

Critically Discuss Challenges and Recommendations in Recruitment and Selection

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ABSTRACT

The purpose of this study is to discuss the challenges in the four stages (analyzing job requirements, planning recruitment program, attracting candidates and selecting candidates) of recruitment and selection. Based on the existing literature and the discussion, some essential recommendations are also derived from the study, providing a reference for organizations in HR practice.

Keywords: *recruitment, selection, challenges, recommendations*

1. INTRODUCTION

Competence human resources are viewed as the treasury of an organization since they are more difficult for competitors to mimic and copy than products and services [1]. Furthermore, employees who excel not only in professional domains (hard skills) but also in organizational values and culture (soft skills) would make a significant contribution to organizational development, highlighting the importance of human resource areas in leveraging these right people [2]. In comparison to other HR processes, recruitment and selection play a more significant role in gaining this competitive advantage because it is a primary source of talent [3]. The term "recruitment" refers to the process of finding and involving the best applicants, while "selection" refers to the process of selecting the best individuals based on organizational needs [3]. The four primary processes are analyzing job requirements, developing a recruitment drive, attracting candidates, and selecting candidates [3].

The impact of recruiting and selection on individual and organizational success is becoming increasingly well recognized. It is a way to select qualified applicants and have the appropriate attitude and values to adapt to the company culture [2]. This person-organization fit would result in a high level of acceptance, which would lead to more desired behavior and improved individual performance [3]. Furthermore, effective recruitment and selection will create a broader pool of candidates to find appropriate skills and improve the quality of the talent pool to meet organizational growth goals. The

recruitment and selection process are also a window to organize the image and increase popularity with the market [4].

However, recruitment and selection are so complicated that they may encounter problems if recruiters do not pay enough attention to specific details. Since the process is dynamic, it is necessary to formulate different recruitment and selection plans for different needs, positions, and organizations [5]. At the same time, it will be affected by various factors, such as industry conditions, organizational location, and candidate qualifications [6]. Some problems may arise when these aspects are ignored, such as unrealistic job analysis and long recruitment cycles. These difficulties make it more difficult to find outstanding talents and increase its costs in terms of money, workforce, and opportunity costs [7]. As a result, it is critical to identify difficulties in recruitment and selection and take steps to eliminate or mitigate them.

There are two key components to this research. It starts with the obstacle's businesses may confront during the four stages of the recruitment and selection process. Then there is a part that offers suggestions based on the issues raised in the first section. Its goal is to critically evaluate issues that result in a failure to attract the proper individuals at a high cost and make ideas for overcoming those challenges.

2. CHALLENGES IN RECRUITMENT AND SELECTION

2.1. Analyzing requirement

First, the analysis of the employment needs of many companies may be unreasonable and unrealistic. Work standards should be linked to actual professional abilities and the consistency of personality and value with the business culture [7]. Some organizations tend to set lofty goals that cannot be achieved. Some companies, in particular, demand excessive certification for a position with modest technical requirements [7]. Unreasonable restrictions would lead to a lack of applicants and the loss of qualified candidates who could meet the practical needs. For example, a Chinese real estate company sought doorkeepers but required candidates to have a high school diploma and some technological qualification, such as IT [8]. As a result, those who meet these criteria will not apply for the position. Those who desire and can do so will be rejected due to qualification gaps. Therefore, this was disastrous recruitment, with the organization failing to engage the proper personnel and wasting money.

Second, discrimination in employment standards is a significant problem for enterprises. Recruitment and selection should follow the labor law to ensure that all job seekers have an equal opportunity to find a job [9]. Organizations can benefit from diverse workplaces by enhancing creativity and innovation [3]. However, some organizations may prefer specific talents for their development needs by implying some bias in their job requirements, such as gender, age, and education discrimination. For example, some companies specify that only men are eligible to apply for the position [7]. They would have to increase the fee since they might be sued and have to revise their advertisement. Furthermore, they risk losing qualified individuals as well as the competitive advantages of having a diverse workforce. As a result, discriminatory language in job requirements would tarnish the employer's reputation and limit the pool of qualified candidates.

2.2. Planning recruitment program

Firstly, in some firms, time planning for recruitment and selection is excessive, resulting in missed opportunities to acquire the right individuals and high costs. The time planning to pick acceptable applicants for the final interview and official employment may take longer than the reasonable time interval when businesses seek to select the best-qualified individuals from a large number of interviewees [10]. However, this would exacerbate several issues. Specifically, some excellent applicants may be hired by other organizations after a long waiting period. That is, the cost may be wasted because they do not have the talents they need. Moreover,

due to outdated feedback on interview results, the brand may be compromised [11]. For example, before implementing a new recruitment program, Hilton Worldwide spent more money than other organizations because the recruitment process took more than 40 days, which was longer than the industry norm [5].

Furthermore, the recruitment program advertising strategies may not be appropriate, resulting in a waste of money but failing to acquire the correct personnel. On the one hand, the method to be adopted may not be aimed at the required talent [19]. Companies that require much experience, for example, might not want to advertise on university websites because many undergraduates or grads do not have much experience. On the other hand, well-known methods such as TV commercials will increase publicity and attract many applicants. However, the cost is high, and the audience is large, putting pressure on finances and the workforce. Some unpopular methods will waste money and energy because of their limited Audience accessibility [1]. For example, several businesses in Zimbabwe chose to advertise in the daily B-Metro, but this was a waste of time and money with unsatisfactory results due to the journal's poor distribution [12]. Therefore, it is critical to devise a sound strategy that includes a targeted advertising strategy and a cost-effective investment.

2.3. Attracting candidates

Poor employer branding is a significant barrier to attracting talent, resulting in a low response rate from job searchers but a high financial burden. When applying for a job, most job searchers examine the organization's reputation [1]. However, some circumstances, such as a delayed recruitment process or a poor rating of present employees, may harm an employer's reputation. As a result of the large number of applicants who may choose to disregard the recruitment needs of organizations with a bad image, the application rate will be low, increasing the opportunity cost in the talent pool and the need for new investment in the subsequent recruitment. When Uber's reputation was tarnished by a lawsuit filed by female employees alleging sexual harassment, for example, it lost talent and spent more money on recruitment [13].

Another issue is the difficulty in attracting passive individuals who are highly qualified but are not actively seeking new employment. A large portion of the workforce comprises passive candidates who are not actively looking for work [14]. They are helpful to employers because they have exceptional professional talents and exhibit high levels of job satisfaction and devotion, which are attributes that many businesses want [1]. It may not be easy, though, because other competitors may contact these talents as well, and figuring out how to make the emails stand out would be difficult. Furthermore, many good employees in other

organizations are likely to have received large salaries and enjoy their current jobs, making it more challenging to persuade them to change jobs [14]. As a result, attracting these abilities would take more effort and time. For example, it costs a year and a half for an IT firm to hire a passive applicant from an insurance firm [14].

2.4. Selecting candidates

There is a risk that recruiters may rely on their subjective preferences rather than scientific analyses. Combining human thinking and scientific analyses in selecting decision-making would be logical [3]. On the other hand, favoritism and nepotism are likely to have an impact on the selection process. Recruiters may use their positions to hire friends or family for personal gain, even though these individuals may not match the qualifications [12]. Furthermore, their prior expertise and subjective judgment in assessing candidates' abilities may be skewed and erroneous. Some issues might arise without the assistance of scientific approaches. The talent pool of firms may be harmed as a result of a shortage of required staff. What is worse, it is a waste because the money and time spent on a well-designed recruitment effort may not yield the desired outcomes [6]. For example, a government agency was sued and ordered new recruitment after a recruiter chose a cousin over the best candidate, resulting in increased financial and labor costs [15].

Additionally, choosing the right individual is a challenge for the company, leading to management costs due to the conflict of values between employees and the organization. It is crucial to choose applicants who have both soft and hard advantages, such as the right attitude and personality and professional skills. After employment, staff can learn challenging skills, but if the applicant handles the contradictory values of the organization, reduces organizational harmony, and increases management costs [2], attitudes and behaviors are difficult to change. Many recruiters focus on professional skills to adapt to professional needs while ignoring attitudes and beliefs. Therefore, highly qualified employees may not be able to make meaningful contributions in an inappropriate environment. For example, some employees at Huawei, a technology business, departed because the corporation created a "wolf culture" that encouraged people to work tirelessly while they struggled to fit in. As a result, the cost of recruiting new staff in terms of both time and money increases [9].

To summarize, several problems exist in the four stages of recruitment and selection, all of which would increase the cost of doing business and make it harder to find qualified people. As a result, it is critical to take steps to address these issues.

3. RECOMMENDATIONS FOR RECRUITMENT AND SELECTION

According to the previous debate, several issues in recruitment and selection raise costs while lowering recruitment effectiveness. It is vital to take steps to avoid or alleviate these problems in order to satisfy talent needs and save money. This section contains recommendations based on the challenges mentioned above.

3.1. Analyzing requirement

To begin, the HR team should improve contact with other departments with recruitment needs to do a reasonable job requirement analysis. Identifying the reasons for recruitment is an important step in analyzing job requirements because the reasons determine the critical requirements for candidates [4]. The demand for fresh talent could be due to present employee attrition, current business expansion, or new business growth. It is simpler for present business because the former position's needs would serve as excellent references. Nevertheless, for a new firm to discuss and agree with the HR team, business team, and senior management team, these people with good insight may better understand which talents are qualified for the job [8]. It may be more all-encompassing and realistic if the conversation can connect with organizational culture, technological factors, and market conditions for general but realistic work requirements. For example, a new business department concentrating in China-Korea commerce in a foreign trade corporation found the needs examined by HR, business, and top managers to be quite valuable [16].

Second, all firms must take steps to eliminate prejudice in job criteria. It allows businesses to communicate appropriate job-related limits but forbids linguistic discrimination in job descriptions and advertisements [7]. Thus, the first step is to change the way job requirements are expressed [16]. Produce gender-neutral advertising, for example, by portraying males as ambitious or challenging and females as cooperative or supportive. Then, because of the benefits of a diverse workforce, it is a good idea to include a diversity statement in job requirements that will attract applications worldwide [7]. Robert Walters, for example, taught their HR teams to produce employment advertisements embracing all groups and established legal counsel to avoid discrimination after developing many branches in 16 countries [1].

3.2. Planning recruitment program

It is critical to assess various recruitment channels and select effective strategies appropriate for the position and budget. Because the audience and expenses will differ, the first step is to assess the effect and cost of various strategies [7]. For example, cost-effective campus recruitment may be offered for graduate students.

In contrast, media, such as newspapers and television, are expensive but might attract more job applicants due to their public appeal. Then, when selecting realistic recruitment strategies, it is critical to consider position conditions. This is because a channel that works well in one position may not work well in another [7]. For example, senior managers may be more suitable for internal recruitment because they are more familiar with the current organization and can quickly transition to new positions. This initiative can save costs because internal technology costs less than external methods [1]. On-site recruitment, immediate feedback and website recruitment with long-term results are ideal for low-level personnel (such as assistants).

Furthermore, to save money and attract potential talents, it is vital to shorten the recruitment period and provide appropriate feedback. First, streamlining recruitment methods may be the first step because some unnecessary activities increase recruitment time while having a minor positive impact. Rozario discovered that input might be received within three working days, which means that the HR team can eliminate some invalid procedures, such as meaningless reference checks [7]. Internal and external recruitment can also be combined to shorten the recruitment cycle by half [15]. Then, to save time and money, it is recommended to use software to organize the recruitment cycle. By tracking job applicants and developing ideal plans based on specific applicants, software like Job partner helps shorten the recruitment cycle [6]. For example, Typeform deleted several processes that had the most negligible impact on the screening application and established a new timetable that allows candidates to participate in all interviews on the same day for quick feedback, which is 43% shorter than the previous cycle [10].

3.3. Attracting candidates

To begin, firms should develop a strong employer brand in order to attract more suitable individuals. Building a positive reputation is beneficial to increasing talent acquisition since applicants believe they will receive honest and timely feedback [6]. As a result, it is critical to establish an effective employer reputation strategy. Businesses can develop their website as a platform for launching appealing and remarkable marketing and introducing their culture to attract applicants who share their beliefs [4]. Then, after receiving inquiries, it is a good idea to respond quickly and honestly, as this will leave a positive impression on inquirers, who will disseminate their positive feedback [3]. Marriott hotels, which have a major recruitment page on Facebook, have uploaded photos and videos of work material and the employee life. When the company received a large number of likes and comments, it responded quickly, establishing a positive employer image, and attracting a large number of applications [14].

Then, in order to attract applicants, recruiters need to establish and maintain relationships with passive applicants. Organizations that can maintain relationships with valuable prospects will sooner or later have a profound impact on them. If organizations are interested in organizational ideals, they may become their future careers [15]. Initially, make it easier for passive candidates to learn about organizations by putting more effort into publicizing them online or at some events. Then, by cultivating relationships with these people and keeping in touch with them, the company may learn more about them, such as their desire to continue their business. Such data will be used to demonstrate the possible benefits of the organization. For example, despite hearing "No, thank you", the company was able to obtain a passive applicant who worked for a particular service because the organization continued to send emails asking for "tell me more" [15].

3.4. Selecting candidates

To begin with, using scientific methods during the selection process may be a feasible way to provide objective reference while avoiding absolute subjective judgment. Scientific techniques such as data analysis tools and personality test software can be used to examine professional abilities and qualifications and values, and personality [16]. Therefore, it is recommended to use analysis tools to filter the application forms of a large number of applicants in order to select more qualified candidates for interviews. By doing so, the scope will be narrowed; recruiters will focus on the remaining applicants, increase the chances of hiring the right people, and reduce the cost of going to the business [17]. In order to avoid favoritism, it is best to link the analysis results of applicants, customer needs and the majority of the recruiters' opinions before making the final recruitment decision [8]. Take JetBlue Airways as an example: they have performed very well using scientific tools to select flights. Customer data research shows that customers prefer helpful employees, so they change the standard from "kindness" to "helpful" [17].

Then, finding suitable candidates, division of labor and cooperation between the human resources department and other departments that need talents will be a viable choice. The human resources and business teams focus on various factors and have different advantages when selecting applicants [3]. First of all, a human resource team with better recruitment skills must screen the candidates' basic situation and their personalities and values to determine whether they can integrate into the organization's culture [16]. Candidates who pass the initial interview can then be interviewed by a business team that knows more about professional matters. This division and cooperation can pick applicants who are qualified in professional domains and have the correct value, accomplishing the goal of

employing the right individuals and lowering opportunity costs. When the duty of the HR team and the business department are separated, for example, the quality of the talent pool is improved in many Chinese organizations, as opposed to merging them to interview candidates [8].

In conclusion, numerous steps can be taken to avoid or mitigate recruitment and selection difficulties. All of these measures include making every effort to use all available human and technological resources to hire the best candidates for the least amount of money.

4.CONCLUSION

Recruitment and selection play a critical role in organizational development, such as talent pool supplement and employer branding, highlighting the importance of utilizing this HR functional area to hire the best individuals. However, it encountered many problems in the four main stages, including unfair and discriminatory job requirements and long recruitment cycles. These obstacles will make it more challenging to find qualified candidates and raise prices. Therefore, it is recommended to solve these problems through the effective use of human and technical resources.

Many studies exist that explore the issues and recommendations from the perspective of organizations, and they are quite beneficial in improving HR practice. However, this may not be adequate, as individuals are also likely to blame recruitment and selection problems. Dishonest candidates, in particular, may falsify qualifications on their resumes. These candidates may pass the interview because they are good at pretending to be someone they are not and engaging in activities that the HR team finds attractive. This may be due to asymmetric information. Candidates can obtain more information about the company, while it is difficult for companies to obtain all detailed and accurate information about each candidate. Therefore, the organization may need social assistance to solve these difficulties. However, research on how governments and other groups solve these problems may not be enough. More research will study the problems that companies cannot solve on their own. It would be helpful to conduct more research on how the government and other groups can help organizations and create restrictions for individuals for better human resource practices.

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