks and is naturally based in whole units.

(5) Qualitative Data

What is qualitative data? We say words or images either of them are the process of interpretation, they become data if and if they are treated in the form of data; they don't exist as data until they are treated as data and a positive approach towards them is needed. Qualitative data is concerned with meanings and how people perceive it and thinks about it, they follow a way of a pattern which is the main quality of this data. Hence qualitative data is the Tran scripted data which is used in the research methods to produce more accurate and firm results after the analysis of the data collected.

5. Questionnaire

Questionnaire is used in the variety of context in the research, the design and method of obtaining data from the questionnaire depends upon the researcher by itself, it is formally a data collection method for research or questioning which formally sets a way of result orienting path. The questionnaire is based on three major parts i.e. introduction, body of the text (questionnaire) and basic data. Graham Birley et al. [2], The successful use of the questionnaire depends upon the time spend on it in the initial stage of the research cause once printed and send there is no return back, the planning from the initial stage means that the Costs, Production, Organization, schedule, permission and feedback all should be kept in mind when developing the questionnaire. It should have the information about the research and researcher, purpose and confidentiality.

6. Interview

According to Nickols [8], "An interview is a verbal interchange, often face to face or on the telephone, in which the one person (Interviewer) tries to elicit information, beliefs or opinions from another person". In the interviews I have collected the in depth and comprehensive information from the managers and hiring staff of English heritage and National trust

4 Findings

1. Research Findings

Recruitment and selection is the major part of any organization's HR team or department which has to justify the recruitment and selection for the desired post set up by the organization. The problem statement is discussed below:

- (1) Why Recruitment and Selection sources or methods are not up to the standard required by the organization?
- (2) The Recruitment and Selection methods or sources used by the HR personnel's nowadays: why is it changing day by day and getting complex not suitable?

(3) The other problem to find out was the selection of the staff in regards to the job, which is not his position to be.

2. Analysis

The data analysis is one of the most important and significant part of the study. Without the data analysis it is very hard to learn from the data which has been collected through research questionnaires and interviews. The research methodology chapter has discussed the information on how the data has been collected. This chapter will closely analyze and examine the data.

3. Analysis of Recruitment Procedures

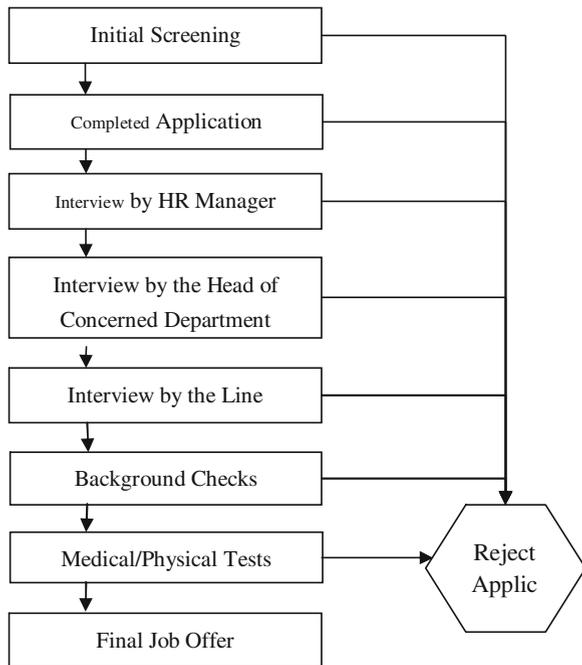
The analysis of the recruitment procedures and methods is fairly adequate and elaborated by the HR department of English Heritage. The analysis of the recruitment methods in the organization came to the point where I saw that fairness is sometimes not done with the employee while the positioning of the job ifs invalid and amount of thinking and preference is not given in appropriate manner.

4. Analysis of Selection Procedures

The analysis of the selection methods is given below in the form of a chart which I analyzed while researching on the organizations selection methods, the best thing seen in this procedure was the detailed and thorough search on the candidate and efficiency of the HR personnel's to consult the relevant department.

The Fig. 1 selection process chart shows the detail way of selection in the English Heritage organization, where the needs of the company are kept in mind and the

Fig. 1 Selection process chart



formal way of selection is used. It is to be stated here that this is a formal way of selection as well, but in my findings and analysis I found that sometimes the boundaries have to be crossed and the methods and ways have to be amended for the best to secure.

5. Analysis of the Challenges Faced by HR Departments of the Two Organizations

According to the findings through the interview's there were some common challenges faced by the HR team's in both the organization's, which have been discussed below.

6. Staff and Management Relations

One of the internal challenges faced by the HR department is the relationship between the staff and management. The union and the management have to run good terms for either of them to be secure.

7. Current Trends

The current new trends coming up in the HR field is also one the internal challenge to be faced, the new duties, environment, skills, future needs and current issues related to the staff.

8. Conflict Management

The conflicts between the staff itself and conflicts between the management and staff is a great issue internally which has to seen through and the diversification should tendered to its minimum state to produce the best of the results.

9. Diverse Workforce

The diverse workforce or people from different cultures and understanding are also an external problem or challenge faced by the HR department which has to resolve within its limits so no one gets disturbed.

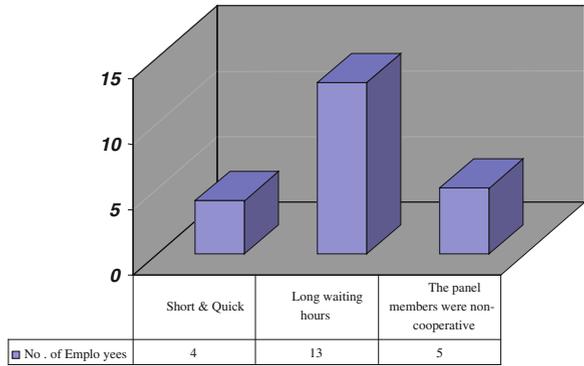
10. Skilled Workforce

This is also one of the external challenge faced by HR, the trained workforce is not normally hired up in low levels other than the high levels with a substantial amount of experience. The unskilled or untrained workforce also becomes a challenge for the HR to tackle with, which is presumed to be taken up by the line manager to fulfil.

5 Government Policies

One of the other external challenge faced by the HR team which states that there are some limitations and implications by the government which has to taken in control and regards to fulfil the organizations needs and demands. These were some challenges faced by the human resource department which I found out while gathering the data and information and my findings are based on my organization which is English Heritage and the findings gave me clue to start of my analysis and selecting methodology to progress my research report.

Fig. 2 On time selection process



5.1 Analysis and Discussion from the Questionnaire

Q.1: Please mark the following-

The interview process was: (1) Short & Quick; (2) Long waiting hours; (3) Panel Member were non-cooperative.

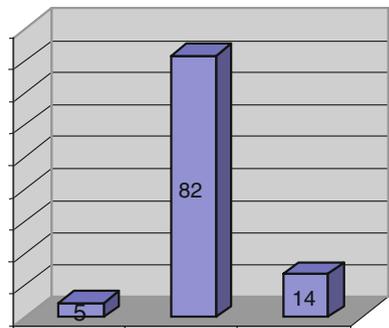
This analysis would help us to know if the selection process took place on time or candidates had to wait for long hours. There opinion about the panel members. The Fig. 2 on time selection process shows that maximum number of respondents said that they had to wait for hours before the selection process that constitutes of around 13 respondents, 4 respondents said that the interview process was short and quick, few had an opinion of the panel members being non- cooperative, that constitutes of 5 employees.

Q.2: How would you rate the whole recruitment and selection process?

This analysis would help in knowing the opinion of employees regarding the process. The new joiners have gone through it recently so this would tell us their views about these processes.

The recruitment and selection process Fig. 3 show that when asked about the Interview Process most of the employees said that the interview process was Strong,

Fig. 3 Recruitment and selection process



which constitutes of 82 % of new joiners in last 6 months, 14 % of respondents had an opinion of interview process being Moderate and the rest 5 % said it was mild.

Q.3: According to you what kind of selection procedure is best?

This analysis would help us in understanding Employees views about the selection procedure. According to them what kind of selection procedure should be most effective? This pie Fig. 4 depicts that around 50 % of new joiners were satisfied with existing selection process of having a panel interview, the next majority is formed by those who believed Series of interview should take place by different interviewers that forms 32 % followed by 18 % respondents who believed Individual Interview would be most effective.

Q.4: Do you think that psychological testing is required?

This analysis would help us to know the views of new joiners and management about requirement of Psychological Testing being part of the selection process. It was made sure if they were aware what Psychological Testing is.

The Fig. 5 depicts that majority of respondents believed Psychological Testing was not required to be a part of Selection Process, which constitutes of around 50 % of new joiners, 32 % had new joiners opted for can't say as they were not sure if it would be useful in the selection process or not, as being a pharmaceutical company it was difficult to say, 18 % contributed saying yes Psychological testing should be a part of Selection Process.

Fig. 4 Type of selection procedure

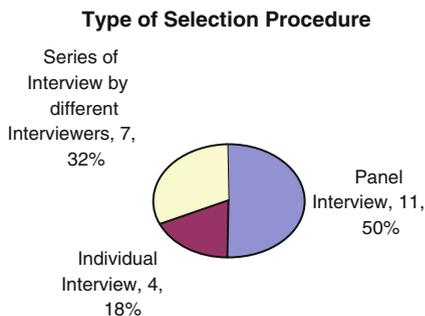
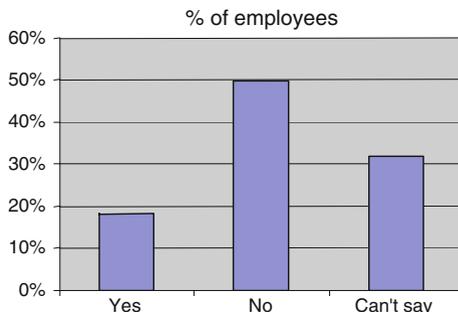


Fig. 5 Psychological testing



Q.5: Were you clear about your job role and responsibilities before joining the company?

This analysis will help us in knowing if the HR of the division makes it clear to the employees what is the job role and responsibilities of the post the employee is joining in the company.

The Fig. 6 depicts majority of employees which is around 41 %, employees said that they were not aware of the job role and responsibilities before joining the company. Around 32 %, employees said till an extent they were aware of the job role and responsibilities before joining the company. 27 %, employees said they were made aware of job role and responsibilities before joining the company.

Q.6: According to you has the organization placed you at the right post and position according to your past experience and qualification?

This analysis helps in knowing according to new joiners what are their views about the post and position they have got in the company, they think they are placed according to their past experience or qualification or not.

The Fig. 7 depicts that majority of respondents are not satisfied with their current post and position, this constitutes of 59 % of new joiners of last 6 months. 41 % were satisfied with their post and position in the company.

Q.7: Today the work done by you is same as it was described in your offer letter?

This analysis would give an idea if the presently work done by the employees is same as explained in the offer letter (Fig. 8).

Fig. 6 Job role and responsibilities

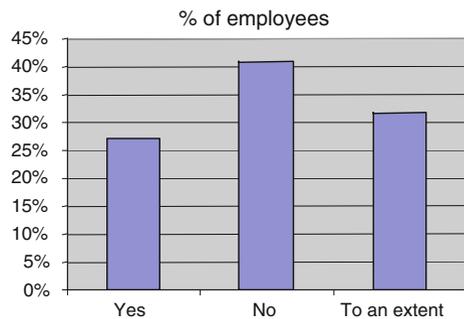
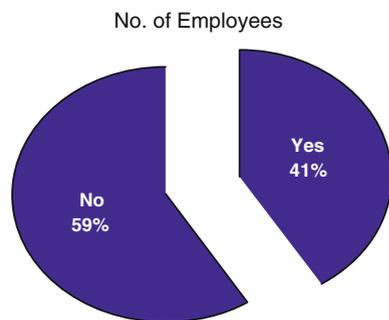


Fig. 7 The post and position



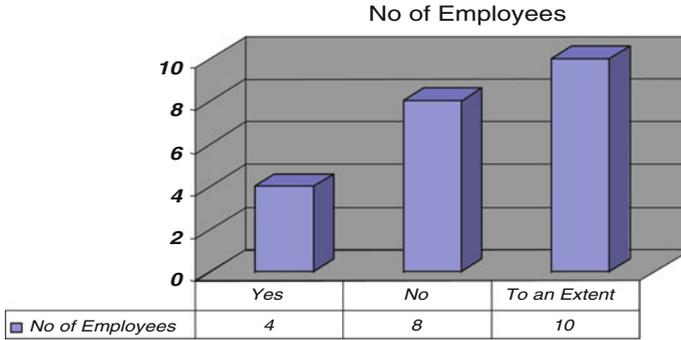


Fig. 8 Work analysis

The above figure depicts that majority of respondents believed that, to an Extent, the work done by them presently was same as described in the offer letter; this constitutes around 46 % member of employee. Around 36 % said NO the work done by them presently is different from what was in the offer letter. Around 18 % said YES they were doing the work same way as was explained in the offer letter

Q.8: The organization has facilitated me in following areas. Listed below:-

(1) Administration; (2) Human Resource; (3) Finance.

This analysis will help us in knowing if the new joiners were facilitated with the most important departments of the organization after joining the company.

The Fig. 9 depicts 59% of new joiners were facilitated with Administration, HR, Finance and the remaining 41% new joiners said that they were not facilitated in the following areas.

Q. 9: Does HR team take timely feedback from you regarding your performance and satisfaction level at work? This analysis will give an idea if the HR department keeps track of well being of new joiners and their performance at work.

The Fig. 10 depicts that majority of respondents said that HR didn't take any feedback from them regarding their satisfaction level at work and performance, which constitutes of around 64% of respondents; remaining 36% employees said HR takes timely feedback regarding performance and satisfaction level at work.

Q. 10: Are you satisfied with the recruitment & Selection procedure carried out with you?

Fig. 9 Analysis facilities

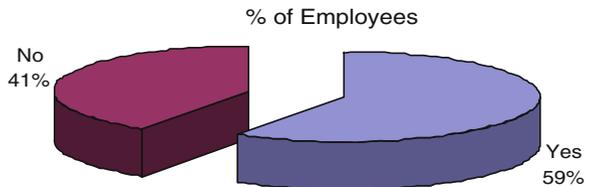


Fig. 10 Performance feedback

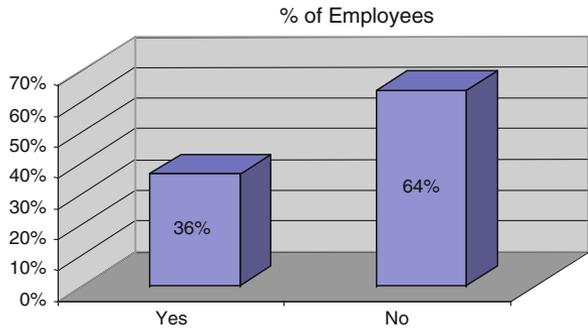
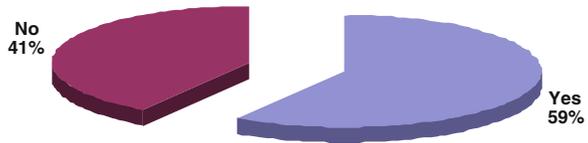


Fig. 11 Analysis of recruitment & selection Process



This analysis helps us to know if the new joiners are satisfied with the recruitment and selection process carried out in the company.

The Fig. 11 depicts 59% of respondents are satisfied with the recruitment and selection process carried out in the company, remaining 41% are not satisfied with the process. They believe certain changes need to be made for the effectiveness of the process.

5.2 Measure of Central Tendency

The findings from the questionnaire were analyzed and then put into the correlation and central tendency analysis and hence the result was generated. The relationship between the HR personnel's and the techniques of recruitment and selection methods were then put into the tendency test and results were generated. The next step was using the Pearson correlation where the skills of the recruits and the selection were put up to test and result was generated. Hence they are shown below; the data for the recruitment and selection level was put up in the Table 2 below and hence the result was driven out;

The response was good as highest mean of 5.32 was taken and the feedback from the questionnaire was 4.86 which were lower than the expectations. The range of standard deviation was between 1.25 and 1.35 was due to the sample taken mostly from the management, hence the perceptions varies.

Table 2 Measure of central tendencies

	Skill variety:	Task identity:	Task significance	Autonomy	Feedback
Mean	5.17	5.18	5.32	5.20	4.86
Standard error	0.16	0.16	0.15	0.15	0.16
Median	5.30	5.40	5.60	5.20	5.00
Mode	7.00	7.00	7.00	7.00	7.00
St. Deviation	1.35	1.31	1.25	1.25	1.32
Sample variance	1.83	1.72	1.56	1.57	1.75
Kurtosis	(0.96)	(0.03)	(1.05)	(0.68)	(0.30)
Skew ness	(0.33)	(0.58)	(0.29)	(0.30)	(0.18)
Range	4.60	5.60	4.20	4.40	5.20
Minimum	2.40	1.40	2.80	2.60	1.80
Maximum	7.00	7.00	7.00	7.00	7.00
Sum	361.80	362.60	372.20	364.00	340.40
Count	70.00	70.00	70.00	70.00	70.00

Table 3 Pearson correlation matrix

	Skill variety	Task variety	Task significance	Autonomy	Feedback
Skill variety:	1.00				
Task identity:	0.64	1.00			
Task sign	0.63	0.76	1.00		
Autonomy	0.63	0.58	0.69	1.00	
Feedback	0.57	0.70	0.68	0.66	1.00

5.3 Pearson Correlation

This dimension of correlation was made to see the overall satisfaction of the recruitment and selection methods, the summarized findings are down below in Table 3.

The skill variety dimension is with higher correlation as compare to task identity; task significance and autonomy have lower correlation with feedback. This shows all matrixes dimension will increase the skill variety except the feedback.

Hence high correlation b/w task identity and task significance means task is significant enough to make its identity. The next is task significance has higher correlation with feedback, which shows weaker link. Hence the selection and recruitment of personnel’s in relation to the skill, tasks, autonomy and feedback are shown in the correlation matrix.

The main factor lies with the best Recruitment and Selection methods to be used and it has to in commitment from the Human Resource department or personnel’s

to deliver the best out of them for the organization for its betterment and future prospects. The need in the organization should be real and factual rather than being on assumptions and statistics which sometime in future fail to respond, the commitment towards the recruitment and selection procedures should be 100 % as it is the main core of the organization as if the right person for the right job is not selected the organization may suffer on his hands. The other thing to discuss is that when the recruitment and selection procedures are implemented or taking place the process should be well defined and has a quick response so that the process and selection is done on quick basis but keeping in mind the codes and policies of the organization because actions taken in haste turn out to be nasty and disastrous too. In this market of human workforce the organizations compete to get the best available workforce, hence this should be implemented in policies and actions.

6 Conclusion and Recommendations

1. Conclusions

The Research has investigated or come to the point that the Recruitment and Selection processes used in the Organization (s) is varying in nature. As per the small firms are concerned the way of recruiting and selection is on a little scale and sometimes have influence of others as well, but coming to large organizations the influence is not there but the large scale or recruiting and selection is quiet lengthy and time consuming. The available literature and discussion clearly supports that the importance of having and following a well structured Recruiting and Selection policy should be used and followed by the HR personnel's in order to gain the best of the staff and new recruits for the organization as the management of the organization or company depends upon its HR department and it should not let the company executives down, maximum benefits do also occur when these policies are developed and implemented in the company's policies and memo's.

This study has revealed that the organization's executives and line managers were a little satisfied with the recruitments and selection process but still there is very much to come in the future for the line managers and the personnel's to tackle with, which they are not aware of. Another point to be concluded is that there is no vast way of recruiting the new staff as the large firm's normally goes within the population of its internal manpower and does not go out to recruit as it has got a lot of many staff in their own organization to fulfil their needs. At the end the organization is more confident in their mature staff rather than going out for a new recruit who might take time to settle down and learn the outcomes. The line managers take a key responsibility in training the new recruits after their selection and have to go through this burden as the HR manager's haven't got anything to do with this, so it becomes a little more complicated then it is thought to be.

If the Human Resource department is to be treated as the inimitable competencies for the organization, then the recruitment and selection has a critical and good role to play as it s part too. It does not mean that payroll and solution to different problem

is the only job for the HR department but to convince for the best needs of the organization is their main role to play. Several new and interesting things did occurred while going through the research and new findings were found as well too, but this does not mean that the main problem solving was let down. The end came with a good bang of knowledge and skills that the recruitment and selection in an organization should be in measures to the policies made. The interviews and the questionnaire's feedback were good but it still did lack the knowledge of best and good judgment of a new staff. Internal selections are widely held in a large organization and hence the chance for new recruit to join the growing industry fails off and the selected personal for the new post is already a member of the organization, but sometimes when his or her post gets empty the chance for the new staff to join starts to grow up. The other thing noticed in the research carried out was that the recruitment is done only on the needs basis but still if there is an opportunity of a recruitment but the need is not there, hence the HR would save the finance's for the organization as the need is not important then the finances.

2. Recommendations

The Following are some recommendations which I would like to make in my research for further study to be taken by other researchers, hence the recommendations a purely on merit and is based on my findings and analysis and research and would like to see some change in the recruitment and selection process when held by the Human Resource department of any organization regardless of its choice and organization's policies and culture.

- (1) The process of Recruitment and Selection should be well defined for a rapid response from the person applying.
- (2) The response time from the HR team should be quick and criteria should be judged in accordance with time limit, hence they will not loose the employee to rivals.
- (3) he traditional recruitment and selection methods or procedures should be changed and unconventional methods, like moving towards universities and fresh candidates would help in getting energetic and willing full recruits.
- (4) Panel interviewing is most suitable for now days and is less time consuming so by traditional means of different stages interview should be cut down and this method should be implemented on regular basis.
- (5) The amounts of money spend on the recruitment and selection procedures should be taken in account and more specialized and new ways of procedures should be adopted, which will be beneficial for the organization.
- (6) Staff with greater versatility and flexibility should be recruited to face the upcoming market challenges and who can tackle the unexpected situations.
- (7) The recruiting and selection of staff should be in accordance with the manuals and policies of the company rather than being in favouritism or lack of knowledge.
- (8) The selection criteria should be broadened up and should be regulated and updated regularly to monitor the desires of the company's changing policies and amendments.

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