

# Employees of xyz company essay



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This study investigated the perceptions on the present recruitment and selection procedure. The study sought to identify the strengths and limitations of the current HR functions and to evaluate it against industry best standards. The research was carried out using one on one interview with the selected key informants from the company and was guided by a researcher-made interview protocol which was validated and reliably drew out the thoughts and feelings of the participants on the recruitment and selection process as well as their personal observations of the effectiveness of the whole process and the HR department.

The study employed the case study approach and hence rich and substantial breadth of data was gathered. The gathered data was subjected to content and situational analysis and commonalities and themes for each interview question was discussed and substantiated by theoretical underpinnings. The findings of the study indicated that the recruitment and selection procedure of the company fall short of industry best practices, selection tools were limited and job postings were inadequate. The present recruitment and selection procedure of the company does not make use of standard interview forms, objectivity in hiring decisions is none-existent and interviewers are ill-equipped to conduct objective and effective interviews. And that the employees rated the recruitment and selection process less than the HR and department managers. It was also noted that the HR department of the company functioned less-ideally than it is supposed to be which is attributed to the company's adoption of hard HR strategies.

It was recommended that the company's recruitment and selection procedure can be improved in accordance with the adoption of soft HR

strategies. Summary of Findings This case study investigates the perception of employees of the company's recruitment and selection procedure, by interviewing the employees of the company, the researcher was able to get a picture of how the company goes about its recruitment and selection process. The findings indicate that for the recruitment process, the company has an existing recruitment policy but the details of which are not made known to the employees in general, what they know of it has been based on their own experience and their observation. This set-up is congruent with the limitations of hard HR wherein human resource is seen as a capital, a necessary part of the business (Legge, 1995). Since the company sees the recruitment and selection process as intermittent activities needed to fill in open positions then the HR department would naturally not involve the employees in the process hence no effort was done to inform employees of the guidelines and policies of recruitment and selection processes. It seems that the HR takes a limited role in identifying job vacancies, although job analysis is conducted regularly for all open positions, the postings of job requirements are more focused on the abilities and skills needed for the job rather than on the personality traits of a successful employee.

An effective job posting should contain the most relevant information regarding the nature of the job, the qualifications for the job and the kind of company that needs this specific applicant (Stern, 1999). However, the HR fails to come up with an effective job advertisement because obviously the company practices hard HR that is they seek to find applicants who have the skills that the company needs and does not consider whether they have the potential to become company talents (Storey, 1987). The company usually

prefers internal recruitment than external recruitment and that decisions to hire internally are left to the hiring managers, HR plays a small role in it though. This findings support the previous researches on recruitment that internal recruitment is more advantageous to the company, as it is more cost effective to the company since an existing employee does not have to the organizational culture and already is familiar with the standard operating procedures of the company (Myers, 1992), although training is necessary for a new job or position it is still relatively minimal compared to a newly hired employee. Then the company uses a limited array of recruitment sources, focusing more on newspaper advertisements, employee referrals, employment agencies for senior management and internal applicant database. Companies often try to use the least expensive method of recruiting applicants and expect to get the best candidates; however previous research has indicated that companies must be able to strategically plan its recruitment process and to consider the best and reliable sources for identifying qualified applicants (Fernandez & Araoz, 1999).

Finally, the HR does not evaluate any of its recruitment strategies. Assessing any program or policy is imperative if the organization wants to improve its programs, but the lack of evaluation measures for this company indicates that they favor maintaining the status quo than to initiate changes and innovations, this however could also be attributed to the less than ideal status of the HR department in this company.