



# Enhancing the effectiveness of policies in human resources regarding recruitment and selection using a strategy

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## Abstract

Having developed a recruitment and selection policy that draws the top talents, every organization has to find a way to keep them in the organization. This paper highlights progress in human resource management practices regarding recruitment and selection. Effective ways like employment branding, skills-based methodologies, and data-informed decision-making could enhance the equity and efficiency of hiring processes. This study is about how technological advancements would affect recruitment, as well as diversity and inclusion programs, and how strategic human resource management influences the results of recruitment. An organization will now be able to devise a strategic recruitment plan by which the human resource practices have been proven against business goals, ensuring that competitive advantage will accrue in securing the necessary talent. The derived findings present the best methods and approaches that shall be followed by human resource managers to have a successful recruitment plan and implementation, thus leading organizations toward realizing their strategic objectives.

**Keywords:** Talent acquisition, Picking the right candidate, People management, Logo advertising, Competence based recruitment, Choosing, Progress in technology, Inclusion, Advanced HR management, Business edge

## Introduction

Recruitment and selection procedures fall within the process of human resource management and significantly affect an organization's capacity to recruit and retain talented employees. Modern companies, unlike those in the past, invest resources and time into recruitment or talent acquisition for the following reasons: as the competition is ever changing, today, new technologies, diversity, and inclusion initiatives, as well as data-driven decision-making improved the efficiency of this work. There is a growing trend in skills and employer branding, which gives efficient outcomes while ensuring a fair hiring process. This paper analyzes recruitment in terms of strategic human resource management, focusing on an organization's competitiveness through having specific plans for human resource planning. In terms of advanced technologies and comprehensive information systems, organizations can enhance or retain their quality of workforce. These findings promise practical suggestions to HR managers when creating or implementing an effective recruitment strategy, ultimately improving the overall efficiency of the organization.

▪ **Recruitment and its strategic human resource management role:** SHRM-eighteen enhances workforce efficiency by aligning HR policies with the general business strategy. The recruitment has a major role in SHRM in ensuring that the organizations attract and retain employees who can help them achieve their objectives.

- **Long-term objectives:** Organizations devise their recruitment strategy to maintain competitiveness in attracting top talent while minimizing costs and turnover losses.
- **Enhancing hiring and selection practices:** Midway Innovations in recruitment and selection processes have improved hiring in several ways.

Employment branding encompasses an organization's image as an employer and its attraction to candidates.

- An organization with a strong employer brand will attract high-caliber talent by marketing its good working environment, career advancement opportunities, and benefits packages.
- The emphasis of skills-based recruitment is on a candidate's practical skills and abilities rather than traditional qualifications. This helps organizations curb hiring mismatches and improve employee productivity by hiring individuals with the right set of skills for a particular position.
- Data-driven Decision Making: Advanced data analytics and technology empower HR managers to make intelligent hiring decisions. AI solutions for recruitment, applicant tracking systems, and predictive analytics improve the candidate selection process.

### **Strategic HRM changes and initiatives concerning diversity and inclusion and technology as an impact on recruitment:**

- **Technology:** AI-powered screening tools, automated applicant tracking systems, and virtual interview platforms have given birth to a new way of doing recruitment. These technologies act as catalysts in streamlining hiring processes while also reducing bias in recruitment, with an overall enhancement of efficiency.
- **Diversity and Inclusion (D&I) Initiatives:** The D&I initiatives act as a source of equality in hiring, thus developing a more inclusive workforce.

### **Effective recruitment strategies for effective planning and execution of recruitment. These 5 not-so-easy best practices will help an HR manager in adopting an optimized process in hiring and selection:**

- Funding your employer brand to draw top-quality job applicants.
- Implement a capabilities-based hiring model in such a way that the discussion becomes a competency-focused selection event.
- Using AI and data analytics to improve your decision-making.
- Improving diversity and inclusion for innovation and fair outcomes in the workplace.
- Integrate Recruitment Strategy with Business Objectives for Sustained Success.

Positive Strategies for Effective Recruitment Planning and Execution;

### **By following these best practices, HR managers can make their work easier in recruiting and selecting:**

- Invest in your employer brand to attract the best career candidates.
- Make it a capabilities-based recruitment model so that the discussion becomes a competency-focused selection event.
- Use AI and data analytics to improve your decision-making.
- Promote diversity and inclusion in the workplace for innovation and equitable outcomes.
- Integrate the recruitment strategy with business objectives for sustained success:..00

## **Literature review**

### **Conceptual background**

Recruitment is defined as a process through which organizations generate interest in a job opportunity and thereby build a pool of eligible candidates. Selection, on the other hand, refers to the identification and choosing of suitable candidates from among those who have applied based on established criteria (Bah et al. 2022). Again, it can be noted that recruitment includes several activities: just that a particular organization would use to draw in the applicant who, in its estimation, would have the required skills, pertinent knowledge, and values as well as attitudes for that particular job. Recruitment and selection processes are very necessary for the effectiveness of

any organization, its competitiveness, performance, and overall success. An effective recruitment and selection process can shortlist and determine candidates who have the requisite qualifications, skills, and professional competence crucial in executing public and civil service roles (Sigma, 2018). Recruitment for human resources in civil service is the imperative modern-day venture of government and forms a core of personnel administration issues (Ayanda and Sani, 2010). It is the genesis of human capital development in an organization. According to Gberevbie (2010), recruitment and selection are the most expensive processes involved in human resource management and are most relevant to any organization. Such organizations recruit such individuals, train those individuals, and have incentives for such employees so that they deliver and continue being productive for a long period. Thus, the goal of recruitment and selection is mainly to ensure availability and quality personnel to achieve strategic objectives while minimizing cost (Ofori & Aryeetey, 2011).

## **Theoretical outlook**

### **Resource-based view model**

The Resource Based View (RBV) holds that internal resources and capabilities of an organization offer maximum significance instead of its analysing or interpreting strengths to obtain strategic planning for creating a sustainable competitive advantage (Barney, 1991). Resources are the inputs needed by an organization to conduct its activities. Therefore, internal resources and capabilities influence the strategic choices organizations make in an attempt to navigate their external operating environment. They also enable certain firms to enhance customers' value chains, innovate new products, and penetrate new markets. According to Peretomode and Peretomode, performance differences among companies are contingent upon the uniqueness, owing to which a company possesses special inputs and capabilities. Such an element underlines that the success of the company mostly depends on the level of talent it has within its organization. It will also help analyze empirical data and allow researchers to become engaged in induction and deduction.

### **Harvard model**

The Hard-Human Resource Model makes policy pronouncements regarding employees as the instruments through which organizational goals are accomplished. It is derived from Alfred Chandler's strategy of structural equality-penalty developed by Fombrun et al. (1984) and is often referred to as the Michigan School model. It concerns the formulation of human resource management policies and their outcomes as well. This would include such processes as: selection, evaluation, development, and reward, drawn to articulate with the performance of the organization. Therefore is applicable for the organization of strategy in directing managers towards their employees, focusing on, in that sense, the "human" or softer aspects of HRM. It promotes employee involvement rather than control with an understanding that staff will have consistency, competence, and cost-effectiveness. The model captures various dimensions, including stakeholder interests.

## Methodology

### To have a research design

This study was an exploratory case study: soliciting data through interviews and surveys that act as qualitative

information, thereby surfacing the insights, and establishing the extent to which the Civil Service Commission is carrying out its recruitment and selection processes.



Source: <https://scmtalent.com/retained-search>

## Research method

Research on Survey Method: Look at the whereby the method sheets were used in the data collection and analysis (Saunders, 2009). This informs the processes of the collection and interpretation of data and the types of generalizations and representations involved. A qualitative approach was the base research method that was employed for the survey, from which data were obtained from different sources, both primary and

secondary. The qualitative research has a narrative format of the case problems of the group in their natural form. The qualitative design of this research intends that researchers should understand the phenomenon by observation or interaction with participants (Denzin & Lincoln, 2008). The qualitative aspects of the survey are characterized by the conduct of in-depth interviews with key top executives to address the survey questions.



Source: <https://mcconnellhrc.com/hr-services/hr-strategy/>

## Objectives

- To ascertain the personnel structure in place at the Local Council of Gura Ocnitei;
- To establish the gender ratio of employees;
- To devise strategies aimed at ameliorating identified weaknesses within this public institution, together with determining the most efficient of such strategies;
- To elaborate upon possible solutions to assist in the recruitment of top-tier qualified personnel.

## Assumptions regarding the subject were

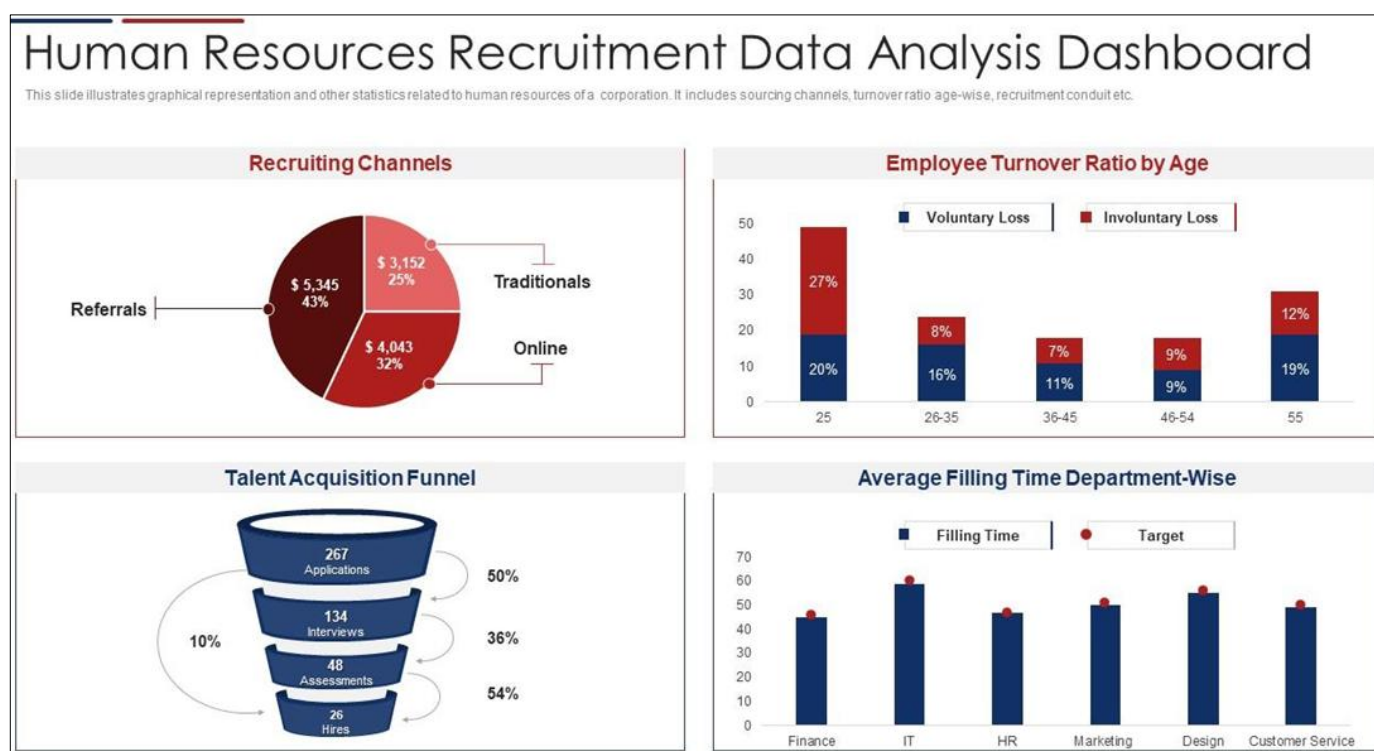
- Mostly male employees dominate the Local Council administration;
- A large number of inhabitants working in the Ocnita Local Council are graduates;
- A very effective and high-impact team manifests improving the processes of performance, selection, and

recruitment suitable for addressing the shortcomings existing in the respective institution.

## Data Presentation, Analysis, and Discussion

### Data analysis

Recruitment and selection, under the ambit of the Human Resources Team or Human Resources Department, is a specific mandate for the Civil Service Commission, aimed at meeting its employment goals as intended by the government. The present study stresses the effectiveness of personnel practices and strategies of recruitment and selection intended for the delivery of any public services. A questionnaire was disseminated in a survey among the participants associated with the Public Services Commission (PSC). A total sample size of thirty individuals was completed, and the result of the total of thirty responses was analyzed thereafter. The finding is presented below in various forms of graphs, figures, and tables.



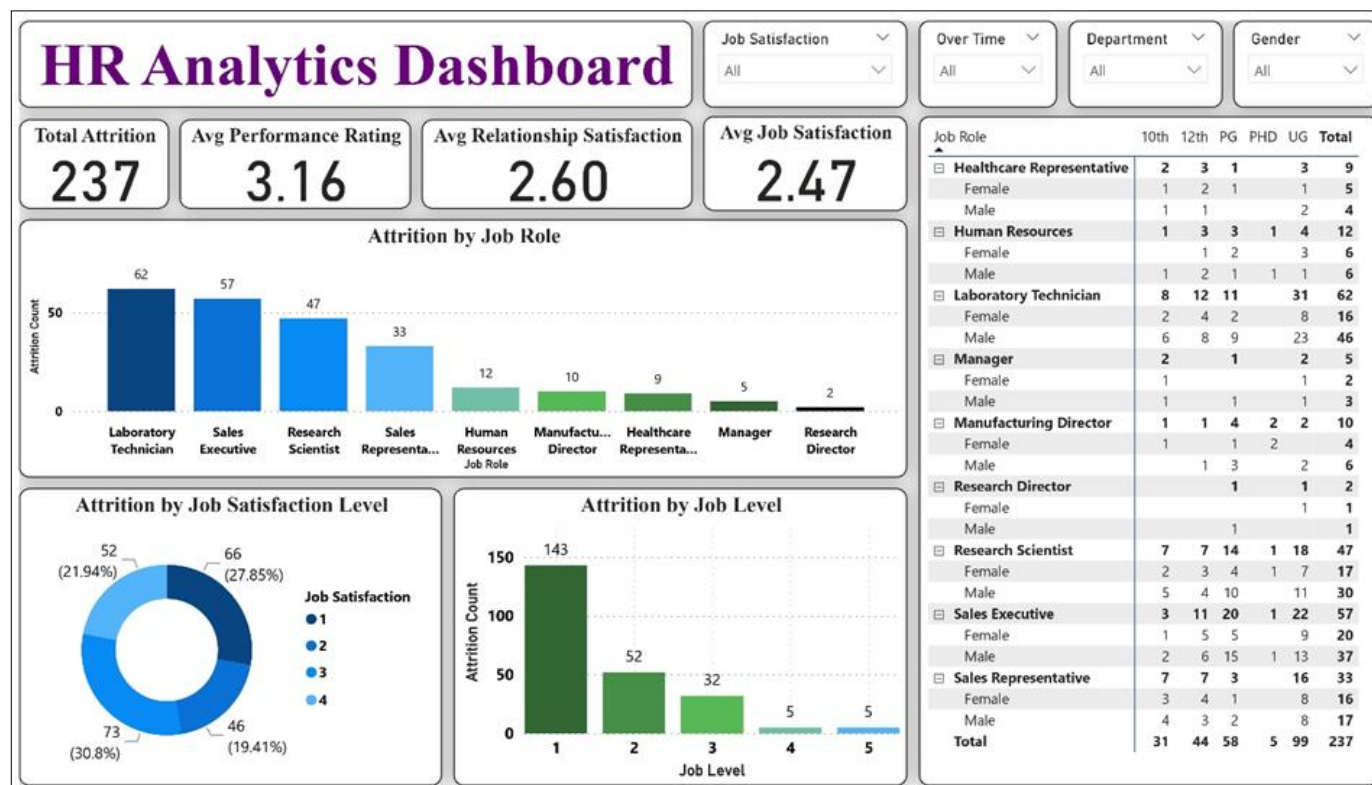
Source: [https://www.slideteam.net/media/catalog/product/cache/1280x720/h/u/human\\_resources\\_recruitment\\_data\\_analysis\\_dashboard\\_slide01.jpg](https://www.slideteam.net/media/catalog/product/cache/1280x720/h/u/human_resources_recruitment_data_analysis_dashboard_slide01.jpg)

## Background information

The defining background information on respondents included such things as gender, age, years of schooling, and work experience. This background data is essential for researchers to assess whether the participants knew at least something about the research issue to improve the reliability of the analysis and outcomes. Among the 30 completed questionnaires, 53% of the respondents indicate that they are male and 47% female, thus yielding almost an equal representation in public services, according to the findings. Effective recruitment practices, indeed, would be of the highest interest to both men and women

alike. Respondents were classified according to age brackets, showing that 32% are aged between 21 and 30, 58% between 31 and 40 years, and 10% aged between 41 and 50 years. This distribution indicates a predominance of respondents in the 31-40 years age bracket, with few members above 50 years being represented in the sample. This data indicates that the Commission boasts a youthful workforce that can realize the core mission of the Commission itself. Furthermore, out of the respondents, 33% were found to be college graduates, while 20% were master's degree holders, and only 7% had diplomas.





Source: [https://jha-rajnish.github.io/employee\\_attrition\\_analysis/](https://jha-rajnish.github.io/employee_attrition_analysis/)

### Research Question One (RQ1)

What recruitment and selection practices, strategies, and frameworks do Public Sector Institutions use? Improving the recruitment framework and practices for civil servants is crucial to effective governance and serves as the foundation for human capital development across all ministries. Better recruitment and selection strategies enhance the organizational outcome. Civil service in Sierra Leone consists mainly of senior and junior staff and administrative and technical executives, distinguished chiefly by educational qualifications, training, skills, ranks, and responsibilities they undertake.

### Some of the tactics put into action to boost recruitment and staffing quality include the following:

- Improving recruitment team efficiency. To ensure that an adequate committee composition is obtained, there has to be an increase in the recruitment and selection efficiency of team members by ensuring a more diverse committee. This committee should include practitioners in diverse fields, for instance, in psychology etc., economics, and even law. To this end, we are guaranteed a more effective placement process through the:
  - Structured job advertisement process,
  - Grammatical correctness of the job advertisement,
  - Clarity regarding the company, position, and qualification information.
- Improving the effectiveness of the institution's human resources specialist. The actions of this specialist must comply with rules and ethical standards. This specialist must also conduct themselves well toward all potential employees to ensure that the actions taken on behalf of the institution are transparent. This transparency means that all

relevant information should be displayed on the institution's website and made accessible to the public.

- The organization should adapt to environmental changes in the course of implementing and sustaining current recruitment and selection policies:
  - A careful selection process designed to retain in the organization only the highest quality employees;
  - Payroll systems should be consistent with employee performance results.

### Models through which this adaptation can occur include:

- The "matching model" propounded by scholars at Michigan Business School speaks to the congruence of human resource policies with strategic goals of the business; this particular paradigm outlines some critical considerations regarding the effective formulation of human resource policies and systems, namely:
  - Attraction and selection of the most suitable candidates in terms of the needs of the organization;
  - Assessment and monitoring of performance with the provision of feedback to the organization and the employees;
  - Recognition and reward for the contribution of employees;
  - Developing the skills and knowledge required for an organization to fulfill its objectives.
- The "map of human resource management" model, launched in 1984 at Harvard University, recognizes various interest groups in the organization: shareholders, government, and the community. This model argues that human resource management strategies should reflect the legitimate interests of these groups and be integrated with the overall business strategy.

3. Cost reductions in the selection and recruitment process can be formulated through:
  - Appointments of members from MAI who are specialists in various fields in the analysis committee;
  - Interviews and practical tests are carried out internally instead of outsourced.
4. The risks of selecting candidates who do not meet the institution's performance standards can be minimized through:
  - Harshly increasing the stages at an interview,
  - Tightening the physical and psychological tests,
  - Introducing a period of training lasting for about one month.
5. Employee performance may be enhanced by:
  - A clear line of communication and motivation for the use of different recruitment and selection methods.

### Conclusion

These findings point out that an improper selection and recruitment process, which is not backed by the necessary rules, will put a public institution in serious trouble, concerning its service credibility among the users. Decreasing reputation usually means a worse time for individual employees; they feel out of place in their roles and often find it difficult to deal with their colleagues. There were three initial hypotheses: of the three, the second one is corroborated. The first hypothesis, which states that more males are present within this public institution, is refuted since there are more female employees, with no significant numerical difference. The second one is proved correct because representatives from the Gura Ocniței Local Council reported that most employees hold university degrees. The last one is not proven true as the effectiveness of the recruitment and selection team is only one factor for process improvement; other factors also include alignment of human resources department objectives with organizational strategy, cost-benefit analysis, and evaluation of the overall effectiveness of the selection team hired.

The primary findings of this study showed that there is considerable cost to public institutions from the selection and recruitment process when it does not meet the required protocols and has been invalidated in the eyes of the service user. Lower reputation is not an unhealthy sign for the employees; misalignment in the use of their skills likely disappoints them and may pose difficult times interacting with coworkers. Out of the initial three hypotheses, only the second one stands proven by the evidence. The first hypothesis, which states that a public institution probably consists of 90% males, is refuted as to is no weighty difference; it proves that females are greater in number than males. This second hypothesis was proved correct, as representatives from the Gura Ocniței Local Council stated that the majority of employees hold university degrees. The last hypothesis does not stand tested since the effectiveness of the recruitment and selection team is only one in a plethora of factors affecting the improvement of this process, but also with alignment of human resources department objectives with organizational strategy, assessment of all costs and consequences, and overall efficacy of the selection team.

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