

## EFFECTIVE RECRUITMENT STRATEGY TO IMPROVE YOUR HIRING PROCESS

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### ABSTRACT

Recruitment and selection, as a human resource management function, is one of the activities that impact most critically on the performance of an organization in terms of achieving its final goal. Effective Recruiting is increasingly important. It's hard to overemphasize the importance of effective recruitment. Implementing creative recruiting strategies will help get your jobs seen by candidates who are looking for a new role. It will also make it faster to hire great candidates, more consistently, and with significantly less effort. If three candidates turning up for three openings, the recruiter many have little choice of selecting them, but if you have ten or more applicants you can use the assessment techniques to find out the best. Recruitment is difficult to start with by the predictions are that the process will get even harder. Development in Human Resource Information System made it much simpler in 20s. Hiring and then deploying people to positions where they can perform effectively is a goal of most organizations, whether domestic or international. Recruitment is defined as searching for and obtaining potential job candidates in sufficient numbers and quality so that the organization can select the most appropriate people to fill its job needs. Selection is the process of gathering information for the purposes of evaluating and deciding who should be employed jobs. It is important to note that recruitment and selection are discrete processes and both processes need to operate effectively if the firm is effectively to manage its staffing process.

**KEY WORDS:** Applicant Tracking System, E-Recruitment, Forecasting, Recruitment Channels, Referral Recruitment, Staffing, Strategic Human Resource, Trend Analysis, Zahara Tours.

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### INTRODUCTION

A business is only as good as the people in it. Therefore, to effectively manage your business, you must take the time to find and hire the right employees. As a small business owner-manager, you should be aware of the legal environment in which you operate. This is especially true when it comes to recruitment. Being aware of legislation that will affect your business is extremely important to efficient recruiting. The hiring process is an integral part of running any business. Staffing having a critical importance to businesses of all shapes and sizes. All firms take the same risk in hiring a new employee. However, the smaller the firm, the less it can afford the time and costs involved in hiring and then firing, the wrong employee. Bigger companies have developed effective hiring techniques and procedures to lessen this risk. If you, the owner-manager of a small to medium firm, are going to effectively manage your operation.

To have an effective recruitment system the organization must form a Recruitment Strategy. A Recruitment Strategy is a plan of actions set by an organization to carry out its recruiting process effectively from a pool of candidates. Hiring and then deploying people to positions where they can perform effectively is a goal of most organizations, whether domestic or international. Recruiter aim will be bringing the best out of all to the organization. Recruitment is defined as searching for and obtaining potential job candidates in sufficient numbers and quality so that the organization can select the most appropriate people to fill its job needs. Selection is the process of gathering information for the purposes of evaluating and deciding who should be employed jobs. It is important to note that recruitment and selection are discrete processes and both processes need to operate effectively if the firm is effectively to manage its staffing process.

The process of recruiting applicants and selecting prospective employees, remains a key strategic area for Human Resource Management. The organization success is determined by the quality of staffing. The activities performed as part of recruiting and selection offer the organization with a numerous choice for finding and screening new employees. These options can have a significant impact on an organization's efficiency because some are much more expensive and time consuming than others. Recruitment, covering the entire process of sourcing, selecting, and onboarding employees to an organization, is a function typically housed within Human Resources. The person responsible for developing effective recruiting strategies will usually be a vice president – hr., talent acquisition manager, director of personnel, or a recruiting/sourcing manager. Recruiting program changes at a strategic level may include the development of candidate communications, the growth of talent pipe-lining, succession planning, the optimization of recruitment channels, re-evaluation of interviewing processes, and the deployment of new recruitment technology.

When an organization needs to increase its headcount, the first strategic choice is whether to hire temporary or permanent employee, to carry out this process the organization must accurately forecast how long it expects the employee shortage to last. Temporary employee obtained from agency usually cost will be more that of permanent worker. However, unlike permanent employees, temporary employees are not paid when there is no work are not provided with any benefits; thus, unlike permanent employees they cannot file claims for unemployment, compensation when their employment ends. Pay benefits for temporary employees differs from country to country. The above statements can be applicable as per Indian scenario. But if you are traveling from your country to another country on a short-term employment, your benefits and salary differs. They pay you for the period your got hired, you are eligible for your short-term bonus etc. Again, the policy differs company to company.

Many industries across the globe entertain temporary employment under short term work visa. The employer and employee will come to a short-term contract mentioning all their benefits, pros and cons. This type of short-term recruitment you can see mostly in Middle East especially in tourism sector. Government/Ministry entertains company for such visas and employment. In Middle East their major revenue is from the expatriate's employment. All expatriates are working there on two-year contract, they renew the contract every two years based on their requirement.

Zahara Tours, a premier destination and leisure management company in Sultanate of Oman. They are recruiting 40 to 50 tour guides every year from various parts of the world. They hire these various languages speaking tour guides for 6 months tenure starting form October to March as the tourism tenure for Oman. Through this recruitment strategy they ensure no over

flow of fund is happening and they can keep up good profit also. Zahara Tours is one example, like wise many companies from various industry following the short-term employment strategy.

## **PLANNING AND FORECASTING**

The recruitment and selection process start with employment or personnel planning. This is the process of deciding what positions the firm will have to fill, and how to fill them. Employment planning should flow from the firm's strategic plans. A successful recruitment plan is more than just statistics. Vacancies and recruiting resources form the basis of recruitment plans but employing good hiring practices can uplift them.

Human resources planning is one of the important parts of overall human resources system of the organization. The quality of this system decides the overall human resources quality in the organization. It is very important to study and evaluate human resources planning process in order to understand the overall status of human resources system in an organization. This is a forward-looking process which decides future requirement and quality of manpower to achieve organizational goals. This process is a helps the organization decide and achieve the human resources for future needs. The process involves planning and forecasting of human resources based on organizational needs and how to arrange the human resources. It is very important to have right kind of people at the right time and right place in order to meet the individual and organizational goals completely. Human resources plan is part of the overall business or corporate plan of the organization. In order to make an optimal human resource plan it is necessary to study the organization's objectives for the given period

The human resources planning involves all the steps of planning i.e. anticipating, looking at present available human resources, forecasting of human resources, and planning for future requirements based on business plans of the organization. This is important for planning of manpower as and when needed as per the required quality in terms of qualification, experience, competency etc. Walker (1980) defined Human resource planning as analyzing organization's human resource needs under changing conditions and developing the activities necessary to satisfy these needs.

Human resources planning is a process for the development of strategies to arrange the size and skills of the human resources as per the organizational needs. Human resource planning helps the organizations to forecast, recruit, retain, and optimize the deployment of the personnel needed to meet business requirements, objectives and to respond to the changes in the external environment, such as technology, competition etc. The process involves carrying out a competency and skills analysis of the existing available human resources carry out human resources forecasting and taking actions to ensure the adequate supply of human resources. This may also include the individual development, training and retraining strategies. In order to understand the human resources planning system properly it is important to look at various definitions as well as certain past researches conducted in the field of human resources planning.

## **COMPLEXITIES IN RECRUITING'S**

Recruiting dose not just involve placing ads or calling employment agencies. There are several things that make it more complex. First, recruitment efforts should make sense in terms of the company's strategic plans. For example, decisions to expand abroad or fill many anticipated openings imply that you've carefully thought through when and how you will do your recruiting. Second, we'll see that some recruiting methods are superior to others,

depending on the type of job you are recruiting for. Third, the success you have recruiting depends greatly on non-recruitment issues and policies.

Fourth, good recruiting preferably always requires simultaneously pre-screening employees – if only by listing the job’s requirements in the ad, or by providing a realistic preview of the job during the initial call or contact. It’s useless to waste time on applicants who have no real interest in the job. Fifth, the firm’s image affects its recruiting results, for example, a poor diversity reputation can make it particularly difficult for firms to recruit talent. Especially among minority-targeted media outlets, highly diverse ads emphasizing inclusiveness in policy statements, and using minority and female recruiters. Finally, go as per the labor law, employment law prescribes what recruiter managers can and cannot do.

### **TRADITIONAL RECRUITMENT TO E- RECRUITMENT**

The recruitment history is clubbed with ancient personal management. Recruitment has become a separate discipline during the World War II. Sparta was one of the most-successful cities in the ancient Greece. It was not just a city; it was a leading city for the large part of ancient Greece. It was a military society and state that designed the unique system of the development of male citizens as soldiers. Ancient Athens valued the philosophy, art and education. Sparta was focused purely on wars, and it protected the entire ancient Greece from other nations.

Sparta built the modern and highly efficient army that was one of the best armies in the ancient world. All males were trained and highly motivated to join the army and protect the interests of Sparta with the weapon in the hand. Sparta developed a unique development system for young boys, and they shared a common vision and mission.

Sparta developed a system of the sophisticated development of available Human Resources. Each male was trained to be a soldier and shared the same vision. The entire society valued successful soldiers. The education started during the childhood, but it continued as an adult education. It was a highly efficient Human Resources Management. With limited resources, one small city was able to command most of the Greece and defeat Persians.

The original concept of Recruitment emerged as a result of World War II. As soldiers were called for the war, gaps were created in the work-place during that period. From here, the employment agency was born, and these agencies began advertising, for those who were not called into military duty, to fill the vacancies left behind by those who went to war. When the war was over, the recruitment agencies continued to work to find returning war veterans work, incorporating the new skills they had obtained from their time away.

Legislation passed during the middle of the 20th century restricted certain hiring practices. Equal opportunity legislation and the expansion of protected classes slowly made previous questions illegal. According to the Department of Labor, current interview practices must be structured to respect these protected classes.

Modern day selection techniques revolve around finding the applicant most suitable for the position. According to "Recruitment and Selection", 94 percent of companies use behavioural interviews to rank their applicants. These questions select applicants with the best skills for the position.

The invention of the computer lightened the load for recruiters with the arrival of Applicant Tracking Systems (ATS) and candidate databases which could store and search through

applications much faster and more efficiently, improving the process for recruiters. The mid-90's saw the introduction of the World-Wide-Web, which meant recruiters could pull advertising away from conventional means such as newspapers and explore a global world of job advertising and candidates.

Recruitment is a rollercoaster ride that is only going to become more exciting technology and innovations arise. Starting with word of mouth, signs outside Personnel offices and newspaper ads: till modern e-recruitment. The human resource field has expanded to encompass new and previously unheard-of techniques. E-recruitment is a relatively new phenomenon, so the author will try connecting the dots of how traditional recruitment process evolved to the modern-day recruitment process using social media.

Social media (SM) recruiting is arguably a competitive strategy that more and more companies will need to adapt in their overall business strategy and will be very important in the future. SM has already impacted and changed the nature of the traditional recruitment process. Availability to a massive pool of active and passive job seekers, recruiters can access and contact potential employees with a simple click of a button.

The future for recruitment is unpredictable. As social networking and internet-based resources expand globally and quicker than ever, smaller businesses can head-hunt for themselves and cut out the middle man and avoid the costs of an agency. However, it is the agencies, such as Opus, that work to supply only the best candidates to clients. Adhering to the niche sectors and specific requirements associated with a role. Kerryn, 2018 "Although the recruitment industry is ever- changing, and could be an entirely different environment by 2020, if recruiters can adapt and use these changes as a tool to enhance their resources and to expand, they will succeed just like they have for the past 70 years."

## **EFFECTIVE RECRUITMENT STRATEGY TO IMPROVE YOUR HIRING PROCESS**

Observing various factors and facts we can say there are 6 major steps or process resulting Effective Recruitment Strategy to Improve your Hiring Process.

1. Decide what role to be filled, through personal planning and forecasting.
2. Understand the cost/benefits of every recruitment.
3. Give importance to referral recruitment.
4. Treat your Great applicant like Great customer.
5. Teach your interview team to be highly effective.
6. Give the candidate a great hiring experience.

## **CONCLUSION**

An organization can only be successful and reach its strategic objectives by employing individuals who have the capacity and desire to contribute to its mission. The staffing function, therefore, plays an important role in facilitating an organization's success. When unemployment is low, organization face even greater challenges in staffing because the forces of supply and demand drive wages up and provide greater career opportunities with other organizations.

Human resources system recruitment ensures that enough numbers of applicants are available for any position in the organization, as per the requirement. Effectiveness of this system ensures that the organization has enough choices of candidates and can choose the best talent available. The system involves various processes and is effective only when the required talent joins the organization.

Process of selection is the last step in overall system of procurement of human resources and it is complete when the right candidate is selected and offer for the employment is made. It is observed that the selection process in the sample organization ensure availability of human resources in time however there are concerns with respect of getting the right talent and the quality of new employees for the organization.

An effective staffing strategy requires in-dept planning for the recruiting process to ensure efficiency and generation of a qualified applicant pool. How selection will proceed relative to process and the kinds of applicant information needed must also be determined the strategic decisions organization need to make relative to staffing. Staffing is the key or core component that forms the backbone of an integrated, strategic system or human resource management by ensuring that there is an optimal fit between employees and the strategic needs of the organization. If an organization's staffing is deficient, the effectiveness of its HR programs and policies will be impaired. As HR professional commented, 'good training will not fix bad selection'.

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