



# Human Resource Development A Study to Recruitment Procedure and Job Evaluation

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## ABSTRACT

This conceptual paper explains the contribution of human resource function particularly recruitment, training and development, performance appraisal, and composition in an organization. Better recruitment and selection strategies result in improved organizational outcomes. With reference to this context, the research paper entitled Recruitment and Selection has been prepared to put a light on Recruitment and Selection process. Successful recruitment and selection practices are key components at the entry point of human resources in any organization. The main objective of this paper is to identify general practices that organizations use to recruit and select employees. The study also focus its attention to determine how the recruitment and selection practices affect the organizational outcomes and provide some suggestions that can help.

**Keywords:** HRD, Recruitment, Training and Development, Job Evaluation, Bangladesh.

## INTRODUCTION

Nowadays, many authors used term Human resource development (HRD) to indicate training and development, career development, and organization development as an organization's investment in the learning of its people as part of an HRM approaches (Bratton & Gold, 1999; Swanson & Holton, 2001; Vinesh, 2014). HRD is based on the beliefs that organizations are human-made entities that rely on human expertise in order to establish and achieve their goals and that HRD professionals are advocates of individual and group, work processes and organizational integrity (Hassan,2007;436). HRD is the process of optimizing the production and utilization of the workforce. HRD is concerned with: (a) Staffing issues: employment, mix and number of personnel, deployment by region, by level of care, by type of establishment, by gender; (b) Education and training: coherence between competencies and needs of the services, programs and curricula, learning strategies, availability of competent teachers and trainers, of adequate infrastructures; (c) Performance management: maintenance and improvement of the quality of services, setting of standards, information and management systems, management practices; (d) Working conditions: recruitment and posting, job and workload definition, promotions and career mobility, incentives, mode and level of remuneration, other conditions of service, management of personnel and labor relations

(Dussault, 1999; 4-5). Human resource development (HRD) is a process of developing and unleashing human expertise through organization development (OD) and personnel training and development (T&D) for the purpose of improving performance (Swanson & Holton, 2001; 90):

- The domains of performance include organizations, work processes, and groups and individuals.
- OD is the process of systematically implementing organizational change for the purpose of improving performance.
- T & D is the process of systematically developing expertise in individuals for the purpose of improving performance.

## PURPOSE OF HRD

The purpose of HRD is to enhance individual performance and improve organizational effectiveness and productivity (Tabibi, 2011; 166). Now a days, HRD is considered as the key to higher productivity, better relations and greater profitability for any organization (Vasantham, 2015; 30). Appropriate HRD provides unlimited benefits to the concerned organization. Some of the important benefits are being given here:

- HRD (Human Resource Development) makes people more competent. HRD develops new skill, knowledge and attitude of the people in the concern organizations.
- With appropriate HRD programme, people become more committed to their jobs. People are assessed on the basis of their performance by having a acceptable performance appraisal system.
- An environment of trust and respect can be created with the help of human resource development.
- Acceptability toward change can be created with the help of HRD. Employees found themselves better equipped with problem-solving capabilities.

In additional for that, there are special goals for human resource development in the organization. All leaders obviously must participant in human resource development programs. The results of human resource development are: to increase efficiency, advantages, response to the market by access to organization and active workforce. The significant goals of human resource development are as below (Allameh & others, 2012; 44):

1. Access to organization proficiency.
2. Increasing quality and efficiency.
3. Promotion in growth and individual development.
4. Integrating people into business.

## SCOPE OF HUMAN RESOURCE DEVELOPMENT

After these details, we can identify three basic functions to HRD:

**Organization development:** involves organizational reflection, system improvements, Planning and self analysis (Vinesh, 2014; 214). To help adapt with any changes in the Organization. Organizational development consists of the processes and practices through which an organization engages to link its employees with its mission. In its broadest sense, organizational development means anything that we do in an organization (i.e. a group of people and resources that form a unit)

to promote positive change or growth (John's, 2009; 4). Another author said (OD) (Rothwell & Sullivan, 2005; 19-20) involves long-range in perspective, should be supported by top managers, effects change, although not exclusively, through education, change and learning, and emphasizes employee participation in assessing the current and a positive future state, making free and collaborative choices on how implementation should proceed, and empowering the system to take responsibility for achieving and evaluating results. So, (OD) is the process of developing the current reality of the Organization into the better to fit with changes in the external environment and the working environment, by solving current problems and reduce the gap between departments and employees with improve cooperation, coordination and collective action, And to increase the effectiveness of the Organization and the staff, and work into integrate the goals of employees and the Organization.

**Career development:** is a general term used to describe a number of activities aimed at enhancing both individual and organizational performance (Everts, 2001; 13). Career development has been explored extensively in the literature because of its benefits to individuals and the organizations (Banks & Nafukho 2008; 47). CD is "an ongoing process by which individual's progress through a series of stages, each of which is characterized by a relatively unique set of issues, themes, and tasks." Career development involves two distinct processes: career planning and career management. CP involves activities performed by an individual, often with the assistance of counselors and others, to assess his or her skills and abilities in order to establish a realistic career plan. CM involves; taking the necessary steps to achieve that plan, and generally focuses more on what an organization can do to foster employee career development. There is a strong relationship between career development and T&D activities. Career plans can be implemented, at least in part, through an organization's training programs (Werner & Desimone, 2012; 12). That means, it Services meeting individual needs are referred to as career planning (e.g., career planning workshops, teaching of advancement strategies), while those related to organizational needs are termed career management (e.g., performance appraisals, management succession and replacement planning), (Bernes, 2000; 11). After that, Agba & others (2010) said "Career development has both personal and organizational dimensions", (p. 106). In additional that, Career development is a formal approach used by the organization to ensure that people with the proper qualifications and experiences are available when needed. Individual careers and organizational needs are not separate and distinct. Organizations should assist employees in career planning so the needs of both can be satisfied (Mondy & Martocchio, 2016; 27). Thus, (CD) is a process to improve both HR and enterprise performance. There are many strategies to do CD such as (promotion, transfer, demotion, or exit). On individuals level where used career planning. It is ongoing process in order to achieve satisfaction and motivate the employees through know their live job in sequential steps begin first career ladder until retirement age by self assessment (skills, knowledge, and ability) and there are methods to do that (workshops, teaching). On the other hand, organization level, where used career management that takes into account what the current needs to employees and what the future needs to organization, and taking the necessary steps to achieve that career plan through performance appraisals, management succession, job rotation, training and learning, and consultation.

In sum CD is important, why? It is enhancing both individual and organizational performance. It increases productivity that achieves organizational goals. So, CD does to:

- Assist employees in identifying options and opportunities, and explain to them its expectations of performance required of them.
- Helps employees to development their skills and abilities and to fill the gap between their abilities and job requirements.
- Identify qualified individuals to assume leadership positions, professional, and management.
- Urges to spread the spirit of happiness and satisfaction among employees.
- There will be no problems in the organizational structure and functions or in the system promotion.

**Training and development:** Some writers felt that there is a mysterious difference between training and development. Where indicated (Noe & others) the definition of development indicates that it is future oriented. Development implies learning that is not necessarily related to the employee's current job. In contrast, training traditionally focuses on helping employees improve performance of their current jobs (Noe & others, 2011; 259). Also agree with that (Yahaya & other) Training is the process of learning that is organized and carried out by an organization to equip employees with the knowledge, skills and attitudes required to carry out their jobs and to improve their current job performance. Development can be viewed as the learning process to develop the employee in general and not necessarily related to his current job (Yahaya & other, 2009; 254). Here we note the development focus on the future and training on current jobs. Training Process whereby people acquire capabilities to perform jobs (MATHIS & JACKSON, 2011; 250). Focus on preparing for future work responsibilities while also increasing the capacities of employees to perform their current jobs (Werner & Desimone, 2012; 11).

## OBJECTIVES OF THE STUDY

1. To provide an overview of recruitment and selection process in HRD.
2. To identify how recruitment and selection practices impact on employee performance.

## METHODOLOGY OF THE STUDY

To make this report meaningful and presentable, the researcher used primary and secondary research base. Most of the data came from critical observation. Primary data came from experience, observation, unstructured interview. On the other hand secondary data has been collected through internet, different journals, and regular reporting.

**Source of Date:** Internet, Website, Different Journals, and regular reporting

## RECRUITMENT

Recruitment is the process of identifying and hiring best-qualified candidate (from within or outside of an organization) for a job vacancy, in a most timely and cost effective manner. Recruitment is the process of attracting qualified applicants for a specific job. The process begins when applications are brought in and ends when the same is finished. The result is a pool of applicants, from where the appropriate candidate can be selected.

According to Edwin B Flippo, "Recruitment is the process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization." Thus, recruitment



enables the organization to select suitable employees for different jobs. It is the most important function of the personnel department. It is concerned with the discovery of the sources of manpower and tapping of these sources so that the potential employees are properly evaluated and the new employees are placed and inducted to fill up the vacant position in the organization.

### **Internal Recruitment**

Internal recruitment is the process of finding potential internal candidates and encouraging them to apply for and be willing to accept organizational jobs opening.

The Internal Recruitment is the most favorite source of candidates in the stable and developed companies. The Internal Recruitment can build a strong loyalty with the organization as the employees have a chance to change their position after a period of time. The employees are not pressed to look for opportunities on the external job market.

### **External Recruitment**

External recruitment refers to the practice of recruiting a candidate from the talent pool outside the recruiting organization. External recruitment is the process of finding potential candidates and encouraging them to apply to and be willing to accept the organizational job openings. It is included the following things:

#### **Advertisements**

Advertising is a form of communication that typically attempts to persuade potential candidates to apply for a particular position. For these purposes, advertisements sometimes embed their persuasive message with factual information. Every major medium is used to deliver these messages, including television, radio, cinema, magazines, newspapers, video games, the Internet, carrier bags and billboards. Advertising is often placed by an advertising agency on behalf of a company or other organization. (Web sites, Newspapers, Leaf lets, Poster, Banners, etc).

### **LITERATURE REVIEW**

A literature review is a body of text that aims to review the critical points of current knowledge including substantive findings as well as theoretical and methodological contributions to a particular topic. In this report as I am dealing with the recruitment and selection process, I have discussed the topics given below:

#### **Recruitment and Selection**

Recruitment and selection methods have changed and opinions have evolved over the course of time. It was once the policy to fill the position as quickly as possible but as time has progressed organizations have realized that the recruitment and selection methods they employ can have serious effects on how the organization operates, and thus the turnover the organization makes. "Attracting and recruiting the best employees is critical to success in all sectors and to all types of organizations, regardless of size" (Cullen & Farrelly, 2005, p. 41). Froschheiser (2008) has claimed that putting the wrong person into the wrong position just to fill it can have dire consequences to your organization, it may cause poor employee morale, low productivity and lost opportunities- all of which will have a negative impact on your organizations bottom line. As a result of this there is

increasing pressure on organizations to ensure that they implement the best recruitment and selection method applicable to their organization or industry otherwise they risk becoming uncompetitive. Turner (2010) backs this up with this when he claims that the success of any organization depends on its ability to get the right people, in the right place at the right time.

Many authors who have studied recruitment and selection have agreed that there is a distinct difference between recruitment and selection. Taylor (2008) and Rees and French (2010) say that recruitment is the process whereby an organization collects applications for a position and generates a pool of potential suitable employees, while selection involves using techniques or different methods to assess the applicants and decide who is best suited to the available position, given management goals and legal requirements.

### **HR Planning and Forecasting**

In simple words, HR or human Resource management is managing all the people of the organization in such a way that a bridge could be maintained between top level-mid level and lower levels of an organization. According to Mr. Jack Welch, “Every person who leaves goes on to represent your company. They can either bad-mouth or praise.” Organization needs employee or worker to accomplish its mission and vision or company’s goal. To make this happen HR professionals use different techniques that starts with the very first procedure Manpower Planning and Forecasting“. To get a job done and to get the job perfectly done are 2 different things. All the companies always search for the 2nd one because only perfectly done assignments can provide the optimal outcome.

That’s why HR professionals search for the right person for the vacant position of an organization. However, manpower planning and forecasting helps us to find what positions the firm will have to fill, and how to fill them. Manpower planning covers all future positions from maintenance clerk to CEO. In case of staffing HR officials also need to be very concern about overstaffed or understaffed issue. Every action leads to a reaction, so HR officials also need to be concern about the existing employee satisfaction while recruiting. It’s better to include the internal potentials in forecasting so that they can also arrange an internal recruitment if needed. The most common Manpower planning approaches involve the use of simple techniques like ratio analysis or trend analysis to estimate staffing needs based on sales projections and historical sales to Manpower relationships. The usual process is to forecast revenues first and then estimate the size of the staff required achieving this sales volume. An organization should always be ready for any unexpected threats. Human Resource Inventory provides the idea about the organization’s present capability for a proper response of any unexpected threats.

### **Recruitment**

Over the past decade, researchers have stressed the fact that the recruiters should be more observant towards the first phase of the recruitment process as it can prove to be very crucial in terms of selecting the right people to do the job(Barber, 1998; Rynes, 1991). Barber (1998) argued that the initial phase of recruitment may be the most critical stage since individuals that do not apply are rarely exposed to the later, more interpersonally intensive, phases. Further, Boudreau and Rynes (1985) argued that if a firm can handle the pre-interview information then it can increase applicant

awareness and interest in learning more about organizational offerings and can turn out to be a positive point to the economic utility of recruiting efforts. There is some evidence that recruitment practices affect applicants' perceptions of the organization and intentions to apply. For example, (Powell, 1984; Taylor & Bergmann, 1987) said that organizational attributes, such as training, compensation and advancement opportunities can be very helpful if the applicant's perceptions about these concepts are positive. Further, research demonstrates that recruitment practices affect applicants' general feelings of attraction towards, or beliefs about, fit with an organization (Kristof, 1996; Taylor & Bergman, 1987). Other research, however, has found either no or mixed effects regarding the role of ad specificity in the recruitment process (Belt & Paolillo, 1982; Mason & Belt, 1986). Given these mixed findings and the lack of a theoretical foundation in these studies, our understanding of recruitment processes may be enhanced to the extent that we can explain how and when detailed advertising will affect applicant intentions to apply to organizations. Theories from marketing research may be particularly effective for explaining the effects.

## CONCLUSION

In conclusion, employees are the most important strategic resources for a company to gain competitive advantages in this competitive business environment. Nevertheless, Human Resource Management function is applied from first contact to the potential employees until the employees leave the company. In short, there are five main functions in Human Resource Management, recruitment, selection, training and development, performance appraisal, and compensation. Based on the explanation above, Human Resource Management is more concerned with human resource management inside organizations, concentrating on strategies and processes. In contrast, Strategic Human Resources Management (SHRM) is crafted to help businesses better fulfill the needs of their employees and at the same time supporting business priorities and objectives. It can be described as connecting human resources to strategic goals and priorities for optimizing market efficiency and cultivating an organizational culture that fosters creativity, resilience and competitive advantage. In an organization, SHRM means embracing and including HR as a strategic partner in the formulation and execution of business plans through HR practices such as recruitment, procurement, training and awarding employees. SHRM is more important nowadays because it not focusing on internal human capital, but it relies on long-term target human resources systems which it is emphasis on addressing problems that have a long-term and sometimes external influence on personnel management programmes. Hence, the primary purpose of strategic human resources is to improve the efficiency of workers by concentrating on market barriers that exist beyond human resources. The primary actions of a strategic human resource planner are to identify important HR areas where initiatives can be applied over the long term to increase overall employee engagement and productivity. Communication between HR and the company's top management is crucial, as collaboration is not achievable without active involvement.

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