

RECRUITMENT AND SELECTION ASSESSMENT OF EMPLOYEES

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ABSTRACT

Introduction: Organizations now work hard to maintain their foothold in the global market in the face of threats posed by globalization, increased competition, and advances in technology.

Aim of the study: The main aim of the study is the Recruitment and Selection Assessment of Employees'

Material and method: Most of the previous research done across different industries has taken applicants and employees as the sample.

Conclusion: Strategic analysis of the roles on offer though presented good mean values, failed to present the desired results.

INTRODUCTION

OVERVIEW

Organizations now work hard to maintain their foothold in the global market in the face of threats posed by globalization, increased competition, and advances in technology. Because workers are a company's most valuable resource and asset, the focus of many businesses has changed from raising efficiency and distinguishing their products and services to developing their human capital. Better human capital management increases the probability that a company will achieve its stated objectives and maintain its level of operation over time.

TALENT MANAGEMENT AND ORGANIZATIONAL PERFORMANCE

The link between "talent management" and "organizational performance" is undeniably strong; but, figuring out how to put talent management strategies into action so that organizations can sustain their success remains a challenge. In addition, most of these studies were carried out in the United States and Western Europe, where talent management is already widely accepted as an established practice. These nations understand that their human capital is essential to the success and growth of their businesses and societies. These nations are distinguished by their cultural sophistication, economic prosperity, technical sophistication, and willingness to embrace and adapt to new ideas and methods. Research into "talent management" and the effect of its application on "organizational performance" has been facilitated by the more developed state of organizations in the industrialized world.

It is the aim of every organization that it should achieve the planned objectives and execute its social responsibilities as well. Managing talent doesn't only mean satisfying the present objectives but also managing the talent for the future performance of the organization (Silzer & Dowell, 2010). Some organizations consider talent management as a key matter. In addition to this recruiting, developing, and retaining talent progressively has become the major aspects parts of economic and competitive profit for the organization. Talent management is the most prominent challenge for the performance of an organization. The development of talented employees can take a long way for the organization to face challenges and competition.

LITERATURE REVIEW

Thunnissen and Gallardo (2019) addressed the key aspects and challenges in the research prospects pertaining to talent management. The study was conducted with 174 peer-reviewed journals for the span of 11 years i.e., from 2006 to 2017. The study revealed that an incoherent and diverse community stifled the newcomers; lack of transparency in defining the research methodology in the context of talent management; carelessness in relocating and reshaping the core aspects related to talent management; inappropriate research designs; inability to trace the respondents of the research; less academic interest to define the core aspects and inadequately embedded context relating the talent management research as the major challenges being encountered while setting up the strategic aspects related to it. Moreover, the inadequate recognition of organizational behaviour and lack of awareness also influence the key concepts related to the formation and execution of talent management initiatives across multiple organizations irrespective of their scale of operations.

Shamim et al., (2019) propounded that the big data decision-making abilities of the big firms play an imperative role in enhancing the efficacy and effectiveness of their decisions. The sample size of the study was 108 responses from employees working in Chinese enterprises. The unstable culture of the organization has been regarded as the biggest challenge for big data management that influences strategic decisions regarding employee development and organizational stability. It was also emphasized that the talent management strategies must focus on enhancing the potential of the big data experts for enhancing the decisions related to skill enhancement. The leaders should have clarity of objectives and vision to encourage the entire big data decision-making process. In addition, it was also emphasized that there should be a dynamic and strong organizational culture catering to the needs of the business environment.

Dhiman (2018) conducted a case study of 50 employees working at INFOSYS, Chandigarh to identify the various gauntlets and strengths in the context of the talent management programs. The organization introduced the program to enhance employer-employee relationships; create a working ambiance for the employees and enable them to overcome cumbersome activities. The study highlighted the lack of job security on the part of employees; whereas inability on the part of domestic Human Resource Managers to retain talented employees, the tough competitive environment at the global level, the complexity of global operations; lack of compliance with the technological transformations; poor practices at the organizational level; improper consortium with the cultural aspects and cost of failure born in the dynamic environment. Moreover, the study has also stressed the formalization of the

leadership development process by engaging the managers as well as aligning the leadership programs with the business strategies.

Tamilciu and Dugan (2017) have discussed various gauntlets and opportunities in the context of talent management due to the transformations caused by the economic crisis. Talent management has been reckoned as the process of hiring the right individuals in the right place at the right time to represent the totality of procedures and systems. The study was undertaken in various Romanian organizations. The study highlighted the lack of competency on the part of managers to ascertain the talent of the employees and retain them for long in the organizations; the tough competitive environment due to mushrooming Multinational Companies culture; corporate downsizing; greater off-shoring, more part-time and less full-time workload; inability to deliver the operational efficacies as well as the changes in the employment models, which create nuisances for the development of flair among the employees. It was stressed that there must be proper provision of precise scrutiny of the various practices to overcome the gauntlets infested due to the changing patterns of the work environment.

Tafti et al., (2017) conducted a study to identify the various gauntlets hindrances, and success factors pertaining to talent management. Talent management has been a widely accepted phenomenon incorporated by majority of the organizations whether Government or Corporate to manage the pool of talent in order to meet the worldwide gauntlets. It ascertains the needs of the talented human capital by the concerned organizations and creates suitable strategies in order to meet the needs. The study was undertaken by 15 respondents who were managers in the automotive industry in Iran. The study has segmented the challenges and hindrances in the context of talent management in terms of behavioral barriers and hindrances, structural barriers, and managerial as well as environmental success barriers. The ever-changing environment, distinctive and transformational patterns of the global structures, mushrooming demands of the multiple stakeholders as well as the inability on the part of the managers to take suitable steps and initiative to reach fruitful outcomes. Hence, the study also emphasized there is a dire need to pay heed to the challenges and reframe the strategies to groom the talented pool in a good manner.

METHODOLOGY

Most of the previous research done across different industries has taken applicants and employees as the sample. However, the industry professionals such as founders, human resource professionals who are involved in hiring, hiring managers, and consultants have been considered as samples for this research, as it is equally important to know the employer's perspectives about the effectiveness of practices and strategies followed by them. Besides founders as employers, human resource professionals and hiring managers have been included as employers, because they are often a key part of the management team, responsible for hiring in startups. They often act as employers and have been involved to know their viewpoints on hiring practices. Owing to the sensitive nature of certain questions, anonymity has been assured to the respondents to gather honest responses and opinions. Any explicit data that might identify the respondent was not sought. An instrument for data collection was formulated through a literature review and with the support of data compiled from the pilot study. The content validity of the instrument was established by a panel of experts that comprised a mix of

academicians and industry experts. Results of content validity have been presented in the next chapter which presents data analysis.

RESULTS

DEMOGRAPHIC PROFILE

Table 4.1 describes the summary of the total industrial experience of participating expatriates.

Table 4.1 Descriptive statistics of industrial experience of expatriates

Variable Type	Number of Responses	Percentage (%)
More than 10	75	26
More than 15	92	32
More than 20	121	42
Total	288	100.0

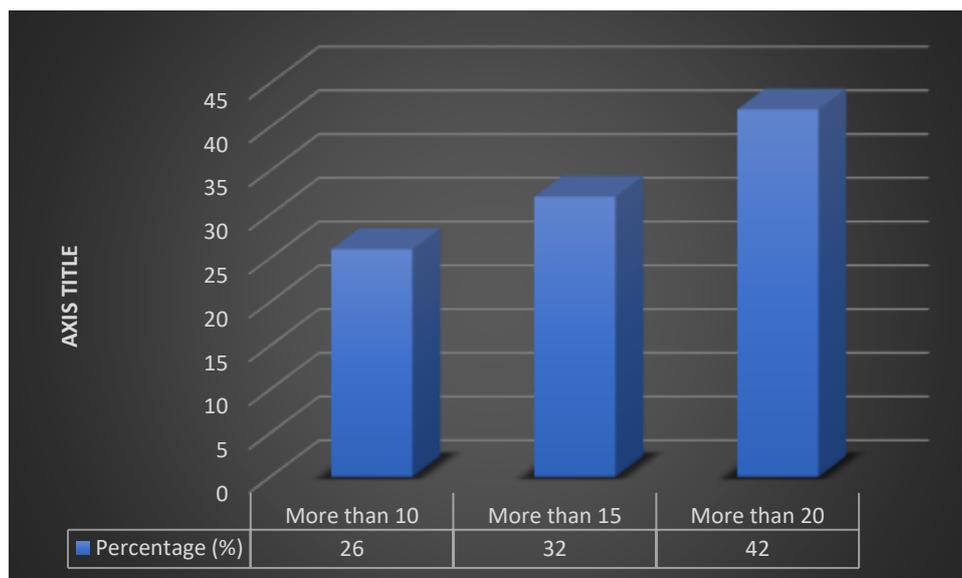


Figure 4.1 Descriptive statistics of industrial experience of expatriates

A total of 26 expatriate employees with more than 10 years participated which yielded 26 percent. A total of 92 expatriates who had a total experience of more than 15 participated which equals 32 percent. There are 42 expatriates the industrial experience of more than 20 years contributing 42 percent.

Table 4.2 describes the summary of job designation of employees

Table 4.2: Descriptive statistics of employee’s job title

Variable Type	Number of Responses	Percentage (%)
Head-HR	113	39.2
General Manager-HR	127	44.1
HR Executive	48	16.7
Total	288	100.0

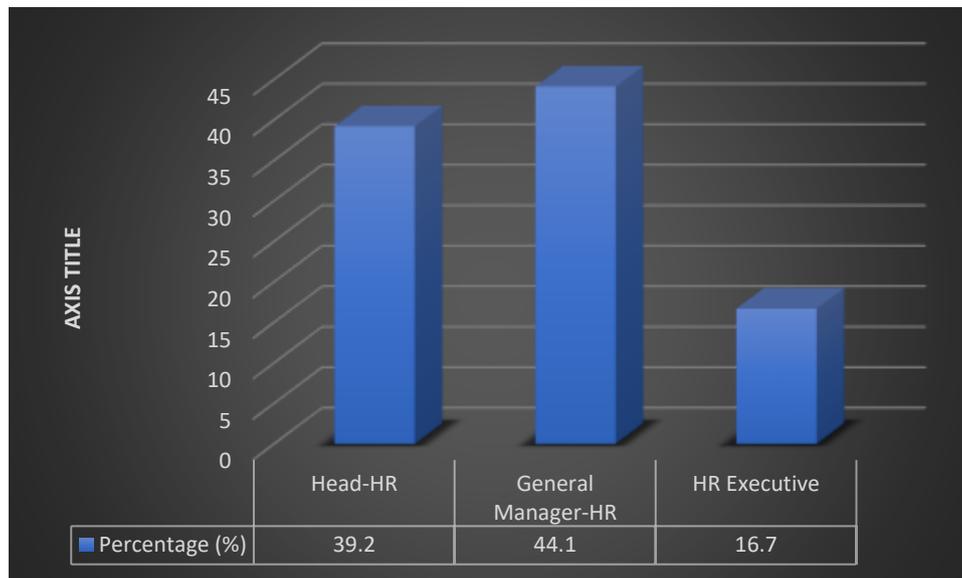


Figure 4.2: Descriptive statistics of employee’s job title

There are 113 expatriates working at the employee level which amounts to 39.2 percent. A total of 127 participants are ranked from the supervisor and engineer level which contributes 44.1 percent. Eighty-five participants are in manager positions which amounted to 16.7 percent.

RECRUITMENT AND SELECTION ASSESSMENT

The following section describes the details of the source of recruitment used by companies for recruitment. The section also includes a description of the assessment tools used for the selection of employees and; the role of various in hiring decisions.

Source of Recruitment

Respondents were asked to select among the categories representing the percentage that has often been used to recruit the desired talent. Internal sources refer to the utilization of internal sources such as employees or founders for the referrals to fill in the positions on their own. External sources refer to recruiting through consultants or other media except for referrals.

Table 4.3: Source of recruitment

	10-25%	26-50%	51-75%	76-100%	100%	Total
Internal source	47	130	83	27		287
	16.38	45.3	28.92	9.41		100
External source	44	120	79	20	24	287
	15.33	41.81	27.53	6.97	8.36	100

(Cells with a total of 100, present figures in terms of percentage)n = 287

45.30% of respondents have reported the use of internal sources (referrals) for recruiting 26-50% of their employees, whereas 28.92% have used this source for recruiting 51- 75% of employees. No one reported using only internal sources for 100% recruitment whereas 8.36% of respondents have reported to be using only external sources for recruiting 100% of their employees.

Selection Assessment by e-commerce companies

Respondents were asked to select the tools they used for assessing the applicants for final selection. They were given a choice of four types of tests and they could choose as many as they usually followed for selection. They only had to answer either yes or no for the same. The choices were using behavioral tests for assessing the value-based/ quality fit; assignments to gauge their professional skills; 2-4 rounds of in-depth interviews at different levels that included interviews with a human resource professional, hiring manager, and finally the founder; and the last one asked if incumbents were hired based solely on founder's discretion or decision. The below table summarizes the results.

Table 4.4: Summary of assessment tools used for selection

	Behavioural test	Assignments	Interview	Solely by founder
No	83.3	18.5	0.0	97.9
Yes	16.7	81.5	100.0	2.1

n= 287. Results are in percentage.

Results present those rounds of interview as the foremost tool with 100% of respondents using it to assess the applicants' suitability for the role and organization. Behavioral tests are rarely used (16.7%) whereas assignments are extensively used by many companies (81.5%) to check the desired professional knowledge and skills. Only a few confirmed to hire based solely on the founder's decision (2.1%).

Role of hiring team in decision-making for selection

Data were also collected to check the role of hiring team members in deciding for selection/ finalization of applicants.

Table 4.5 Role of members in decision making for Selection

	Investor	Founder	HR	Hiring
very unimportant	5.6			
unimportant	38.3		5.2	
not sure	41.1	7.0	8.4	.3
important	8.7	9.4	73.5	30.0
very important	6.3	83.6	12.9	69.7
	100.0	100.0	100.0	100.0

n= 287. Results are presented in percentages.

Investors' role in hiring decisions was nearly confirmed by about 15% of respondents (very important by 6.3% and important by 8.7%), whereas many believed that investors' role is unimportant (38.30%) and many were also not sure (41.10%) of investors' role in hiring decisions at the mid and senior level roles. Likewise, the role of the founder was confirmed by 93% of respondents (83.60 + 9.40%) and that of HR professionals by 86.4 (12.90 + 73.50%). The role of hiring manager has been confirmed by the highest number of respondents at 99.7% (69.70+ 30%)

CONCLUSION

Strategic analysis of the roles on offer though presented good mean values, failed to present desired results. Startups shall improvise on the analysis which may show desired results on the identification of the right best-fit talent, retention as well and performance. Talent identification criteria shall be thoughtfully and strategically framed with the support of SWOT analysis. Through the data, startups have been observed to have an inclination toward people with good academic backgrounds and those with experience working in reputed groups. Though such incumbents may carry some qualities with them, it is recommended to identify and assess their expectations as well which may support retention as well as improvised performance.

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