

Recruitment and selection vs organisational culture

[Business](#), [Work](#)



The purpose of this report is to identify and discuss the view that recruitment and selection can be used to influence organisational culture. The report commence by defining " culture" and " recruitment and selection" in the humane resource management. The report then discusses organisational culture and recruitment & selection circle; explain how the two parts influence with each other. Finally, the report identifies some implications between recruitment & selection and organisational culture.

As one stage of the human resource management, the recruitment and selection not only service as a programme that find out the competent employee for the job but also influence the development of the organisational culture due to the organisational culture and the employees could influence each other. The organisational culture, a system of shared values defining what is important, and defining appropriate attitudes, behaviours, that guide members' attitudes and behaviours (O'Reilly & Chatman, 1996), is closely related and reflects the business objectives.

The culture shows the standards and principles, what kind of people is needed for the development of the culture and the organisation, to the recruitment and selection. According to those standards and principles, the recruitment and selection could search the competent and fit employees, who provide effective performance to influence and reinforce the organisational culture. Thus, through the effective performance of the fit newcomers, correct recruitment and selection would impact positively to the organisational culture, and helps the firm to achieve the business objectives successfully in future.

Recruitment & selection VS Organisational culture Organisational culture is a pattern of values, norms, beliefs, attitudes and assumption that shapes the ways in which people behave and things get done. It can be felt in the implicit rules, expectations of behaviour in an organisation where, even though the rules are not formally written down employees know what is expected of them. The culture creates the personality and feel that can influence the way as well that organisation treat customer as within themselves().

A strong culture is characterised by employee sharing core cultures. The recruitment and selection programme deals with looking for new employees. It covers the whole process from identifying a vacancy to notifying the successful candidates. Recruitment is " searching for and obtaining potential job candidates in sufficient numbers and quality so that the organisation can select the most appropriate people to fill its job needs" (Dowling and Schuler 1990). Selection is the process of making a " hire" or " not to hire" decision regarding each applicant for a job.

The very purpose of recruitment and selection programme is to find out the right employees for the organisation. The recruitment and selection aim to target not just behaviour, but through behaviour change to affect a change in the culture of the organisation (). With the positive effects of the organisational culture reinforcement, the business objective and strategy could be achieved with gain the competitive advantage on human assets and the survival of the firm in the future.

The recruitment and selection is the first step and the key element of culture reinforcement. If those programmes are effective, the newcomers in the new firm could experience the congruence that ensure the full individual promotion then contribute to the development of the whole company. The values, norms, assumption of the organisational culture define what should happen, what is the best for the firm as well as how to behave.

() Because the organisational culture show clearly the direction, which will help the employees to understand how to achieve business objectives, therefore it is essential for us to recognize that the organisational culture is the reflection of the strategy; it is the basis of the recruitment and selection programme. The researchers and studies of the impact of culture indicate that the organisational culture provides and encourages a form of stability as well as a sense of organisational identity.

Such kind of feelings, on one side, could influence positively on the employees, for instance, the attitudes, assumptions, and the expectation for themselves, and on the other side, it is able to attract, develop and retain top-quality employees for the organisation, then to gain the competitive advantage on human assets. For the effective performance of the company, organisations could use a strategic approach to the recruitment, selection and development of their staff.

Such kind of strategy is linked to their overall strategic objectives so that they can utilise their people as a sustained source of competitive advantage. The fit employees are the candidates who are not only required relativecareerbackground, skills and work experiences, but also called the

human values that fit the requirements of the culture. For instance " Because for an organisation to be truly effective, every single of it, each person, each activity, each department, must work properly together, because every person and every activity affects and in turn is affected by others.