

PalArch's Journal of Archaeology of Egypt / Egyptology

EXAMINING IMPACT OF RECRUITMENT AND SELECTION PRACTICES TOWARD EMPLOYEES' COMMITMENT

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Budoor Abdullatif Alfadli And Uzma Javed. Examining Impact Of Recruitment And Selection Practices Toward Employees' Commitment-- Palarch's Journal Of Archaeology Of Egypt/Egyptology 18(14), 502-509. ISSN 1567-214x

Keywords: Employee, selection method, recruitment process, organization

ABSTRACT

The study aimed to analyse employee perspective toward recruitment and selection. The study had focused on previous study to determine the gaps in the research and perform current study appropriately. The study was included recruitment types such as external and internal recruitment. Besides, the study also discussed the factors that could affected recruitment. From current recruitment impact and selection, the study had discussed employee commitment toward the organization. The comparison of current and previous study helped to understand organization in current industry needs to develop selection design to meet employee demands. Based on the study finding, the study had provided suitable recommendation such as effective design of selection process and circulating information related to organization mission vision, objects to new recruited employees at selection time and development of selection criteria.

INTRODUCTION

The recruitment process should be such that able to analyse all candidates' abilities types. Spence Laschinger et al. 2009. had mentioned recruitment process help the organizations to recruit right candidates who are competent enough to handle work and stress on same time (Spence Laschinger et al., 2009). Takeuch et al. 2009 had opined there was easier to rain competent employees to incompetent. A proper recruitment and selection process enable in managing the entailed costs of training procedures (Takeuchi et al., 2009). According to Zimmerman et al. 2009, an organization should possess powerful human resource besides upgraded technologies to generate profitable results (Zimmerman et al., 2009).

An organization requires employees in handling finances, operating machines and software, planning programmes and strategies and various other works. This validates employee important in machine implementation that are installed in the company. However, there is need to analyse whether there is any kind of linkage between recruitment and selection procedures and employee commitment in an organization.

The recruitment process deals with concept of finding and hiring best-qualified candidate from internal and external side of organization for job opening in a timely and cost-effective manner. The recruitment process includes analysing job recruitment, attracting employees to the job and screening and selecting applicants (Wrightt et al., 2009). On other side, there was observed that human resource is a necessary corporate aspect of any organization, thus its necessary to recruit people with requisite skills, qualification and experience.

There have been different theories of recruitment that could influence technique of recruitment as stated by Wilk et al. 2013. These theories are such as objective, subjective and critical contact theories. Thus, the organization could give more information such as salaries, benefits and better working condition to candidates to arrive at relative “desirability” index. Besides, the subjective theory helps to assume that applicants are not rational but respond to social and psychological needs such as security, achievement and affiliation. The critical contact theory helps to assume that key contractor is contact quality with the recruiter or recruiter behaviour such as warmth, promptness, follow-up calls, sincerity, etc (Wright et al., 2009). The critical contact theory indicated more recruiter contact increase offer acceptance. The experienced recruiter such as middle-aged are become more successful in choosing right candidates than young recruiter (Vodanovich et al., 2009).

The factors affecting recruitment can be divided into two categories such as internal and external factors. The internal factors such as recruiting policy, temporary and part-time employees, recruitment of local citizens, organization engagement, company size, recruitment cost and growth and expansion (Robertson et al., 2011).

The impact of selection practice or human resource practices depends on worker response to human resource practice. Thus, impact could move in perception direction of human resource management practices by employees. The employee efficiency could depend on human resource management impact on behaviour of employee (Landy et al., 2013). There had been different selection practices that could generate positive and negative impacts on organization employees (Mooney, 2012). Selection follows the recruitment process and aimed to select from applicant group. The individual who best suited for particular position. This particular technique could create positive impact on the candidate as matches the job applicant with job recruitment such as job description.

The study aimed to analyse employee perspective toward recruitment and selection. The study sheds light on various method that can be implemented to

help companies to increase employee motivation through recruitment process. The study focused on various recruitment process type that are applicable for Savola Group to strengthen their employee configuration. The study also sheds light on the current employment techniques that are prevalent in various companies.

METHODOLOGY

The study population was 28419 employees in Salvo Group. The sample sizes were 53 respondents who meet the inclusion criteria through non-probability sampling technique. The respondents were given questionnaire to answer the question relevant to their work. The study was performed with both primary and secondary data collection. The quantitative questions which were based on demography, preference, selective technique and innovation in selection and employee satisfaction. The employees were interviewed to determine effectiveness of the recruitment in the company. The SurveyMonkey.com was used in creating questionnaires. The questionnaire was sent to respondent through email within one-week duration.

RESULT AND DISCUSSION

Based in Fig. 1, most employees in this organization were male respondents represented 53%. However, both male and female number is almost equal.

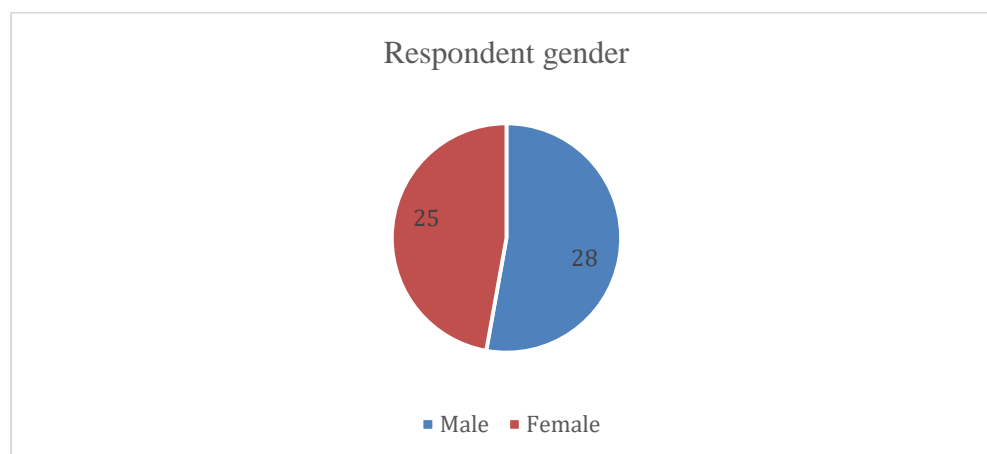


Fig.1. Respondent gender.

In Fig.2, there were 19 respondents who aged more than 35 years and 16 respondents aged between 30 years and 35 years. In additions, 11 respondents aged between 21 years and 25 years and only 9 respondents aged between 25 years and 30 years.

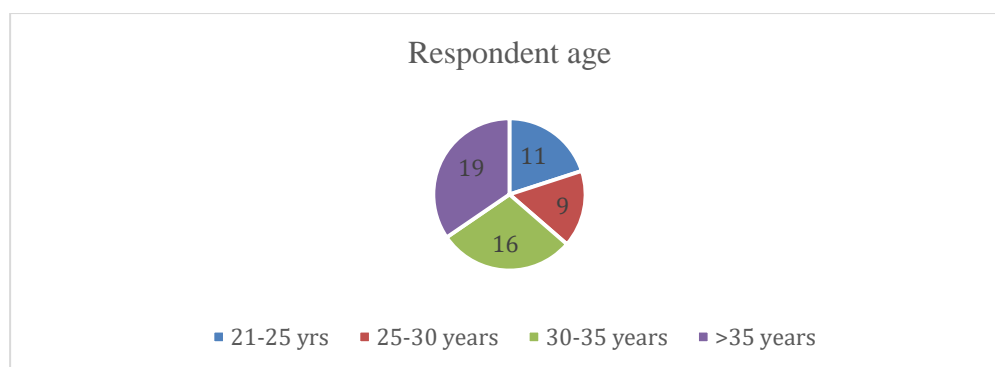


Fig. 2. Respondent age group.

In Fig.3, there were 38% respondents dissatisfied with existing recruitment procedures types that company followed. Meanwhile, 12 respondents answered highly satisfied and 15 respondents answered moderately satisfied with various recruitment techniques in their company.

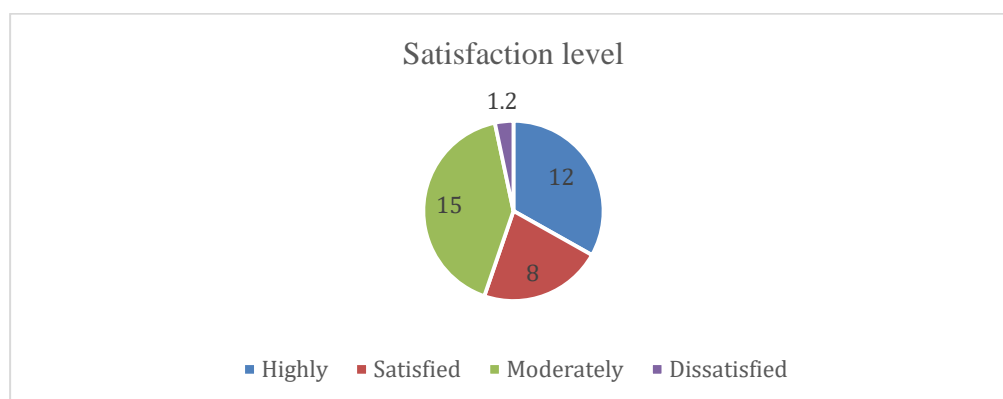


Fig. 3. Satisfaction level among employees with various recruitment techniques of the company.

Besides, 38% respondents considered that inclusion of psychology tests will increase recruitment procedures effectiveness of the company as shown in Fig.4. The respondents thought that management can include provision of some interesting mind games or quizzes in the recruitment procedures. In additions, the recruiters able to gather idea about mental strength of employees to handle stress.

However, 34% respondents thought management included an interactive session round in the recruitment process. Besides, 28% respondents believed the recruiters need included communication skills test.

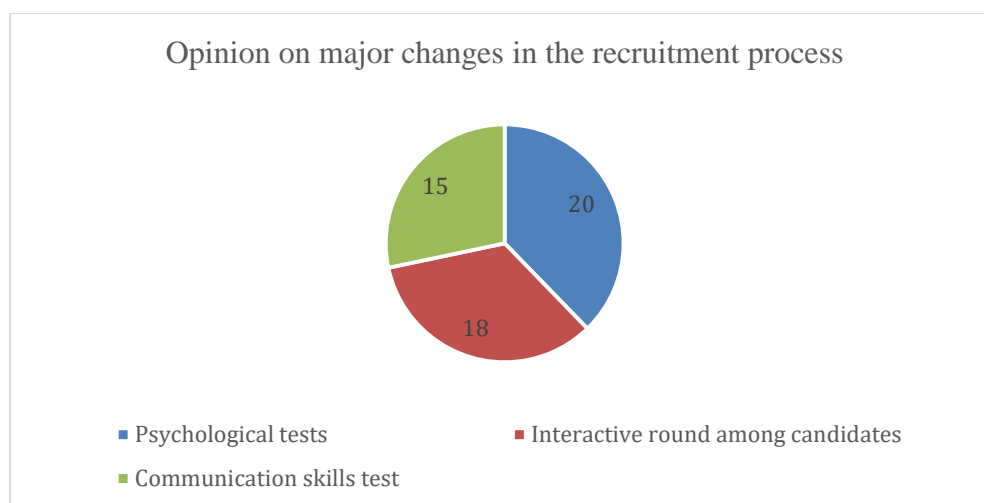


Fig. 4. Respondents toward major changes in the recruitment process.

In additions, the respondents claimed workshops and seminars are very influential in enhancing their working capabilities as shown in Fig. 5. The company management considered the result and incorporate more training programs and workshops. In additions, the management need to focus on which training programs were best suitable for employee types. The company must focus on enhance the culinary skills, packaging skills and other skills.

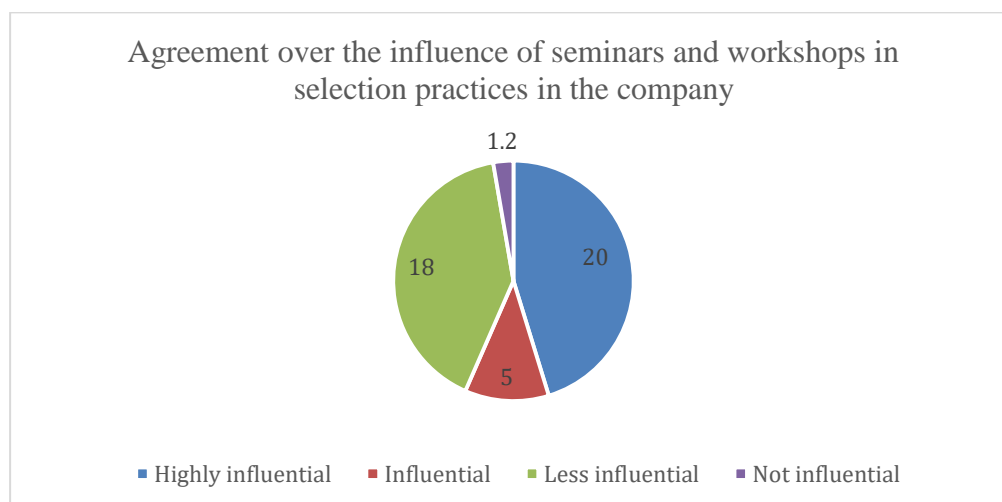


Fig. 5. Agreement over influence of seminars and workshops in the selection practices in the company.

In Fig.6, 47% respondents had highly disagreed on terms and conditions that were followed by company during recruitment. In additions, 18 respondents answered neutral and 1 respondent answered agreed on the terms and conditions.

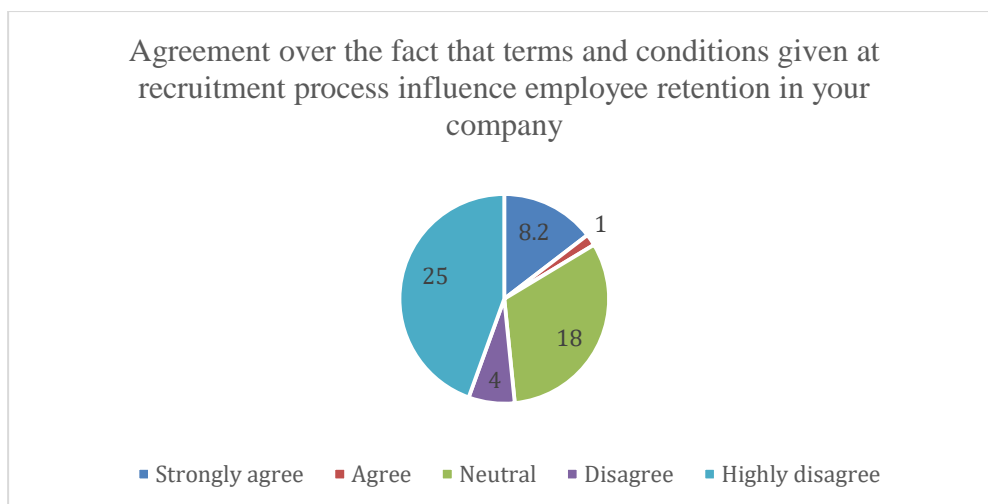


Fig. 6. Agreement over the fact that the terms and conditions given at recruitment process influences employee retention in your company.

Based on Fig. 7, most respondents were dissatisfied with recruitment techniques and selection method used by the organization. The Salvo Group needs to develop the selection design to meet demands of new recruited organization employees.

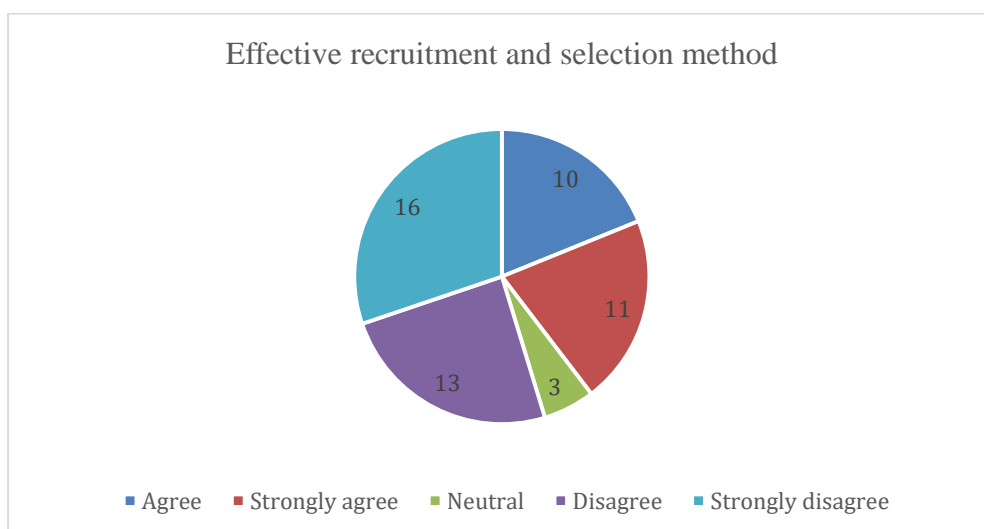


Fig. 7. Effective recruitment and selection method.

Fig. 8 helped to understand that most employees were unsatisfied that with the recruitment and selection techniques used by the organization. as the organization used traditional method of recruiting and selecting new employees. Thus, the employees were not satisfied once their demand was not fulfilled.



Fig. 8. Employee satisfaction towards recruitment and selection of organization.

Fig. 9 showed the result help to analyse that organization Salvo Group could implement innovation in recruitment and selection technique. This result could help organization satisfy the employee demand. Thus, the employees could show strong commitment toward the company.

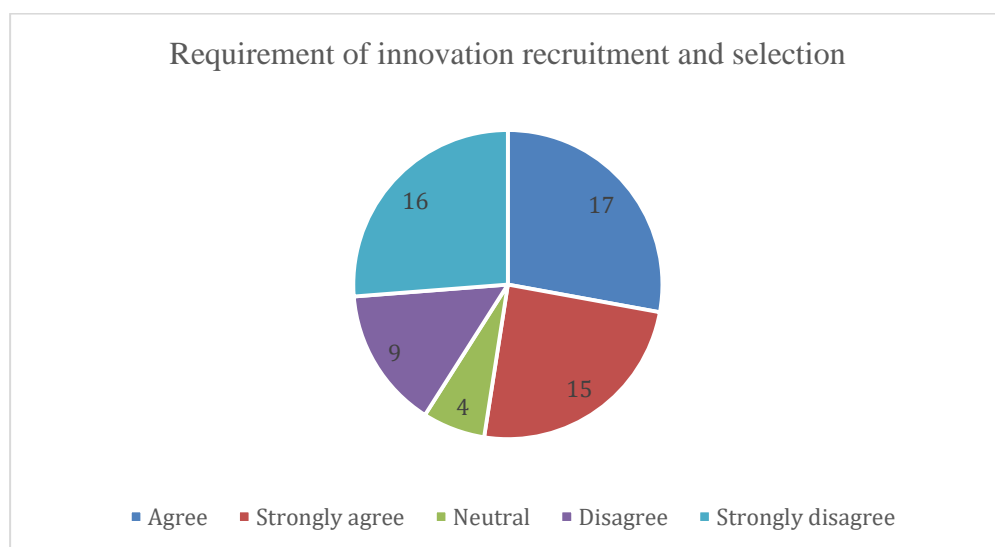


Fig. 9. Requirement of innovation recruitment and selection.

CONCLUSION

In conclusion, most employees had different perspective towards recruitment and selection process. The organization need to improve the selection procedures to meet new recruited employee's demand.

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