Problems in Recruitment

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Abstract- *The success of an organization in achieving its goals depends on the quality and motivation of its employees. The relevant skills, experience, and behavioral traits of the applicants need to be scrutinized and assessed carefully. To attract top level talent one has to be intentional. There are many things which need to be considered and done in the hiring process. If not given attention at this stage they cannot be repaired later on. In hyper competitive business environments, employees are source of competitive advantage. The casual approach to recruitment and selection would be a big mistake. The problems in recruitment and selection need to be considered and addressed carefully. In this article an effort has been made to highlight some important problems in recruitment and some suggested measures to attract the applicants with high skills, right knowledge and attributes at the right time and for the right job.*

Keywords: *Recruitment; organizational culture; gender role; organizational attraction*

1. INTRODUCTION

The researchers have given considerable attention to employee recruitment recently (Billsberry, 2007). Recruitment warrants special attention and importance. The early studies focused on use of realistic job previews (RJP) and traditional methods of recruiting (Saks, 2005[22]). The recent research is now discussing about timing of recruitment action, recruit visit sites, and on line recruiting (Dineen, Ling, Ash, & DelVecchio, 2007[15]). The past researches displayed certain weakness. There have been methodological fault in the approach which have undermined benefit of realistic job preview (Breaugh, 2008[9]). One of the problems which have been focused is external recruiting. It is an action by hirer who tries to bring attention of a job opening to potential candidate. Whether those candidates apply for the job or job offer is accepted is dependent on factors associated with the context of the offer. It is found by Rynes and Cable (2003) [20] that position attributes such as pay, job tasks, and work hours are more important than variable such as content of advertisement or company's website. A poor or substandard offer may not attract the type of job seekers firms need to hire. Another problem relates to poor treatment meted out during recruitment process. The individual may withdraw his candidacy before offer is made to him by employer due to bad experience (Boswell et al., 2003)[6]. Another aspect which needs to be mentioned is the characteristic of the organization, e.g. location and type of industry. The candidate may be affected to organization because of certain characteristics which he appreciates (Rynes & Cable, 2003[20]). It is interesting to note that larger employees attract more applicants than smaller one (Barber, Wesson, Roberson, & Taylor, 1999[4]).

2. DIMENSIONS OF RECRUITMENT

Rynes and Cable (2003[20]) have carried out extensive work on problem in recruitment. It is a very comprehensive and impressive research. Some of the important component of research merit elaboration. The first big step in recruitment process is establishing recruitment objectives keeping in view mission of the organization. Once the recruitment objectives have been identified, only then the employer can develop strategies to attract attention of the candidates to fill open positions. The major questions in formulating a strategy could be: (a) when to be beginning recruiting process (b) the content of the message to be communicated to potential job seekers and (c) whom to use as recruiter (Breaugh, 2008[5]). It is imperative that such questions are consistent with the objectives of the organization. Inconsistency between two may not fetch the desired result. The recruitment activities need careful and precise planning based on strategy that has been decided. The evaluation is the ultimate next step. The outcomes of the process are compared against the objectives. A peculiar problem is identified as attracting the attention of an applicant who is currently not interested in getting a job. In such cases, commonly used recruiting methods may not prove effective. In order to improve person job/ organization fit, applicant's self insight should be given due respect (Breaugh et al., 2008[5]). Researches by Breaugh et al. (2008[5]) states that many job applicants have inaccurate

understanding of what a job opening involves. They are also not sure what they want from a position and do not have insight about their own skills, abilities, and knowledge. There are two more issues to be considered. Saks (2005[22]), discussed that though pre-hire objectives are important. Post-hire objectives needs to be paid more attention. It is important to make the data available on individuals who are made aware of job openings. With this background, study of RJP, recruitment methods and recruitment behavior needs to be studied (Saks, 2005[22]).

2.1 REALISTIC JOB PREVIEW (RJP)

RJP are being evaluated by researchers since last 50 years (Breaugh, 1992)[7]. The rationale behind using RJP is that most applicants have inaccurate perception of positions they apply for. The candidates hold very high expectations (Billsberry, 2007). Such applicants become dissatisfied and more likely be guilt early (Breaugh & Starke, 2000)[9]. In order to help the job seekers in having realistic expectations about the job, the employer must provide detailed, clear, and accurate information the applicant concerning job and the organization. By having candidate information, the individuals who do not perceive a good job person-fit may timely withdraw from applying. Those who opt to go ahead with job are most likely to experience what they expected, which in turn would result in such outcomes as retention and job satisfaction. In their study, Suszko and Breaugh, (1986)[23] on unrealistic expectations and self-select out of applying, found that RJP receptions were more likely to decline job offer. The RJP recipients also reported greater job satisfaction. The application of RJP needs more innovation. It is advocated that use of work simulation may give better results (Iles & Robertson, 1989). Work simulation provides better understanding of what a job involves to the candidates and their own abilities to do the job efficiently. Schmitt, Ford, and Stults (1986) also supported the usefulness of work simulation. Visit of the worksite is another approach of RJP to communicate realistic job information (Breaugh, 1992)[7]. Such visits would help the applicants to better understand the physical work environments and demography of the work force. Breaugh, (1992)[7] advocates use of multiple RJP approaches during recruitment. For example, job advertisement on a website could be the starting point. This could be added to telephonic screening interview. During visit to worksite, it would be more useful if the individuals could participate in a work situation. Such exercises can be extremely helpful in addressing many issue related to the job.

3. RECRUITMENT METHOD

Breaugh et al. (2008)[5] have recently highlighted weaknesses in recruitment methods studies. These limitations make it difficult to draw conclusions concerning their effect. The weakness observed in the studies is that instead of focusing on pre-hire outcomes, have focused on post-hire outcomes (Rynes & Cable

2003)[20]. Use of sample of employees rather than applicants is another limitation. It may diminish initial differences among individuals. Grouping of candidates through different method is another problem (Moser, 2005[17]). The individuals who have been grouped together may differ on important variables. It needs to be rationalized.

4. IMPACT OF RECRUITMENT BEHAVIOR

The impact of recruiter behavior in being researched since last 30 years (Breaugh et al., 2008[5]). A meta-analysis by Chapman et al. (2005) reveals that individuals who viewed recruiters friendly were favorably inclined to join their organization. Rynes et al. (1991[21]) highlight importance of recruiter behavior. It points out that how an applicant associates recruiter behavior with expected future behavior when hired. The experiences and training of recruiter is very important. It is found that applicants have more favorable, impression of experienced recruiters (Connerley & Rynes, 1997[14]). The research on recruiter factor needs to be further explored.

5. IMPACT OF ORGANIZATIONAL CULTURE ON RECRUITMENT

The organizational culture plays important role in the overall efficiency and performance of the firm. The culture also plays an important role in attracting recruits. The organizational culture significantly influences the decisions of male and female candidate about joining an organization. The gender inclination to join an organization has been focus of interest by researchers. The workforce composition generally remains in transition in respect of gender. The culture of an organization plays an important role in attracting the male and female applicant. Schein (1985) defined organizational culture as "the values, beliefs and basic assumption that are shared by organizational members". These values are emphasized by the organization (O'Reilly, 1989[18]). There is a visible change in demography of workforce and organizations need to be evaluated in their practices and culture accordingly.

6. EFFECT OF ORGANIZATIONAL CULTURE ON RECRUITMENT

An individual does not need a job alone, he also values prestige and conducive work environment. Organizational attractiveness is an attitude than an individual has towards organization (Aiman-Smith et al. 2001[1]). A job seeker tries to assess how his personal needs would fit the organization's culture. The compatibility of the applicant with the organization's culture enhances his value (McGinty & Reitsch, 1992[16]). The organization's culture influences acceptability of job by the applicant, especially by females (Schneider et al., 1995[26]). It also influences turnover tendencies. The recruitment literature

of any type (websites, brochure etc) influences the development of belief of candidates about the company's culture (Cable et al., 2000; Braddy et al., 2006[13]). The perception of individual personal characteristics and traits in line with those of organization is important for socialization and retention in the organization. It is important for organization and retention in the organization (Kristof, 1996). It is also positively related to job satisfaction and negatively correlated with turnover tendencies (O'Reilly et al., 1991[19]). Men and woman differ in their traits, attitudes and job preferences. This aspect has been focused of research in recruitment. The researchers have tried to analyze what type of environment and culture of organizations is preferred by men and women (Van Vianen & Fischer, 2002[28]). The woman showed less interest in competitive organizational values and also displayed less ambition for top level management positions. This was mainly attributed to their gender roles and responsibilities and conflicting requirements of job. But both men and women favored the supportive environment of the firm (Van Vianen & Fischer, 2002[28]).

7. GENDER DIFFERENCES AND ATTRACTIVENESS OF ORGANIZATION

There are numerous factors that influence gender perception and preferences about selection of organization. Occupational expectations is an important factor which affects perception of men and women regarding selection of organization. Women's primary responsibility concerns house-keeping and child care. A culture that is conducive to work-family balance will be more attractive to women. It may appeal to men as well. The traditional competitive culture is not conducive for balancing work and family roles. According to research by Felice Schwartz (1989)[25], women are expected to cost more to organizations because of her peculiar responsibilities. But it should not be a discouraging factor to hire women's talents. It must be given due weight age. The talented and qualified women need to be provided with conducive environment keeping in view their peculiar gender role. He also suggests that advantage of hiring of women could outweigh the cost factor. A balance of career and family roles is important to both sexes (Burke 2001)[10]. Many organizations seem to have very narrow views of work-family issues (Gonyea & Googins, 1996). Whereas work-family problem reflect corporate values and should be considered a corporate issue (Hall, 1990). Such approach would affect organization's performance positively. The culture of an organization either supportive or inhibits the family friendly policies (Burke, 1997)[11]. The supportive culture enhances job satisfaction and curbs intention to leave (Burke, 2001)[10]. It is found that supportive culture positively influences recruitment and retention of both men and women. This would prove to be a strategic tool that will benefit the organization (Gonyea & Googins, 1996).

An employee seeks career success and also likes to enhance his capability and abilities to contribute towards parents and family. The traditional muscular culture does not support this important aspect of attracting recruits (Schwartz, 1989[25]). A culture supportive and sympathetic to employee's non-work roles helps to reduce role conflict (Ashforth & Mael., 1989) and enhance person-environment fit.

8. DISCUSSION AND CONCLUSION

Recruitment with the passage of time, is growing into very complex technical activity. It also now encompasses role of psychology and sociology in the recruitment plan and processes. Over last four decades, amount of recruitment research has increased tremendously. One has to be selective in addressing the topics of concern. It is important to understand the applicant's self insight and their perception of job position-fit. One limitation observed in researches is that sample used by many researchers have limited the scope and conclusion to be drawn from the studies. For example, sample used were new applicants but those potential applicants informed of the job but chose not to apply were ignored. This aspect needs to be considered in future research. Another aspect is to pay more attention to who have realistic job expectation and greater self insight. Another area of important for research in the study of applicant's thought process. Breaugh et al. (2008)[5] suggests that applicant view certain variables are indicators of things they are likely to expect after joining the organization. The dynamics of men's and women's perception of organization's attractiveness different despite many similarities. The women have peculiar set of needs, responsibilities, and preferences regarding jobs. Women would like to pursue their career in a supporting organization's culture. Men, on the other hand may preferred competitive culture. But both men and women need more work family orientation and a supportive culture. An organization which is sensitive to these needs and aspects would be more attractive for job seekers. In this competitive environment, the organizations need to appreciate and focus on human aspect to attract a larger pool of qualified applicants. Supportive organization's cultural values must be highlighted in the advertisement. The organization need to analyze and scrutinize their culture to determine whether it is limiting or attractive to talented men and women who seek a balance of work and non-work in their working environment. There is a need for more research on post-hire outcomes such as retention, job satisfaction and organizational commitment.

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