

Role of recruitment and Selection on employees Behaviour

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Abstract : Recruitment and selection, as a human resource management function, is one of the activities that impact most critically on the performance of an organization in terms of achieving its ultimate goal. The purpose of this study is to identify employee recruitment and selection practices in the oil and gas industry in republic of Iraq. This study tends to contribute to understanding how to understand employee Intrapreneurial Behaviour through investigating the role of Recruitment and Selection. The study focused particularly on identifying existing recruitment and selection methods adopted by oil and gas companies, identifying challenges encountered and making some conclusion and recommendations based on my findings.

IndexTerms - recruitment and selection, employees behaviour, human resource management.

I. INTRODUCTION

Intrapreneurship is accepted by academics and practitioners as a legitimate route towards increased levels of organizational performance (hayton, hornsby, & bloodgood, 2013). current research suggests the scope of intrapreneurship is widening as organizations not traditionally recognized as being entrepreneurial now are required to become oriented towards CE in order to survive (Cantaragiu, Păunescu, & Hadad, 2014; Phan, Wright, Ucbasaran, & Tan, 2009).

Intrapreneurship is embodying risk taking, pro-activeness and radical product innovations. These intrapreneurship activities can improve organizational growth and profitability and depending on the company's competitive environment, their impact may increase over time. It is a broad concept at the centre of which is the process of organizational renewal(Lekmat & Chelliah, 2014) Intrapreneurship is increasingly becoming the concern for many organizations as that consider it a competitive strategy (Morris & Kuratko, 2002; Stevenson & Jarillo, 1990). Not only organizational leaders but academic leaders are trying to find out a way of incorporating creativeness in their human capital as they can be a source of competitive advantage to the organizations (Kenney & Mujtaba, 2007).

As an organisation needs to succeed and survive, or compete effectively in the global economy in this era of globalization, employers must be in the position to propound and practice recruitment and selection of employees in the best way. The success of a business or an organization is directly linked to the performance of those who work for that organization. Underachievement can be a result of workplace failures. Every organization has its own requirements in acquiring employees. It is vital that organizations select people with the quality essential for continued success in this competitive global village. The only means of achieving this success is through proper recruitment and selection practices. Recruitment and selection can play a pivotally important role in shaping an organisation's effectiveness and performance, if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are able to make an accurate prediction regarding their future abilities. Recruitment and selection also has an important role to play in ensuring worker performance and positive organisational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009).

Recruitment and selection are vital functions of human resource management for any type of business organization. These are terms that refer to the process of attracting and choosing candidates for employment. The quality of the human resource the firm has heavily depends on the effectiveness of these two functions. Selecting and recruiting the wrong candidates who are not capable of fitting in the culture of an organization may not be cost effective strategy. Within an oil and gas sector, the purpose of selection and recruitment is to get the efficient and dedicated employees that help achieving the objectives of an organization at the lowest cost (Ofori & Aryeetey, 2011)..

II. LITERATURE REVIEW

Recruitment and Selection

The process of recruitment begins with creating a pool of qualified applicants and selection involves choosing the right person from that pool, who can perform the job most successfully (Harding, 2011). If managed effectively, recruitment and selection can assist in mitigating employee turnover while exerting a strong influence on an organization's performance (Mcgunnigle & Jameson, 2000). One of the cores of the organizations involves human resource practices that pertain recruitment as well as selection, i.e. HRM and planning process. Other processes included are reward systems, job design, performance appraisal, human resource development, transfers, succession planning in addition to promotions (Tomčíková, 2016). The searching for potential candidates for a given job in the industry is the recruitment process. This process links the employers in the industry to job seekers. According to (Werther & Davis, 1993) dictates that the recruitment process involves the attraction of capable employment applicants. Ending when the applications are submitted, the process begins with sorting new applicants resulting in a pool where selection of new applicants can be done. Recruitment objectives are attraction of candidates that are capable of the opportunities in the firm, creation of the right interests to attract capable applicants, as well as displaying an image that is favorable to the company when applicants come knocking for recruitment efforts.

Recruitment and Selection and Intrapreneurial Behavior

Emphasize that human resource practices can play a role in stimulating innovation by sustaining processes of knowledge creation, transfer and integration (Shadur & Snell, 2002). Staffing is considered key Human resource practice for innovation, and this includes access to external sources of recruitment (Ragburam & Arvey, 1994), the selection of people based on their polyvalent skills (Gupta & Singhal, 1993), or the fit to organizational culture (Jones & Sullivan, 1994). All this is carried out with the purpose to obtain self-confident, risk adaptive and involved employees, who favor innovation (Jimenez-Jimenez & Sanz-Valle, 2008). human resource practices like recruitment and selection have a significant encouragement on intreprenurship behaviour (risk taking, proactiveness and innovativeness). identify a sets of human resources practices like recruitment and selection associated with innovativeness, risk taking and proactiveness (Morris & Jones, 1993).

III. CONCEPTUAL FRAMEWORK

Based on the literature review, a conceptual model which is assumed to be fit for firms has been developed. For the purpose of this study, recruitment and selection have been taken into consideration as operational variables to indicate organizational performance.

The conceptual framework is proposed above to explain the relationship between HRM practices and firm performance, in Iraq's oil and gas sector through a direct relationship, HRM practices (recruitment and selection) have been identified on the basis of a review of the previous literature related to the subject. The model shows that the Iraqi oil and gas sector should adopt the practices of HRM (recruitment and selection), which would enhance the performance of the employee and therefore the performance of the organization.



Figure 1: Recruitment and Selection Based Model to Intrapreneurial Behaviour

IV. DISCUSSION AND CONCLUSION

The research analysed recruitment and selection practice as one of the elements of human resource practice. Historically, recruitment and selection are recognized as important factors of competitive advantage. Recruitment and selection of employees allows the enterprises to produce better and enhanced intrapreneurial behaviour. This research defined the recruitment and selection by enrolment of employees with great characteristics and specific skills to improve employee's innovativeness, proactiveness and risk taking through different activities such as recruitment from inside and outside, using interview or test and etc. The findings of the current study show that the effect of recruitment and selection on intrapreneurial behaviour was positive and significant impact on employees' behaviour. Based on the definition of the terms, the findings of the study show that recruitment and selection provide enrolment opportunities for flexible employees with specific skills and knowledge that is useful for increasing Intrapreneurial Behaviour. The results of the study are consistent with the findings in previous studies (Al-Horr & Salih, 2011; Ballantyne, 2009; DeCusatis, 2008; Ragburam & Arvey, 1994; Shadur & Snell, 2002). Grounded on the present study in recruitment and selection, some employers use formal tests to assess how individuals react in real work situations and some organizations use interviews to predict the candidate future behavior. Moreover, some organizations use the external (which means recruiting from outside of the organization) and some of them used internal recruitment (which means recruiting from inside of the organization) in order to select appropriate candidates. Direct relationship between HRM practices and intrapreneurial behaviour shows that an increase or decrease in one variable causes the same alteration in the other variable. Therefore, increasing HRM practices in an organization can effect on increasing intrapreneurial behaviour and achieving more competitive advantages. The results of the current study suggest that the oil and gas sector need to be aware of using recruitment and selection for gaining employees with extra role behaviour..

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