

HR CONSULTANCY CHALLENGES ON RECRUITMENT PROCESS

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ABSTRACT

In the current scenario it is important to concentrate more on employee recruitment to increase the performance in their organizations on the aspect of people component. The researcher has some basing underlying objectives in this study are to explore the demographic factors of the respondents and to know the challenges in recruitment and selection process among the HR consultancies and to find the relationship between demographic variables and dimensions of challenges in recruitment and selection process. This paper deals with the Human resource consultancies challenges on recruitment process which lies more closely on the hands of the manager. The main aim of this paper is to find various challenges in recruitment and selection process for HR Consultancies at Chennai.

Key words: Recruitment, Consultancies, Selection process, Performance.

INTRODUCTION:

Nowadays many organizations have increased and modified their recruitment policies. Many applicants who scored high in the recruitment and selection processes tend to fail in performance, whereas many of those who scored low tend to do well. So far, selection techniques have not been a reliable indicator of future performance in the organizations. Senior managers are concerned, firstly because the selection processes cost the company a lot of money and secondly, the rate of labour turnover was still high even after the introduction of new recruitment and selection. It is therefore evident that the outcomes of this paper could assist HR consultancies in either developing a new strategy or adjusting the current one. Hence, to explore the challenges in recruitment and selection process, a sample size of the study is 50 respondents, the data collected from 50 members such as, Managers, Consultants, Trainers, Interview Experts and Executives who have voluntarily contributed their time for this study from the selected 20 HR consultancies.

RESEARCH OBJECTIVES:

- To study the relationship between demographic variables and dimensions of challenges in recruitment and selection process.
- To identify the challenges in recruitment and selection process.

LITERATURE REVIEW:

Graeme et al. (2014) have undertaken a study to determine whether an outsourced recruitment service can provide a satisfactory organizational solution from the perspective of its line-managers. The study is based on a single, large organization involving dissemination of an on-line survey targeting line-managers with a recent record of hiring new employees. Using quantitative analysis including correlation, multiple regression and binary logistic regression, assessment is made regarding manager perception, including experience as customers, overall rating of the recruiter and a willingness to recommend the service. Aspects of standard service, assessed in terms of operations and recruiter provision, are perceived as being at appropriately high levels, while the arguably more demanding external aspects of the recruitment process are perceived to be less successful. Line-manager satisfaction as customers and satisfaction with the recruiter are explained by various experiences of both service and recruiter, while willingness to recommend is explained in terms of customer satisfaction, satisfaction with the recruiter and recognition that the service provides added value. Personal line-manager experiences, perceived realization of organizational values or achieving preferred line-manager recruitment objectives play no significant part in these explanations.

Alex and Garcea (2013) have explored how strengths-based recruitment is enabling graduate recruiters to engage, attract and select the best talent. Drawing from the example of major graduate recruiter, Ernst and Young, it shows how strengths assessment can be used at each stage of the recruitment and selection process. Strengths-based recruitment is focused on assessing candidates in relation to their performance and motivation. It identifies what people do well and enjoy doing, relative to the requirements and job-fit of the prospective employer. Strengths are also assessed online as part of a front-end screening process through the situational strengths test. This assesses the strengths candidates have, together with how they would use those strengths in a range of scenarios and situations they would be likely to experience in the role. Strengths-based recruitment and the Situational Strengths Test engage candidates by providing them with a realistic job preview of the role. They help candidates to make informed decisions about their own fit with the role. They help organizations to select the candidates who match their requirements more effectively from those who do not, delivering better outcomes for candidates and employers.

Maureen and Levent (2011) have reviewed the latest management development across the globe and pinpoints practical implications from cutting-edge research and case studies. This briefing is prepared by an independent writer who adds their own impartial comments and places the articles in context. Findings of the study reveal that what is the profile of the ideal international business manager? Fewer young people are willing to accept assignments overseas for fear their experience will not be recognized and they will encounter difficulties when coming back. It is therefore becoming critical for companies to select with precision and recruit the right personnel. There exist a few methods to help them predict the behaviors of potential business managers as well as a list of core competencies employers should rely on to optimize success.

Pramila Rao, (2010) has reported in detail staffing practices of five software companies located in India. This qualitative research paper uses purposeful sampling to provide rich data on senior-level staffing practices. The interviews conducted in India are tape-recorded and notes are also taken diligently. The interviews are coded to identify similar and dissimilar themes. This research identifies internal recruitment, employer references, succession planning, interviews, personality tests, newspaper recruitment, professional search agencies, and bio-data as the predominant senior-level staffing practices.

Nicoline and Bjorn (2010) have analysed how excellence and diversity are addressed in student recruitment strategies, and how these strategies are developed in eight Norwegian higher education institutions. The study utilises a theoretical perspective that asserts that strategy is developed through

practice. The researchers have combined document analysis with qualitative interviews to investigate the development of institutional student recruitment strategies, their characteristics and their links to the individual institution's profile and ambitions. The study reveals that student recruitment strategies are often grounded in inherent institutional identities, while at the same time responding to external ideas about excellence and diversity. The study also finds that higher education institutions show significant creativity in trying to adapt to these ideas and general trends, while at the same time maintaining their own characteristics and traditions. Findings suggest that student recruitment strategies are also used for accountability purposes. Given the importance of student recruitment, many higher education institutions attach surprisingly little importance to this issue.

Menatallahetal (2010) *have* discussed the recruitment conditions of multinational companies (MNCs) in Egypt, along with problems and de-recruitment activities such MNCs face. Surveys in the form of questionnaires were used and data from 55 MNCs operating in Egypt were acquired to investigate the recruitment function's processes and problems MNCs faced along with de-recruitment practices MNCs undertake. Results indicated that small and medium enterprises (SMEs) showed higher adoption rate of the recruitment process than large enterprises (LEs). In addition, results indicated that the recruitment function is perceived to be run jointly by human resource management (HRM) and line management, giving an upper hand to HRM. In general, two sets of problems facing recruitment were revealed; candidate- and organization-related problems, where the former had been more frequently reported by SMEs rather than LEs. Finally, the findings illustrated the actual de-recruitment practices undertaken by MNCs operating in Egypt. SMEs adopted less aggressive de-recruitment activities than LEs, where mainly recruitment freezing and early retirement are mostly used.

RESEARCH METHODOLOGY:

The present study is aimed at various challenges in recruitment and selection process for HR Consultancies at Chennai. In this paper Descriptive study method is used data collected from 50 members such as, Managers, Consultants, Trainers, Interview Experts and Executives who have voluntarily contributed their time for this study from the selected 20 HR consultancies. In order to analyze the data Pearson' s Correlation and Multiple Regression analysis has been applied.

HYPOTHESES OF THE STUDY:

- There is no significant correlation between the demographic factors of the respondents and dimensions in recruitment and selection process.

CORRELATION ANALYSIS BETWEEN DEMOGRAPHIC VARIABLES OF THE RESPONDENTS ON THEIR PERCEIVED CHALLENGES IN RECRUITMENT AND SELECTION PROCESS

To know the relationship between the demographic characteristics of the respondents and the perceived challenges in recruitment and selection process, Pearson' s Correlation co-efficient analysis has been used. There is no correlation between the demographic factors of the respondents and their Challenges in Recruitment and Selection process.

The results of the correlation between demographic variables namely, Gender, Age, Marital Status, Educational Qualification, Designation and Years of Experience with the perceived challenges in recruitment and selection process namely, Company Policy, Recruitment Methods,

Recruitment Procedures, Selection Process and General problems. The demographic variables such as, gender ($r = 0.462$), age ($r = 0.319$) and years of experience ($r = 0.380$) is found to be correlated at the 0.01 level. While considering the Company Policy, years of experience ($r = 0.306$) is correlated at the 0.01 level, for Recruitment Methods, gender ($r = 0.269$), educational qualification ($r = 0.492$) and designation ($r = 0.582$) are correlated significantly at the 0.01 level. For Recruitment Procedures, educational qualification ($r = 0.576$) and designation ($r = 0.361$) are correlated at the 0.01 level, and gender is correlated at the 0.05 level ($r = 0.238$). For Selection Process, educational qualification ($r = 0.238$) at the 0.01 level significant correlation and for General the result shows that gender ($r = 0.462$), age ($r = 0.319$) and years of experience ($r = 0.380$) are correlated significantly at the 0.01 level. Hence, the proposed null hypothesis is rejected since all the demographic factors namely; gender, age, marital status, educational qualification, designation and years of experience are correlated significantly with the recruitment process.

INFLUENCE OF DEMOGRAPHIC FACTORS ON PERCEIVED CHALLENGES IN RECRUITMENT AND SELECTION PROCESS

To know the influence of demographic variables on perceived challenges in recruitment and selection process, Multiple Regression analysis was applied. The result is presented in Table 1.

TABLE 1: MULTIPLE REGRESSION ANALYSIS OF THE RESPONDENTS ON THEIR PERCEIVED CHALLENGES IN RECRUITMENT AND SELECTION PROCESS

Independent Variables	Dependent Variable	B	t	R ²	F
Gender	Recruitment and Selection Process	-10.574	-4.602**	0.366	8.951**
Age		0.026	0.020		
Marital Status		2.007	0.962		
Educational Qualification		-4.147	-4.137**		
Designation		1.876	2.850**		
Years of Experience		3.034	2.250*		

Source: Computed.

** - Significant at the 0.01 level

* - Significant at the 0.05 level

The above Table presents the results of the Multiple Regression analysis for influence of demographic factors of the respondents on the dependent variable Challenges in Recruitment and Selection process. Considering the significant difference of individual regression co-efficient, using 't' statistics, the result reveals that the demographic factors namely, Gender ($B = -10.574$, $t = -4.602$), Educational qualification ($B = -4.147$, ' t ' = -4.137) are influenced negatively at the 0.01 level and Designation ($B = 1.876$, ' t ' = 2.850) is influenced positively at the 0.01 level on their perceived challenges in Recruitment and Selection process. Also, it is clear that ' R^2 ' value is found to be 0.366, which is significance, because the ' F ' statistics (8.951) is significance at the 0.01 level. Hence, it is concluded that 36.60 per cent of the total variation is accounted by the explanatory variables.

RESULTS AND DISCUSSION:

CORRELATION BETWEEN DEMOGRAPHIC FACTORS AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

The demographic variables such as, gender, age and years of experience is found to be correlated at the 0.01 level on the respondents' perceived challenges in the recruitment and selection process. While

considering the Company policy, years of experience is correlated at the 0.01 level, for Recruitment methods, gender, educational qualification and designation are correlated significantly at the 0.01 level. For Recruitment procedure, educational qualification and designation are correlated at the 0.01 level, and gender is correlated at the 0.05 level. For Selection procedure, educational qualification is correlated at the 0.01 level significant and for General Problems gender, age and years of experience are correlated significantly at the 0.01 level. In this study, all the demographic factors namely, gender, age, marital status, educational qualification, designation and years of experience are correlated significantly with the components of recruitment and selection process.

INFLUENCE OF DEMOGRAPHIC FACTORS ON THE RECRUITMENT AND SELECTION PROCESS

Considering the significant difference of individual regression co-efficient, using 't' statistics, the result reveals that the demographic factors namely, Gender, Educational qualification, are influenced negatively at the 0.01 level and Designation is influenced positively at the 0.01 level on the recruitment and selection process. Also, it is clear that ' R^2 ' value is found to be 0.366, which is significance, because the 'F' statistics (8.951) is significance at the 0.01 level. Hence, it is concluded that 36.60 per cent of the total variation is accounted by the explanatory variables.

CONCLUSION:

Most companies realize that scientific recruitment and selection lead to motivated employees and low labour turnover. There is a general perception that most of the HR consultancies face challenges in the process of recruitment and selection of personnel. This paper reveals that the perceived challenges in recruitment process are differed significantly among the respondents for majority of the demographic factors. The study has found that 36.60 per cent of the total variation is accounted by the explanatory variables. Based on the findings the researcher has suggested to maximize the use of best practices in screening and selection in order to be able to effectively select appropriately skilled, industry-oriented professionals out of the large pool of mostly unsuitable candidates, as well as to deal with the problem of fake credentials and wrong hires in this industry. Further, given that internet-based assessment can enable organizations to conduct speedy screening and selection and make job offers to qualified applicants very quickly. Organizations can stand to benefit greatly since speed of hiring is an important issue for these organizations. However, though e-recruitment and e-selection are found to have numerous advantages, managers should be aware that the use of the internet could potentially have an adverse impact on a few minority groups such as women and older people and may result in violation of antidiscrimination laws. Finally, validation studies on selection techniques must be conducted in order to be able to choose the more predictive selection devices and hence accurately select higher-performing employees.

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