

Process for creating an effective recruitment planning management essay



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A job interview is the process where a new candidate can get the chance of expressing his skills and quality. Quality interview process can identify the skills of the employees effectively and creates a faster recruitment process. It can be a big challenge for Burger King when they are selecting their workers. Evaluating the interview process can be the good option for enhancing the quality of the recruitment and selection planning (Boddy, 2010). Interview process can make the structured design of the questionnaires which can use highly structured closed-ended questionnaires to measure the employee's performance (Armstrong, 2010).

Semi-structured interview questionnaires can create a flexible interview process by giving emphasizes on employee's new innovative thinking. It can help to develop the problem solving organisational culture for solving any future problems (Armstrong, 2010). Burger King is facing a big challenge because of increasing competition and changing economic condition. It is useful to evaluate the interview planning for getting appropriate candidate for the position or to reduce problems in the recruitment planning. It can satisfy the objectives of the organisation by making an effective integration of the interview and the recruitment planning.

Rationale of doing this research:

Interview process can take the responsibilities for the employees and the organisation. It can measure the requirements of the job and select the right people who can achieve the research objective (Dessler, 2008). Good quality interview planning may provide scoring to the employees which can give future direction to the employees about the areas for future career development (Brown, 2001). This study is focusing on measuring the roles of

online recruitment process and the quality of the interview process of the Burger King and how those can be improved to measure the employee's skills effectively. Interview planning is analysing the job with the skills of the employees and makes relationships among the factors which can create good options for the workers.

Aim:

The aim of this study is to critically evaluates the effectiveness of interview planning for the candidates for Burger King

Research Objectives:

The objectives of this study are the following:-

To explore significance of interviewing method at the process of effective selection at Burger King.

To identify steps of shortlisting in the interview process of Burger King

To analyse the impact of online recruitment planning at Burger King

To identify the problems of interview planning for Burger King

Research Question:

This study is taking the following research questions:-

Why online recruitment process is becoming important for Burger King?

How the quality of the interviewing process can be improved for Burger King?

What are the problems of the interviewing methods for Burger King?

Company Background:

Burger King has established in 1953 in Miami, Florida and selling different types of fast food items including hamburgers, chicken, French fries, soft drinks, milkshakes, salads, desserts or breakfast items. It has more than 35,000 employees in several locations in UK (Burger King, 2012). An effective interview process can find out an appropriate candidate and increase the quality of the selection process. Burger King is using online recruitment process which may create some problems in the selection process (Burger King, 2012).

Evaluation of the interview method can help to identify the effective process of selecting right candidate for the organisation. Enhancing the quality of the interview process can be a good option for maximising the quality of the recruitment process (Boddy, 2010). This study is examining the problems of interview process and how it can be improved to get quality workers for the organisation.

Scope of this study:

Effective interview planning can also create equal opportunities in the organisation and gives an equal chance for the workers to make their participation in the process of organisational development. Taking the measurement of staff's skills carefully can fit them for handling the challenges and help to achieve the objectives of the organisation (Hall and Torrington, 2002). This research is focusing on the fast food industries to get best candidates for the organisation and reduce errors in the selection

process. Interview planning can also measure the skills of the interviewer and easy access for the workers to take part in the recruitment process.

Effective interview planning can also minimise the errors of the recruitment planning and creates big scope for enhancing the skills of the employees. It can also provide the guidelines to the employees at the beginning stage and let them know about the process of exploring their knowledge (Bratton and Gold, 2007). It may also take care of the environment where the interview is taking place, takes the measurement of the scales that are used to select the candidates and online recruitment process for Burger King. It can increase the level of strengths of the selection process for the workers in the Burger King.

Dissertation Structure:

This study is using the following structure such as:-

Chapter-One: First chapter of this study is describing the introduction of this research including the explanation of the aim and objectives. This chapter also describes the company background, scope of making research with an explanation of the dissertation structure used in this study.

Chapter-Two: Second chapter of this study is describing the theoretical explanation of the research topic. It examines the roles of effective interview process and how it can help to develop the process of the interview planning. This chapter also explains the problems of interview planning and examines the key issues of the effective interview planning for Burger King.

Chapter-Three: Third chapter of this study is describing the steps of this research including the reasons for selecting any research method and data collection process used in the research steps. It also explains the limitations of the study and ethical issues that can create a successful research

Chapter-Four: Chapter four of this research is explaining the research findings from the primary research and evaluates the results. It also examines the prospective area of maximise the quality of interview planning at Burger King.

Chapter-Five: Final chapter of this study is making the evaluation of the results from this research. It also examines the recommendations of this study and conclusion came from this research. It also evaluates the areas of future research by focusing on identifying the key information in the research process.

Summary

Effective selection process can be done by measuring the process of the interview such as the tools that are used in the interviewing method.

Technology can be useful to create an effective interview process but it also depending on the skills of the interviewer who are taking the interview.

Training process can help to improve the skills of the interviewer to create an effective selection activity. In this chapter, researcher has discussed about the scope of this research in the fast food market. Evaluation of the interview process can create big opportunities for the staffs such as it can reduce the mistakes in the selection process and creates several opportunities for generating new opportunities for Burger King. In next

chapter this research is critically evaluating academic literatures relevant for this research.

Chapter-Two

Literature Review

Introduction:

Interview process is the method of selecting best candidates which can create benefits for both organisation and their managers. Interview planning can create the opportunities for both the interviewer and the interviewee for meeting in face-to-face and to create an exchange of information (Mandy and Robert, 2007). Interview process can give the opportunity for the candidate for asking questions about the job and the organisation and it can help to make good decision for the HR managers to select right person for the organisation (Stewart and Knowles, 2000). This chapter is analysing the several issues of the interview method and how it can be a useful process for enhancing the quality of the recruitment planning for Burger King.

Concept of Interview Process:

Interview process gives the opportunity for both interviewer and interviewee to create face-to-face interactions among the organisational members and creates an exchange of information (Dessler, 2008). There are several types of interview formats can be used to measure the skills of the employees such as:-

One-to-one interview: In the process of one-to-one interview process interviewer can ask several questions to the candidates where they can be

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more ease to express their views and responses. However, it can be difficult for the interviewer to concentrate more interviewee's responses. It can be more open and may create bias in the interview process (Leopold et al., 2005).

Panel Interview: When the skills of the employees are measured by more than two interviewers known as the panel interview. It can be a formal interview where the candidates may feel difficult than they feel normally. Interviewer may not ask the same questions at many times when measuring the performance of the employees (Edward and Rees, 2006).

Telephone Interview: Many organisations are using telephone interview for measuring the performance of the employees. It can be used as the pre-selection of the employees when there is high volume of recruitment is taking place. It can also be used to fill up the senior position internationally and express their views to take part in the major role in the organisation (Greenberg and Baron, 2003). However, it may not be the substitute of the face-to-face interview and difficult to monitor the progress of the interview process. It is important that the candidate can fit with the organisational process with an improvement plan on selection process (Armstrong, 2010).

Advantages of Interview process:

Interview process can also provide employee development opportunities, potential career development opportunities for the workers and terms and conditions related with that position. It can explain the employment benefits to new employees which can motivate them to take part in the process of employee development planning. It can also create a positive impression

about the company by which employee can understand about the benefits they are going to get from that position (Armstrong, 2010). Interview process can create the options for the employees to ask questions about the job and company they are going to work and identify the skills of the employees to fit for that position. It can give an options for the employees to express their views about whether they like the job or not (Edward and Rees, 2006).

Interview process can give the description about the job roles and responsibilities that the workers are required to meet and assess the capabilities of the worker's to meet the requirements of that specific position (Burnes, 2004). By the help of behavioural and competency based questions interviewer can identify the critical situation and measure the employee's behaviours in several occasions. Competency based questionnaires can measure the competence of the employees including the person's specifications in several occasions (Nairs, 2008).

Criticism of interview process:

Dessler (2008) said that, poor interview process can create negative impression about the organisation when they leave the organisation. It can also reduce the opportunities for the potential employees to apply for the position. Interview questions need to be relevant for the position where the employees are applying and it is depending on the job roles and responsibilities. Questions need to close to satisfy the demand of the organisation. Asking multiple questions can make the employees confuse and gives the options to employees to go away with the original requirements. It can be better to ask one question at a time which is relevant for the research topic (Boddy, 2010).

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Several types of interview questions can be used to measure the skills of the employees such as using hypothetical questions managers can identify the express of the workers to handle several difficult situations in the workplace. It can identify the employee's skills of handling the challenging conditions and the process for taking right decision at right situation (Brown, 2001). In some cases, interviewer can use stress questions such as some aggressive questions to identify how the employees are handling the critical situation. It can measure the confidence level of the employees and measure the abilities of the employees to handle the critical situation (Bratton and Gold, 2007).

Employee Selection Process and Different tests:

Employee selection process is the process of matching the people with the organisational requirements with the available skills and qualification of the people. The main criteria of making an effective selection are to find out the effective matching with the employees (Greer, 2001). Effective selection can maximise the quality of the employees and maximise the organisational performance. It can reduce the level of employee turnover and absenteeism in the organisation (Harrison, 2004). Effective selection process can save time and money for the organisation and create more opportunities for the candidates to maximise the organisational performance (Keith, 2000).

Selection process is different from the recruitment such as there are two phases of the employment process and recruitment is known as the positive process which is motivating the candidates for applying for a position. It can make a pool of applicants from different sources. However, selection is the negative process because the inappropriate candidates are rejected here.
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Selection is considering a selection of the best candidate for the organisation by measuring their abilities, skills and knowledge requirements for that specific job (Hall and Torrington, 2002).

The following steps are taken to make the selection process such as:-

Preliminary Interview: It is the beginning stage of the selection process where the candidates will be eliminated if they don't meet the minimum eligibility criteria laid down by any organisation. In the preliminary interview skills of the workers, academic and family background, competency skills and the interest level of the employees will be measured. It is less formalized and planned than the final employee selection interview. At this level, employees are given a basic introduction about their company and job profile so that candidates will know about their organisation. It is also known as the screening interview at the process of employee selection (Dessler, 2008).

Application blanks: Candidates who are selected from the preliminary or selection interview will have to fill up the application blank which contains the records of the employees including the information about their age, qualification, previous job experiences etc. (Armstrong, 2010).

Written Test: At this level employees have to give some written test such as aptitude test, intelligence test, personality test or reasoning test. In these tests managers are looking for potential abilities of the employees and assess their knowledge of handling some similar kinds of organisational problems. It can also reduce bias in the selection process (Stone, 2009).

Psychological test: Psychological test is also known as the personality test which will identify the personal characteristics of the employees. It can identify the emotional stability of the employees and measure the level of interest of the candidates towards the workplace. It will identify the psychological feelings and interest of the candidates towards the job and how they can handle the organisational problems (Boddy, 2010).

Situational judgement test: At this stage, employees are given some similar situations of organisational problems. It includes different types of multiple choice format questions about handling different job related effectively. It identifies the employee's capabilities of handling problems of job-related situations. It can provides indicative job related information to the employees and creates a service orientation for the employees (Armstrong, 2010).

Aptitude test: Aptitude test can measure the ability of their candidate for a particular type of work. Companies can use self-assessment and Aptitude test forms online to identify the aptitude of the employees in specific area (Dessler, 2008).

Employment interview: After having different tests in the selection process companies will go for taking the one-to-one employment interview between the interviewer and the potential candidate. At this level companies will look for the best skills which are suited for that specific job. The competency level of the employees will be judged in this stage and creates a good level of communications with the employees (Harris et al., 2004).

Appointment letter: At the final stage companies will issue the appointment letter for the organisation and select their candidate. It can also reduce the absenteeism in the process of employee selection (Harrison, 2004).

Criticism about different test methods:

There are some problems in using the test method because it can increase more pressure or stress on the top level managers. It may require long-time for selecting a candidate which can be a big challenge for the employees and may lose the employee's interest. Selection tests may create bias in the select and may create negative impression for the candidates (Bratton and Gold, 2007).

Steps of shortlisting method:

It is important steps of making the shortlisting in the interview process and it can be a big challenge for the HR managers. Shortlisting is depending on the quality of the workforces and their skills for the relevant positions. It can be a major decision for the HR managers to make an effective shortlisting because it can reduce mistakes in the selection process and brings the right candidates (Dessler, 2008). HR managers can take several tools to make the shortlisting such as they can use online application forms, telephone interview or face-to-face interview to make the shortlisting (Greer, 2001).

Shortlisting can be done by taking the following steps such as:-

Online Application forms: Online application form can help to make the shortlisting because it can provide the terms and conditions that can be used

in the selection process. It can be an easy process to ask for the necessary requirements for fulfilling the vacancies (Harris et al., 2004).

Telephone Interview: Sometimes organisations are using telephone interview to make the shortlisting such as it can measure the skills of the employees by having a quick discussions with the interviewer and help to identify the quality of the employees for that specific position (Boddy, 2010).

Using CVs: CVs can be a good process for making the shortlisting such as it can provide the information about the employees by which HR managers can make their decision of selecting appropriate candidate for the position. It can also provide the relevant experiences that the employees have for that particular position and gives them good option for expressing their quality (Keith, 2000).

Roles of online recruitment:

Recently, many organisations are using online recruitment process for selecting the candidates which is an easy and convenient process for taking large numbers of employees. It can bring large pool of applications for several positions and gives several options for the employees. “ Online recruitment is a faster and convenient selection process of the employees which can attract large numbers of the employees and takes the candidates faster than any other types of selection process. It can attract large numbers of applicants where the candidates will get the opportunity for applying in the organisation”, (Parry et al., 2011).

Online recruitment process is known as the replacement of an existing recruitment process and help to get an immediate feedback from the <https://assignbuster.com/process-for-creating-an-effective-recruitment-planning-management-essay/>

candidates. “ Internet which is reaches larger number of people and can get immediate feedback become the major source of potential job candidates and well known as online recruitment or E-recruitment. However, it may generate many unqualified candidates and may not increase the diversity and mix of employees. In terms of HRM, the internet has radically changed the recruitment function from the organisational and job seekers’ perspective”, (Emma and Hugh, 2009). 7

According to fig-2. 1, online recruitment process considers numbers of stages where companies can make the assessment of application forms, skills of the candidates and makes effective shortlisting process. When there is an error in the selection process it can bring wrong employees for a position and reduce the performance level of the organisation. “ Online recruitment planning can create a brand image about the company and it can create a positive value in the employee’s mind. Organisations can make proper clarification of the job roles and responsibilities in the online recruitment process so that it will not make confusion in the candidate’s mind and it will not make any mistakes in the recruitment process”, (Dessler, 2008).

(Fig-2. 1 Process of online recruitment, adapted from, Harris et al., 2004)

Online recruitment can reduce the costs of the selection process than a traditionally used selection model. “ Online recruitment can attract large numbers of candidates in the organisation and motivate them to show their best responsibilities for satisfying the job responsibilities. It can take some online testing system to bring the right people for the organisation”, (Emma

and Hugh, 2009). Online recruitment is also attracting various online recruitment agencies to provide good candidates and creates a competition in the job market (Bratton and Gold, 2007).

Finally, online recruitment can makes mistakes in the process of selecting the right candidate because the candidates are not visible in the selection process. Managers need to have some skills for selecting the candidates via online and the process of selection is also different than a traditional selection method (Edward and Rees, 2010). Mistakes in the selection planning can create an extra stress on management and increase the level of unethical practices in the selection process. In addition, online recruitment can increase the competition in the job market which can create employee dissatisfaction in the job market.

Problems of Interview Planning:

Interview process can consider about some limitations which can decrease the potential opportunities for the workers. Many organisations are using traditional poor bibliographic interview process to predict the employee's performance. They are gathering information in an unsystematic manner and judgement are making based on taking care of the variety of reasons (White and Drucker, 2009). Interview process can create big challenge for Burger King such as it may ask the questions by confirming the initial impression about the candidate gained from their previous working experiences or interview in the early stages (Dessler, 2008).

Sometimes, managers are measuring the quality of the employee's by taking care of their previous interview experiences or giving a negative impression

about the employee at the beginning stage (Emma and Hugh, 2009). In addition, stereotyping effect can also decrease the effectiveness of the interview process such as interviewers may assume that people from particular age, sex or culture will behave in certain way. They may measure the employee's performance based on the location they came from or some other issues including disability, marital status or ex-offenders (Girard and Fallery, 2011).

Moreover, the halo and horns effects is also creating problems in the interview process such as interviewers may rate the candidate as good or bad based on the decision made by the selection board. It may create an unbalanced results for measuring the employee's performance and reduce their potential level (Armstrong, 2010). Furthermore, contrast effect can create problem such as using the experience of interviewing one candidate and applying the same experience to measure the quality of the other candidate. It can create a negative impression in employee's mind and creates mistakes in the process of selection (Greenberg and Baron, 2003).

In addition, bias can problems in the interview planning where higher level management is not judging the employee's skills properly than it will not motivate the employees. Failure to monitor the interview planning can also makes mistakes in the selection process and makes mistakes on selecting good candidates for the organisation (Maxey et al., 2004).

Organisational system such as bureaucratic organisational system can also makes barriers in the interview planning and employees are not able to explore their skills in the bureaucratic organisational system (Harris et al.,

2004). “ Interest of the employees and the organisational culture is also important develop the interest of the employees to show the best performance and if employees are not fulfilling those requirements they may not get the right reward. Errors in the process of performance management can also create wrong points for rewarding the people”, (White and Drucker, 2009).

Finally, similar-to-me effect can also create misjudgement of the employees such as measuring the performance of the employees based on similar background, career history, and attitudes of the employees and the personality of the employees. It can rely heavily on previous experiences or mistakes in the previous activities (Hall and Torrington, 2002). In some cases, managers are selecting the candidate based on liking of the personality such as liking or disliking of the candidates (Mullins, 2009). In order to enhance the quality of the interview process managers need to take considerations of the limitations and need to take care of the structure used to make the selection process so that it can make a better picture to the employees (Greer, 2001).

Measuring the effectiveness of the interview process:

Managers need to establish the effectiveness of the interview planning by using some tools such as SMART tool can help to measure the factors for improving the quality of the interview planning (Brown, 2001). Organisations can take the measurement of the following factors for making an effective interview process such as:-

Consistent: Interview planning need to be consistent with the previous interview process such as it will consider the objectives of the interview and compare with the job roles. Consistent interview planning can also reduce the errors at the selection process (Burnes, 2004).

Realistic: Interview planning realistic so that it can ask reliable and valid questions which are relevant for that job. Irrelevant questions will not identify the skills of the employees and fail to meet the job requirements. Realistic interview questions can build up a good impression about the organisation in the employee's mind (Mullins, 2009).

Specific: Interview process can be specific to the job roles so that it can measure the specific skills of the employees required for satisfying the job roles. Specific interview planning can also reduce the mistakes of the managers when measuring the staff's skills (Whitmore, 2002).

Measurable: Interview process need to be measure within a time limit so that it can identify the performance of the interview plans. It can be done by taking feedback from the staffs and takes various factors for improving the quality of the interview planning (Bratton and Gold, 2007).

Challenging: Interview process can be challenging with the changing working conditions and it can provide different information for handling the pressure in the workplace (Armstrong, 2010).

Dynamic: Interview can be dynamic with the changing working conditions, organisational demand and can be changed with the demand of the organisation (Marchington and Wilkinson, 2008).

For evaluating the standard of the interview planning managers can use a directive approach for evaluating the factors that can improve the quality of the interview. “ In directive approach HR managers will make the interview standard based on taking consideration of manager’s decisions and employee’s representative. In addition, collaborative approach will employees will work with the performance manager to develop the standards of their position”, (Marchington and Wilkinson, 2008). Effective interview plan can also evaluates the work related skills of the employees and measure their ideas against the job requirements. It can also identify how they can handle the pressure and how they can fit with the challenges (Whitmore, 2002).

Managers can use staff appraisal forms for measuring the quality of the interview process and develops the plans which can enhance the quality of the interview process (Mullins, 2009). Evaluation of the existing interview system and adding more features to the existing interview process is important to get the right people in the organisation. Organisations can use the representatives from the staffs for making observations of the interview process and makes the planning for identifying the results. It can also measure the individual capabilities of the employees carefully and select the right candidate for the organisation (Bratton and Gold, 2007).

Interview process should identify the key skills of the employee’s specific for a particular position and makes a proper assessment of the skills by measuring their potential strengths (McShane and Glinow, 2003). In the interview employees want to know about the reward process such as how

they will be benefited from that specific job and effective interview can identify the ways of rewarding (Whitmore, 2002).

Interview scale used for measuring the skills of the employees needs to be more effective and it will provide a direction to the employees (Mullins, 2009). Providing guidance and future direction from the interview can build a good image about the organisation and improve the quality of the interview planning (Whitmore, 2002).

Mullins (2009) said, taking care of staff's responses is useful for setting up the interview plans. Psychological interview process can help to select the right people and identifies the emotional responses of the employees. It can be an effective process for measuring the emotional and psychological behaviours of the employees (Bratton and Gold, 2007).

. Developing the employee relationships can also improve the quality and effectiveness of the worker's performance. It is important to make a good plan for interviewing the people and a fair employee measurement scale can help to reduce the potential errors of the reward management plan (Harris et al., 2004). By providing more training opportunities can also improve the quality of the workers can help them to take their best opportunities for creating a successful interview planning for the organisation.

Summary:

Finally, effective interview process can enhance the quality of the selection process and maximise the performance of the employees. It can also predict the performance of the employees by giving several options for the t