The Effects of Recruitment and Selection Processes and Procedures in Achieving Organisations Strategic Objectives

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ABSTRACT
Modern successful organisations are determined by the effective implementation of their activities through high quality employees who are attracted and retained for competitive advantage. The process of stimulating these high performance candidates to develop interests in joining these organisations has been a critical strategy and modelled several challenges in the competitive arena. This research seeks to unravel the difficulties associated with recruitment and selection processes and procedures in achieving organisations strategic objectives. The thrust for the effective examination of the elements of recruitment and selection led to the retrieval of secondary sources published on human resource management books and other relevant information that constitute the subject matters. Discussion was drawn from internal and external recruitment, their benefits and drawbacks and the relevance of administering employment tests in order to select suitable candidates for vacant jobs. Information extracted from relevant sources disclosed that the achievement of organisations strategic objectives can only be ascertained as a result of competent workforce whose services are solicited and retained through recruitment and selection processes and procedures conducted, either by the employing organisation or an assessment agency hired by such organisation to manage its recruitment process. In essence, recruitment and selection plays a vital role in attracting and retaining high quality employees organisations required to achieve strategic objectives. The relevance of facts obtained from this study could aid practising managers, employment agencies and human resource management specialists.

Key Words: Recruitment and Selection, Processes and Procedures, Strategic Objectives, Competitive Advantage, High Performance.

1.0 INTRODUCTION
Organizational strategy denotes the need for particular kinds of work to be done and particular kinds of people to do it. Human Resources (HR) Grand Strategy specifies what kinds and how many people are needed to realize organizational strategy. One way to acquire that talent is by searching outside the organization or outside the unit in which the work is to be done. Recruitment consists of activities intended to identify sources of talent to meet organizational needs, and then to
attract the right numbers and types of people for the right jobs at the right time and in the right places. Selection is the process of searching for and then identifying an appropriate match between the individual, the job, the work group, and organization (Rothwell & Kazanas 2003). The recruitment process involves identifying the skills and abilities required and then choosing the most effective recruitment methods to attract a pool of suitable candidates. When organisations choose to recruit externally rather than internally, the search takes place in local, regional, national and/or international labour markets, depending on numbers, skills, competences and experiences required, the potential financial costs involved and the perceived benefits involved to the organisation concerned (Beardwell & Claydon 2010). A strong international economy has raised competitive pressures on companies to hire and retain quality employees. Employers may be tempted to make recruiting statements that are less than fully accurate or complete; many companies still face a continuing unmet demand for skilled workers. Planning and managing an effective recruiting function depends upon your ability to plan and manage against demand; using the concept of workforce planning, you will be able to more effectively plan, organize, and manage your organization’s recruiting and staffing systems. The basis of all great recruiting and staffing excellence is the understanding that recruiting is really about building and cultivating relationships. People are the assets on which competitive advantage is built, whether in the public or private sector, whether in the corporate world or in the world of education. So human resource management and the practices associated with it have become accepted by managers in all forms of organizations as one of the most important strategic levels to ensure continuing success. The most valuable asset of any large organization is high-caliber employees. Finding the right people and putting them at right jobs is the most important challenge for any organization (Mahapathro 2010). Requirements are set out in the form of job descriptions or role profiles and person specifications. The latter will set out the qualities required in the shape of behavioural and technical competencies and the types of qualifications and experience that are likely to generate these competencies. These provide the information required to draft advertisements, post vacancies on the internet, brief agencies or recruitment consultants, and assess candidates by
means of interviews and selection tests. The aim of selection is to assess the suitability of candidates by predicting the extent to which they will be able to carry out a role successfully. It involves deciding on the degree to which the characteristics of applicants in terms of their competencies, experience, qualifications, education and training match the person specification. It also involves using this assessment to make a choice between candidates (Armstrong 2010).

Work or operational objectives signify the results to be achieved or the contribution to be made to the accomplishment of team, departmental and corporate objectives. At corporate level they are related to the organization’s mission, core values and strategic plans. At departmental or functional level they are related to corporate objectives, spelling out the specific mission, targets and purposes to be achieved by a function or department. At team level they will again be related specifically to the purpose of the team and the contribution it is expected to make to achieving departmental and corporate goals. At individual level they are role-related, referring to the principal accountabilities, main activity areas or key tasks that constitute the individual’s role. They focus on the results individuals are expected to achieve and how they contribute to the attainment of team, departmental and corporate goals and to upholding the organization’s core values (Armstrong 2009).

Achieving organisations’ strategic objectives is a critical phenomenon since the processes involved in identifying, attracting and retaining high quality employees in order to achieve such desire cannot be easily attained. Firms have been struggling with recruiting outstanding performers so as to achieve their strategic objectives but the management of their recruitment and selection processes and procedures have been hindering such venture. Private organisations sometimes implement and maintain some of these procedures but operations in the public sectors are interrupted by government officials, which leads to recruiting “square pegs in round holes” that is, selecting candidates that do not possess the skills and competences required to perform a job. As a result, achieving strategic objectives will be difficult since the selection of candidates is not objectively done.

1.2 AIM
The purpose of this study is to assess the effects of the elements that constitute recruitment and selection processes and procedures in achieving organisations’ strategic objectives.
1.2.1 RESEARCH OBJECTIVES
This section expands the compounded constituents that are clustered in the main aim in order to build up a structured review process and attain a depth that will identify the fissure in this study.

- Define recruitment and selection and describe internal and external recruitment and their benefits and drawbacks.
- Describe job analysis, job description and person specification.
- Discuss recruitment processes and procedures in achieving strategic objectives.
- Explain the processes and procedures involve in selecting high proficiency candidates in order to enhance organisational success.

1.3 SIGNIFICANCE OF THE STUDY
An Organisation’s desire is to host a pool of trained and qualified employees through recruitment and objective selection processes and procedures so that its strategic objectives can be achieved in order to stand as a distinct firm in a competitive environment. Fulfilling the criteria of having high quality employees stems from selecting the right candidates to fill in vacant positions in organisations. This study is significant to small scale, medium scale, large scale and multinational corporations as their desire to host trained and qualified employees stems from recruiting and selecting high-quality employees, whose diligence will catapult the organisation’s operations to competitive advantage arena. This research is also important to Chief Editors of Journals since the effective review of an Article submitted for publication requires competent editors who must have been engaged through a recruitment and selection process. This study is also relevant to management consultants and human resource management practitioners since the effective management of organisations workforce starts from selecting the right candidates for the available jobs.

2.0 LITERATURE REVIEW
This section reviews information collected from secondary sources and structure the content extracted as a means of properly building the review process in order to establish a correlated substance that links the subject matter and unveil meaningful constituents in ensuring a successful compilation.

2.1 Definition of Recruitment
Recruitment is arguably the most important of Human Resource functions. For economic activity to take place, the sourcing of people to provide energy, creativity and international activity is essential. All our successes and all our failures in HRM stem from the quality of the people in the organization. Recruitment is the activity which produces candidates, which helps to establish the employer brand, and through recruitment policies has a major impact on the organizational culture. The object of recruitment is to find suitable candidates to meet organizational needs in as cost effective a way as possible. In practice, then, the objective of a recruitment procedure is to attract genuinely suitable candidates and carefully examine their credentials in order to produce a short list for further investigation in the selection procedures (Tyson 2006).

2.1.1 Who Carries out The Recruitment and Selection Process: The ability to recruit and select successfully is seen as a core skill by human resource professionals. Indeed, it was the failure of line management in this task that was one major influence in allowing the transition from welfare officer to personnel officer 60 or more years ago. It is generally at the heart of the HRs department and yet a number of organisations, mostly larger ones, have recently questioned why this should be so, pointing out that this activity should be a core management skill. The main argument here is that managers have the ultimate responsibility for their staff, that it tends to be their greatest cost and that there needs to be a close bond from the outset between the manager and a new member of staff to make an effective partnership. This viewpoint is sometimes backed up by the time taken by HRs to carry out a recruitment exercise and their over-concern with paperwork and bureaucracy (Stredwick 2005).

2.1.2 Determining the Vacancy
The first stage in the procedure is concerned with the question of what resources are needed, i.e. the demand. Details of requirements will emerge from the compilation and regular revision of the human resource plan. In practice, job vacancies may occur when an organization or work unit is set up, when there is expansion, when any reorganization takes place through changes of policy, technology, location, mergers, acquisitions, demergers or, most commonly, when employees leave the organization and need to be replaced. Because of the subtle changes that are continuously taking place in work organizations, the existence and nature of job vacancies should not be
accepted without question. Sound human resource planning and job analysis, regularly and systematically reviewed, should ensure that this does not happen (Tyson 2006).

2.1.3 Factors Affecting Recruitment:
The factors affecting recruitment can be classified as internal and external factors. The internal factors include wage and salary policies, the age composition of existing working force, promotion and retirement policies, turnover rates, the nature of operations involved, the kind of personnel required, the level and seasonality of operations in question and future expansion and reduction programmes. The external determinants of recruitment include cultural, economic and legal factors. Obviously, the culture may exert considerable influence on recruitment. For example, women may not be recruited for certain jobs in an industry. Likewise, economic factors such as a tight or loose labour market, the reputation of the enterprise in the community as a good paymaster or otherwise and such allied issues which determine the quality and quantity of manpower, may have an impact on recruitment. Again, legal factors also exert restraints in respect of nature and hours of work for women and children, and allied employment practices in the enterprise. This necessitates that the recruitment officer is familiar with these factors in order to perform his functions effectively (Dwivedi 2007).

2.1.4 Recruitment Policy: Recruitment policy of any organization is derived from the human resource management policy of the same organization. In other words, the former is a part of the latter. However, recruitment policy by itself should take into consideration the government’s reservation policy, policy regarding sons of soil etc., human resource management policies of other organizations regarding merit, internal sources, social responsibility in absorbing minority sections, women etc. Recruitment policy should commit itself to the organization’s human resource management policy like enriching the organization’s human and handicapped people of the society. The policy must incorporate motivating the employees through internal promotions, improving the employee loyalty to the organization by absorbing the retrenched or laid off employees or casual/temporary employees or dependents of present/former employees etc. subject to their capabilities (Mahapathro 2010).

2.1.5 Internal and External Recruitment
An internal promotion/recruitment is normally a far more satisfying move than the risk involved in moving to another organisation when service rights are lost and a mass of cultural and technical information has to be learnt in a very short time. A promotion generally gives a healthy signal both to the individual, who will feel valued but a signal is also given to the rest of the workforce who will be encouraged to stay, all being well, with the hope of following the successful employee’s footsteps. Moreover, an existing employee knows the organisation, its systems and procedures, and should find it easier to adjust and settle in the position. Finally, internal recruitment is normally short, except in the largest public sector organisations and it is certainly cheaper than external advertising. The vacancy can be advertised through internal advertising on notice boards and in newsletters to denote that it is open to all employees and to support a culture of transparency (Stredwick 2005). External recruitment focus on searching for candidates outside the domain of an organisation in order to bring in new talents and effect transformation in its operations. This process may somewhat be difficult for new entrants since they are not familiar with the culture, structure and operations of the organisation.

2.1.6 Benefits and Drawbacks of Internal and External Recruitment

Advantages and disadvantages are associated with promoting from within the organization (internal recruitment) and hiring from outside the organization (external recruitment) to fill openings. Promotion from within generally is thought to be a positive force in rewarding good work, and some organizations use it well indeed. However, if followed exclusively, it has the major disadvantage of perpetuating old ways of operating. In addition, there are equal employment concerns with using internal recruiting if protected-class members are not already represented adequately in the organization. Recruiting externally can infuse the organization with new ideas. Also, it may be cheaper to recruit professionals such as accountants or computer programmers from outside than to develop less-skilled people within the organization. But recruiting from outside the organization for any but entry-level positions presents the problem of adjustment of time for the new employees. Another drawback to external recruiting is the negative impact on current employees that often results from selecting an outsider instead of promoting a current employee.
2.1.7 Definition of Selection
Selection is the process through which organizations make decisions about who will or will not be allowed to join the organization. Selection begins with the candidates identified through recruitment and attempts to reduce their number to the individuals best qualified to perform the available jobs. At the end of the process, the selected individuals are placed in jobs with the organization. The process of selecting employees varies considerably from organization to organization and from job to job (Noe et al 2011).

2.2 Job Analysis
Job analysis starts with a definition of what information needs to be gathered. This can include the instructions given as to how to carry out the work, the processes that lead to the job holder’s actions (communications, flow of work, etc.), the nature of the mental and physical processes required, the degree of flexibility in the work itself and in the employee’s thought patterns, the targets and required outcomes, the relationships with other employees, superiors, peers and subordinates and the general terms and conditions attached to the work (Stredwick 2005).

2.2.1 Job Description
Job description is a broad, general, and written statement of a specific job, based on the findings of a job analysis. It generally includes duties, purpose, responsibilities, scope, and working conditions of a job along with the job's title, and the name or designation of the person to whom the employee reports. Job description usually forms the basis of job specification (Business Dictionary website 2015). Effectively developed, employee job descriptions are communication tools that are significant in your organization's success. Poorly written employee job descriptions, on the other hand, add to workplace confusion, hurt communication, and make people feel as if they don't know what is expected from them. They are based on objective information obtained through job analysis, an understanding of the competencies and skills required to accomplish needed tasks, and the needs of the organization to produce work. Employee job descriptions clearly identify and spell out the responsibilities of a specific job. They also include information about working conditions, tools, equipment used, knowledge and skills needed, and relationships with other positions (Business Dictionary Website 2015).

2.2.2 Job/Employee Specification
Job specification involves a definition of qualifications, experiences and competencies required by the jobholder and any other necessary information on the special demands made by the job such as physical conditions, unusual hours of travel away from home. Job specification sets out terms and conditions of employment such as pay, employee benefits, leave etc. (Itika 2011). The specification has three objectives. Firstly, to provide a focus for the organisation to agree on the traits of the person who is likely to be successful. This is an internal process to ensure that HR and line management are reading, so to speak, from the same hymn sheet. Secondly, when incorporated into advertising material, it communicates the required information to potential applicants. This should help to reduce the number of applications that are quite unsuitable. Thirdly, the specification can be used as a selecting aid whereby a scientific and objective method can be used to select applicants for the short-list by means of measuring them for proximity to the specification (Stredwick 2005).

2.3 Recruitment Processes and Procedures in Achieving Strategic Objectives.

2.3.1 Attracting: The aim of people resourcing strategy is to ensure that a firm achieves competitive advantage by attracting and retaining more capable people than its rivals and employing them more effectively. These people will have a wider and deeper range of skills and will behave in ways which will maximize their contribution. The organization attracts and retains such people as an employer of choice by offering a compelling employee value proposition and employer brand, and by providing better opportunities and rewards than others. Furthermore, the organization deploys its people in ways that maximize the added value they create (Armstrong 2010).

2.3.2 Advertising: Advertising has traditionally been the most obvious method of attracting candidates and it is still important, although many organizations are outsourcing recruitment to agencies or consultants or using online recruitment, as was revealed in the CIPD (2008a) survey. A conventional advertisement will have the following aims:

- Generate candidates – attract a sufficient number of good candidates at minimum cost.
- Attract attention – it must compete for the attention of potential candidates against other employees.
- Create and maintain interest – it has to communicate in an attractive
and interesting way, information about the job, the company and the terms and conditions of employment.

- Stimulate action – the message needs to be conveyed in a way that will prompt a sufficient number of replies from candidates with the right qualifications for the job (CIDP 2008a).

2.3.3 Screening Individuals: Once applicants are attracted to apply, they must follow a series of screening steps intended to narrow the field of available candidates. The most common approach to screening is the multiple hurdles process. It takes its name from the numerous hurdles erected to “winnow the wheat from the chaff.” An alternative method is the “compensatory process,” in which applicant’s strengths in some areas are seen as a way to counterbalance weaknesses in other areas (Rothwell & Kazanas 2003).

2.3.4 Internet Recruiting: With more than 10,000 Web sites focused on recruitment, the Internet has become a significant source for candidates for many employers. However, before you jump in to make your presence known on the Web, plan ahead. Just as print advertising may not always be the best approach, a Web posting may also fail to generate strong results, especially if done without forethought. Before even thinking about posting positions on recruitment sites, look at your own company Web site. Whether online job seekers find your site directly or through a recruitment site, their research about your company will start with your site. Your site should be representative of the culture and environment of your workplace, provide good information about the organization, and be user-friendly and easy to navigate. Have a designated location where job openings are posted (Smith & Mazin 2004).

2.3.5 Corporate Website: These may simply list vacancies and contact details. A more elaborate approach would consist of a dedicated website area that gives details of vacancies, person specifications, benefits and how to apply for jobs by for example completing online application forms and tests. Such areas may be linked directly to an organization’s home page so that general browsers can access them. An intranet link may be available to enable internal staff to access the website. Some organizations outsource the management of their website to recruitment consultants and specialized web agencies (Armstrong 2009).
2.3.6 Private Employment Agencies: Private employment agencies or consultants perform the recruitment functions on behalf of a client company by charging a fee. Line managers are relieved from recruitment functions so that they can concentrate on their operational activities and recruitment function is entrusted to a private agency or consultants. But due to limitations of high cost, ineffectiveness in performance, confidential nature of this function, managements sometimes do not depend on this source. However, these agencies function effectively in the recruitment of executives. Hence, they are also called executive search agencies. Most of the organizations depend on this source for highly specialized positions and executive positions (Mahapathro 2010).

2.3.7 Assessment Centres: Assessment centres can contribute valuable information to a large number of functions that are carried out by any human resource management (HRM) system in an organization. These functions are designed to ensure that the organization recruits, selects, trains, compensates, evaluates, and retains personnel in ways that support the organization’s objectives. Assessment centres are fair to individuals from racial, gender, and age groups and thus are useful in advancing diversity goals of organizations dealing with a changing workforce (Thornton III & Rupp 2006).

2.3.8 Trade Unions: Generally, unemployed or underemployed persons or employees seeking change in employment put a word to the trade union leaders with a view to getting suitable employment due to latter’s intimacy with management. As such the trade union leaders are aware of the availability of candidates. In view of this fact and in order to satisfy the trade union leaders, management enquires with trade unions for suitable candidates. Management decides about the sources depending upon the type of candidates needed, time lapse period, etc. It has to select the recruitment technique(s) after deciding upon source (Mahapathro 2010).

2.3.9 Educational or Technical Institutions: Educational and technical institutes also form an effective source of manpower supply. There is an increasing emphasis on recruiting students from different management institutes and universities, commerce and management departments of universities for positions in sales, accounting, finance, personnel and production. These students are recruited as management trainees and then placed through the special company training programmes. They are not recruited for
particular positions but for developing as future supervisors and executives. Indeed, this source provides a constant flow of new personnel with leadership potential. Frequently, this source is tapped through oncampus interviews for promising students. In addition, vocational schools and industrial training institutes provide specialised employees, apprentices, and trainees for semiskilled and skilled jobs. People trained in these schools and institutes can be placed on operational and similar jobs with a minimum in-plant training. However, recruitment of these candidates must be based on realistic and differential standards, established through research in reducing turnover and enhancing productivity (Dwevedi 2007).

2.4 Agencies and Job Centres: Most private agencies deal with secretarial and office staff. They are usually quick and effective but quite expensive. Agencies can charge a fee of 15 per cent or more of the first year’s salary for finding someone. It can be cheaper to advertise or use the internet, especially when the company is in a buyer’s market shop around to find the agency that suits the organization’s needs at a reasonable cost. Agencies should be briefed carefully on what is wanted. They produce unsuitable candidates from time to time but the risk is reduced if they are clear about your requirements. The job centres operated by the government are mainly useful for manual and clerical workers and sales or call centre assistants (Armstrong 2009).

2.5 Recruitment Documentation

2.5.1 Application form: The design of application forms can vary considerably, but the traditional approach tends to concentrate on finding out about qualifications and work history, and usually includes a section in which candidates are encouraged to ‘sell’ their potential contribution to the organisation. A more recent development is the adoption of a competency-based focus, requiring candidates to answer a series of questions in which they describe how they have dealt with specific incidents such as solving a difficult problem, or demonstrating leadership skills. Some organisations, particularly in the retail sector, include a short questionnaire in which applicants are asked to indicate their preferred way of working (Beardwell et al 2004).

2.5.2 Biodata: A highly structured method of scrutinising applications is provided by the use of biodata. These are items of biographical data which are criterion based (i.e. they relate to established criteria in such terms as qualifications and experience which
indicate that individuals are likely to be suitable. These are objectively scored and, by measurements of past achievements, predict future behaviour. The items of biodata consist of demographic details (sex, age, and family circumstances), education and professional qualifications, previous employment history and work experience, positions of responsibility outside work, leisure interests and career/job motivation. These items are weighted according to their relative importance as predictors, and a range of scores is allocated to each one. Biodata are most useful when a large number of applicants are received for a limited number of posts. Cut-off scores can then be determined, based on previous experience. These scores would indicate who should be accepted for the next stage of the selection process and who should be rejected, but they would allow for some possible candidates to be held until the final cut-off score can be fixed after the first batch of applicants have been screened (Armstrong 2006).

2.6 Processes and Procedures involve in Selecting High Proficiency Candidates in order to enhance Organisational Success.

2.6.1 Shortlisting: It is extremely unlikely that all job applicants will meet the necessary criteria, and so the initial step in selection is categorising candidates as probable, possible or unsuitable. This should be done by comparing the information provided on the application form or CV with the predetermined selection criteria. The criteria may either be explicit (detailed on the person specification) or implicit (only in the mind of the person doing the shortlisting). However, this latter approach is potentially discriminatory, and would provide no defence if an organisation was challenged on the grounds of unlawful discrimination. Potentially suitable candidates will continue to the next stage of the selection process. CIPD guidelines state that unsuccessful candidates should be informed as soon as possible. In practice, written notification of rejection is increasingly less common, and many application forms warn candidates that if they have not had a response by a set date they can assume they have been unsuccessful (Beardwell et al. 2004).

2.6.2 Selection as a two-way process: The various stages of the selection process provide information for decisions by both the employer and the potential employee. While employment decisions have long been regarded as a management prerogative, there is considerable evidence that the two-way nature of the process is
now being widely acknowledged. Lievens et al. (2002) suggest that labour market shortages have promoted a concern for the organisation’s image and the treatment of applicants during the recruitment and selection process. We must also be concerned not only with the job to be done, but also with the work and the organisational context that is offered. Throughout the selection process applicants choose between organisations by evaluating the developing relationship between themselves and the prospect. This takes place in the correspondence from potential employers; in their experience of the selection methods used by the employer; and in the information they gain on interview. Applicants will decide not to pursue some applications. Either they will have accepted another offer, or they will find something in their dealings with the organisation that discourages them and they withdraw (Lievens et al. 2002).

2.6.3 Selection Criteria and Person Specification: Unless the criteria against which applicants will be measured are made explicit, it is impossible to make credible selection decisions. It will be difficult to select the most appropriate selection procedure and approach, and it will be difficult to validate the selection process. Selection criteria are typically presented in the form of a person specification representing the ideal candidate, and cover such areas as skills, experience, qualifications, education, personal attributes, special attributes, interests and motivation (IRS 2003a).

2.6.4 Interview: An interview is more than a discussion. An interview is a procedure designed to obtain information from a person through oral responses to oral inquiries. Employers use several interviews at work, such as performance appraisal interviews and exit interviews. A selection interview is a selection procedure designed to predict future job performance based on applicants oral responses to oral inquiries. First, most interviews vary in the degree to which the interviewer structures or standardizes the interview process. You have almost certainly seen that some interviews are more structured or methodical than others. In unstructured (or nondirective) interviews, the manager follows no set format. A few questions might be specified in advance, but they’re usually not, and there is seldom a formal guide for scoring right or wrong answers. This type of interview could even be described as little more than a general conversation. Most selection interviews probably fall in this category. At the other extreme, in structured (or directive)
interviews, the employer lists the questions ahead of time, and may even list and score possible answers for appropriateness (Dessler 2013).

2.6.5 Individual Interview: The individual interview is the most familiar method of selection. It involves face-to-face discussion and provides the best opportunity for the establishment of close contact – rapport – between the interviewer and the candidate. A structured interview is one that is built around a set of predetermined questions that may be related to the competencies required as set out in the person specification or typical situations faced by holders of the role for which the candidate is being considered. If only one interviewer is used, there is more scope for a biased or superficial decision, and this is one reason for using a second interviewer or an interviewing panel (Armstrong 2009).

2.6.6 Telephone Interview: Some organisations are now using telephone interviews as part of their selection procedure, particularly for jobs that involve a lot of telephone work, such as call centre operators. Telephone interviews are usually used as part of the shortlisting process rather than to replace the face-to-face selection interview. For example, a short, highly structured telephone interview can be used to identify and discount unsuitable applicants or a longer more in-depth approach can be used to shortlist candidates for a face-to-face interview, particularly for more senior posts (CIPD, 2001a).

2.6.7 Interview Panels: Two or more people gathered together to interview one candidate may be described as an ‘interviewing panel’. The most typical situation is that in which an HR specialist and line managers see the candidate at the same time. This has the advantage of enabling information to be shared and reducing overlaps. The interviewers can discuss their joint impressions of the candidate’s behaviour at the interview and modify or enlarge any superficial judgements (Armstrong 2009).

2.6.8 Steps in an Interview

1. Concentrate initially on establishing a sympathetic, productive atmosphere to encourage candidates to talk freely.

2. Begin with introductions and a brief explanation of the purpose and scope of the interview.

3. Follow the broad chronological, systematic coverage plan throughout in order to ensure a comprehensive coverage.
Deviations are likely to create gaps in the information obtained.

4. In panel interviews arrange for each interviewer to interview in turn. If the situation is allowed to become a free-for-all, then control is lost, the coverage plan cannot be methodically followed and candidates are likely to become unsettled and confused.

5. Pay the utmost attention to the form of question, that is, concentrate on acquiring as much evidence as possible of potential ability to do the required job, based on the facts of past behaviour and achievements. In general, avoid hypothetical questions, especially those which have no bearing on the job. They can only produce hypothetical answers. Use a simple, open question form which does not imply answers, make unwarranted assumptions or influence candidates in any way (e.g. why? what? where? when? who?).

6. Be constantly alert to the possible effects of the interviewers’ non-verbal behaviour and manner, and the possibility of the misinterpretation of intentions by candidates. In general, a demeanour that is sympathetic and avoids extremes of friendliness or coldness is the most appropriate.

7. Place information in perspective. The fact, for example, that a candidate was in charge of a section would be of little value unless the important circumstantial details were also ascertained, such as: the work objectives; whether they were achieved or not; if not achieved, what the reasons were; what remedial actions were taken; other problems and how they were handled; responsibilities for staff in numbers and types; other responsibilities (Tyson 2006).

2.6.9 Advantages and Disadvantages of Interviewing: The wide use of interviewing is not surprising. People naturally want to see prospective employees first-hand. The top qualities that employers seek in new hires include communication skills and interpersonal skills. Talking face to face can provide evidence of these skills. Interviews can give insights into candidates’ personalities and interpersonal styles. They are more valid, however, when they focus on job knowledge and skill. Interviews also provide a means to check the accuracy of information on the applicant’s résumé or job application. Asking applicants to
elaborate about their experiences and offer details reduces the likelihood of a candidate being able to invent a work history. Despite these benefits, interviewing is not necessarily the most accurate basis for making a selection decision. Research has shown that interviews can be unreliable, low in validity, and biased against a number of different groups. Interviews are also costly. They require that at least one person devote time to interviewing each candidate, and the applicants typically have to be brought to one geographic location. Interviews are also subjective, so they place the organization at greater risk of discrimination complaints by applicants who were not hired, especially if those individuals were asked questions not entirely related to the job (Noe et al. 2011).

2.7 Checking Applicants Background: Most firms take some step, following the interview, to verify education, experience, and other qualifications claimed by applicants. This precaution is critical: Some applicants, perhaps as much as 25 percent of them, inflate their credentials in some way. Popular areas of exaggeration include previous salary, work duties, and college degrees (Rothwell & Kazanas 2003).

2.8 Selection Tests
The use of tests in employment procedures is surrounded by strong feelings for and against. Those in favour of testing in general point to the unreliability of the interview as a predictor of performance and the greater potential accuracy and objectivity of test data. Tests can be seen as giving credibility to selection decisions. Those against them either dislike the objectivity that testing implies or have difficulty in incorporating test evidence into the rest of the evidence that is collected. Questions have been raised as to the relevance of the tests to the job applied for and the possibility of unfair discrimination and bias. Also, some candidates feel that they can improve their prospects by a good interview performance and that the degree to which they are in control of their own destiny is being reduced by a dispassionate routine (Torrington et al. 2008).

2.8.1 Psychological Test: Psychological tests use systematic and standardized procedures to measure differences in individual characteristics such as intelligence and personality. They enable selectors to gain a greater understanding of candidates to help in predicting the extent to which they will be successful in a job. Psychological tests are measuring
instruments, which is why they are often referred to as psychometric tests. ‘Psychometric’ literally means mental measurement. For selection purposes, the main types of tests are those used for measuring intelligence and ability and those concerned with assessing personality characteristics (Armstrong 2009).

2.8.2 Aptitude Test: Aptitudes have been grouped into five categories including mental abilities, mechanical and related abilities, psychomotor abilities, visual skills and a class of other specific aptitudes. The term mental ability has been used interchangeably with intelligence. There are several kinds of mental abilities such as verbal comprehension, word fluency, memory, inductive reasoning, number facility, speed of perception and spatial visualization. Most of these tests used for selection and placement purposes are group tests. The tests that are used most frequently in industry include the Adaptability Test, Otis Self-Administering Tests of Mental Ability, Wonderlic Personnel Test, The Purdue Non-Language Personnel Test, etc. These tests have been effectively used for clerical and supervisory jobs and found useful in the selection of newspaper writers, teletype operator trainees, etc. However, these tests have negative relationships with performance in routine jobs such as assembly workers (Dwevedi 2007).

2.8.3 Post Interview Assessment and Decision:
Post interview assessment and decision systematically assess the evidence obtained in the light of the job requirements. In assessing evidence, concentrate on solid facts of past behaviour as indicators of motivation, attitudes, values, personal qualities and abilities and, in sum, potential to do the required job. Behaviour in the highly artificial situation of the interview itself should be treated with extreme caution. There is little correlation between this behaviour and likely behaviour in the actual environment and conditions of work. In the assessment process, take account of all available evidence. When the interview is the only method used, the other main sources of information are usually referees’ reports and testimonials. These documents can be very useful when written by authorities competent to confirm the facts of past performance. They are of much more doubtful value when they purport to assess suitability for employment, because of the likelihood of bias and the writers’ probable lack of direct knowledge of the job requirements (Tyson 2006).
Tyson (2006) emphasised that more often than not there are more candidates than vacancies. While the selection process is in progress, selectors should not become involved in any comparison of the merits of candidates. Their task is to concentrate single-mindedly on assessing the suitability of each individual candidate in terms of the defined criteria for effective performance. He reiterated that it could well be that all candidates are assessed as suitable. In situations where there are more suitable candidates than there are vacancies, the selectors then become judges in a competition. He underscored that they need to review the credentials of each suitable candidate very carefully and conscientiously, comparing their merits and demerits and assessing the stronger and the weaker. Eventually, they have to produce an order of merit. In this situation the availability of several judges is obviously preferable to reliance on a single judge.

2.9 Outsourcing: Instead of using a temporary or contract employee to fill a single job, an organization might want a broader set of services. Contracting with another organization to perform a broad set of services is called outsourcing. Organizations use outsourcing as a way to operate more efficiently and save money. They choose outsourcing firms that promise to deliver the same or better quality at a lower cost. One reason they can do this is that the outside company specializes in the service and can benefit from economies of scale (the economic principle that producing something in large volume tends to cost less for each additional unit than producing in small volume). This efficiency is often the attraction for outsourcing human resource functions such as payroll. Costs also are lower when the outsourcing firm is located in a part of the world where wages are relatively low. The labour forces of countries such as China, India, Jamaica, and those in Eastern Europe have been creating an abundant supply of labour for unskilled and low-skilled work (Noe et al 2011).

The careful review of literatures extracted from secondary sources on the subject matter disclose relevant actualities about the significance of recruitment and selection processes and procedures and establish the fact that the achievement of organisations objectives is determined by a structured recruitment process which attracts and retain competent workforce. The perusal of retrieved information enabled us to identify the conduct of tests as the fissure which we seek to discourse.
3.0 METHODOLOGY
The structure of this research is conducted on theoretical standpoint which led to the retrieval of information from human resource management books, relevant information from online materials and other secondary sources published on the subject matter. The significance of the retrieved information helps to develop a structured review process which discloses key issues about recruitment and selection processes and procedures in achieving organisations’ strategic objectives.

4.0 ANALYSIS AND INTERPRETATION
The success of every organisation is determined by high quality employees who are brought to those organisations through recruitment and selection processes and procedures. The process leading to the filling of vacant positions in organisations is designated as recruitment which is followed by objective selection of candidates in order to achieve the objectives of those organisations. The responsibility of administering recruitment and selection process lies solely in the hands of human resource management specialists or agencies consulted to perform such duties. In this regard, before administering recruitment process, there must have been a vacant position that is created either through termination of an employee that has been managing such vacant post or the particular employee resigns, retires or dies. Implementation of the recruitment process is done in consonance with the recruitment policy which is a subset of the human resource management policy of an organisation. The policy serves as guiding principles which states clearly how the conduct of recruiting and selecting employees is overseen. Organisations may choose to either conduct internal or external recruitment but whatever method is used should be effectively implemented. The benefits derived from conducting internal recruitment is that, advertisement of the vacant post is done within the organisation which is less expensive and gives employees opportunity to apply and claim the advantage of internal promotion. The drawback towards the process is that, the same old ideas keeps revolving, which restrain the organisation from the influx of new ideas which would have been created by external recruitment. Benefits derived from external recruitment can be the inflow of new expertise through new entrants. Nevertheless, the drawback towards this process is that, new recruits take a long time to settle and understand the structure, culture and other operations of the organisation. Also, it brings
resentment on the path of existing employees who initially were expecting to be promoted and as a result, effective human relations which is a recipe for effective team work cannot be easily fostered.

Advertising vacant jobs stem from analysis made by authorities in the human source management department on the Job which states the basic requirements that are expected from applicants to fulfil. The process is followed by a job description which describes specific components of a job. It discloses the title of the post, specific duties to be performed and who the post holder should report to. A structured job description enables an employee to see clearly his/her delegated duties and execute such duties effectively but an unstructured job description creates infringement and brings confusion amongst employees. Job/employee specification specifies the physical aspect of an employee in order to determine his/her fitness towards the proposed job; it further state academic and professional qualifications attained and also postulates issues of conditions of employments such as pay, benefits, leave etc.

Establishing employment relationship start from attracting suitable candidates to apply for vacant positions. This process is normally done with the aid of an advertising campaign in order to stimulate competent workforce out there to express interest in joining the organisations. Submission of resumes or filling of application forms may be requested by the recruiting organisation or it may choose to contact educational establishments, assessment centres, and private employment agencies to administer its recruitment process. There are times organisation enquires from trade unions about the availability of trained and qualified candidates which makes it easier to fill vacant posts. If the employing organisation chose to recruit directly from the labour market, submission of application forms and resumes may be requested, followed by screening of applicants before interviews or further actions concerning selecting suitable candidates can be taken.

Selection of applicants is done through the conduct of a shortlist of candidates who can be contacted for interviews. Interviews may be conducted on individual basis or through the composition of an interview panel in order to avoid unfairness. Organisations at times conduct telephone interviews but such process is not seem too effective particularly in hiring candidates for executive posts. The conduct of
employment interview necessitates systematic steps so that interview objectives can be easily achieved. During the interview, background checks can be made by the employing organisation through contacting a candidate’s former employer in order to substantiate information given and credentials submitted since most candidates inflate their credentials in some way. The conduct of psychological test, aptitude test or other relevant tests required can be administered which unveils the candidate’s suitability for the post applied for. At the conclusion of the interview and test administered, a post interview assessment and decision will be made to ascertain the result of the recruitment and selection processes.

5.0 SUMMARY AND CONCLUSIONS
The thrust for this theoretical research has revealed actualities of recruitment and selection processes and procedures in achieving organisations’ strategic objectives. The retrieved facts disclosed to us that recruitment is a process that leads to the filling of vacant posts which requires attracting suitable candidates through advertisement. In the conduct of recruitment, retrieved secondary sources disclosed that, it can be administered either internally or externally and whatever method is used has both benefits and drawbacks. We are also able to ascertain that the proposed responsibility to be undertaken by a candidate should first of all be analysed, described and specified so that the selection process can be easily achieved. Relevant information obtained from published materials on the subject matter substantiates that recruitment can be administered by the employing agency or services of other establishments such as educational or training institutes, private employment agencies, assessment centres, trade unions etcetera, can be solicited. Our careful perusal of available information reveals the significance of interviews and selection tests that leads to objective selection of suitable candidates for available jobs. In relation to facts aforesaid, achieving organisations’ strategic objectives emanates from highly qualified employees whose potentials and diligence are attracted through organisations job advertisement. It’s an evident fact that most successful organisations have structured recruitment processes and procedures which make their operations distinct form their rivals as a result of the unique qualities in the delivery of their services in a competitive environment.

In essence, recruitment and selection processes and procedures play a vital role towards achieving organisations strategic
objectives since attracting and retaining high quality employees can only be done through a structured recruitment process and the success of every organisation whether profit or non-profit making, requires the proper management of its recruitment and selection processes and procedures.

The conduct of this research emanates from a theoretical viewpoint which confines the collection of data to secondary sources in order to build up an organized examination of retrieved contents. However, further study could be done, using empirical examination so as to divulge into distinct components of the subject matter.

REFERENCES


