

Evaluating the Effects of Employee Recruitment and Selection Practices on the Organizational Change Process

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Abstract

The recruitment and selection process can be a valuable tool to enhance organizational adaptability and flexibility. Companies and organizations must quickly adapt to new requirements in a constantly changing business environment. By selecting candidates with relevant skills and experience, companies can increase their ability to cope with environmental changes and adapt to new market demands. In this context, the paper aims to evaluate the effects of practices regarding the recruitment and selection of human resources on the added value of organizational change in the employees' perception of organizations in Romania. These two aspects have a close relationship, and their integrated approach can lead to organizations' continuous development and improvement. Therefore, organizations can achieve success and excellent performance in an ever-evolving environment by recruiting and selecting suitable candidates and developing a changing culture.

Key words: human resource recruitment, human resource selection, organizational change, added value

J.E.L. classification: O15, O33

1. Introduction

In the context of globalization and rapid technological evolution, companies and organizations face significant challenges in recruiting and selecting human resources. Therefore, the proper selection and the change process can be valuable tools for improving organizational performance and increasing employee satisfaction and customer relations.

Recruitment and selection of human resources are critical processes for companies and organizations. The recruitment process must be proactive and attract qualified candidates (Bocean, 2007). This can be done through various channels, such as recruitment sites, social networks, and agencies. In addition, marketing techniques can be used to promote organizational culture and attract potential candidates. The selection process is also essential. Companies and organizations must identify the best candidates to achieve their goals (Bocean, 2008). The selection process must be objective and based on relevant criteria such as experience, skills, and cultural fit. The most used selection methods are interviews, tests, and reference checks (Bocean, 2015).

There is a close relationship between recruitment and selection practices and the change process of organizations, and the paper aims to demonstrate this link empirically. The recruitment and selection process can influence the organization's ability to implement change successfully, while the change process can influence recruitment and selection practices by identifying new competency and skill requirements needed to implement change (Dempsey et al., 2022) successfully. Thus, these two aspects must be considered to ensure organizational success (Delaney and Huselid, 1996).

The five-section structure of the paper begins with an introduction, followed by a theoretical background. The third section exposes the methodology, while the last two expose the results and conclusions.

2. Theoretical background

Recruitment and selection of human resources are two critical processes for companies and organizations in choosing suitable candidates for available positions (Giancaspro et al., 2021). Sound practices in these processes can add significant value by ensuring the hiring of quality employees who make significant contributions to organizational success. In addition, proper recruitment and selection can lead to better integration of employees into the organization, thus reducing staff turnover and costs associated with recruitment and ongoing training.

Sound recruiting practices include attracting potential candidates by posting job ads in the appropriate channels and engaging in social and professional networks (Khoreva and Wechtler, 2018). Another essential practice is to develop a well-structured selection process that includes interviewing, testing, and assessing candidates to ensure an objective assessment of their skills and abilities. It is also essential to include in the selection process and the assessment of the skills and organizational culture of the candidates so that they integrate better into the organization and adapt more quickly to the work environment. In addition, adapting to changes in the labor market and within the organization can be essential for long-term success (Otoo, 2019).

In terms of the impact of change, it cannot be easy, but it can bring significant benefits. For example, change can improve organizational performance, employee satisfaction, and customer relationships (Heckmann et al., 2016). However, change can also be difficult, and employees may resist. Therefore, companies and organizations must be prepared to manage change effectively and involve employees in the change process (Kotter, 2007).

The change process can bring significant benefits to companies and organizations, such as increased performance, greater flexibility, and the ability to adapt to changes (Mladenova, 2022). In addition, companies can achieve significant added value by using sound recruitment and selection practices and implementing a well-managed change process (Wang et al., 2020). There is a close connection between recruitment and selection practices and the organizational change process. First, the recruitment and selection process can influence the organization's ability to implement change successfully. If the organization has qualified and motivated employees who perform their tasks successfully, it will be easier to implement changes without negatively affecting organizational performance (Vărzaru and Vărzaru, 2016). Additionally, by using recruitment and selection processes that focus on identifying the competencies and skills required for change, organizations can ensure that they hire suitable candidates who can help implement change successfully. Also, the recruitment and selection process can be used to recruit employees with experience in managing change or with communication and influencing skills that can help convince employees to accept and adopt change (Mladenova, 2022; Dempsey et al., 2022).

On the other hand, the change process can influence recruitment and selection practices. For example, during the change process, the organization can identify new competency requirements and skills to implement the changes successfully (Vărzaru and Vărzaru, 2013). These requirements can be used to update the job description, qualification, and competency requirements for future recruitment and selection processes. Also, the change process can be used to improve recruitment and selection practices. For example, the organization can use employee feedback during the change process to identify possible problems with current recruitment and selection practices and develop solutions to address them (Amis et al., 2020).

Consequently, we propose two research hypotheses:

H1. Employee recruitment and selection practices influence the value added in the change process.

H2. Investing in the recruitment and selection process exerts the greatest influence on the added value in the change process.

3. Research methodology

The paper presents the findings of an empirical study based on a questionnaire between September and December 2022. Within the practices regarding the recruitment and selection of employees, the following variables were studied: the expansion of the recruitment and selection process, the participativeness of the selection decision, the investment in the recruitment process and selection, the recruitment pool, and the selection base. Furthermore, regarding the organizational change, we opted for the employees' perception of the added value in the change process. Table 1 shows the research variables and the codes used for each variable.

To carry out the analysis of the influences of practices regarding the recruitment and selection of employees in the change process, we used artificial neural network analysis of employees' perceptions of human resources practices and organizational change, similar to other authors (Vărzaru et al., 2022; Iancu et al., 2022; Puiu et al., 2022; Vărzaru, 2022).

Table no. 1. Values of the multilayered perceptron established between professional training and personal development and the value added by the change process

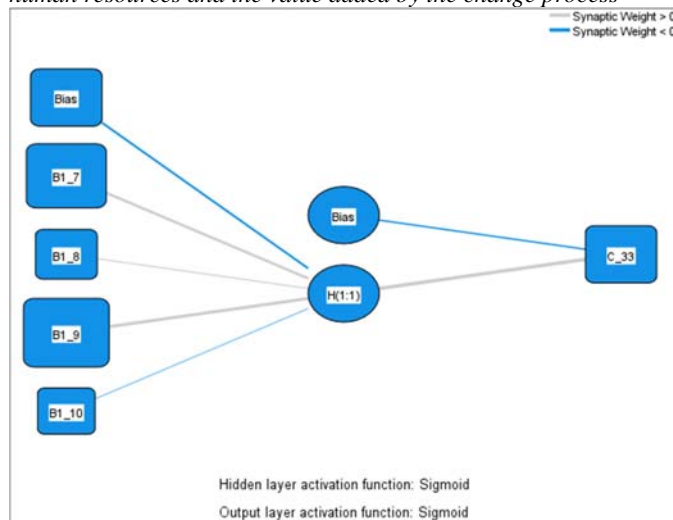
	Variable	Code
Employee recruitment and selection practices	Expanding the recruitment and selection process	B1_7
	Participatory selection decision	B1_8
	Investment in the recruitment and selection process	B1_9
	Size of recruitment pool and basis of selection	B1_10
Organizational change	Added value in the change process	C_33

Source: Developed by the authors based on the data using SPSS v.27

4. Findings

In order to determine the influence of variables from the category of recruitment and selection of human resources on the value added by the change process, we used the analysis of artificial neural networks. The model is a multilayer perceptron type, with an input layer comprising the variables from the recruitment and selection of human resources category (B1_7, B1_8, B1_9, and B1_10) and an output layer represented by the variable C33 (the value added by the change process). Between these is a hidden layer represented by the role of human resources in organizational change. Figure no.1 illustrates the relationships established between the researched variables.

Figure no. 1. Analysis of artificial neural networks established between the recruitment and selection of human resources and the value added by the change process



Source: Developed by the authors based on the data using SPSS v.27

Table no. 2 presents the values predicted in the analysis of the artificial neural networks established between the recruitment and selection of human resources and the value added by the change process, as well as the levels of absolute importance and normalized importance of the variables describing the recruitment and selection of human resources.

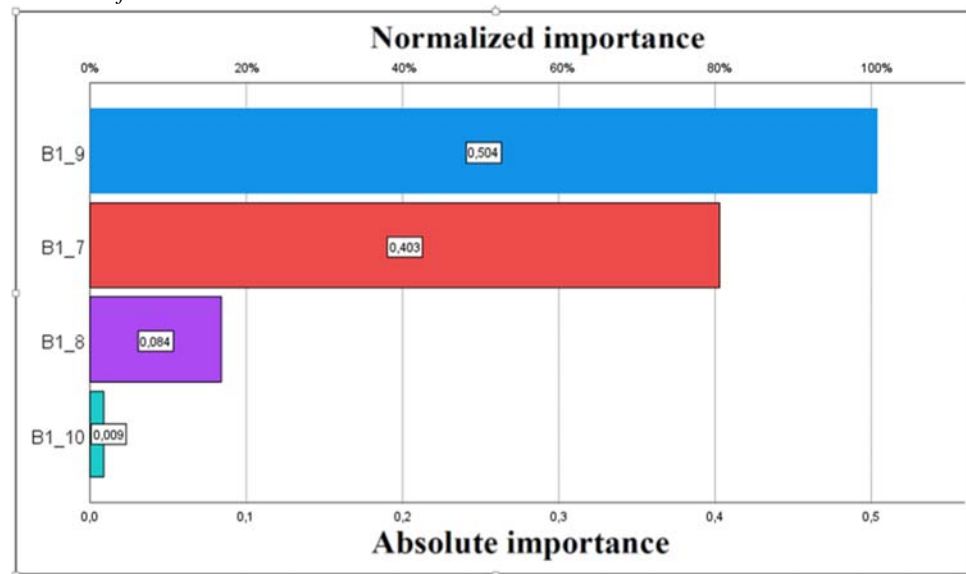
Table no. 2. The values of the multilayer perceptron established between the recruitment and selection of human resources and the value added by the change process

Predictor		Values		Absolute Importance	Normalized Importance
		Hidden Layer 1	Output Layer		
		H(1:1)	C_33		
Input layer	(Bias)	-1.261			
	B1_7	1.600		0.403	80.0%
	B1_8	0.352		0.084	16.7%
	B1_9	2.069		0.504	100.0%
	B1_10	-0.038		0.009	1.8%
Hidden layer 1	(Bias)		-1.045		
	H(1:1)		2.841		

Source: Developed by the authors based on the data using SPSS v.27

The values of the influence coefficients of the variables in the input layer show that B1_7 and B1_9 have a substantial impact on the variable C_33, which means that the expansion of the recruitment and selection process and the investment in the recruitment and selection process are resource management practices that have an essential contribution to the added value of the change process. As seen from Table no. 2 and Figure no. 2, the absolute and normalized importance of variables B1_7 and B1_9 are the highest.

Figure no. 2. The absolute and normalized importance of the variables describing the recruitment and selection of human resources



Source: Developed by the authors based on the data using SPSS v.27

Following the analysis of artificial neural networks, it can be seen that the two hypotheses of the research are validated.

5. Conclusions

The change process can be valuable for improving organizational performance and increasing employee satisfaction and customer relations. Change can take many forms, such as improving processes, optimizing workflows, improving products or services, or creating new ones. As a result, organizations can reduce costs, improve efficiency, and increase market competitiveness by implementing a well-structured and well-managed change process.

The change process must be carefully planned and involve employees in the process. In addition, the process must be managed transparently so that employees understand the benefits and objectives of the change. It is also essential that the process includes an objective assessment of the change's impact on the organization and the employees.

Human resource recruitment and selection practices can significantly impact the success of companies and organizations. In addition, the change process can be a valuable tool for improving organizational performance and increasing employee satisfaction and customer relations. However, to gain added value from these processes, companies, and organizations must use sound practices and adapt to changes in the business environment.

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